

A SURVEY OF THE CURRENT STATE
OF RUSSIAN PUBLIC RELATIONS
A THESIS
SUBMITTED TO THE GRADUATE SCHOOL
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE
MASTER OF PUBLIC RELATIONS, JOURNALISM
BY
DANYA LYNNE PYSH
ROBERT "PRITCH" PRITCHARD
BALL STATE UNIVERSITY
MUNCIE, INDIANA
APRIL 2009

TABLE OF CONTENTS

Table of Contents	i
I. Introduction	2
II. Review of the Literature	7
III. Methodology	30
IV. Results.....	37
V. Discussion	57
VI. References.....	70
VII. Appendix A	78
VIII. Appendix B	97
IX. Appendix C.....	100
X. Appendix D.....	103

A STUDY OF THE CURRENT STATE OF RUSSIAN PUBLIC RELATIONS

I. Introduction

On January 31, 1990 the first McDonald's restaurant in the Soviet Union opened for business. Thousands of patrons wound up and down Moscow's Pushkin Square hoping to get inside. The event ushered in a new era of western business in Russia, and was a main news feature for many of the Soviet media outlets. It also created the initial imprint of public relations in Russia. Since then, "the golden arches have become part of the historical landscape." (Russian Life, 2000) The opening of the McDonald's restaurant was an incredibly successful event, and has had prolonged effects on the Russian population. Seventeen years later, the Pushkin Square McDonald's restaurant continues to be the busiest McDonald's in the world. (<http://www.mcdonalds.com/countries/russia>.)

Since the early days of the fall of communism, Russia has experienced its share of economic, cultural, and political changes. It has continued to modernize and integrate western influences, and as of August 2007, even has a Starbucks. (Seattle Times, 2007) An additional testament to the growth in development and westernization within Russia are the more than 800 American companies currently registered with the American Chamber of Commerce in Russia. (<http://www.amcham.ru>)

However, with Russia's business network actively supporting a growing population of 141.4 million, (CIA World Fact book) questions remain about the public relations connecting the citizens to the network.

Russia is continuing to be a rising-star on the world business and economic scenes (Emerging Europe Monitor 2007). Additionally, it is a relatively new arena for public

relations, but supports four professional public relations practitioner's associations, a chapter of International Public Relations Association (IPRA), Russian Public Relations Consultancies Association (AKOC), Russian Public Relations Association (RASO), and Russian Communication Association (RCA).

The last study to examine the current status of public relations in Russia (Goregin and Nikolayev 1996,) focused on the aspects of the evolution of public relations. No scholar, Russian or otherwise, to date has examined Russian public relations through the lens of Grunig's four public relations models. A clear need was created for this study by the incongruous element of a small body of public relations research with a moderately-sized practitioner base. In Moscow and St. Petersburg, the base of practitioners consists of more than 1700 members supporting 21 agencies and additional corporations.

This study focuses mainly on Grunig's four models of public relations, which include two-way symmetrical, two-way asymmetrical, press agency, and public information. A secondary focus for the study is Hofstede's cultural dimensions. The method of research for this study was an Internet survey with questions adopted from the Wu, Taylor and Chen (2001) study of Taiwanese public relations.

The focus for the study was based in Moscow and St. Petersburg, Russia, the country's main business centers. As Russia is a nation of many diverse cultures and nationalities, attempting to research the entire country would prove to be difficult, since most of the public relations practices are city-focused. Many oblasts (territories) and kraia (provinces) have different cultural practices.

This study is unique to the body of Russian public relations research, as many of the studies which have preceded it on Russian public relations have focused on other

aspects of the public relations profession. For example, Tsetsura (2005) focused on women's roles in Russian public relations and Guth (2000) focused on governmental aspects. The implementation of the Grunig and Hunt models and Hofstede's cultural dimensions has gone un-researched.

If an examination of the published literature is any indicator, international public relations is developing in great leaps and bounds. (Wouters 1991; Botan 1992; Wilcox, Ault, and Agee 1992; Botan 1993; Zaharna 2000; Zaharna 2001; Sung 2003; Kim 2003; Lee 2005; Dickerson 2005; Curtin and Gaither 2006; Vorvoreanu 2007; Braun 2007; Dumitrascu 2007; Kioussis and Wu 2008; and Wu and Baah-Boakye 2009.)

By studying how other countries, cities, and cultures are integrating public relations into their daily dealings, the exchange of ideas can be fostered and assist in building a global culture where business no longer is constrained by geographical boundaries. With the downfall of Russian communism in 1991, the Eastern European world of business has been refreshed and has become a sphere of prosperity to explore.

Examining the past areas of research within international public relations can yield valuable information that presents an overview of the field, thus expanding our overall definition of what is included within the subject area. Furthermore, by focusing on the definition and level of incorporation of public relations in Eastern Europe and Russia we can narrow the focus to examine the extent of practice within these areas.

The purpose of this study is to further the depth and breadth of knowledge about the current state of public relations in Russia through qualitative methods. After a small period of influence within Russian business practices, public relations have made an impact. (Guth 2000, p.206)

II. Review of the Literature

This literature review initially explored the overall body of research in international public relations; tapered into the definitional and integrative aspects of international public relations research to build a foundation, and then further limited the focus to public relations in Eastern Europe and Russia.

In order to better understand the concepts presented in this paper, a review of the Grunig and Hunt study and Hofstede's cultural dimensions were conducted. Public relations definitions and integration past and present were examined in the broader sense of Eastern Europe, due to the overarching involvement of the area. Finally, previous Russian public relations research was investigated.

A Review of the Grunig study

Grunig and Hunt (1984) identified four archetypical models practiced in the history of public relations. *Press agency* describes programs whose sole purpose is to gain favorable publicity for an organization in the mass media. Typically, Grunig and Hunt report that most often this is viewed as propaganda, and is used in sports, theatre, and product-promotion (Grunig and Hunt 1984, p. 8). *Public information* is similar to press agency because it is also a one-way model which views public relations as the dissemination of information; and according to the researchers, typically utilized in government, non-profit associations, and businesses. (Grunig and Hunt 1984, p. 8) The *Two-way asymmetrical model* outlined in the Grunig and Hunt study uses research to

develop messages that are likely to persuade strategic publics to behave in a manner the organization would like, and is utilized in competitive business and agencies. (Grunig and Hunt 1984, p. 8) The *Two-way symmetrical mode*, in Grunig and Hunt's opinion, the optimal model of public relations, is based on research which uses communication to manage conflict and improve understanding with strategic publics, viewed as ethical, and typically utilized with regulated businesses and agencies. (Grunig and Hunt 1984, p. 9)

Further studies, including a portion of Grunig's 2001 study explicating the third and fourth models, a combination of which "almost always could increase the contribution of public relations to organizational effectiveness."(Grunig 2001; Kim 2000; Zayani 2008; Zhang and Cameron 2003; Zhanga, Qiu, and Cameron 2004; Lee 2006; Wang 2006; and Wang 2007.) This combination is considered an ideal communication model in public relations to "balance of the organization's and the public's interests" (Grunig, 2001, p. 15). Of special note, Grunig, Grunig, Sriramesh, Huang, and Lyra (1995) study of Grecian, Taiwanese, and Indian public relations focused on clarifying if Grunig's four models of public relations were implemented in an international context. Grunig, Grunig, Sriramesh, Huang and Lyra (1995) discovered the two-way symmetrical was the ideal, but many practitioners used the press agency or public information models (p. 166). Additionally, they discovered two new models of international public relations, the personal influence model, explained by the researchers as 'it's who you know, not what you know'; and the cultural interpreter model, explained as utilizing someone based in the country of interest to interpret the culture for your business to avoid any major faux-pas. (p. 180). Similarly, the Wu, Taylor, and Chen (2001) study of Taiwanese public relations explored through Grunig's four-dimensional public relations paradigm. Wu,

Taylor, and Chen (2001) self-administered a questionnaire that had three parts, compiled with close-ended qualitative questions, open-ended qualitative questions, and demographic information (p.324). After they completed their research, Wu, Taylor, and Chen (2001) found that the press agency model was most favored, the two-way asymmetrical model is used moderately, the two-way symmetrical model is often used, and the public information model is least favored. (p.8)

As a final example, Sriramesh, Kim, and Takasaki (1999) examined if the four models were utilized in India, Japan, and South Korea. Sriramesh, Kim and Takasaki (1999) used a meta-study method, combining survey methodology with participant observation, and qualitative interviews, and identified that the press agency/publicity model was the most frequently practiced model in all three researched countries (p.328).

Brief overview of Hofstede's cultural dimensions

Dutch researcher Geert Hofstede (2005) identified five cultural dimensions based on his IBM studies that can provide an accurate depiction of work culture when measured. Hofstede examined the values of people from surveys by IBM employees representing more than 50 countries. The dimensions he discerned were power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, and long-term and short-term orientation.

Power distance (PDI), according to Hofstede, informs us about the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally. Hofstede further explains, "The basic issue involved, which different societies put different weights on status consistency

among these areas.” (Hofstede 2001, p. 86). The term power distance is borrowed from the Dutch social psychologist Mulder, who conducted experiments to investigate interpersonal power dynamics. (Hofstede 2001, p. 79) Hofstede suggests that power distances are to a considerable extent societally determined. (Hofstede 2001, p. 79)

Individualism-collectivism (IDV) examines the proximity of society between individuals. Collectivism is a “society in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people’s lifetime continue to protect them in exchange for unquestioning loyalty.” (Hofstede and Hofstede 2005, p. 33).

Individualism is defined by the researcher as a society in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family only. IDV describes the relationship between the individual and the collectivity that prevails in a given society (Hofstede 2001, p. 211). He further clarifies the social context of this dimension, “In some cultures, individualism is seen as a blessing and a source of well-being; in others, it is seen as alienating” (Hofstede 2001, p. 209).

Masculinity-femininity (MAS) measures the degree of masculinity or femininity in a country’s culture. Masculinity is defined as a society in which emotional gender roles are clearly distinct: men are supposed to be assertive, tough and focused on material success; women are supposed to be more modest, tender, and concerned with the quality of life. Femininity is defined by Hofstede and Hofstede (2005) as a society in which emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life (p.50). “The duality of the sexes is a fundamental fact with which different societies cope in different ways; the issue is what implications the biological differences between the sexes should have for the emotional and social

roles of the genders.” (Hofstede 2001, p. 279) Hofstede further recognizes that women attach more importance to social goals such as relationships, helping others, and the physical environment, and men attach more importance to ego goals such as careers and money (Hofstede 2001, p. 279).

Uncertainty Avoidance (UAI) measures the extent to which members of a culture feel threatened by ambiguous or unknown situations. Hofstede explains that UAI should not be confused for risk avoidance. “Uncertainty about the future is a basic fact of human life with which we try to cope through the domains of technology, rules and rituals.” (Hofstede 2001, p. 145) Hofstede borrowed the term UAI from U.S. organizational theorists Richard M. Cyert and James G. March, who utilized the expression in their book *A Behavioral Theory of the Firm* (1963).

Long-term and short-term orientation (LTO) measures the degree of long-term orientation in a country’s culture. Long-term is defined by the researcher as the fostering of virtues oriented toward future rewards, in particular perseverance and thrift. Short-term involves the fostering of values related to the past and present, in particular, respect for tradition, preservation of “face”, and fulfilling social obligations. As the fifth-dimension, LTO is based on the poles of long-term versus short-term aspects of Confucian thinking. “Implications of LTO differences are divided into two sections, one dealing with family, work, and social life and one dealing with ways of thinking.” (Hofstede 2001, p. 351)

Naumov and Puffer (2000) examined Hofstede’s dimensions with a broad sampling of 250 Russian business professionals and university students in the late 1980’s and 1990’s. Their research revealed “during the late 1980’s and 1990’s, Russians

appeared to be moderate in individualism, masculinity and power distance, and fairly high in uncertainty avoidance and paternalism” (Naumov and Puffer 2000, p. 715). (Hofstede has since replaced this dimension with long-term and short-term orientation.) It was also identified by Naumov and Puffer that “individuals employed in the business sector had higher uncertainty avoidance than those in the university sector” (Naumov and Puffer 2000, p. 717).

Key studies in International Public Relations

Originating with McLuhan’s (1962) seminal research study of the “global village,” (p.21) the body of research of international public relations has grown exponentially in recent years with the proliferation of studies, (Epley 1992; Sharpe 1992; Mounter 2003; Behrens 2002; Choi and Cameron 2005; Coombs, Hasenauer, Signitzer 1994; Holtzhausen, Petersen, and Tindall 2003; Arceo 2004; and Beng 1994.) Sriramesh and Vercic (2001) corroborate McLuhan’s initial findings:

“As a profession, however, public relations are fast becoming global. The rapid expansion of communication technology has increased the dissemination of information about products, services, and lifestyles around much of the world, thereby creating a global demand for these products. As a result, countries in Africa, Asia, the Middle East, Eastern Europe and Latin America are going to be major markets in the new millennium. Meeting this global demand is not limited to a few large multinational corporations anymore” (Sriramesh and Vercic 2001, p. 356).

Noting that many societal changes “revolve around and are centered on information and how it is communicated through time and space,” (Kruckeberg 1995, p. 36) said that public relations practitioners must “predict and consider the impact of technologically driven changes in communication so that they can prepare themselves

accordingly as professional communicators” (Kruckeberg 1995, p.37). Cultural and geographical boundaries will be challenged and will create a “McLuhanesque global village” (Kruckeberg 1995, p. 37). Practitioners need to “will need to consider not only theories of communication but also theories of society that can satisfactorily transcend narrow political ideologies” (Kruckeberg 1995, p. 38). He concludes by calling all practitioners to “define themselves globally and professionally through an examination and articulation of their own values, belief systems, and ideology as a professional community” (Kruckeberg 1995, p. 38).

Skinner, Mercham, and Valin (2003) examined international public relations through the lens of a global protocol on ethics. They discovered globally, there is a “much greater awareness among public relations practitioners, management, and clients of the need for improved ethical behavior” (Skinner, Mersham, and Valin 2003, p. 19). They concluded that “a majority of countries do not enjoy statutory regulations or protection, but prefer a more collaborative discussion” (Skinner, Mersham, and Valin 2003, p. 20).

Developing three concepts of the company in societal concept, Jensen (2001) studied the emerging functions of the global public sphere, where she determined “public relations functioning within an economically successful, but socially innocent company, (where the entity believes their economic ends will contribute to the local society’s economy) is limited to sales promotion and publicity” (Jensen 2001, p. 137). Secondly, Jensen determined that “an economically successful and legal company, (where the market is inadequate as the only agent responsible for distributing goods to society,) depends heavily on legal regulation and that public relations, while still limited, focuses

on forecasting and influences governmental regulations, lobbying and public affairs” (Jensen 2001, p. 138). Finally, she recognizes the “economically successful, legal, and responsible company, where public relations is utilized most freely, is most often engaged in negotiation and adapting to stakeholders, interpreting processes, and reflecting the organizational identity” (Jensen 2001, p. 139).

Wakefield (2000) researched an effective public relations model for multinational companies, and identified factors of effectiveness in multinational public relations, which included a “global, but not a ‘central-mandate’ philosophy; valued ‘outside-in’ dialogue, viewing publics from various points of view, ‘inside-out’ communication” (Wakefield 2000, p. 66). Furthermore, he recognized “a senior management dual responsibility to both headquarters and local management; coordinated communications efforts, internally and externally; a fully-trained staff that is representational of the region it is maneuvering in; and frequent opportunities for formal and informal interaction within the regional and international groups” (Wakefield 2000, p. 69). In general, he also concluded that “European firms are ahead of U.S. firms in integrating the above attributes into their business practices” (Wakefield 2000, p. 70).

Synott and McKie (1997) identified Wakefield’s (2000) study as the “most important trend in international public relations business research in their study target areas: South Africa, Zimbabwe, Australia, Singapore, Hong Kong, Malaysia, Japan, Taiwan, South Korea, Papua New Guinea, and New Zealand” (Synott and McKie 1997, p. 260).

Emphasizing the need for understanding the unique cultural nuances and patterns of the world in successful implementation of strategic plans, Ithator (2000), points to six

areas of focus. He mentions “individualism vs. collectivism; high-context and low-context communication styles, orientation of time, degree of media independence and its resulting cultural impact, religious beliefs, and the importance of accurate translation” (Ihator 2000, p. 44). Concluding, he “challenges practitioners to see cultural differences as strengths, not weaknesses” (Ihator 2000, p. 44)

Similarly, Mounter (2002) discusses global internal communication, and sets out “seven steps to a global communications heaven...

“senior management commitment; evaluation/ research of issues, both local and global to uncover cultural nuances; identification of a few key messages; creation of a communication network to support local management; identification of non-negotiables concerning delivery and feedback; empowerment of local management and communication network to deliver messages and controlling feedback on them to stimulate ownership; and engagement of management and leadership at all levels in a continuing process”(Mounter 2002, p. 268).

Exploring the diffusion of the Internet and international public relations, Vercic, Razpet, Dekleva, and Slenc (2001) inquired how the public relations industry is distributed throughout the world. They determined that “Neither the Internet nor international public relations are truly global, and there is a technology gap within countries correspondent to the distribution of wealth” (Vercic, Razpet, Dekleva, and Slenc 2001, p. 126).

Juan Carlos Molleda (2000) investigated the international paradigm of Latin American public relations, and cites the barriers of “language, access to publishers, difficulties in accessing books, and low levels of participation in international associations as previous restrictions to the public relations field growth on the sub-continent” (Molleda 2000, p. 513). Molleda continues that “schools of thought in Latin America focus on the interests of the community, and their own economic, social, and

political circumstances” (Molleda 2000, p. 518). Interviews conducted with practitioners noted the similarities between Latin American practices in scholarship and leadership and the United States. Conversely, he mentions the Latin American public relations sphere is considered more humanistic and socially-oriented. He concludes, “We in this country, should also reach out to our neighbors to learn from each other’s experience and advance our discipline in an increasing interdependent continent” (Molleda 2000, p. 528).

European Definitions of Public Relations

As the basis for their study, Vercic, van Ruler, Butschi, and Flodin (2001) discussed the European definition of public relations. They conducted a Delphi study with participants recruited from 25 countries in Europe to serve on a panel to develop the definition. The authors noted “the European definition is not the same as the western [one]” (Vercic, van Ruler, Butschi, and Flodin 2001 p. 376). The authors noted “public relations in a United States sense is not what it is in Europe,” (Vercic, van Ruler, Butschi, and Flodin 2001, p. 376) Drawing the U.S. definition from Hutton, which is “managing strategic relationships” (Vercic, van Ruler, Butschi, and Flodin 2001, p. 377). Associated with this are “situational roles(advocate, educator, information provider), primary functions performed (research, counseling, managing, interpreting) and tactics and tools used (publicity, product placement, news releases, speeches, interpersonal communication, Web sites, publications, trade shows, corporate identity programs)” (Vercic, van Ruler, Butschi, and Flodin 2001, p. 378). Based on their observations, Vercic and Flodin outlined four dimensions of European public relations, “managerial, operational, reflective, and educational” (Vercic, van Ruler, Butschi, and Flodin 2001, p.

380). Managerial involves “developing strategies to maintain relations with public groups in order to gain public trust/and or mutual understanding ” (Vercic, van Ruler, Butschi, and Flodin 2001, p. 380); operational involves “preparing a means of communication for the organization to help formulate its communications” (Vercic, van Ruler, Butschi, and Flodin 2001, p. 380). Reflective involves “analyzing changing standards and values in society and discussing them with the members of the organization to adjust to organizational standards and values” (Vercic, van Ruler, Butschi, and Flodin 2001, p. 380); and educational involves “helping all the members of the organization to become communicatively competent to respond to social demands” (Vercic, van Ruler, Butschi, and Flodin 2001, p. 380).

In corroboration to Vercic’s definition, Paluszek (2007) defined public relations as “Public relations, in its fullest, finest sense – developing and maintaining relationships – is arguably a global profession because it now functions in the public interest in virtually every part of our interconnected world” (Paluszek 2007, p. 2). He further adds, “Listening to audiences with ongoing research will feed into an organization’s policy formation and performance, to create and maintain harmonious relationships” (Paluszek 2007, p. 2). Paluszek further speculates on future and current global linkages with public relations, centered on population growth, resource availability, technology, information, integration, conflict and governance.

Vercic and Sriramesh (2007) provided the most current definition and status on public relations in Europe. They studied the diffusion of the top ten global public relations agencies as an indicator. They defined countries with the terms globalized, (“Having at least eight members from the top ten global public relations agencies”)

(Vercic and Sriramesh 2007, p. 104); globalizing, (“Having between 4 to 7 members from the top ten global public relations agencies”) (Vercic and Sriramesh 2007, p. 104); emerging, (“Having one to three members from the top ten global public relations agencies”) (Vercic and Sriramesh 2007, p. 104); and excluded, (“Not having a member from any of the top ten global public relations agencies”) (Vercic and Sriramesh 2007, p. 105). Russia is defined as a member of the “globalized category.” (Vercic and Sriramesh 2007, p. 105).

Defining the Eastern European region in terms of trust, the Edelman Trust Barometer (2007) defined the region as judging most heavily on how fairly a company treats their employees. Additionally, “unethical labor practices are the first thing which undermines trust in a company” (Edelman 2007, p. 18). Poland is defined as “The country with the lowest trust in corporate or product advertising, and the highest trust in the healthcare industry” (Edelman 2007, p. 29). Russia is defined as “Having the companies least trusted worldwide, and has the lowest trust in non-governmental organizations” (Edelman 2007, p. 29).

Defining Europe in terms of identity, Manz, Musolff, Long, and Saric (2004) define Eastern Europe as a “Europe of the Regions, with vertically downward, supranational structures that have made it impossible for the individual to regard the nation as the sole point of reference in regard to state authority” (Manz, Musolff, and Long 2004, p. 364). Expounding on their definition, Manz, Musolff, and Long said, “Migration and cultural exchanges have influenced the traditional perceptions of societies, economies and cultures” (Manz, Musolff, and Long 2004, p. 365). They further indicate that multiculturalism has become a feature in modern societies, and

“necessitates a redefinition of nationality and inclusion” (Manz, Musolff, and Long 2004, p. 365). Both collective and individual identities have become increasingly “intercultural through immigration and European integration” (Manz, Musolff, and Long 2004, p. 365). The authors noted “European integration and migration are a driving force behind interculturality, interaction between cultures, exchange and communication where the individual recognizes and accepts the reciprocity of the other's culture, but not a condition thereof” (Manz, Musolff, and Long 2004, p. 365).

Eastern European Public Relations

To begin the integration section a recent document produced by the European Union (2007), entitled *Communicating Europe in Partnership*, details the future communications integration by the EU. Authored by the commission to the European parliament, the council, the European Economic and Social Committee, and the Committee of the Regions, this document synthesized the future of European communications. It aims to “create and nurture exchanges, debates, and understanding among European institutions, the general public, organized civil society, and specialized audiences and European, national, regional, and local levels” (EU 2007, p.3). Goals for the future of European communications included “having coherent and integrated communications disseminated to the public; empowering citizens through debate or two-way symmetrical communication at a local level; developing a European public sphere within the political and media and information services; and reinforcing the partnership approach to promote common communication avenues and tactics” (EU 2007, p.4).

To further the common communication tactics suggested by the EU, Gruban (1995) said, “public relations professionals are in greater demand in Eastern Europe than in the United States and Western Europe” (Gruban 1995, p. 21). He explained “public relations principles can even contribute to the change of the political system and social structure the way it happened in the Slovene version of the velvet revolution” (Gruban 1995, p. 21). Specifically bringing attention to “the big multinational public relations agencies [that] have been opening offices in the region since the early 1990’s” (Gruban 1995, p. 21), but further mentions “problem[s] are that the agencies are staffed with inexperienced, young managers from the west” (Gruban 1995, p. 21). However, the author noted there are large benefits to having a “good” public relations practitioner. “For example, one can be the first on the market with a product or service which is saturated in the west” (Gruban 1995, p. 21). He suggested “behaving like an anthropologist entering a newly-discovered land, not assuming one knows everything” (Gruban 1995, p. 22). The countries of Central and Eastern Europe are,

“Different very much in the same way, the only substantial difference being their markets can be more rewarding.” Gruban also discussed practical tips for practicing public relations in the Central and Eastern European market, “Learn the geography, never use emigrants as translators, don’t bribe, take people seriously and not like they are “some natives” in Third World countries, don’t preach or teach, try to do business as usual, don’t try to save too much money, don’t make too many intermediaries, and don’t try to impress with importing westerners into the market itself: use locals” (Gruban 1995, p. 22).

As another example of the degree of integration of Eastern European public relations, Hiebert (1992) provided a summary of his conclusions made at two conferences on Eastern European communications. He noted “market research during the Soviet days was conducted by Agitprop [1920s-1930s] to determine the most effective messages and

media for communist propaganda” (Hiebert 1992, p. 118). According to surveys conducted by the United States Information Agency in the early 1990’s, “Television was the best medium to reach a mass audience of Eastern Europeans” (Hiebert 1992, p. 118). Hiebert mentioned “The Eastern Europeans lacked a sophisticated understanding of the concepts of “choice,” because under communism, all information was controlled by the “system,” and thus there was need to develop a “choice” (Hiebert 1992, p. 119). In the “rise of global public relations networks” section, Hiebert reported “The most successful public relations practitioners were those who are multi-lingual and have specialties which include issues and crisis management, government relations, employee communications, media relations, marketing communications, and advertising” (Hiebert 1992, p. 118). The typical Eastern European consultancy is “a small company with a handful of employees” (Hiebert 1992, p. 118).

Neff (1993) noted that public relations “may be emerging in the Commonwealth of Independent States (CIS) [modern day Eastern Europe], but the preparedness of public relations practitioners is minimal” (Neff 1993, p. 6). Additionally, “professional public relations publications do not discuss or cover in detail the public relations in CIS.” (Neff 1993) She implies this is due to “[The] conditions which foster growth in research have only recently developed in the CIS” (Neff 1993, p. 9). The author goes on to say “trade and tourism have traditionally been the two major reasons for cultural exchanges between Russia and the CIS, and little has been done to further this exchange” (Neff 1993, p. 8).

With integration there are traditional road blocks, and Nelles (2001) pointed out that “A complex overlay of historic, ethnic, religious, linguistic, and political images or geographic boundaries both unite and separate “East-Central Europe”(Nelles 2001, p.

228). Thus “further dialogue between the European nations on controversial and other issues needs to occur to foster cooperation to rise above the complex issues. Furthering interpersonal and inter-institutional relationships not indebted to corporate interests or state control is also an important part of fostering the cooperation” (Nelles 2001, p. 231). He also mentions the “digital divide” among the populations of South Eastern and Central Europe, “With the stagnation of technology among the excluded groups, the opinions of the excluded groups are marginalized, thus not creating cooperation among all groups” (Nelles 2001, p. 231).

Another aspect of modern integration in Eastern Europe are the *Challenges to EU Integration* proposed by Jouan (2004), relating to the demographics of members of the EU. The author conducted a survey with a representative population from each of the 25 member-states of the EU, based on the main indicators of consumer lives, “including shopping, technology, consumer issues, media consumption, personal aspirations, satisfaction, fear, tolerance, and liberal values” (Jouan 2004, p. 48). He discovered a correlation between “the countries with the strongest economy being the most technologically advanced” (Jouan 2004, p. 49). He further discovered that “Slovenia is the Eastern European exception, because it is more like the western European countries due to its lower unemployment and higher GDP per person” (Jouan 2004, p. 50). The Germanic/ Nordic countries have “the highest daily media consumption” (Jouan 2004, p. 50). While the south western and south eastern European countries have “the lowest media consumption, [however], they do consume audio-visual, television and radio, media more than print” (Jouan 2004, p. 50).

For a more current look at the integration of public relations, Kent, Taylor, and Turcillo (2006) studied public relations in newly-privatized businesses in Bosnia-Herzegovina, and identified marketing as a dominant organizational function. The authors said “organizations which operate in global contexts have to balance the diverse goals of public relations and marketing” (Kent, Taylor and Turcillo 2006, p. 12). The authors conducted a benchmark study of face-to-face interviews and a four-page questionnaire with senior public relations practitioners in thirty-eight organizations. The authors looked at two research questions: “how Bosnian organizations define public relations, how do they define marketing, and a hypothesis that marketing and public relations will be understood by Bosnian practitioners to support similar communications activities” (Kent, Taylor and Turcillo 2006, p. 14). One way public relations can distinguish itself from marketing is “its use of new technologies such as the Internet.”(Kent, Taylor and Turcillo 2006, p. 16). The authors collected both qualitative and quantitative data from the practitioners, and discovered that “Bosnian NGO’s relied on female presidents with little or no experience to conduct public relations communication” (Kent, Taylor and Turcillo 2006, p. 16). They also discovered public relations have a history in Bosnia, having been practiced under Yugoslavian control. “The managers had a sophisticated understanding of their organizational roles” (Kent, Taylor and Turcillo 2006, p. 12). While the authors say “[public relations] is still a luxury communications function, it is becoming institutionalized and with economic improvement, will emerge as a distinct and valued organizational resource” (Kent, Taylor and Turcillo 2006, p. 15).

In an older example of Eastern European integration, Howard (1992) focused on the lessons learned from integrating Reader's Digest in the Soviet Union and Hungary. She reported "you cannot get to the communications issues until you have solved the business issues, which you cannot solve until you have a good understanding of the local market, culture, and business environment" (Howard 1992, p.15). She noted "the need for typical office items and the hassle of waiting in lines to even have a chance to own them" (Howard 1992, p.16). Second, she learned "most of the public relations and promotional techniques that work well in the United States also worked well in the Soviet Union and Hungary" (Howard 1992, p.16). They used "direct mail successfully in each country, and sent copies to VIP lists, which included journalists, business and government leaders, post office and kiosk distribution companies, and advertising agencies and libraries, which created a great deal of word-of-mouth promotion" (Howard 1992, p.17). Howard cautioned utilizing direct mail though, "it's best to send your material registered mail – and in a plain brown envelope. Attractive packages tend to get 'lost' in the mail." (Howard 1992, p.17). The third lesson Howard learned was "trust your own instincts and professional knowledge, especially if you have international experience" (Howard 1992, p.17). In the Soviet Union, Howard encountered pressure to invite government officials to the launch/news conference of Reader's Digest, and she refused, saying "it is only for the working journalists" (Howard 1992, p.21). She explains her tactics to achieve results, "A back-to-basics approach and relentless attention to detail are essential for success." Howard added that "allowing more time for a task to be accomplished is very important." (Howard 1992, p.21).

Petersone (2006) reported on the integration of public relations in Latvia and the degrees of utilization of Grunig's four models of public relations, Lyra's cultural interpreter, Sriramesh's personal influence model, and to what extent the communist propaganda had on the public relations practitioners of Latvia. Through ten in-depth interviews, he gathered that "all of the models are used, but two-way symmetrical communication is the least practiced in Latvia" (Petersone 2006, p. 10). He also investigated the effects of communist propaganda on the public, and discovered "there are definitive effects, a lack of communication and decision making skills, lack of trust, lack of media independence, and the continued involvement of the communist propagandists in the Latvian media today" (Petersone 2006, p. 13).

Russian public relations research

Leathers (1993) researched the defining features of institutional and interpersonal communication in Russia through his personal contacts with Russian business people, academics, individuals in the service industry, interpreters, relationships with several well-known Russian researchers, and careful reading of books published during or after the fall of communism. He addresses the value of Russian communications research, "As it evolves, Russia may provide researchers with insights with regard to the adaptation and evolution of its communication system" (Leathers 1993, p. 59). The author also pointed out that "under communism, all information was controlled by the "system," and the average Russian had the conditioned reflex to accept information from above." (Leathers 1993, p. 59). He defines four salient characteristics of interpersonal communications in Russia:

“[Communication] tends to be highly directive with little interaction preferred or encouraged. Human feedback is a concept which most Russians are not familiar, as Russian communication is often highly mechanical, highly structured, and carefully pre-planned. Russians prefer to use command communication rather than persuasive communication, which relies for success on a communicator’s ability to motivate individuals to think or act in a desired way by knowing the structure of the communications.” (Leathers 1993, p. 55).

Maslov (1998) discusses the duality of Russian public relations. The author mentions “Russia has been caught in an inescapable labyrinth of duality, being not Western or Eastern and with two capital cities, Moscow and St. Petersburg. Thus she is permeated by doublings that impact every aspect of life, including public relations” (Maslov 1998, p. 21). The primary line of division within public relations is national. “Businesspeople in Russia are aware of two individual spheres, which only occasionally occupy the same territory; Russian public relations firms and Russian companies, and Western companies and Western (and often American) public relations firms” (Maslov 1998, p. 21). The first public relations firm to enter Russia “was a joint Russian-Austrian venture called ACES, and was followed by a small American firm, PBN Company” (Maslov 1998, p. 21). In contrast to the Russian firms, “Western firms knew going into the country that they had a client so the risk of failure was greatly reduced” (Maslov 1998, p. 21). Russian public relations firms on the other hand entered a market that was completely lacking “not only PR services, but also in the many other services that are often confused with PR, such as advertising and marketing. Thus the firms just took on all of the marketing services and called themselves public relations agencies” (Maslov 1998, p. 21). He goes on to point out that “no satisfactory translation of public relations exists in the Russian language” (Maslov 1998, p. 21). [However, that has changed.] He says “most multinational corporations stay with well-known International PR firms,

because it is more convenient and comfortable for American businesses to work with American practitioners” (Maslov 1998, p. 21). An additional factor the author points out is that “the lack of experience in Russian public relations certainly works against them in the minds of Western business executives.” (Maslov 1998, p. 21). A final aspect of the Russian public relations situation are “the permeation of practices called “zakazukha” or “black PR,” essentially bribery to print and other media representatives for placement in periodicals” (Maslov 1998, p. 21).

Russian public relations practitioners now have many active associations, and Nikolaev and Goregin (1995) discussed the value of a public relations association to Russians. “The association, created a system of professional communication, which allowed the official recognition of the “public relations specialist,” created proper training opportunities, and created professional standards for PR practitioners” (Nikolaev and Goregin 1995, p. 7). The Professional Communicators Guild of Russia in Moscow and the St. Petersburg Association of Public Relations Specialists, were established as the first professional associations. “By 1993, most of those working in public relations in Russia connected public relations with advertising” (Nikolaev and Goregin 1995, p. 8). The authors mention the “extensive and rapid growth” of public relations in Russia” (Nikolaev and Goregin 1995, p. 10).

In 1996, Goregin and Nikolayev (1996) identified three stages of development Russian public relations. “1989-1992 – The journalism stage: a focus on openness and politics” (Nikolaev and Goregin 1996, p. 68). In the late 1980’s, “Russian society was learning how to express opinions openly. Former journalists, became the first people to work in public relations simply to satisfy the mass media’s interest in their employing

institutions” (Nikolaev and Goregin 1996, p. 68). Because of their previous background, they were able to understand the media. “1992-1993 – The bureaucratic stage: controlling the message. By the end of 1992, many organizations were in a tough situation with the media. While they wanted to cooperate with the media, they were aware they could distort the information, be biased, or ignore the message” (Nikolaev and Goregin 1996, p. 68). They discovered that working with the media was “not as simple as it had originally appeared, and politics got involved” (Nikolaev and Goregin 1996, p. 69). The public relations practitioners began to work with the problem of “who, why, when, and where, how can people receive information, and who is responsible?” (Nikolaev and Goregin 1996, p. 69) Additionally, the authors pointed out, “businesses started to develop in-house public relations departments, and they worked off of personal contacts with the media to gain favorable attention” (Nikolaev and Goregin 1996, p. 69). With all of these issues, they made “significant changes in the profession, the advisory role of public relations had been forged, and the first public relations counseling firms were established in Russia” (Nikolaev and Goregin 1996, p. 69). “1993 to the present: measuring the effect. The end of the second stage of public relations can be attributed to the 1993 parliamentary elections” (Nikolaev and Goregin 1996, p. 69). The authors suggested “the unexpected events were the obvious evidence that not all the messages sent to the public could affect it” (Nikolaev and Goregin 1996, p. 69). They began to think about the effectiveness of communication and took a proactive stance on it. “When people in Russian public relations, out of necessity, came to provide professional effective, active, two-way communication, they realized that they had created a new profession born out of democratic reforms in Russia” (Nikolaev and Goregin 1996, p. 69).

Guth (2000) discusses the difficulties of public relations growth in Russia, “It is hard to convince Russian companies that they need public relations,” says Andrei Barannikov of Granat” (p.198). Continuing on, Guth refers to propaganda, “An attempt to have a viewpoint accepted at the exclusion of all others, is not public relations. Nor is it a form of hidden advertising, where clients pay undisclosed payments for story placements. However, in the early days of Russian public relations, these distinctions are lost on some” (Guth 2000, p. 205).

In addition to historical studies, modern scholars like Tsetsura (2005) have studied public relations as a gendered profession in Russia. Her results showed that “while certain areas of Russian public relations are dominated by women, such as corporate public relations, work in others, such as political public relations and lobbying are deemed less appropriate for women” (Tsetsura 2005, p. 6).

As illustrated by the literature, many modern studies have yet to be conducted, especially one examining the utilization of Grunig’s four models of public relations and Hofstede’s cultural dimensions.

By focusing on the definition of what public relations are in the broad scope of international public relations, Eastern Europe, and Russia, we can not only add to the body of knowledge, but we can incorporate the attributes of public relations in Eastern Europe into our overall definition of public relations.

This literature review explored international public relations, the European definition of public relations, Eastern European public relations and the previous Russian public relations research.

Research Questions and Hypothesis:

Research Question 1: Which models of public relations are practiced in Russia?

Research Question 2: Are there models of public relations practice specific to Russia?

Research Question 3: What cultural values influence Russian public relations practitioners?

Hypothesis 1: The Russian public relations environment will have a strong correlation with masculinity.

Hypothesis 2: Russian public relations practitioners will identify more with collectivism than individualism.

III. Methodology:

Internet surveys were used because they can yield a representative participant sample that is less expensive than mail surveys and still retains psychometric properties. (Murray and Fisher 2002, p. 20). Additionally, they can describe, compare, or explain knowledge, attitudes and behavior. Surveys can reflect societal change in a way that few other research tools can. (Tourangeau 2004, p. 778). They can also add to the diversity of respondents and incorporate a large variety of participants, including hidden populations.

The logic for utilizing the internet for this study is the Internet is widely used in Russia, with two thirds of the 26 million users resulting from corporate entities. (Datamonitor 2007) Additionally, due to geographic restraints, it is a convenient medium of communication.

Instrument

The survey instrument mirrored that used in the Wu, Taylor, and Chen (2001) study of Taiwanese public relations and was comprised of 54 questions divided into 4 sections: 16 items regarding Grunig's four models of public relations, 8 items regarding the cultural interpreter and personal influence models of public relations, and 24 items regarding Hofstede's cultural dimensions. The remaining 6 items captured demographic and descriptive data. The Grunig models of public relations items were drawn from the work of Grunig and Hunt (1984), Grunig and Hunt (1994), and Grunig, Grunig,

Sriramesh, Huang and Lyra (1995). Items regarding the cultural interpreter and personal influence models were based on the Wu, Taylor, and Chen (2001) study of Taiwanese public relations, and items regarding Hofstede's cultural values were grounded in research conducted by Hofstede (2001 and 2005). When appropriate, survey statements were accompanied by a 7-point agreement scale, with 1 indicating strongly disagree and 7 indicating strongly agree.

Data Collection and Analysis Procedures

The areas of interest to locate and recruit participants were focused on Moscow and St. Petersburg, the federation's two main business centers. The reason for this geographical restriction is that Russia is a nation of many diverse cultures and nationalities, and attempting to research the entire country would prove to be impossible. Many oblasts (territories) and krais (provinces) embedded within the federation have significantly different business and cultural practices.

Additionally, Russia is a growing area for public relations development, having achieved the professional status to support four professional public relations practitioner's associations, a chapter of International Public Relations Association (IPRA), Russian Public Relations Consultancies Association (AKOC), Russian Public Relations Association (RASO), and Russian Communication Association (RCA) and many practitioner groups on VKontakte, the number one Russian social networking site (http://www.alexa.com/site/ds/top_sites?cc=RU&ts_mode=country&lang=none.)

The sampling technique was conducted utilizing purposeful sampling. The purposeful sample originated with public relations managers recruited from the executive

board of IPRA (International Public Relations Association,) AKOS member list (Russian Public Relations Consultancies Association,) RASO president, Olga Surovtsova (Russian Public Relations Association,) and member lists found on the RCA Web site (Russian Communication Association) Web sites, which can be found at <http://www.akos-icco.ru/>, <http://www.raso.ru/>, and <http://www.russcomm.ru/>. Additionally, members were found on VKontakte, <http://vkontakte.ru/> and LinkedIn, <http://www.linkedin.com/> using the same method, searching with the terms “Russian” and “public relations.”

The technique of purposeful sampling was selected because the subjects involved in the study will require certain characteristics, i.e. practicing public relations (practitioners are defined as involved in disseminating a message to the Russian public,) in Russia based in Moscow and St. Petersburg. The geographical restraints are necessary for reasons previously explained.

Using this technique, participants were initially contacted with a personalized e-mail requesting their participation in filling out the self-administered survey.

The link directed participants to a 54-question survey available in Russian, based on Grunig’s four models of public relations and Hofstede’s cultural variables in addition to 6 demographic questions. The survey was hosted on <http://www.surveymonkey.com>. (Please see appendix A.)

The researcher initially contacted Clare, the IPRA secretariat, on October 12, 2008, and she agreed to send the survey to their members in St. Petersburg and Moscow, Russia on January 4, 2009. Referred to the researcher by executive leadership at IPRA, Olga Surovtsova was contacted on January 4, 2009 and disseminated the survey text and link to the Russian association members on January 15, 2009.

To contact companies affiliated with AKOS, the researcher visited <http://www.akos-icco.ru/>, located the member listing on the Web site, and clicked on AKOS members. 19 companies were contacted with the letter text and survey link, through the e-mail addresses listed in their company profile.

The final organization involved in the study was RCA. Their Web site, <http://www.russcomm.ru>, features the contact information for more than 20 Russian communications professionals. The researcher e-mailed the text of the above letter and links to the survey to each practitioner with a personalized message.

To ensure accuracy, the Russian questionnaire was translated into Russian by Mikhail Rybalko, a native Russian enrolled at Texas Tech University as a doctoral student. He was not involved in the study. Following Brislin's rules for back-translation, the two surveys were compared by another native Russian speaker to ensure accuracy. Brislin's back-translation rules require that researchers...

“Prepare material in one language and asks a bilingual to translate it into another (target) language. A second bilingual blindly translates the material back into the original language. The researcher then has two original language forms to examine and, even if he/she does not know the target language, can make some judgment about the quality of the translation.” (Brislin 1976, p.223).

He further explains back-translation allows the researcher to have an accurate measure of two language-based dimensions examined in a phonetic analysis, emic and etic. The emic dimension tests what the culture values as important. The etic dimension establishes commonality in language across cultures, thus an accurate idea of what is understood culturally and universally is gained. The survey and letter text were back-translated by Alime Salikova, a native Russian also enrolled at Texas Tech University as a master's student. Additionally, the researcher holds a Bachelor of Arts degree in

Russian area and language studies from Texas Tech University, and has knowledge about the grammatical and written structure of the language.

The format and questions were adopted from the Wu, Taylor and Chen (2001) study that utilizes a 7-point Likert scale measurement for all of the 48 questions, ranging from 1 – strongly disagree to 7- strongly agree. In their original study, Wu, Taylor and Chen (2001) calculated Chronbach's alphas to establish the reliability the items they measured. Representing Grunig's four models of public relations, the reliability score for the press agency index was 0.8258, the public information model scored 0.5719, the two-way asymmetrical model registered a 0.5295, and the two-way symmetrical model scored 0.6810. Wu, Taylor, and Chen (2001) note that other studies in the international realm have also derived low alphas in some categories, but have received consistent results nonetheless.

In the second category, Wu, Taylor, and Chen calculated the Chronbach's alpha for the "two newest models of public relations" (p. 10). The cultural interpreter model showed a reliability score of 0.7836 and the personal influence model reported a reliability score of 0.6649.

Wu, Taylor and Chen (2001) calculated Chronbach's alphas on the Hofstede cultural dimensions used in the survey and found power distance and uncertainty avoidance to be low to marginal at 0.58 and 0.39 respectively. However, they found high alphas for the items of femininity (0.92), masculinity (0.82), individualism (0.75) and collectivism (0.84). Some of these validity issues could be accounted for because items in some dimensions may measure different constructs, as noted by Wu, Taylor and Chen (2001) or for the fact that the Wu, Taylor and Chen (2001) study was conducted in

Taiwan. In any event, the solid Chronbach's alphas for the two dimensions of most interest in this study, masculinity and femininity, give the researcher confidence that those items will also be valid in this study.

These questions were selected for adoption because the format chosen was easy for participants to maneuver, and measured Grunig's models and Hofstede's cultural values in a manner that will maximize clarity and allow for comparability after the study is complete. Six demographic questions, including age, sex, location, and area or industry of practice, will be formatted using a multiple choice measurement.

A time frame of four weeks, stated clearly in the introductory e-mail, ending on January 31, 2009, was allotted for respondents to complete the survey. This time span was selected for its ability to capture the information needed in a timely manner, and still be flexible enough to fit into the busy schedule of the practitioners. Research has suggested that an inclusion statement, (i.e. you have been selected to participate in a survey), in addition to a clearly stated deadline increases results. (Porter 2004) Both were utilized in the introductory e-mail and subsequent reminder e-mails.

Follow up e-mails, sent in both Russian and English were sent two weeks after the initial e-mail, a second reminder after the fourth week, and the third and final reminder was sent on January 26, the week of the study completion.

After the five week time period, 34 responses or a 45 percent response rate, were gathered. The data from each entry was entered by the researcher and examined with SPSS version 17.0 for Windows.

The statistical analysis utilized by the researcher was a one sample T-test for each of the dimensions. To further explore the findings, in-depth interviews were conducted with five Russian public relations professionals.

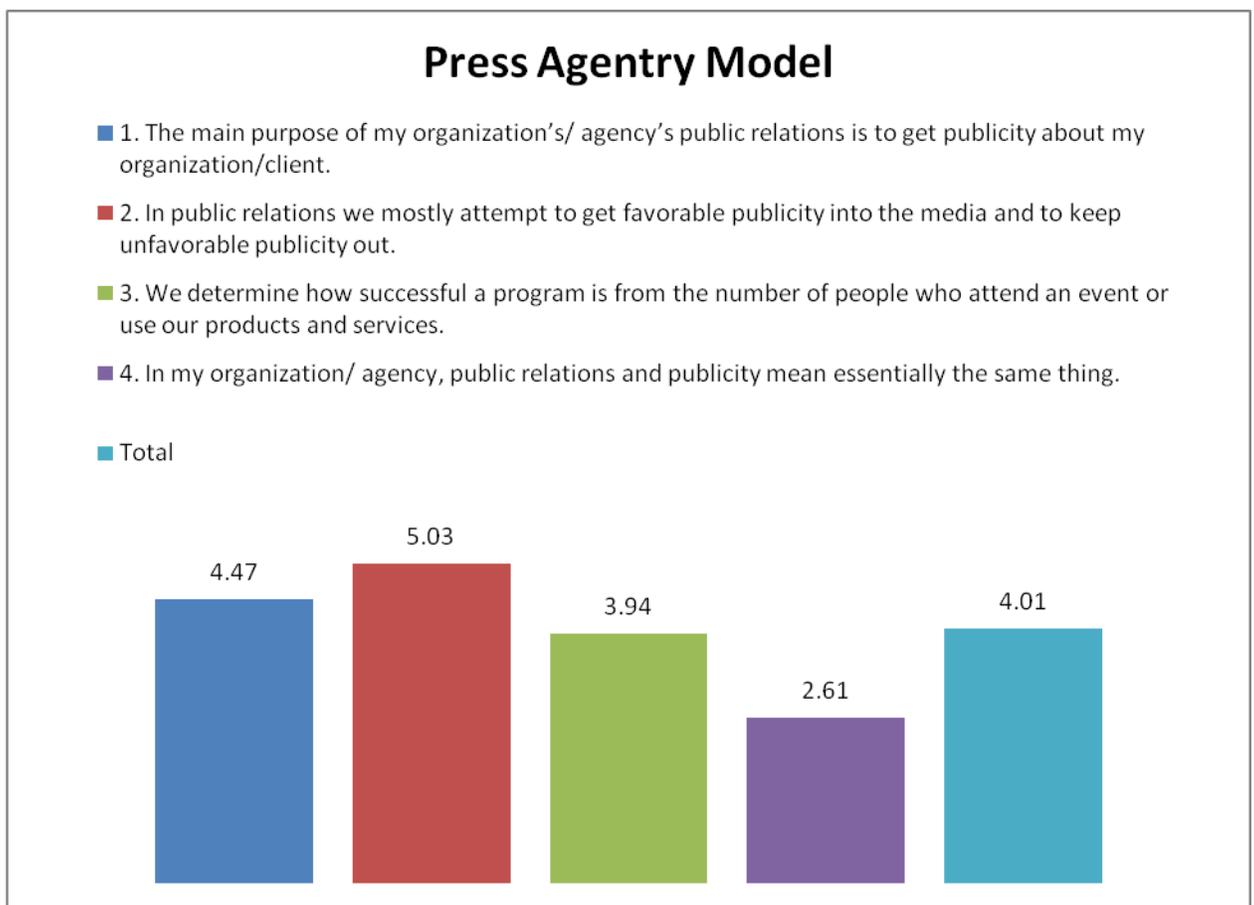
Eight participants were selected for the in-depth interviews by the researcher through purposive sampling on the basis of subsequent e-mails responding to the survey. Five responded positively they would be willing to assist further, and the resulting sample included a corporate public relations practitioner, two public relations agency principal practitioners, a high-tech industry public relations consultant, and an entertainment industry consultant. (The other three participants did not respond.)

Each practitioner was contacted with two separate, personalized introductory e-mails in both English and Russian. The first e-mail requested their consent for further research and the second provided the additional research questions. (See appendix C and D.)

All respondents were immediately thanked and responses were incorporated with the survey results by the researcher.

IV. Results:

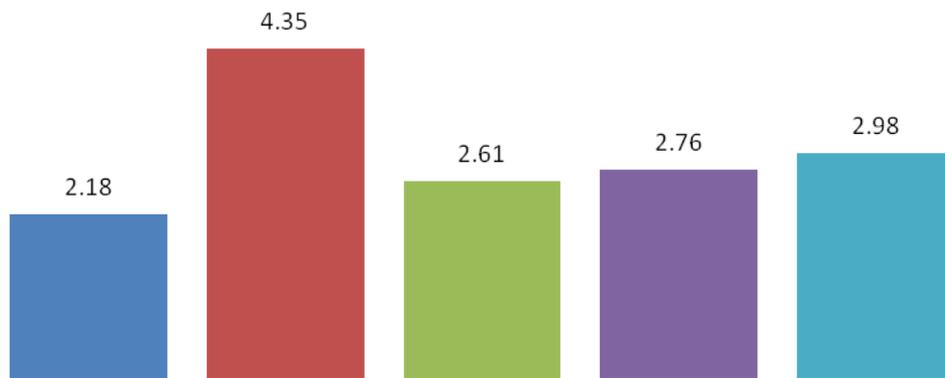
The data for this study are based on 34 respondents at 6 different types of organizations, most frequently public relations agencies. 15 or 55 percent of respondents were female and 12 or 44 percent were male. More than 66 percent of respondents had completed a bachelor's degree or equivalent, while 22 percent had completed a master's degree or equivalent. More than 76 percent of respondents were practitioners from the Moscow area. The average age of all respondents was 33 years.



Examining press agency, programs whose sole purpose is to gain favorable publicity for an organization in the mass media, the survey posed four statements to Russian public relations practitioners and each were rated on a scale of 1- strongly disagree to 7- strongly agree. For the statement, “The main purpose of my organization’s/ agency’s public relations is to get publicity about my organization/client,” a mean score of 4.47 was reported. Second, the statement, “In public relations, we mostly attempt to get favorable publicity into the media and to keep unfavorable publicity out,” a mean score of 5.03 was recorded. Thirdly, the statement, “We determine how successful a program is from the number of people who attend an event or use our products and services,” posted a mean score of 3.94. Lastly, the statement, “In my organization/ agency, public relations and publicity mean essentially the same thing,” registered a mean score of 2.61. Overall, a total mean score of 4.01 was documented from the practitioner responses for the press agency model.

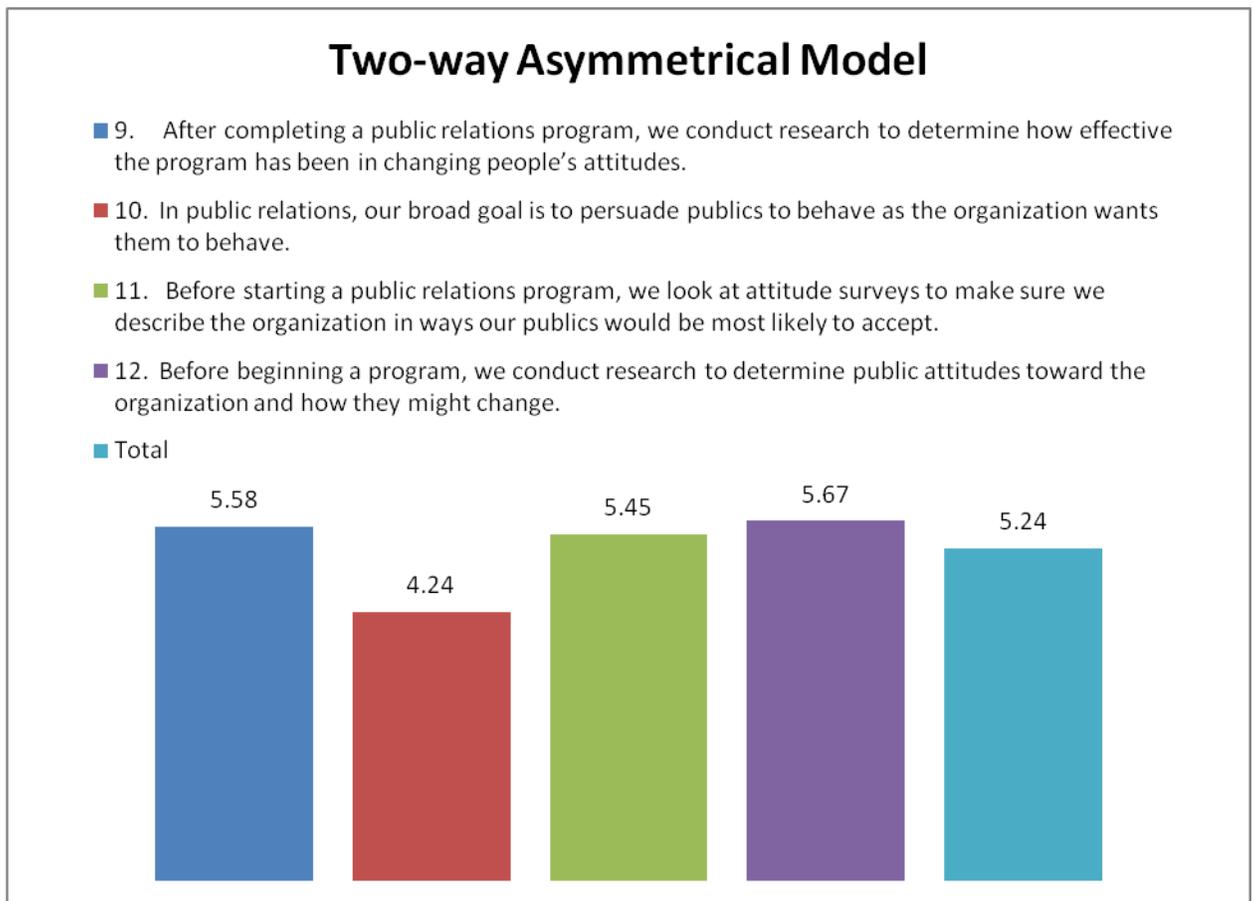
Public Information Model

- 5. In public relations, nearly everyone is busy writing news stories or producing publications that there is no time to conduct research.
- 6. In public relations, we disseminate accurate information, but do not volunteer unfavorable information.
- 7. Keeping a list of media stories and placements is about the only way we have to determine the success of a program.
- 8. In my organization/agency, public relations are more of a neutral disseminator of information than an advocate for the organization.
- Total



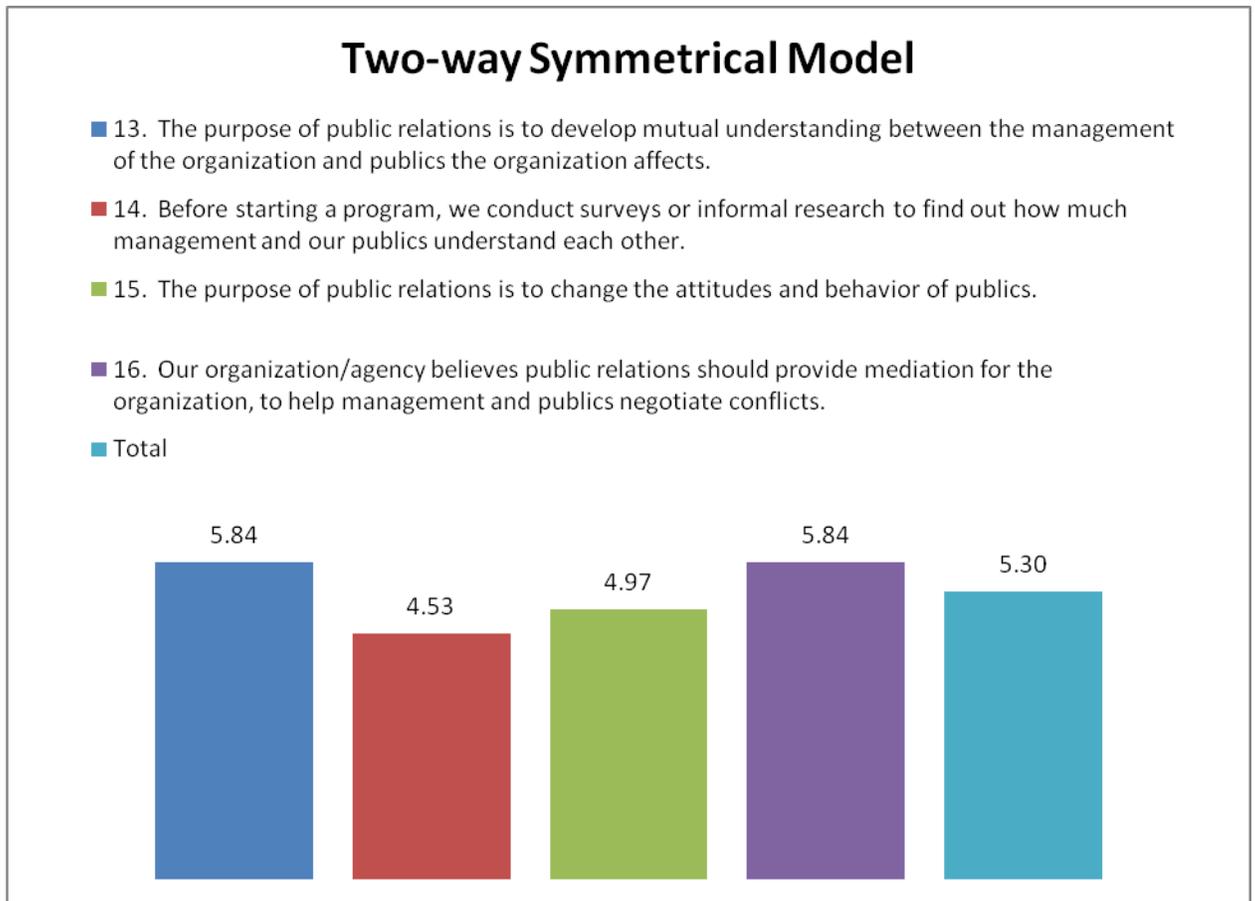
Exploring the public information model, a one-way communications model that views public relations as the act of disseminating information to the public, the survey posed four statements to Russian public relations practitioners and each were rated on a scale of 1- strongly disagree to 7- strongly agree. For the statement, “In public relations, nearly everyone is busy writing news stories or producing publications that there is no time to conduct research,” a mean score of 2.18 was reported. Second, the statement, “In public relations, we disseminate accurate information, but do not volunteer unfavorable information,” a mean score of 4.35 was recorded. Thirdly, the statement, “Keeping a list of media stories and placements is about the only way we have to determine the success of a

program,” posted a mean score of 2.61. Lastly, the statement, “In my organization/agency, public relations are more of a neutral disseminator of information than an advocate for the organization,” registered a mean score of 2.76. Overall, a total mean score of 2.98 was documented from the practitioner responses for the public information model.



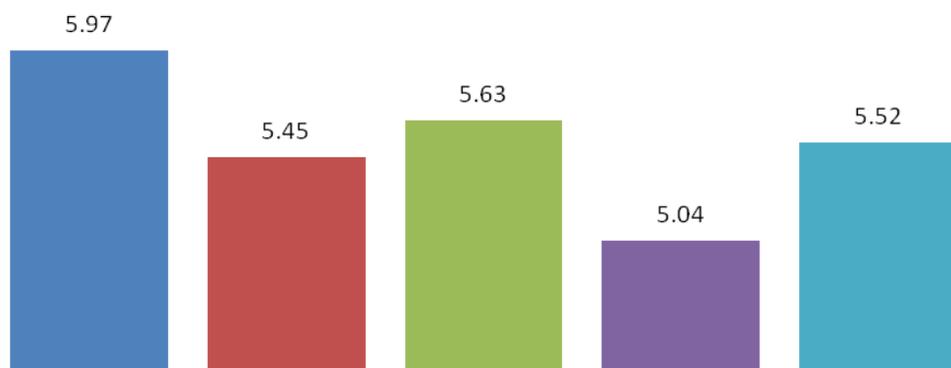
Investigating the presence of the two-way asymmetrical model, developing messages that are likely to persuade strategic publics to behave in a manner the organization would like, the survey posed four statements to Russian public relations practitioners and each were rated on a scale of 1- strongly disagree to 7- strongly agree. For the statement, “After completing a public relations program, we conduct research to determine how effective the program has been in changing people’s attitudes,” a mean

score of 5.58 was reported. Second, the statement, “In public relations, our broad goal is to persuade publics to behave as the organization wants them to behave,” a mean score of 4.24 was recorded. Thirdly, the statement, “Before starting a public relations program, we look at attitude surveys to make sure we describe the organization in ways our publics would be most likely to accept,” posted a mean score of 5.45. Lastly, the statement, “Before beginning a program, we conduct research to determine public attitudes toward the organization and how they might change,” registered a mean score of 5.67. Overall, a total mean score of 5.24 was documented from the practitioner responses for the two-way asymmetrical model.



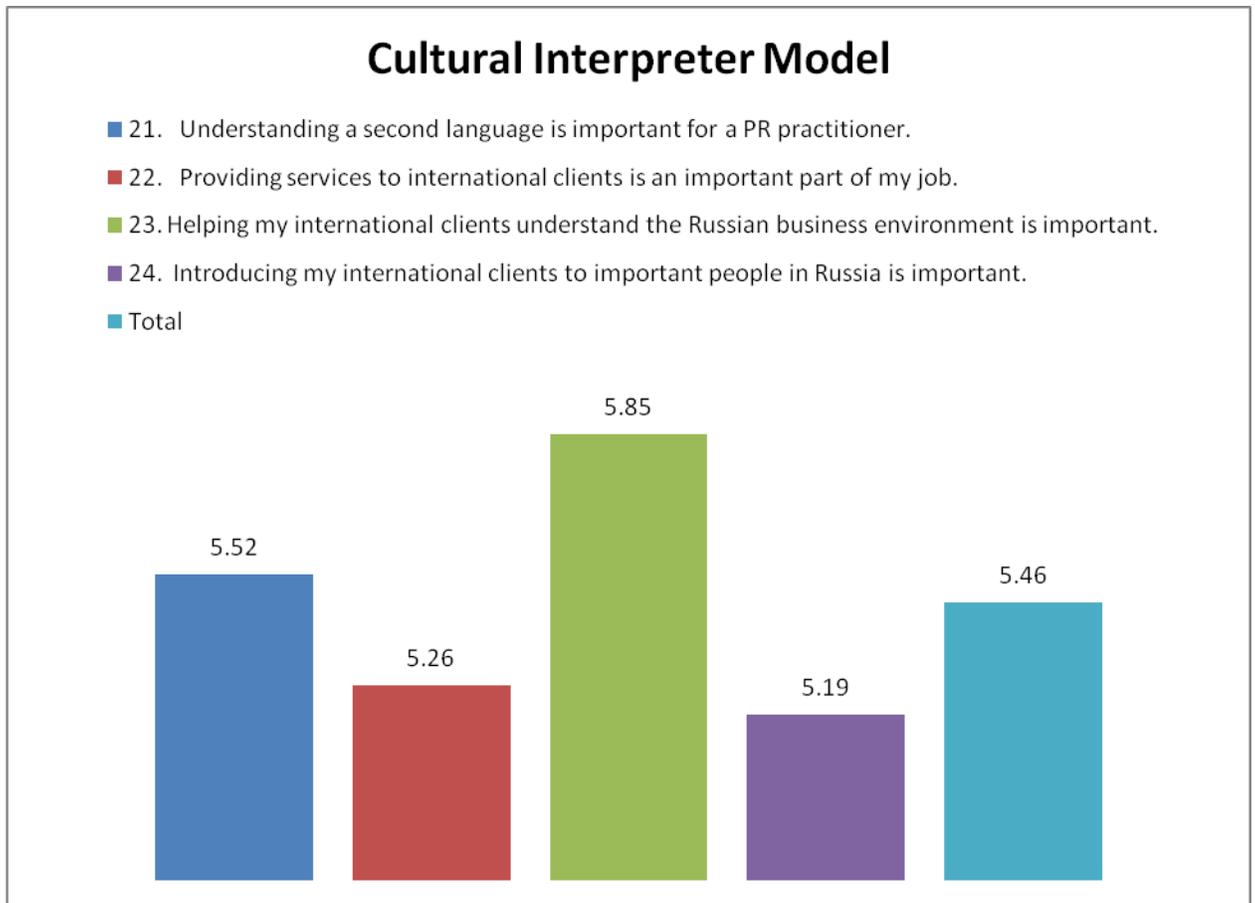
Personal Influence Model

- 17. Having good interpersonal relationships with other employees in my organization is very important for PR practitioners.
- 18. Having good interpersonal relationships with people outside my organization is very important for PR practitioners.
- 19. Socializing is one of the most important activities for a PR practitioner.
- 20. The best way to being successful at PR is to provide benefits (dinner, gifts) to gain influence with personal contacts.
- Total



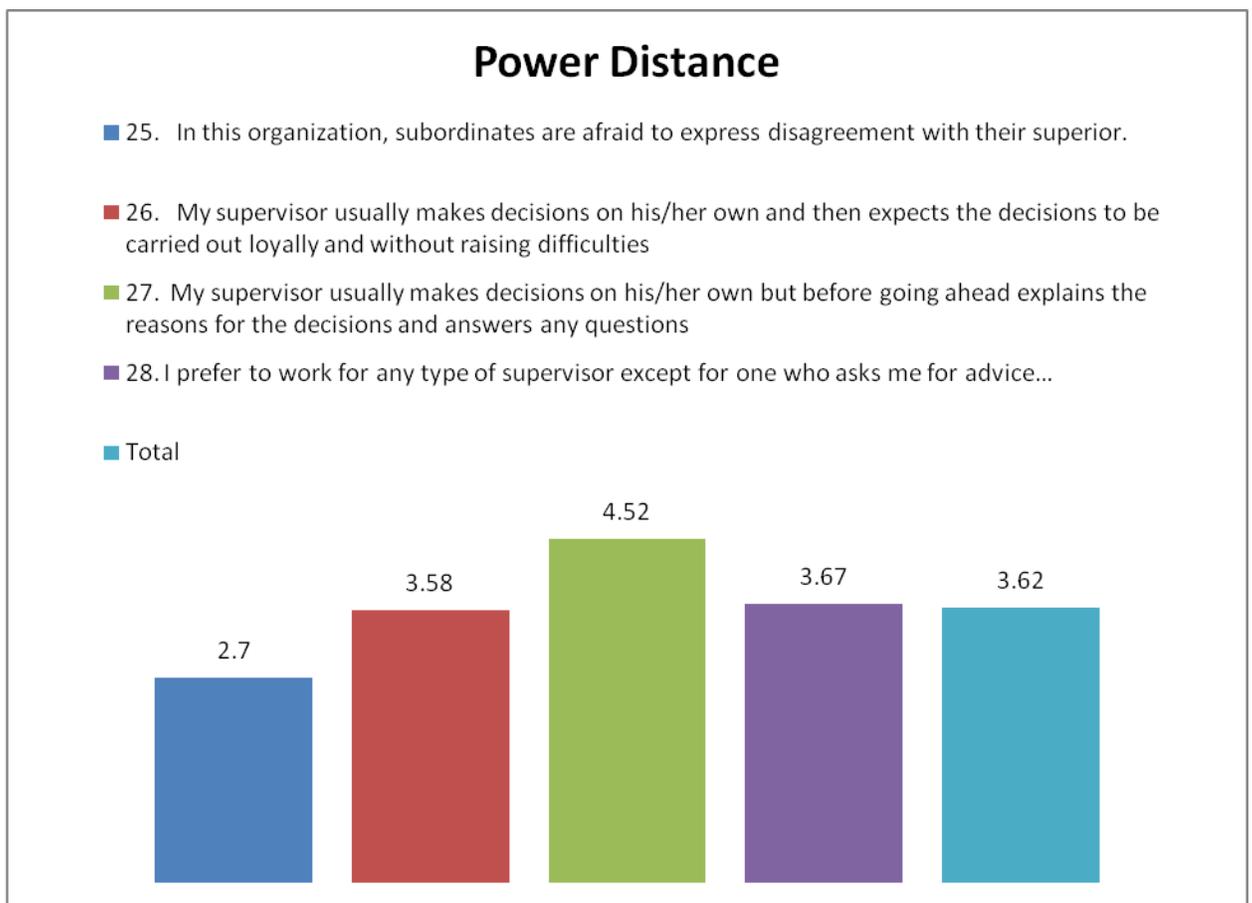
Investigating the presence of the two-way symmetrical model, based on research which uses communication to manage conflict and improve understanding with strategic publics, the survey posed four statements to Russian public relations practitioners and each were rated on a scale of 1- strongly disagree to 7- strongly agree. For the statement, “The purpose of public relations is to develop mutual understanding between the management of the organization and publics the organization affects,” a mean score of 5.84 was reported. Second, the statement, “Before starting a program, we conduct surveys or informal research to find out how much management and our publics understand each other,” a mean score of 4.53 was recorded. Thirdly, the statement, “The purpose of public relations is to change the attitudes and behavior of publics,” posted a

mean score of 4.97. Lastly, the statement, “Our organization/agency believes public relations should provide mediation for the organization, to help management and publics negotiate conflicts,” registered a mean score of 5.84. Overall, a total mean score of 5.30 was documented from the practitioner responses for the two-way symmetrical model.



Investigating the presence of the personal influence model, explained by Wu, Taylor, and Chen (2001) as ‘it’s who you know, not what you know,’ the survey posed four statements to Russian public relations practitioners and each were rated on a scale of 1- strongly disagree to 7- strongly agree. For the statement, “Having good interpersonal relationships with other employees in my organization is very important for PR

practitioners,” a mean score of 5.97 was reported. Second, the statement, “Having good interpersonal relationships with people outside my organization is very important for PR practitioners,” a mean score of 5.45 was recorded. Thirdly, the statement, “Socializing is one of the most important activities for a PR practitioner,” posted a mean score of 5.63. Lastly, the statement, “The best way to being successful at PR is to provide benefits (dinner, gifts) to gain influence with personal contacts,” registered a mean score of 5.04. Overall, a total mean score of 5.52 was documented from the practitioner responses for the personal influence model.

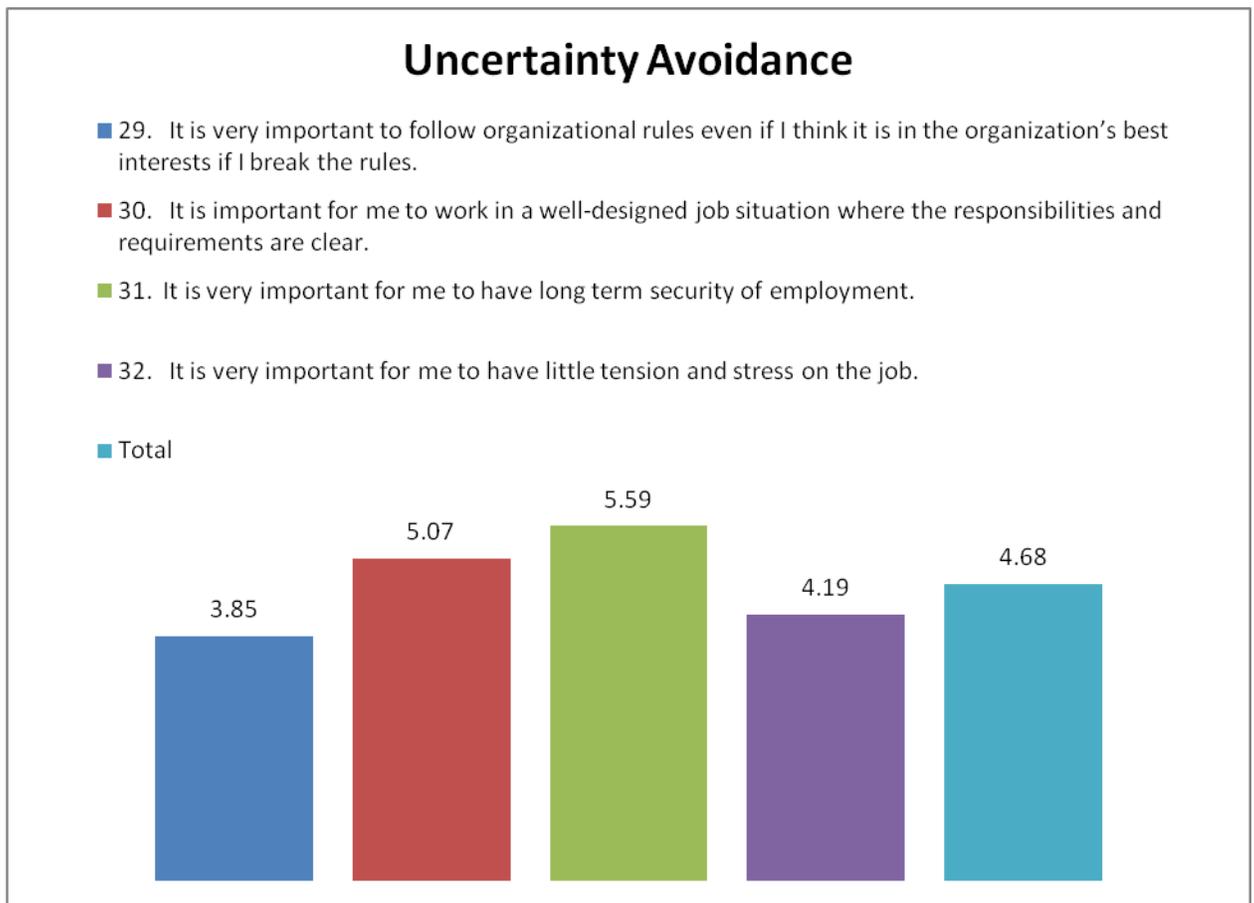


Investigating the presence of the cultural interpreter model, utilizing someone based in the country of interest to interpret the culture for your business to avoid any

major faux-pas, the survey posed four statements to Russian public relations practitioners and each were rated on a scale of 1- strongly disagree to 7- strongly agree. For the statement, "Understanding a second language is important for a PR practitioner," a mean score of 5.52 was reported. Second, the statement, "Providing services to international clients is an important part of my job," a mean score of 5.26 was recorded. Thirdly, the statement, "Helping my international clients understand the Russian business environment is important," posted a mean score of 5.85. Lastly, the statement, "The Introducing my international clients to important people in Russia is important," registered a mean score of 5.19. Overall, a total mean score of 5.46 was documented from the practitioner responses for the cultural interpreter model.

Researching Hofstede's cultural value of power distance, the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally, the survey posed four statements to Russian public relations practitioners and each were rated on a scale of 1- strongly disagree to 7- strongly agree. For the statement, "In this organization, subordinates are afraid to express disagreement with their superior," a mean score of 2.70 was reported. Second, the statement, "My supervisor usually makes decisions on his/her own and then expects the decisions to be carried out loyally and without raising difficulties," a mean score of 3.58 was recorded. Thirdly, the statement, "My supervisor usually makes decisions on his/her own but before going ahead explains the reasons for the decisions and answers any questions," posted a mean score of 4.52. Lastly, the statement, "I prefer to work for any type of supervisor except for one who asks me for advice and then announces his/her decision and expects me to loyally implement the decision whether or not it was in

accordance with the advice I gave,” registered a mean score of 3.67. Overall, a total mean score of 3.62 was documented from the practitioner responses for the cultural value of power distance.



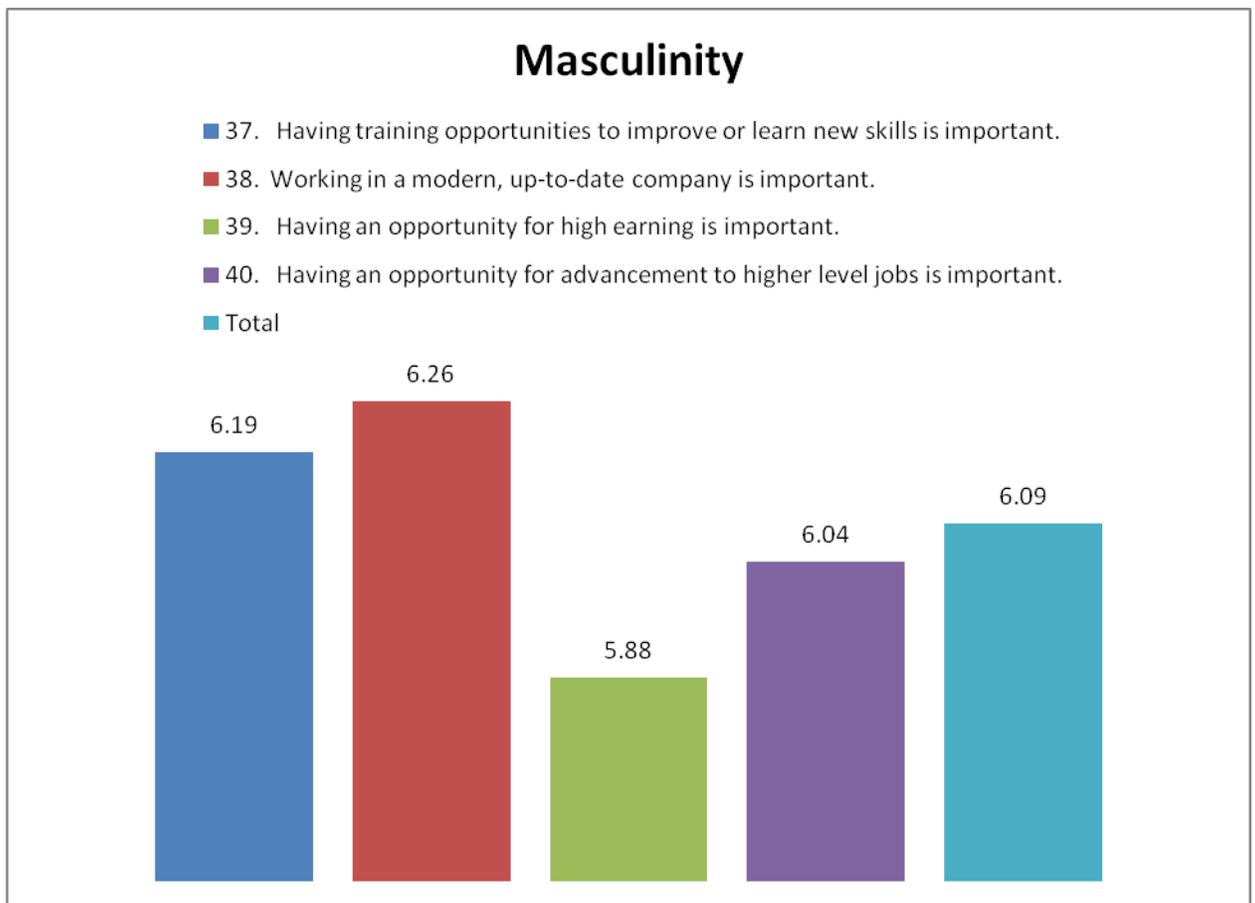
Researching Hofstede's cultural value of uncertainty avoidance, measures the extent to which members of a culture feel threatened by ambiguous or unknown situations, the survey posed four statements to Russian public relations practitioners and each were rated on a scale of 1- strongly disagree to 7- strongly agree. For the statement, "It is very important to follow organizational rules even if I think it is in the organization's best interests if I break the rules," a mean score of 3.85 was reported.

Second, the statement, “It is important for me to work in a well-designed job situation where the responsibilities and requirements are clear,” a mean score of 5.07 was recorded. Thirdly, the statement, “It is very important for me to have long term security of employment,” posted a mean score of 5.59. Lastly, the statement, “It is very important for me to have little tension and stress on the job,” registered a mean score of 4.19. Overall, a total mean score of 4.68 was documented from the practitioner responses for the cultural value of uncertainty avoidance.



Researching Hofstede’s cultural value of femininity, a society in which emotional gender roles overlap: both men and women are supposed to be modest, tender, and

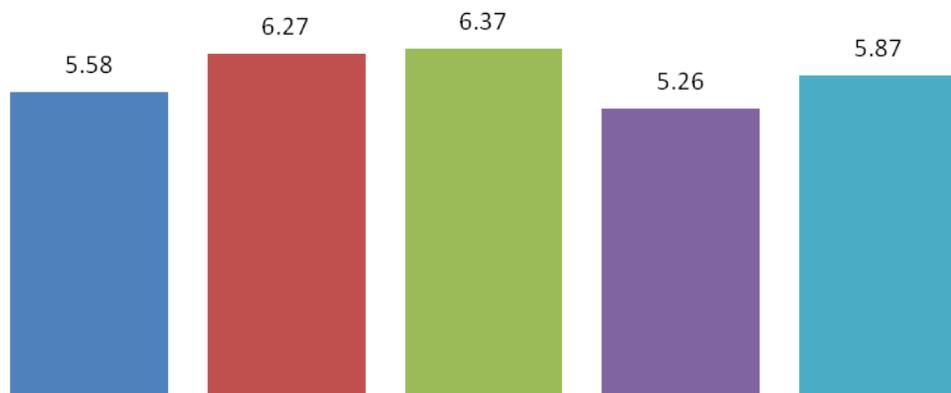
concerned with the quality of life, the survey posed four statements to Russian public relations practitioners and each were rated on a scale of 1- strongly disagree to 7- strongly agree. For the statement, “Having a good working relationship with my direct supervisor,” a mean score of 6.03 was reported. Second, the statement, “Working with people who cooperate well with one another is important,” a mean score of 6.19 was recorded. Thirdly, the statement, “Working in a friendly atmosphere is important,” posted a mean score of 6.33. Lastly, the statement, “Having good physical working conditions is important,” registered a mean score of 5.93. Overall, a total mean score of 6.12 was documented from the practitioner responses for the cultural value of femininity.



Researching Hofstede's cultural value of masculinity, a society in which emotional gender roles are clearly distinct: men are supposed to be assertive, tough and focused on material success; women are supposed to be more modest, tender, and concerned with the quality of life, the survey posed four statements to Russian public relations practitioners and each were rated on a scale of 1- strongly disagree to 7- strongly agree. For the statement, "Having training opportunities to improve or learn new skills is important," a mean score of 6.19 was reported. Second, the statement, "Working in a modern, up-to-date company is important," a mean score of 6.26 was recorded. Thirdly, the statement, "Having an opportunity for high earning is important," posted a mean score of 5.88. Lastly, the statement, "Having an opportunity for advancement to higher level jobs is important," registered a mean score of 6.04. Overall, a total mean score of 6.09 was documented from the practitioner responses for the cultural value of masculinity.

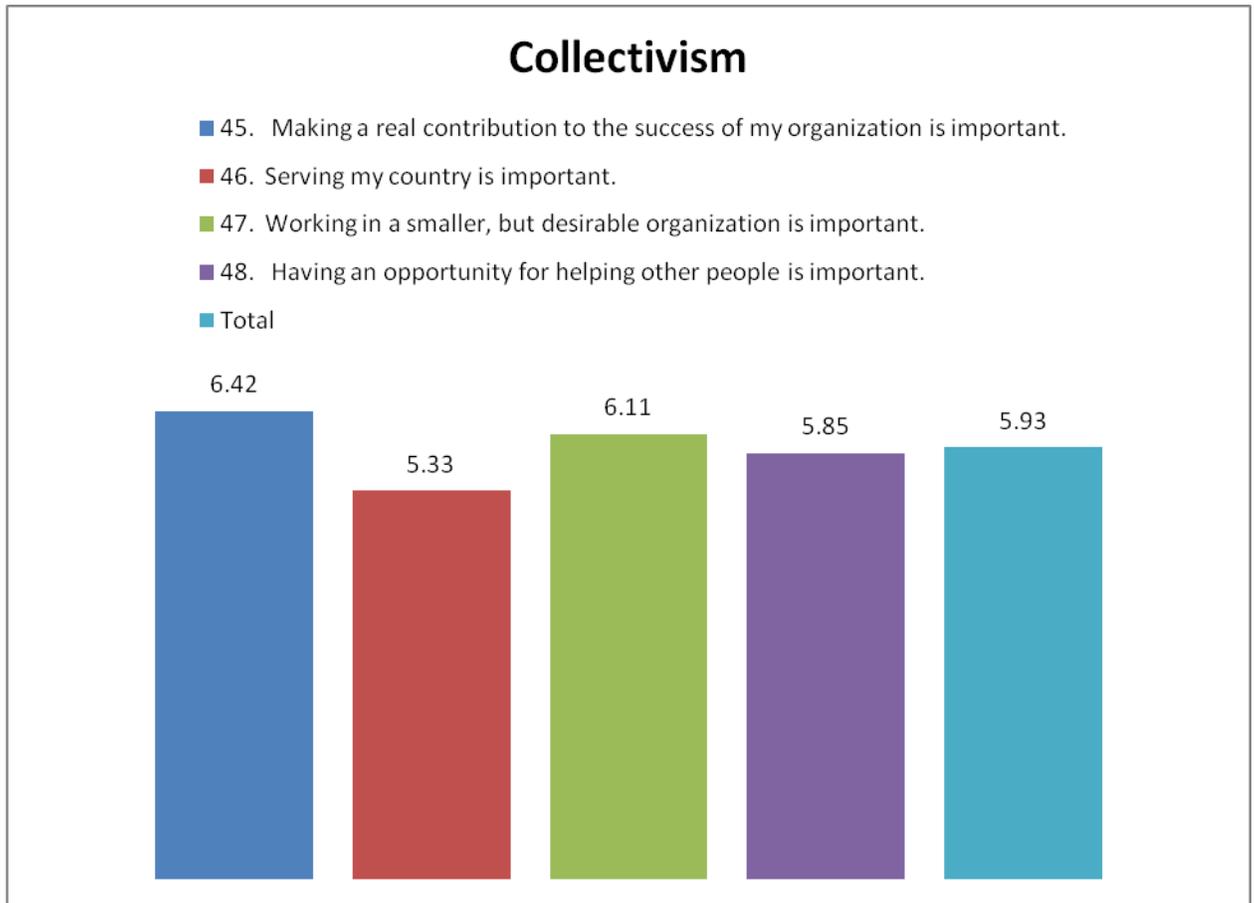
Individualism

- 41. Having sufficient time left for my personal or family is important.
- 42. Having challenging tasks to do, from which I can get a personal sense of accomplishment is important
- 43. Fully use my skills and abilities on the job are important.
- 44. Working in a large and prestigious organization is important.
- Total



Researching Hofstede’s cultural value of individualism, as a society in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family only, the survey posed four statements to Russian public relations practitioners and each were rated on a scale of 1- strongly disagree to 7- strongly agree. For the statement, “Having sufficient time left for my personal or family is important,” a mean score of 5.58 was reported. Second, the statement, “Having challenging tasks to do, from which I can get a personal sense of accomplishment is important,” a mean score of 6.27 was recorded. Thirdly, the statement, “Fully use my skills and abilities on the job are important,” posted a mean score of 6.37. Lastly, the statement, “Working in a large and prestigious organization is important,” registered a

mean score of 5.26. Overall, a total mean score of 5.27 was documented from the practitioner responses for the cultural value of individualism.



Researching Hofstede’s cultural value of collectivism, society in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people’s lifetime continue to protect them in exchange for unquestioning loyalty, the survey posed four statements to Russian public relations practitioners and each were rated on a scale of 1- strongly disagree to 7- strongly agree. For the statement, “Working in a large and prestigious organization is important,” a mean score of 6.42 was reported. Second, the statement, “Serving my country is important,” a mean score of 5.33 was

recorded. Thirdly, the statement, “Working in a smaller, but desirable organization is important,” posted a mean score of 6.11. Lastly, the statement, “Having an opportunity for helping other people is important,” registered a mean score of 5.85. Overall, a total mean score of 5.93 was documented from the practitioner responses for the cultural value of collectivism.

Data initially searched for the presence of Grunig’s four models of public relations, and in this study, the two-way symmetrical model ($M = 5.30$) scored the highest. The public information model ($M = 2.98$) scored extremely low. The two-way asymmetrical model ($M = 5.24$) closely follows in second place. Finally, the press agency model scored in the middle range with ($M = 4.01$).

Adapted from the Wu, Taylor, and Chen (2001) study, the personal influence and cultural interpreter models were created to explore the two newest models of public relations. Both scored moderately high, personal influence model ($M = 5.52$) and cultural interpreter model ($M = 5.46$.)

As a final research prism, the work-related cultural dimensions via Hofstede’s measures yielded interesting information. First and foremost, femininity ($M = 6.12$) scored the highest of all the dimensions, followed closely by masculinity ($M = 6.09$), collectivism ($M = 5.93$), and individualism ($M = 5.87$.) Moderately important, uncertainty avoidance ($M = 4.68$) ranked third. The lowest score was found with power distance ($M = 3.62$).

To further explore the depth of Russian public relations, in-depth interviews were conducted via e-mail from danya.pysh@gmail.com with 5 Russian public relations professionals.

Research Question 1: Which models of public relations are practiced in Russia?

Survey results indicated that the two-way symmetrical ($M = 5.30$) and two-way asymmetrical ($M = 5.24$) were practiced in Russian public relations. Practitioners responded, “In Russia, business-PR is much more creative and varied, unlike the western countries” (interview with a Russian public relations practitioner, February 13, 2009). One emphasized the mentality of the Russian people, “Though, certainly, there are some mental distinctions connected with the culture of the country, a way of life, features of the political system, and a state system. As a whole, I feel that the Russian expert take a more creative approach” (interview with a Russian public relations practitioner, February 4, 2009). Others cite its similarities to the west. “The current situation with PR in Russia is pretty similar to the western model” (interview with a Russian public relations practitioner, February 13, 2009).

Research Question 2: Are there models of public relations practice specific to Russia?

As evidenced in the survey results, the cultural interpreter ($M = 5.46$) and personal influence models ($M = 5.52$) were employed by Russian practitioners. In-depth interviews provided an inconclusive answer, although practitioners did note the role of cultural influences on the profession, “Certainly, Russian culture influences the PR-market” (interview with a Russian public relations practitioner, February 1, 2009). Another responded, “Yes, certainly, PR becomes people, and people very much depend on their own culture. It is expressed in those ideas that

form the basis of a public relations campaign, in the practice of business relations, etc.” (interview with a Russian public relations practitioner, February 13, 2009).

Research Question 3: What cultural values influence Russian public relation practitioners?

Results from Internet surveys indicated that cultural values influence the current Russian system. These included femininity (M = 6.12), masculinity (M = 6.09), collectivism (M = 5.93,) and individualism (M = 5.87,) uncertainty avoidance (M = 4.68,) and power distance (M = 3.62).

Practitioners, with in-depth interviews, mention the developing nature of the cultural values in the market. “If to speak about an infrastructure (institutes, directories, the periodical press, principals of an estimation of efficiency, etc.) is still developing in Russia” (interview with a Russian public relations practitioner, January 28, 2009). Another, “I work in the Russian IT market. IT-press is quite proactive, we have many requests for interviews and materials. When we are running press conference we also have big attention from journalists’ side” (interview with a Russian public relations practitioner, February 4, 2009). One emphasized the creativity of the Russian public relations market, “In Russia, business-PR is much more creative and is varied rather than in the western countries. At the same time, as a whole, services are less formalized” (interview with a Russian public relations practitioner, January 28, 2009).

Hypothesis 1: The Russian public relations environment will have a strong correlation with masculinity.

Much like the surveys indicated the strong correlation with femininity, femininity ($M = 6.12$), was followed closely by masculinity ($M = 6.09$). In-depth interviews further yielded information to counteract the researcher's initial hypothesis. One practitioner said, "Now the PR market in Russia is structured and segmented. There are agencies specializing in the certain vertical markets (for example, IT, pharmaceuticals, show business, and t.p.). Appear the agencies rendering concrete "narrow" services (for example, PR-advancement on the Internet or dispatch of press releases). Leading branch associations try to make the market more transparent" (interview with a Russian public relations practitioner, February 1, 2009).

Hypothesis 2: Russian public relations practitioners will identify more with collectivism than individualism.

Survey results indicated a positive correlation with information to support this hypothesis, collectivism ($M = 5.93$), and individualism ($M = 5.87$.) Additional information concerning this hypothesis was gleamed from the in-depth interviews, "The demand for PR-services in Russia considerably exceeds the qualified professional base. The approach to any offering, (participation in research, performance at conferences, etc) is exclusively utilitarian. In the case of countries like Russia, you also need to consider the communist past, which influenced every aspect of our lives" (interview with a Russian public relations practitioner, February 13, 2009). One emphasizes the need for qualified professionals, "The demand for PR-services in Russia considerably exceeds the qualified offerings. The approach to any offerings (participation in research,

performance at conferences, etc.) at PR-experts is exclusively utilitarian” (interview with a Russian public relations practitioner, February 4, 2009). Many emphasized the lack of time with Russian professionals, “I think that the problem is the lack of time. It is very tough period now and all PR and Marketing professionals are under pressure of economical situation, budget cuttings and other things” (interview with a Russian public relations practitioner, February 13, 2009). Another, “Most of the people whom you contacted through the IPRA contact list are either agency leaders/ business owners or senior corporate executives, who are naturally quite busy especially at this time of the year, when there is a lot of activity on both – existing accounts and new business when it comes to agency life, or planning and budgeting processes in-house” (interview with a Russian public relations practitioner, January 28, 2009).

V. Discussion:

The results of this study enlighten us in several important ways. Most importantly, it is clear the practice of public relations in Moscow and St. Petersburg, Russia is thriving, and most importantly, many cite the need for more qualified professionals, and the inadequate amount of time available to complete their daily duties. Additionally, within this group of practitioners, it was evident the public relations profession in Russia is populated with young educated professionals, who utilize the Russian public relations practices. Minor insinuations we can make include the lasting influence of communism, ideal of Russian creativity, and westernization of practices. Consequently, this study marginally confirms the important role public relations will play in shaping the "New Russia."

The surveys and in-depth interviews generated information to draw mild conclusions on the researcher's hypotheses and research questions.

The first research question was as follows: Which models of public relations are practiced in Russia? While not fully conclusive, it was determined that within this group of professionals, both Grunig's two-way symmetrical (M=5.30) and two-way asymmetrical (M=5.24) were utilized. Other Grunig models were present, but only minutely important. These include the Public information model (M=2.98) and Press agency (M=4.01). This is an important discovery because within the respondents, it supports their supposition of the integration of western public relations methods. For example, this ideal is strongly supported by a quote from a practitioner in the in-depth interviews, "The current situation with PR in Russia is pretty similar to the western model" (interview with a Russian public relations practitioner, February 1, 2009).

While heavily modern and westernized, the legacy of its communist past remains, so much so, that a practitioner, who participated in the study, felt it necessary to place this disclaimer on his AKOS membership acknowledgement page: “We are driven by quality and known for our commitment to our impeccable reputation and high ethical standards, remaining one of a few agencies in Russia who does not engage in such illicit practices as press bribery, pre-approved tenders and cash-backs to companies, fully complying with all international professional charters.” (AKOS 2009)

However, survey and interview results counteracts the above statement and previous study conducted by Maslov (1998) concerning “zakazukha” or “black PR,” bribery to print and other media representatives for placement in periodicals. The presence of “Zakazukha” was not found within the results of the interviews or surveys. In fact, survey results revealed that within the group of practitioners surveyed, they avoid the idea of bribery completely, as supported by the low scores of the statements, “In my organization/ agency, public relations and publicity mean essentially the same thing,” $M=2.61$; and “In my organization/ agency, public relations are more of a neutral disseminator of information than an advocate for the organization,” ($M=2.76$).

The researcher opines that perhaps another explanation is possible; that “Zakazukha” is prevalent in Russian public relations practices, it has merely gone underground.

Drawing from the researcher’s knowledge of Russian culture and history, this type of activity has been functioning since the rule of communism, and during the early Sixties and Seventies, provided bootleg books, music, clothing, art, and

theatre to the oppressed Russian citizens. Since the Federation's westernization, there is only a need for the "latest and greatest" consumer goods on the black market, most recently evidenced by the introduction of the "illegal" iPhone.

"[The] demand for iPhones is clearly insanely high in Russia. But the price point set by the three main carriers doesn't seem very competitive to me. You could buy a first generation iPhone on the Russian black market for around \$1,000, so I'm not sure why people will flock to the carriers to buy a legitimate iPhone - particularly when there is a strong tradition in Russia of buying a mobile phone privately, and buying just the contract from the carrier" (Siberian Light, September 20, 2008).

Most recently, Dmitry Medvedev, the President of the Russian Federation, was seen using an illegal iPhone, "In Russia, iPhones are the must have accessory, even though you can only buy them on the black market. Even Dmitry Medvedev, the Russian President, has one..." (Siberian Light) Rather large evidence to support the notion of Russia's thriving "black market."

Converstly, the darker side of Russia's black market can be seen with the brutal murder of Anna Politkovskya, a Russian journalist who was "gunned down" for speaking out against Putin and other high-level powers within Moscow and St. Petersburg.

"Anna Politkovskaya imagined her own death long before it arrived. For years, she was Russia's most fearless journalist, reporting for the newspaper Novaya Gazeta from the killing fields of Chechnya and exposing the brutality of the Kremlin's war under President Vladimir Putin. She received one death threat after another, and was detained and beaten by Russian troops who threw her into a pit, threatened to rape her and performed a mock execution. "If it were up to me," an officer told her, "I'd shoot you."

Someone finally decided it was up to him. Politkovskaya's body was discovered in her Moscow apartment building last weekend with bullets in her head and chest, a Makarov pistol tossed at her feet. Her killing at age 48 came two months after she wrote this previously unpublished essay for "Another Sky," an English

PEN book forthcoming from Profile Books in 2007” (Washington Post October 14, 2006).

It is evidence such as this, along with the researcher’s knowledge of the Russian culture that leads the researcher to believe that black market Russian public relations is being practiced along side the the westernized Grunig models and Hofstede dimensions identified by the surveyed practitioners.

The second research question was as follows: Are there models of public relations practice specific to Russia? Results for this research question were inconclusive. The researcher followed the model set out by the Wu, Taylor, and Chen (2001) study, who identified the cultural interpreter (M=5.46) and personal influence (M=5.52) models. Within the group of respondents, these both scored in the median, i.e. no indication of high utilization. However, the researcher believes that since public relations in Russia is still in a heavy development phase, these models may yet appear. Public relations in Russia is in the early stages of switching from a communist nation to a federation and models specific to Russia are bound to become more evident as that process continues.

As evidenced by the average age of survey respondents, 33 years of age, and the educational background, 66 percent holding a bachelors degree or equivalent and 22 percent holding a master’s or equivalent, one can infer that a majority of Russian public relations practitioners are young and educated professionals. Since the fall of communism only occurred 18 years ago, the market has realized the importance of public relations and thusly created the current demand. Many of these young professionals reside in the Moscow area, as evidenced by the 76 percent response rate from the city. Moscow has the distinction of being the one of the world’s wealthiest and most expensive cities, (Forbes Magazine), the Federation’s capital and its main business center. It’s constructed

for getting things done, and many buildings are merely functional. [The idea of detailed design has had a renaissance lately with the introduction of modern architecture.] This aggregation of professionals would never have occurred under the rule of communism.

“Offices and shops lacked the smooth intensity of those in the West, reflecting a more passive Soviet attitude to the job. Most employees were underutilized in a relatively slow-motion communal atmosphere. Salesclerks, who got paid no matter who bought what, often saw customers as intruders. Surliness at the counter was often interpreted by foreigners as a Russian personality trait, yet those same Russians in their leisure time could blossom into vivacious friends and hosts.” (Evtuhov, Goldfrank, Hughes, and Stites 2004 756) It is clear there has been a colossal effort within the Russian business culture to combat the influence of communism in regard to customer service. One can guess that this is a struggle, and the professionals surveyed in this study indicate the challenge of this battle, “In the case of countries like Russia, you also need to consider the communist past, which influenced every aspect of our lives” (interview with a Russian public relations practitioner, February 13, 2009).

Other factors revealed in the survey and interview research support the culture shift. Within the survey, practitioners ranked the statement, “Fully use my skills and abilities on the job are important,” (M=6.37), modern Russians view their work as not only a paycheck, but a way to make a difference, something very different than in communist times. “If to speak about an infrastructure (institutes, directories, the periodical press, principals of an estimation of efficiency, etc.) is still developing in Russia” (interview with a Russian public relations practitioner, January 28, 2009). Both

results support the inference that within the group of practitioners surveyed, a cultural change is occurring.

As a minor note on the research findings, many stressed the creativity of the Russian public relations practitioner. “In Russia, business-PR is much more creative and is varied rather than in the western countries” (interview with a Russian public relations practitioner, February 4, 2009). From the researcher’s personal experience as a student of Russian culture, art, literature, and language, the idea of Russian creativity is one that is highly valued to the Russian people. This may be attributable to their unique working styles.

Michele Berdy, a Moscow-based translator and interpreter, talks about the difference in American and Russian working styles in an August 27, 2002 article in the St. Petersburg Times (Russia), “However, Russians and Americans have different styles of working. Americans tend to plug along, doing a modicum of work every day. Their Russian colleagues, meanwhile, tend to sail along for a bit, taking things easy and letting the work pile up and then push hard to clear the decks, *kak Stakhanovtsy* - like workers in the Stakhanov movement of the 1930s, which was named after a miner in the Donetsk coalfields who achieved high rates of production. As the saying goes, *rabota ne volk, i v les ne ubezhit* ("work isn't a wolf, and won't run off into the forest") which is to say that the work will always be there, however late you leave it.”

The third research question was as follows: What cultural values influence Russian public relations practitioners? Much to the dismay of the researcher, the in-depth interviews proved to be more informative about this question than the surveys, but even within these participants, it was reflective that culture is

something that is not easily separated and is heavily historical in influence. For example, one practitioner mentioned the overall inclusiveness of the idea of culture, “Yes, certainly, PR becomes people, and people very much depend on their own culture. It is expressed in those ideas that form the basis of a public relations campaign, in the practice of business relations, etc” (interview with a Russian public relations practitioner, January 28, 2009).

The Russian culture is a combination of many facets and over the years has endured such events as serving as the center of orthodox Christianity in the early stages of its development; the durable spirit of surviving a mongol invasion; outlasting the reign of Ivan the Terrible; witnessing the construction of St. Petersburg, “The Venice of the North,” by Peter the Great; Catherine the Great’s Germanic influences of music and propriety; carrying on through countless serf uprisings; emerging victorious after thwarting the Napoleonic invasion and the resulting Patriotic War; fostering a spirit of education and learnedness with the treasured writings of Pushkin, Tolstoy, Gogol, Dostoevsky and many other Russian authors; weathering the storm of the reign of the last czar, Nicolas I; celebrating and suffering under the rise of Communism and Lenin’s rise to power; staying strong through World War II and Stalin’s reign of terror; watching Khrushchev’s visit to the U.S.; watching Sputnik and the space race in wonder and amazement; outlasting the Cuban Missile Crisis; hanging on to hope in Brezhnev’s stagnation period; enjoying the benefits of Gorbachov’s glasnost and perestroika; Celebrating Yeltsin’s dissolution of the Soviet Union; and Putin’s rise to power and the westernization of the Federation (Qualin 2007).

While these events and resulting cultural values were not explicated in any of the research, drawing from the researcher's study abroad experience in Moscow and St. Petersburg and Russian knowledge, the traces are everywhere and Russians have a long memory. Thus, it would be a safe implication that the preceding events have had an effect on the Russian people and continues to influence their public relations practices.

The first hypothesis was as follows: The Russian public relations environment will have a strong correlation with masculinity. Much to the contrary of the researcher's initial thoughts, results revealed that practitioners, within the group surveyed, have a stronger identification with femininity (M=6.12) than masculinity (M=6.09). Although not separated by much of a margin, the integrated nature of the public relations profession is exhibited with this result. This is an important finding, because as it will be discussed further into this section, traditionally, Russians have been a male dominated culture.

However, this may be attributable to the 55 percent of females who responded to the survey request; they were followed closely by the 44 percent male population. Regardless, only in the late 1990's did the gender equity of the communists, traditionally a male dominated society, begin to change.

“Even the gender system was rocked. New waves of feminist ideas and mobilization campaigns sought to undermine the deep notions of division of labor and Soviet “femininity” fostered by previous regimes. Watching nude females at a circus performance was much less puzzling to older Russian women than the entry of women into high politics and business.” (Evtuhov, Goldfrank, Hughes, and Stites 2004, p. 818)

Unlike the velvet ghetto of the United States, the notion of women working in the business world in Russia was introduced only a short while ago. Since then, one can infer from the results within the group surveyed, that this is becoming lesser of a problem.

The final and second hypothesis was as follows: Russian public relations practitioners will identify more with collectivism than individualism. The researcher was proven correct in this hypothesis. Within this group of practitioners, individualism (M=5.87) and collectivism (M=5.93), were recognized. This presents an important finding that the researcher believes to some degree reflects the past of the Russians under communism, with the collective nature of the policies and programs of the Soviets. This is specifically exemplified with the Communists idea of the collective farms.

“Under collectivism, the physical contours of the village remained, but the peasant commune, or mir, was dissolved – and with it a long, rich, and fiercely debated institution of Russian history... The collective farm, the dominant type, joined the lands of a village together, left intact families and households with a small half-acre private plot of land on which to grow crops for free sale in the market, and reimbursed joining work by labor teams according to days worked and harvest gleamed... Stalin’s war on the countryside left many pitiful legacies – the death of millions, decimation of livestock, an artificial social and cultural wall between town and country and collaboration with German invaders in 1941.” (Evtuhov, Goldfrank, Hughes, and Stites 2004, p. 670)

With this historical facet in mind, the survey research indicated that practitioners work together to create an environment where “everyone works to contribute to the organization.”

Other facets mentioned during the in-depth interviews not addressed in the research questions or hypothesis is explained by one practitioner, “The demand for PR-

services in Russia considerably exceeds the qualified offerings” (interview with a Russian public relations practitioner, February 4, 2009).

It is evident in this quote and by the low response rate to the study that this is a factual statement. The question of whether or not public relations in Russia are thriving is moot. It is, as indicated by the numerous public relations professionals associations and public relations agencies in both the Moscow and St. Petersburg areas. However, it was indicated by professionals surveyed that there is no time to conduct “random research requests.” Thus, the study did not yield as much information as the researcher had hoped.

Many companies have discovered the potential profitability of Russia and become active in its markets. With this need is a strong desire for public relations professionals to assist with the maneuverability on the ground. In fact, this is very much the case as substantiated by the more than 800 American companies currently registered with the American Chamber of Commerce in Russia. (<http://www.amcham.ru>) These include Abbott Laboratories, Black & Decker, Ernst & Young, and Raytheon Technical, among many others. It was indicated in the survey results that the cultural interpreter model, (M=5.46), is important to practitioners. Within this category, the statement “Helping my international clients understand the Russian business environment is important,” scored the highest, (M=5.85), than any other category. Overall, the inference can be made within this group of practitioners that one function of the Russian public relations professional is to serve as the medium between two cultures. They must be the peanut butter and jelly between the bread of the two cultures.

By employing the Grunig's models of public relations and Hofstede's cultural dimensions as a research prism, this exploratory study attempted to discover the current

state of public relations in Moscow and St. Petersburg, Russia. Findings indicate that within this group of practitioners, they do incorporate some of Grunig's models into their practice. Other trends identified by the researcher within this group include the need for additional qualified practitioners, counteracting the influence of communism, young demographic of professionals, and the usage of creativity.

The most important finding that needs to be noted from this study is the early stage of development within the industry, cited by the professionals themselves.

Confirming the study by Leathers (1993), the results of the surveyed group of Russian professionals inferred that they often use a command strategy to push their messages through to their respective publics. The in-depth interviews revealed that this is no longer the case. Practitioners are building relationships with the media and aim to provide the journalist with the information they need. "I work in the Russian IT market. IT-press is quite proactive; we have many requests for interviews and materials. When we are running press conference we also have big attention from journalists' side" (interview with a Russian public relations practitioner, February 4, 2009).

Along with the inferences that can be made from the study's results, its limitations need to be discussed as well.

Most importantly, the researcher acknowledges the fact that the survey and subsequent demographic questions adopted from the Wu, Taylor, and Chen (2001) study, did not measure the intended subject matter, the current state of Russian public relations. The study yielded data that provided a positive identification of the presence of constructs for Grunig's four models of public relations, the cultural interpreter and

personal influence models identified by Wu, Taylor and Chen (2001), and Hofstede's cultural values.

Additional limitations include the ultimate number of completed surveys, was attributed by the researcher to geographic restraints and lack of personal interaction.

However, a Russian practitioner, in an in-depth interview, expressed a different attribution for the low response rate.

“Most of the people whom you contacted through the IPRA contact list are either agency leaders/business owners or senior corporate executives, who are naturally quite busy especially at this time of the year, when there is a lot of activity on both – existing accounts and new business when it comes to agency life, or planning and budgeting processes in-house” (interview with a Russian public relations practitioner, February 13, 2009).

To minimize this limitation in future research, the researcher strongly suggests communicating with the practitioner on a one-to-one basis in a professional setting. Other limitations for the study include a bias within the survey, present from the original researchers, Wu Taylor and Chen, (2001) towards the positive identification of Grunig's models. Additionally, the English to Russian and Russian to English language barriers, even with native Russian translators involved with the study, proved a mild limitation throughout further correspondence with participants.

Future areas identified by the researcher for further exploration is a meta-analysis of public relations activity in both Western and Eastern Europe, which would continue to build on to the small research base, furthering the understanding of Eastern European practices. Additionally, the contrast of a historically public relations integrated area, Western Europe, with one that has just started to develop, Eastern Europe, would be an interesting study. Another idea is to conduct a survey for the main functions of a Russian public relations practitioners' job. This would allow for further exploration on the degree

of westernization present in the Russian practices. Furthermore, an in-depth look at the Russian public relations agency environment and a further examination of the relationship between Russian public relations agencies and their affiliation with their offices abroad utilizing the Wakefield (2000) study as a research basis would yield important information about the agency environment in Russia. The researcher feels that this would be an interesting study because many of the larger American agencies, Ketchum, Edelman, and Porter Novelli, among others, have a strong presence in Russia. To conclude, after a recent visit to Hungary, the researcher suggests a study of comparisons with public relations in Hungary and Russia, each former Soviet ruled countries. This would again provide important information to further the understanding of public relations in Eastern Europe and examine the comparisons and contrasts within the two countries.

Although the study endured many challenges and limitations, overall it achieved its main goal: providing a glimpse into the current developing status of public relations in Moscow and St. Petersburg, Russia.

In the wake of the fall of communism in 1991, in its short 18 years, the modern Russia is quickly becoming a business powerhouse on the international scene that has and will continue to change the way the world looks at business, and more specifically public relations in a globalized setting.

VI. References

- AKOS (Association of Communicators and Public Relations Professionals). "Full Member List," http://www.akos-icco.ru/eng_members.php?part=3 (accessed April 7, 2009).
- Alison, Melissa. "Russia to get a first taste of Starbucks." *Seattle Times, The (WA)*. August 30, 2007.
- American Chamber of Commerce in Russia. "March 2009 Members," http://www.amcham.ru/_images/upload/Members_2009_March.pdf (accessed March 5, 2009).
- Arceo, A. "Public relations in Spain: An introduction". *Public Relations Review* 30(3) (September 2004): 293-302.
- Behrens, P. A. "Germany: Public affairs reinvented." *Journal of Public Affairs* 2(3) (2002 August): 173-176.
- Beng, Y. S. "The state of public relations in Singapore." *Public Relations Review* 20 (Winter 1994): 373-394.
- Berdy, Michele. "Russian Creativity in Talking the Talk to Make the Money." *St. Petersburg Times, The (Russia)*. August 27, 2002.
- Black, Sam. "Widening the Education Panorama in Europe." *Public Relations Quarterly* 35, no. 1 (Spring 1990): 15-16.
- Botan, Carl. "International Public Relations: Critique and Reformulation." *Public Relations Review* 18, no. 2. (1992).
- Botan, Carl. "A Human Nature Approach to Image and Ethics in International Public Relations." *Journal of Public Relations Research* 5, no. 2. (1993).
- Brislin, R. W. "Comparative research methodology: Cross-cultural studies." *International Journal of Psychology* 11 (1976): 215-229.
- Choi, Y., & Cameron, G. T. "Overcoming ethnocentrism: The role of identity in contingent practice of international public relations." *Journal of Public Relations Research* 17, no. 2 (2005): 171-189.
- CIA Factbook. "Russia," <https://www.cia.gov/library/publications/the-world-factbook/geos/rs.html> (accessed December 7, 2007).

Clarke, Terence M. "An Inside Look at Russian Public Relations." *Public Relations Quarterly* 45, no. 1 (Spring 2000): 18-21.

Coombs, W. T., Holladay, S., Hasenauer, G., & Signitzer, B. "A comparative analysis of international public relations: Identification and interpretation of similarities and differences between professionalization in Austria, Norway, and the United States." *Journal of Public Relations Research* 6(1) (1994): 23-39.

Culbertson, H.M. and Chen, N. *International Public Relations: A comparative analysis*. Lawrence Earlbaum: New Jersey, 1996.

Datamonitor, Russia –Industry Profile report. Internet Access in Russia. June 2007.

Dickerson, Michael A. "One Example of a Successful International Public Relations Program." *Public Relations Quarterly* 50, no. 3 (2005).

Downing, John. *Internationalizing Media Theory: Transition, Power, and Culture, Reflections on Media in Russia, Poland, and Hungary 1980-95*. London: Sage Publications, 1996.

Dumitrascu, Radu. "An Adaptation of the Ethnocentric Stages: Approaches in International Public Relations." Conference Papers -- National Communication Association, 2007.

Edelman Public Relations."Edelman Eighth Annual Trust Barometer." New York: Haymarket Media, Inc., 2007.

Emerging Europe Monitor. "Russia and CIS." Vol. 11, no. 12 (December 2007).

Epley, J. S. "Public relations in the global village: An American perspective." *Public Relations Review* 18(2) (1992 Summer): 109-116.

European Union. "Communicating Europe in Partnership." [Brussels, Belgium, March 2007]: 22.

Evtuhov, Catherine, David Goldfrank, Lindsey Hughes, and Richard Stites. *A History of Russia: Peoples, Legends, Events, Forces*. Boston: Houghton Mifflin Company, 2004.

Fitzpatrick, Kathy R.; Whillock, Rita Kirk. "Assessing the impact of globalization on U.S. public relations." *Public Relations Review* 19, no. 4 (1993).

Gaither, T.; Curtin, Patricia. "International Public Relations Ethics: A Cross-Disciplinary Approach to the Challenges of Globalization, Identity, and Power." Conference Papers -- International Communication Association, 2006 Annual Meeting.

Goregin, Alexander G. and Alexandre G. Nikolaev. "Evolution of Modern Russian Communication." *Communication World*, 13, no. 6 (June/July 1996).

Goregin, Alexander G. and Alexandre G. Nikolaev. "The Value of a PR Association to Russians." *Communication World* 12, no. 10 (November 1995).

Greenburg, Zach O'Malley. "World's Most Expensive Cities." *Forbes Magazine*. July 2008. http://www.forbes.com/2008/07/23/cities-expensive-world-forbeslife-cx_zg_0724expensivecities.html (accessed April 3, 2009.)

Gruban, Brane. "Performing Public Relations in Central and Eastern Europe." *Public Relations Quarterly* 40, no. 3 (Fall 1995): 20-23.

Grunig, James E., Larissa A. Grunig, K. Sriramesh, Yi-Hui Huang, and Anastasia Lyra. "Models of Public Relations in an International Setting". *Journal of Public Relations Research* 7, no. 3 (1995): 163-186.

Grunig, J., & Hunt T. *Managing public relations*. New York: Holt, Rinehart & Winston, 1984.

Grunig, James E. and Todd Hunt. *Public Relations Techniques*. Fort Worth: Holt, Rinehart, and Winston, Inc., 1994.

Guth, David W. "The Emergence of Public Relations in the Russian Federation." *Public Relations Review* 26, no.2 (Summer 2000): 191-207.

Hiebert, Ray E. "Public Relations and Mass Communication in Eastern Europe." *Public Relations Review* 18, no.2 (Summer 1992): 177-187.

Hazleton, Vincent and Craig Cutbirth. "Public Relations in Europe: An Alternative Educational Paradigm." *Public Relations Review* 19, no. 2 (Summer 1993): 187-196.

Hofstede, G. *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Thousand Oaks, CA: Sage, 2001.

Hofstede, G. & Hofstede, G. J. *Cultures and organizations: Software of the mind*. New York: McGraw-Hill, 2005.

Holtzhausen, D. R., Petersen, B. K., & Tindall, N. T. J. "Exploding the myth of the symmetrical/asymmetrical dichotomy: Public relations models in the new South Africa." *Journal of Public Relations Research* 15, no. 4 (2003 October): 305-341.

Howard, Carole. "Perestroika from Pleasantville: Lessons Learned Launching Reader's Digest in the Soviet Union and Hungary." *Public Relations Quarterly* 36, no. 4 (Winter 1992): 15-21.

Ihator, A. "Understanding the cultural patterns of the world--an imperative in implementing strategic international pr programs." *Public Relations Quarterly* 45, no. 4 (2000 Winter): 38-44.

International Public Relations Association. "Gold Paper No. 12: The Evaluation of Public Relations Education and the Influence of Globalisation." [London: IPRA, October 1997].

Ivanov, Mikhail. "Care for Some Fries with That Reform?" *Russian Life* 43, no. 2 (March/April 2000).

Jensen, I. "Public relations and emerging functions of the public sphere: An analytical framework." *Journal of Communication Management* 6, no. 2, (2002): 133-147.

Jouan, Christophe. "Challenges to EU integration." *Brand Strategy* 180 (March 2004): 48-50.

Kent, Michael, Maureen Taylor, and Lejla Turcilo. "Public Relations in Newly Privatized Businesses in Bosnia-Herzegovina." *Public Relations Review* 32, no. 1 (2006): 10-17.

Kim, Hyo-Sook. "Exploring Global Public Relations in a Korean Multinational Organization in the Context of Confucian Culture." *Asian Journal of Communication* 13, no. 2 (2003).

Kiouis, Spiro; Xu Wu. "International Agenda-Building And Agenda-Setting Exploring the Influence of Public Relations Counsel on US News Media and Public Perceptions of Foreign Nations." *International Communication Gazette* 70, no. 1 (2005): 58-75.

Kruckeberg, D. "The Challenge For Public Relations In The Era Of Globalization." *Public Relations Quarterly* 40, no. 4 (1995).

Leathers, Dale. "Defining Features of Institutional and Interpersonal Communication in Russia." *World Communication* 22, no. 2 (1993): 54-61.

- Lee, Suman. "An Analysis of Other Countries' International Public Relations in The U.S." *Public Relations Review* 32, no. 2 (2006).
- Lee, Suman. "International Public Relations as a Predictor of Prominence of US News coverage." *Public Relations Review* 33, no. 2 (2007): p158-165.
- Manz, Stefan, Andreas Musolff, J.J. Long, Ljiljana Saric. "Introduction, Discourses of Intercultural Identity in Britain, Germany, and Eastern Europe." *Journal of Multilingual and Multicultural Development* 25, no. 5&6 (2004): 361-368.
- Maslov, Michael. "Western and Domestic Firms Navigate Moscow's PR Maze." *Public Relations Tactics* 5, no. 8 (August 1998).
- McDonald's Corporation. "About of Pushkin Square restaurant," <http://www.mcdonalds.com/countries/russia> (accessed December 7, 2007).
- McLuhan, Marshall. *The Gutenberg Galaxy*. London: Routledge & Kegan Paul, 1962.
- Molleda, J. C. "International paradigms: The Latin American School of Public Relations." *Journalism Studies* 2, no. 4 (2000): 513-530.
- Mounter, P. "Global Internal Communication: A model." *Journal of Communication Management* 7, no.3, (February 2003): 265-286.
- Murray, Danielle M. and Jeffrey D. Fisher. "The Internet: A virtually untapped tool for research." In *Using the Internet as a Research Tool for Social Work and Human Services*. Ed. Goutham M. Menon. New York: The Haworth Press, Inc., 2002.
- Naumov, Alexander I., and Puffer, Sheila M. "Measuring Russian culture using Hofstede's dimensions." *Applied Psychology: An International Review*, 49, no. 4 (2000): 709-718.
- Neff, Bonita D. "Emerging Public Relations in the Commonwealth of Independent States: An Academic Perspective." [Paper presented at the Annual Meeting of the International Communication Association, Washington, DC, May 27-31, 1993].
- Nelles, Wayne. "Toward Better Communications Co-operation for Central and South Eastern Europe: Trends and Prospects." *Higher Education in Europe* 26, no. 2 (2001): 227-236.

Paluszek, John. "Public Relations, the Global Profession." Schranz Lecture, Ball State University, Muncie, IN, November 15, 2007.

Petersone, Baiba. "The Status of Public Relations in Latvia." [Paper presented at the International Communication Association, Dresden, Germany, June 19-23, 2006].

Porter, Stephen R. *Overcoming Survey Research Problems*. San Francisco: Josey-Bass, 2004.

Qualin, Anthony. "Russian Culture." Class notes, Texas Tech University, Lubbock, TX. Spring 2007.

Sharpe, M. L. "The impact of social and cultural conditioning on global public relations." *Public Relations Review* 18, no. 2 (1992): 103-108.

Siberian Light Blog. "Russian President and his Black Market iPhone," <http://www.siberianlight.net/president-russia-iphone/> (accessed April 6, 2009).

Skinner, C., Mersham, G., & Valin, J. "Global protocol on ethics in public relations." *Journal of Communication Management*, 8, no.1 (2003): 13-28.

Starck, K., & Kruekeberg, D. "Ethical obligations of public relations in an era of globalisation." *Journal of Communication Management* 8, no. 1 (2003): 29-40.

Sriramesh, Krishnamurthy, Yungwook Kim, and Mioko Takasaki. "Public Relations in Three Asian Cultures: An Analysis." *Journal of Public Relations Research* 11, no. 4 (1999): 271-292.

Sriramesh, K., & Vercic, D. "International public relations: A Framework for Future Research." *Journal of Communication Management* 6, no.2 (2001): 103-117.

Sriramesh, Krishnamurthy and Vercic, Dejan. "The Impact of Globalization on Public Relations." *Public Relations Review* 33, no. 4 (November 2007): 355-359

Sung, MinJung. "Managing Global Public Relations from an Agency Perspective. Conference Papers" International Communication Association, 2003 Annual Meeting.

Synnott, G., & McKie, D. "International Issues in PR: Researching Research and Prioritizing Priorities." *Journal of Public Relations Research* 9, no. 4 (1997): 259-282.

- Tourangeau, Roger. "Survey Research and Societal Change." *Annual Review of Psychology* 55, no.1, (2004): p775-801.
- Tsetsura, Katarina. "Is Public Relations a Real Job? Constructing Public Relations as a Gendered Profession." [Paper presented at the Annual Meeting of the International Communication Association, New York, NY, 2005].
- Vorvoreanu, Mihaela. "Apologia in India: An Audience-Centered Approach to International Public Relations." Conference Papers -- International Communication Association, 2007 Annual Meeting.
- Vercic, D., Razpet, A., Dekleva, S., & Slenc, M. "International Public Relations and the Internet: Diffusion and linkages." *Journal of Communication Management* 5, no. 2, (2000): 125-137.
- Vercic, Dejan, Betteke van Ruler, Gerhard Butschli, Bertil Flodin. "On the definition of public relations: a European view." *Public Relations Review* 27 (2001): 373-387.
- Wakefield, R. I. "World-class public relations: A model for effective public relations in the Multinational." *Journal of Communication Management* 5, no. 1, (2000): 59-71.
- Wang, Jian. "Managing National Reputation and International Relations in the Global Era: Public Diplomacy Revisited." *Public Relations Review* 32, no. 2, (2006).
- Wang, Jian. "Telling the American story to the world: The purpose of U.S. public diplomacy in historical perspective." *Public Relations Review* 33, no. 1 (2007).
- Washington Post, The. "Anna Politkovskya Predicts her Death," <http://www.washingtonpost.com/wpdyn/content/article/2006/10/14/AR2006101400805.html> (accessed April 2, 2009).
- Wilcox D.L., Ault, P.H. and Agee, W.K. *Public Relations: Strategies and tactics*. New York: Harper Collins, 1992.
- Wouters, J. *International Public Relations*. New York: Amacom, 1991.
- Wu, Ming-Yi, Maureen Taylor, and Mong-Ju Chen. "Exploring Societal and Cultural Influences on Taiwanese Public Relations." *Public Relations Review* 27 (2001): 317-336.
- Wu, Ming-Yi; Baah-Boakye, Kwame. "Public relations in Ghana: Work-related cultural values and public relations models." *Public Relations Review* 35 (2009): 83-85.

Zayani, Mohamed. "Arab media, corporate communications, and public relations: the case of Al Jazeera." *Asian Journal of Communication* 18, no. 3 (2008).

Zaharna, R.S. "In-awareness' approach to international public relations." *Public Relations Review* 27, no.2 (2001).

Zaharna, R.S. "Intercultural Communication and International Public Relations: Exploring Parallels." *Communication Quarterly* 48, no. 1 (2000).

Zhang, Juyan and Glen T. Cameron. "China's agenda building and image polishing in the US: assessing an international public relations campaign." *Public Relations Review* 29, no.1 (2003).

Zhang, Juyan, Qiu,Qi, and Glen T. Cameron. "A contingency approach to the Sino-U.S. conflict resolution" *Public Relations Review* 30, no. 4 (2004).

Zlateva, Minka. "Public Relations Education—an Instrument for the Transformation and Development of Human Resources." *Higher Education in Europe* 28, no. 4 (2003): 511-518.

VII. Appendix A

The survey instrument

Текст опроса:

1. Главной целью работы отдела по связям с общественностью нашей организации является распространение информации об организации/клиенте.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

2. В сфере по связям с общественностью мы, главным образом, пытаемся получить благоприятное освещение событий в СМИ и не допустить освещение негативных новостей. 1 – Полностью не согласен

- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

3. Мы определяем насколько успешна наша программа по числу людей, которые посетили мероприятие или используют наши продукты и услуги.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

4. Связи с общественностью и известность означают по существу одно и то же в нашей организации / агентстве.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

5. Все, кто работают в сфере по связям с общественностью, заняты написанием статей или публикаций, и у них нет времени на проведение исследований (рынка, аудитории, и т.д).

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

6. В сфере по связям с общественностью мы распространяем точную информацию, но и не предлагаем негативную.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

7. Подборка статей, опубликованных в СМИ, и мониторинг их размещения - это, пожалуй, единственный способ, который мы должны использовать для определения успешности программы.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

8. В нашей организации/агентстве отдел по связям с общественностью является нейтральным распространителем информации об организации, нежели её адвокатом/защитником.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

9. После завершения программы по связям с общественностью мы проводим исследование, чтобы определить, насколько программа (PR кампания) изменила отношение людей к организации.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

10. В сфере по связям с общественностью наша основная цель состоит в том, чтобы убедить общественность вести себя так, как хочет эта организация.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

11. Прежде, чем запустить программу по связям с общественностью, мы изучаем результаты опросов, отражающих отношения людей к организации. Это делается для того, чтобы мы смогли представить нашу организацию в наиболее выгодном свете, и чтобы люди были более положительно настроены по отношению к нашей организации.

- 1 – Полностью не согласен
- 2 – Не согласен

- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

12. Прежде, чем начать программу, мы проводим исследование, чтобы определить отношение общественности к организации и как оно может измениться.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

13. Цель связей с общественностью состоит в развитии взаимопонимания между управляющими организацией и общественностью, на которую организация пытается повлиять.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

14. Прежде, чем запустить программу, мы проводим опрос или неофициальное исследование, чтобы узнать, насколько хорошо менеджеры нашей организации и общественность понимают друг друга.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

15. Цель связей с общественностью состоит в том, чтобы изменить отношение и поведение общественности.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

16. Наша организация/агентство считает что отдел по связям с общественностью должен способствовать разрешению конфликтов между управляющими организации и общественностью.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

17. Наличие хороших межличностных отношений между работниками в нашей организации очень важно для сотрудников отдела по связям с общественностью.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

18. Наличие хороших межличностных отношений с работниками других компаний очень важно для сотрудников отдела по связям с общественностью нашей организации.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

19. Социализация (общение с людьми)- это один из самых важных элементов деятельности работника по связям с общественностью.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

20. Одним из лучших способов достижения успеха в сфере по связям с общественностью являются личные контакты, которые можно укреплять с помощью подарков, приглашения на обеды, и т.д.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

21. Знание иностранного языка необходимо для работника по связям с общественностью.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

22. Оказание услуг международным клиентам является важной частью нашей работы.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен

7 – Полностью согласен

23. Очень важно помочь нашим международным клиентам понять атмосферу российской деловой жизни.

1 – Полностью не согласен

2 – Не согласен

3 – Немного не согласен

4 – Нет мнения

5 – Немного согласен

6 – Согласен

7 – Полностью согласен

24. Считаем, что это важно знакомить наших зарубежных партнёров с влиятельными людьми России.

1 – Полностью не согласен

2 – Не согласен

3 – Немного не согласен

4 – Нет мнения

5 – Немного согласен

6 – Согласен

7 – Полностью согласен

25. В нашей организации подчинённые боятся выразить своё несогласие с начальником.

1 – Полностью не согласен

2 – Не согласен

3 – Немного не согласен

4 – Нет мнения

5 – Немного согласен

6 – Согласен

7 – Полностью согласен

26. Мой начальник обычно принимает решение самостоятельно, и ожидает, что оно будет выполнено точно и без дополнительных проблем.

1 – Полностью не согласен

2 – Не согласен

3 – Немного не согласен

4 – Нет мнения

5 – Немного согласен

6 – Согласен

7 – Полностью согласен

27. Мой начальник обычно принимает решения самостоятельно, но перед этим объясняет основания для подобных решений и отвечает на любые вопросы.

1 – Полностью не согласен

2 – Не согласен

3 – Немного не согласен

4 – Нет мнения

5 – Немного согласен

6 – Согласен

7 – Полностью согласен

28. Я могу работать с любым типом руководителя, за исключением того, который сначала спрашивает моего совета, а затем объявляет о своём решении и ожидает, что я его выполню, независимо от того сходно ли это решение с советом, предложенным мною.

1 – Полностью не согласен

2 – Не согласен

- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

29. Очень важно выполнять инструкции/правила организации, даже в том случае, если, с моей точки зрения, это в интересах организации нарушить эти правила и поступить иначе.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

30. Для меня важно, чтобы мои профессиональные обязанности и требования к моей работе были четко обозначены.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

31. Для меня очень важно иметь гарантию долгосрочного трудоустройства в организации / компании.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

32. Для меня очень важно иметь минимум стресса на работе.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

33. Для меня важны хорошие рабочие отношения с моим непосредственным руководителем.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

34. Работа с людьми, которые хорошо взаимодействуют друг с другом, представляет для меня большую важность.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

35. Для меня важно работать в коллективе, где царит дружественная атмосфера.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

36. Наличие хороших физических условий труда является важным.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

37. Наличие возможностей повышения квалификации является важным.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

38. Работа в современной компании является важным.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

39. Возможность получения высокого заработка является важным.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

40. Возможность карьерного роста является важным.

- 1 – Полностью не согласен
- 2 – Не согласен

- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

41. Наличие достаточного времени для моей личной и семейной жизни является важным.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

42. Наличие задач, решение которых может принести мне личное удовлетворение, является важным для меня.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

43. Использование всех моих навыков и способностей является важным для меня.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

44. Работа в большой и престижной организации является важным для меня фактором.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

45. Внесение реального вклада в успех моей организации является важным для меня.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

46. Служба моей стране является важным.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен

- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

47. Для меня важно работать в организации, которая мне нравится, даже если она не является крупной организацией.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

48. Для меня важно, если у меня есть возможность помогать другим людям.

- 1 – Полностью не согласен
- 2 – Не согласен
- 3 – Немного не согласен
- 4 – Нет мнения
- 5 – Немного согласен
- 6 – Согласен
- 7 – Полностью согласен

49. Каков Ваш возраст? _____

50. Каков Ваш пол? _____

- а. Женский
- б. Мужской

51. В каких регионах России работает ваша организация?

Пожалуйста отметьте все, что применимо к вашей организации.

- а. Москва
- б. Санкт-петербург
- в. Другой, пожалуйста объясните _____

52. Как долго Вы жили в Москве / Санкт-Петербурге? _____

53. Каков Ваш высший уровень образования, который Вы закончили? Ваше образование?

- а. 10-11 классы школы
- б. Университет
- с. Кандидатская степень

51. Где Ваши методы сконцентрированы в России? Пожалуйста проверьте все, что применяется. Где вы работаете?

- а. Москва
- б. Санкт-петербург
- в. Другой, пожалуйста объясните _____

52. Как долго Вы жили в Москве / Санкт-Петербурге? _____

53. Каков Ваш высший уровень образования, который Вы закончили? Ваше образование?

- а. 10-11 классы школы
- б. Университет
- с. Кандидатская степень
- д. Докторская степень

е. Другие

54. Каковы основные сферы деятельности вашей компании / организации? Пожалуйста выберите все, что относится .

- а. Потребительские товары
- б. Пищевая промышленность
- в. Лесоводство
- г. Нефтеперерабатывающая промышленность
- д. Кинофильмы
- е. Музыка. События
- ё. Клубы
- ж. Транспортные средства
- з. Услуги
- и. Туризм
- к. Правительство
- л. Музеи
- м. Театр
- н. Рестораны
- о. Университеты
- п. Другая(ие), пожалуйста перечислите

English translation of the survey questions:

1. The main purpose of my organization's/agency's public relations is to get publicity about my organization/client.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

2. In public relations we mostly attempt to get favorable publicity into the media and to keep unfavorable publicity out.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

3. We determine how successful a program is from the number of people who attend an event or use our products and services.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

4. In my organization/agency, public relations and publicity mean essentially the same thing.

- 1 – Strongly disagree
- 2 – Disagree

- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

5. In public relations, nearly everyone is busy writing news stories or producing publications that there is no time to conduct research.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

6. In public relations, we disseminate accurate information, but do not volunteer unfavorable information.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

7. Keeping a list of media stories and placements is about the only way we have to determine the success of a program.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

8. In my organization/agency, public relations are more of a neutral disseminator of information than an advocate for the organization.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

9. After completing a public relations program, we conduct research to determine how effective the program has been in changing people's attitudes.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

10. In public relations, our broad goal is to persuade publics to behave as the organization wants them to behave.
- 1 – Strongly disagree
 - 2 – Disagree
 - 3 – Somewhat disagree
 - 4 – Neutral
 - 5 – Somewhat agree
 - 6 – Agree
 - 7 – Strongly agree
11. Before starting a public relations program, we look at attitude surveys to make sure we describe the organization in ways our publics would be most likely to accept.
- 1 – Strongly disagree
 - 2 – Disagree
 - 3 – Somewhat disagree
 - 4 – Neutral
 - 5 – Somewhat agree
 - 6 – Agree
 - 7 – Strongly agree
12. Before beginning a program, we conduct research to determine public attitudes toward the organization and how they might change.
- 1 – Strongly disagree
 - 2 – Disagree
 - 3 – Somewhat disagree
 - 4 – Neutral
 - 5 – Somewhat agree
 - 6 – Agree
 - 7 – Strongly agree
13. The purpose of public relations is to develop mutual understanding between the management of the organization and publics the organization affects.
- 1 – Strongly disagree
 - 2 – Disagree
 - 3 – Somewhat disagree
 - 4 – Neutral
 - 5 – Somewhat agree
 - 6 – Agree
 - 7 – Strongly agree
14. Before starting a program, we conduct surveys or informal research to find out how much management and our publics understand each other.
- 1 – Strongly disagree
 - 2 – Disagree
 - 3 – Somewhat disagree
 - 4 – Neutral
 - 5 – Somewhat agree
 - 6 – Agree
 - 7 – Strongly agree
15. The purpose of public relations is to change the attitudes and behavior of publics.
- 1 – Strongly disagree
 - 2 – Disagree
 - 3 – Somewhat disagree
 - 4 – Neutral
 - 5 – Somewhat agree

- 6 – Agree
- 7 – Strongly agree

16. Our organization/agency believes public relations should provide mediation for the organization, to help management and publics negotiate conflicts.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

17. Having good interpersonal relationships with other employees in my organization is very important for PR practitioners.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

18. Having good interpersonal relationships with people outside my organization is very important for PR practitioners.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

19. Socializing is one of the most important activities for a PR practitioner.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

20. The best way to being successful at PR is to provide benefits (dinner, gifts) to gain influence with personal contacts.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

21. Understanding a second language is important for a PR practitioner. 6.00

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree

- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

22. Providing services to international clients is an important part of my job.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

23. Helping my international clients understand the Russian business environment is important.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

24. Introducing my international clients to important people in Russia is important.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

25. In this organization, subordinates are afraid to express disagreement with their superior.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

26. My supervisor usually makes decisions on his/her own and then expects the decisions to be carried out loyally and without raising difficulties

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

27. My supervisor usually makes decisions on his/her own but before going ahead explains the reasons for the decisions and answers any questions

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

6 – Agree

7 – Strongly agree

28. I prefer to work for any type of supervisor expect for one who asks me for advice and then announces his/her decision and expects me to loyally implement the decision whether or not it was in accordance with the advice I gave.

1 – Strongly disagree

2 – Disagree

3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

6 – Agree

7 – Strongly agree

29. It is very important to follow organizational rules even if I think it is in the organization's best interests if I break the rules.

1 – Strongly disagree

2 – Disagree

3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

6 – Agree

7 – Strongly agree

30. It is important for me to work in a well-designed job situation where the responsibilities and requirements are clear.

1 – Strongly disagree

2 – Disagree

3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

6 – Agree

7 – Strongly agree

31. It is very important for me to have long term security of employment.

1 – Strongly disagree

2 – Disagree

3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

6 – Agree

7 – Strongly agree

32. It is very important for me to have little tension and stress on the job.

1 – Strongly disagree

2 – Disagree

3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

6 – Agree

7 – Strongly agree

33. Having a good working relationship with my direct supervisor.

1 – Strongly disagree

- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

34. Working with people who cooperate well with one another is important.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

35. Working in a friendly atmosphere is important.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

36. Having good physical working conditions is important.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

37. Having training opportunities to improve or learn new skills is important.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

38. Working in a modern, up-to-date company is important.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

39. Having an opportunity for high earning is important.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

6 – Agree

7 – Strongly agree

40. Having an opportunity for advancement to higher level jobs is important.

1 – Strongly disagree

2 – Disagree

3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

6 – Agree

7 – Strongly agree

41. Having sufficient time left for my personal or family is important.

1 – Strongly disagree

2 – Disagree

3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

6 – Agree

7 – Strongly agree

42. Having challenging tasks to do, from which I can get a personal sense of accomplishment is important

1 – Strongly disagree

2 – Disagree

3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

6 – Agree

7 – Strongly agree

43. Fully use my skills and abilities on the job are important.

1 – Strongly disagree

2 – Disagree

3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

6 – Agree

7 – Strongly agree

44. Working in a large and prestigious organization is important.

1 – Strongly disagree

2 – Disagree

3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

6 – Agree

7 – Strongly agree

45. Making a real contribution to the success of my organization is important.

1 – Strongly disagree

2 – Disagree

3 – Somewhat disagree

4 – Neutral

5 – Somewhat agree

- 6 – Agree
- 7 – Strongly agree

46. Serving my country is important.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

47. Working in a smaller, but desirable organization is important.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

48. Having an opportunity for helping other people is important.

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Somewhat disagree
- 4 – Neutral
- 5 – Somewhat agree
- 6 – Agree
- 7 – Strongly agree

49. What is your age? _____

50. What is your gender?

- a. Female
- b. Male

51. Where are your practices concentrated in Russia?

Please check all that apply.

- a. Moscow
- b. St. Petersburg
- c. Other, please explain _____

52. How long have you lived in Moscow/ St. Petersburg? _____

53. What is the highest level of education you have completed?

- a. Upper level school
- b. University
- c. Graduate degree
- d. Doctoral degree
- e. Other

54. What are your main industries of practice? Please rank all that apply.

- a. Consumer products
- b. Food
- c. Forestry
- d. Petroleum

- e. Movies
- f. Music
- g. Events
- h. Clubs
- i. Vehicles
- j. Services
- k. Tourism
- l. Government
- m. Museums
- n. Theatre
- o. Restaurants
- p. Universities
- q. Other, please list

VIII. Appendix B
Introductory e-mail to participants

The e-mail from danya.pysh@gmail.com read:

Subject: Исследования текущего статуса связей с общественностью в Российский городах Москва и Санкт-Петербург.

Message text:

Уважаемый участник(ца),

Меня зовут Даня Пиш, я учусь на аспирантуре по связям с общественностью в Государственном университете Балл, в Манси, Индиана, США.

Целью этой научно-исследовательской работы является проведение исследования текущего статуса связей с общественностью в Российский городах Москва и Санкт-Петербург. Результаты этого исследования могут помочь практикантам связей с общественностью лучше понять, как участвовать в российском бизнесе.

Чтобы иметь право участвовать в этом исследовании, Вы должны быть в возрасте от 18 до 80 лет и выполнять связи с общественностью либо в городах Москва или в Санкт-Петербург, Российской Федерации.

В целях этого проекта, пожалуйста ответьте на вопросы о своих методах связей с общественностью в России. Вам потребуется на это не более 15 минут.

Все полученные данные останутся конфиденциальными, и никакая информация, в частности такая как имена, не будет идентифицирована ни в какой публикации или на презентации данных.

Законченные опросники будут сохранены в обеспеченной базе данных онлайн. Данные будут также храниться в безопасном компьютере по исследованиям в течение трех лет и затем будут удалены. Только главный исследователь будет иметь доступ к данным.

Единственным личным риском от участия в этом исследовании является дискомфорт при ответе на некоторые вопросы. Вы можете не отвечать на те вопросы которые являются неприемлимыми для вас, и Вы можете отказаться от участия в исследовании в любое время.

Ваше участие в этом проекте является на добровольной основе и вы можете забрать своё согласие на участие в этом проекте в любое время по любой причине без какого-либо штрафа или предубеждения со стороны исследователя.

В качестве права как субъект исследования, Вы можете связаться со следующим оффисом: Согласие на Исследования, Офис Научного исследования и Финансируемых программ, Государственном университет Валл, Манси, Индиана, США 47306, +1 (765) 285-5070, irb@bsu.edu.

Пожалуйста ответьте до 31 января 2009.

Пожалуйста получите доступ к исследованию здесь:

http://www.surveymonkey.com/s.aspx?sm=2fFvUq2D_2f066j1lsUgbxSnA_3d_3d

Пожалуйста отправьте это сообщение другому выполнять связи с общественностью либо в городах Москва или в Санкт-Петербург, Российской Федерации?

Я искренне ценю Ваше время и внимание.

С благодарностью,
Даня Пиш

English translation:

Subject: Research on the Current State of Public Relations in Moscow and St. Petersburg, Russia

Dear [insert practitioners name,]

My name is Danya Pysh, and I am a public relations graduate student at Ball State University in Muncie, IN, USA.

The purpose of this research project is to examine examining the current status of public relations in Moscow and St. Petersburg, Russia. Findings from this research may help public relations practitioners better understand how to participate in the Russian business environment.

To be eligible to participate in this study, you must be between the ages of 18 and 80, and be a public relations practitioner based in either Moscow or St. Petersburg, Russia.

For this project, you will be asked to complete a series of questions about your experience with practicing public relations in Russia. It will take approximately 15 minutes to complete the questions.

All data will be maintained as confidential and no identifying information such as names will appear in any publication or presentation of the data.

Completed surveys will be stored in a password-protected online database. The data will also be entered into a software program and stored on the researcher's password-protected computer for three years and then deleted. Only the primary researcher will have access to the data.

The only anticipated risk from participating in this study is that you may not feel comfortable answering some of the questions. You may choose not to answer any question that makes you uncomfortable and you may quit the study at any time.

Your participation in this study is completely voluntary and you are free to withdraw your permission at anytime for any reason without penalty or prejudice from the investigator. Please feel free to ask any questions of the investigator at any time during the study.

Please access the site at this link:

http://www.surveymonkey.com/s.aspx?sm=_2fFvUq2D_2f066j1lsUgbxSnA_3d_3d

Also, your assistance in forwarding the link to any other practitioners in the Moscow and St. Petersburg area would be greatly appreciated.

For one's rights as a research subject, you may contact the following: Research Compliance, Office of Academic Research and Sponsored Programs, Ball State University, Muncie, IN 47306, +1(765) 285-5070, irb@bsu.edu

Please respond by January 31, 2009.

Please access the survey through this link:

<http://www.surveymonkey.com/s.aspx?sm= 2fFvUq2D 2f066j1lsUgbxSnA 3d 3d>

If possible, can you please forward this message to your professional public relations colleagues in Moscow or St.-Petersburg, Russian Federation?

I appreciate your time and attention.

Sincerely,
Danya Pysh

IX. Appendix C
Reminder e-mail sent to participants

The reminder read as:

Subject: Пожалуйста помогите- Исследования текущего статуса связей с общественностью в Российский городах Москва и Санкт-Петербург

Уважаемый участник(ца),

Меня зовут Даня Пиш, я учусь на аспирантуре по связям с общественностью в Государственном университете Балл, в Манси, Индиана, США.

Целью этой научно-исследовательской работы является проведение исследования текущего статуса связей с общественностью в Российский городах Москва и Санкт-Петербург. Результаты этого исследования могут помочь практикантам связей с общественностью лучше понять, как участвовать в российском бизнесе.

Чтобы иметь право участвовать в этом исследовании, Вы должны быть в возрасте от 18 до 80 лет и выполнять связи с общественностью либо в городах Москва или в Санкт-Петербург, Российской Федерации.

В целях этого проекта, пожалуйста ответьте на вопросы о своих методах связей с общественностью в России. Вам потребуется на это не более 15 минут.

Все полученные данные останутся конфиденциальными, и никакая информация, в частности такая как имена, не будет идентифицирована ни в какой публикации или на презентации данных.

Законченные опросники будут сохранены в обеспеченной базе данных онлайн. Данные будут также храниться в безопасном компьютере по исследованиям в течение трех лет и затем будут удалены. Только главный исследователь будет иметь доступ к данным.

Единственным личным риском от участия в этом исследовании является дискомфорт при ответе на некоторые вопросы. Вы можете не отвечать на те вопросы которые являются неприемлимыми для вас, и Вы можете отказаться от участия в исследовании в любое время.

Ваше участие в этом проекте является на добровольной основе и вы можете забрать своё согласие на участие в этом проекте в любое время по любой причине без какого-либо штрафа или предубеждения со стороны исследователя.

В качестве права как субъект исследования, Вы можете связаться со следующим оффисом: Согласие на Исследования, Офис Научного исследования и Финансируемых программ, Государственном университет Валл, Манси, Индиана, США 47306, +1 (765) 285-5070, irb@bsu.edu.

Пожалуйста ответьте до 31 января 2009.

Пожалуйста получите доступ к исследованию здесь:

http://www.surveymonkey.com/s.aspx?sm=_2fFvUq2D_2f066j1lsUgbxSnA_3d_3d

Пожалуйста отправьте это сообщение другому выполнять связи с общественностью либо в городах Москва или в Санкт-Петербург, Российской Федерации.

Я искренне ценю Ваше время и внимание.

С благодарностью,

Даня Пиш

English translation:

Subject: Please assist- Research on the Current State of Public Relations in Moscow and St. Petersburg, Russia

Message text:

Dear (if name is available); if not, To Whom this May Concern:

My name is Danya Pysh, and I am a public relations graduate student at Ball State University in Muncie, IN, USA.

The purpose of this research project is to examine examining the current status of public relations in Moscow and St. Petersburg, Russia. Findings from this research may help public relations practitioners better understand how to participate in the Russian business environment.

To be eligible to participate in this study, you must be between the ages of 18 and 80 and be a public relations practitioner based in either Moscow or St. Petersburg, Russia.

For this project, you will be asked to complete a series of questions about your experience of practicing public relations in Russia. It will take approximately 15 minutes to complete the questions.

All data will be maintained as confidential and no identifying information, such as names, will appear in any publication or presentation of the data.

Completed surveys will be stored in a password-protected online database. The data will also be entered into a software program and stored on the researcher's password-protected computer for three years and then deleted. Only the primary researcher will have access to the data.

The only anticipated risk from participating in this study is that you may not feel comfortable answering some of the questions. You may choose not to answer any

question that makes you uncomfortable and you may quit the study at any time.

Your participation in this study is completely voluntary and you are free to withdraw your permission at anytime for any reason without penalty or prejudice from the investigator. Please feel free to ask any questions of the investigator at any time during the study.

For one's rights as a research subject, you may contact the following: Research Compliance, Office of Academic Research and Sponsored Programs, Ball State University, Muncie, IN 47306, +1(765) 285-5070, irb@bsu.edu

Please complete the survey by January 31, 2009.

Please access the survey through this link:

http://www.surveymonkey.com/s.aspx?sm=2fFvUq2D_2f066j1lsUgbxSnA_3d_3d

I appreciate your time and attention.

Sincerely,
Danya Pysh

X. Appendix D
In-depth interview request e-mails

E-mail number 1:

Большое спасибо за Вашу помощь. Для второй половины моего исследования я задавался вопросом, будете ли Вы желать ответить на четыре коротких вопроса. Пожалуйста сообщите мне.

Ещё раз спасибо.
Даня Пиш

English translation:

Thank you sincerely for your help. For the second half of my research, I have a few additional questions. Please let me know if you would be willing to answer them.

Thank you again,
Danya Pysh

E-mail number 2:

Добрый день. Вот вопросы. Большое спасибо в течение вашего времени и помощи.

1. Что-нибудь, что делает связи с общественностью в России уникальными?
2. Вы чувствуете, что российская культура влияет на Вашу практику связей с общественностью?
3. Пожалуйста выразите свое мнение относительно российской окружающей среды связей с общественностью.
4. Много практиков, с которыми я связывался, не отвечали. Что, по Вашему мнению, причина этого?

С благодарностью,
Даня Пиш

English translation:

Hello. Thank you very much for agreeing to conduct an interview with me, the additional questions can be found below.

1. Is there anything that makes public relations in Russia unique?
2. Do you feel that the Russian culture influences your public relations practice?
3. Please express your opinion of the Russian public relations environment.
4. Many practitioners I contacted did not respond. What, in your opinion, is the cause of this?

With many thanks,
Danya Pysh