



**An-Najah National University
Faculty of Graduate Studies**

**BENEFICIARIES' EVALUATION OF
THE PUBLIC RELATIONS PRACTICES
IN THE PALESTINIAN MINISTRY OF
AGRICULTURE AND THE AGRICULTURAL
DEVELOPMENT ASSOCIATION (PARC):
A COMPARATIVE STUDY**

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**This Thesis is submitted in Partial Fulfillment of the Requirements for the Degree
of Master of Contemporary Public Relations, Faculty of Graduate Studies, An-
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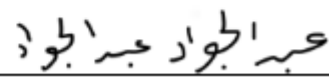
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Dedication

To my beloved parents,
whose endless love, sacrifices, and prayers have been the pillars of my strength.

To my husband,
whose patience, understanding, and unwavering support carried me through every
challenge.

To my dear siblings and my precious daughters,
who gave me purpose, hope, and the joy that fueled my perseverance.

To my late aunt,
my study partner, my confidant, and my greatest inspiration
you may have left this world, but your wisdom and spirit live within every word of
these pages.

This achievement is yours as much as it is mine, and I carry you in my heart always.

To my esteemed instructor and mentor,
whose guidance, encouragement, and faith in me lit the path to completing this journey.

And to every member of my family and friends who stood by me,
Thank you for your endless support, patience, and belief in my dreams.

This work is a reflection of all of you.

Declaration

I, the undersigned, declare that I submitted the thesis entitled:

BENEFICIARIES' EVALUATION OF THE PUBLIC RELATIONS PRACTICES IN THE PALESTINIAN MINISTRY OF AGRICULTURE AND THE AGRICULTURAL DEVELOPMENT ASSOCIATION (PARC): A COMPARATIVE STUDY

I declare that the work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification.

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02/10/2025

Table of Contents

Declaration.....	iv
Table of Contents.....	v
List of Tables	vii
List of Appendices	ix
Abstract.....	x
Chapter One: Introduction and Theoretical Background.....	1
1.1 Introduction.....	1
1.2 Theoretical Background.....	2
1.2.1 Concepts and Operational Definitions	3
1.3 Problem Statement.....	3
1.3.1 Beneficiary Benefits	4
1.4 Aims of the Study	5
1.4.1 Rationale and Significance of the Study.....	6
1.4.2 Theoretical Value.....	6
1.4.3 Practical Value.....	6
1.5 Hypotheses of the Study	6
1.6 Literature Review	8
1.6.1 Public Relations in Government Organizations and non-profit organizations	8
1.6.2 Role of Public Relations in Agriculture.....	9
1.6.3 Media and Communication Theory	11
1.6.4 Stakeholders Theory	12
1.7 Stakeholders and Beneficiary Engagement and Communication.....	13
1.7.6 Organizational Effectiveness	16
Chapter Two: Research Methodology and Procedures.....	18
2.1 Study Methodology.....	18
2.2 Study Tools	18
2.3 Population and Sample of the Study.....	18
2.3.1 Study Population.....	18
2.3.2 Study Sample	18
2.4 Characteristics of the Questionnaire	20
2.4.1 Reviewer Validity	20
2.4.2 Construct Validity.....	21
2.4.3 Ethical Considerations	21

2.4.4 Questionnaire Correction	24
2.5 Study Implementation and Procedures	25
2.6 Study Design.....	26
2.7 Statistical Processing	27
Chapter Three: Findings	28
3.1 introduction of results	28
3.2 Results related to the study	28
Chapter Four: Discussion and Conclusion.....	51
4.1 Conclusion	51
4.2 Implications	52
4.2.1 Theoretical Implications	52
4.2.2 Two-Way Communication and Stakeholder Engagement.....	53
4.2.3 Effectiveness of Communication Channels.....	53
4.2.4 Practical Implications	53
4.3 Interpretation of Public Relations Practices in Relation to Literature	54
4.3.1 Effective Communication and Engagement Strategies	54
4.3.2 Responsiveness and Stakeholder Participation.....	55
4.3.3 Challenges Facing Beneficiaries.....	55
4.3.4 Meeting Beneficiaries' Needs and Expectations	56
4.3.5 Improving the Societal Image of Beneficiaries	57
4.3.6 Influence of Demographic and Institutional Variables.....	57
4.4 Limitations of the Study	58
4.5 Future Research Directions.....	60
4.6 Contributions	60
List of Abbreviations	62
Reference	63
Appendices.....	69
الملخص.....	ب

List of Tables

Table (1): Key Differences in PR Strategies	9
Table (2): Distribution of the Study Sample (Farmers in Nablus Governorate) by Personal Variables	19
Table (3): Shows the values of the correlation coefficients of the paragraphs with the total score of the axis to which they belong (n=15).....	23
Table (4): Reliability coefficients of the questionnaire axes using Cronbach's alpha method	24
Table (5): Scores for calculating the level of beneficiaries' evaluation of public relations practices and its axes, and the relative weight corresponding to each category	25
Table (6): Arithmetic means, standard deviations, and percentages of the communication and participation strategies used by the Ministry of Agriculture and the Agricultural Development Association (PARC) to reach beneficiaries	29
Table (7): Arithmetic means, standard deviations, and percentages of the paragraphs evaluating the effectiveness of communication, participation, and response between the Ministry of Agriculture and the Agricultural Development Association (PARC)	32
Table (8): Arithmetic means, standard deviations, and percentages of the items on the challenges facing beneficiaries regarding interaction with agricultural institutions	35
Table (9): Arithmetic means, standard deviations, and percentages of the paragraphs on the effectiveness of public relations practices in meeting the needs and expectations of beneficiaries	38
Table (10): Arithmetic means, standard deviations, and percentages of the paragraphs evaluating the role of public relations in improving the societal image of beneficiaries.....	41
Table (11): Arithmetic means of the total score for beneficiaries' evaluation of public relations practices. A comparative study between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC) according to the age variable.....	69
Table (12): Results of the one-way analysis of variance test, to test the level of significance of the differences for the total score of the beneficiaries' evaluation of public relations practices according to the age variable.....	69
Table (13): Results of the (t) test for two independent samples to test the level of significance of the differences for the total score for the beneficiaries' evaluation of public relations practices according to the gender variable	69
Table (14): Arithmetic means of the total score for the beneficiaries' evaluation of public relations practices. A comparative study between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC) according to the educational level variable	70

Table (15): Results of the one-way analysis of variance test, to test the level of significance of the differences for the total score of the beneficiaries' evaluation of public relations practices according to the educational level variable	70
Table (16): Differences between arithmetic means on the total score according to the educational level variable	70
Table (17): Means of the Total Score of Beneficiaries' Evaluation of Public Relations Practices — A Comparative Study Between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC) According to the Type of Agricultural Activity Variable	71
Table (18): Results of the one-way analysis of variance test, to test the level of significance of the differences for the total score of the beneficiaries' evaluation of public relations practices according to the variable of the type of agricultural activity	71
Table (19): Results of the (t) test for two independent samples to test the level of significance of the differences for the total score for the beneficiaries' evaluation of public relations practices according to the variable of the entity with which they deal primarily	71
Table (20): Arithmetic means of the total score for beneficiaries' evaluation of public relations practices. A comparative study between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC) according to the variable of place of residence	72
Table (21): Results of the one-way analysis of variance test, to test the level of significance of the differences for the total score of the beneficiaries' evaluation of public relations practices according to the variable of place of residence. . .	72
Table (22): Differences between arithmetic means on the total score according to the variable of place of residence	72

List of Appendices

Appendix (A): Tables	69
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Abstract

This study examines the effectiveness of PR practices of both the Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC) as per the perspective of the beneficiaries on whether their communication strategies are effective or not. This study addresses the problem posed by the insufficient knowledge available addressing the impact of institutional communication on satisfaction, trust, and engagement among farmers in a sector in crisis due to numerous political, economic, and environmental issues.

In Nablus, a quantitative study design was employed in which a structured questionnaire was administered to various agricultural beneficiaries, resulting in 322 usable responses. Results affirm that the Palestinian Agricultural Development Association (PARC) is more engaging in two-way communications, responsiveness, and a community-driven approach, while the Ministry of Agriculture scores high in areas such as organizational structure, policy-oriented communication, but faces some limitations in terms of direct beneficiary interaction.

The study suggests that improving participatory communication mechanisms, field-level responsiveness, transparency in program implementation, and more community-based approaches, especially in governmental institutions, can effectively match services with farmers' needs and expectations.

Keywords: Public Relations, Beneficiaries' Evaluation, Ministry of Agriculture, Agricultural Development Association (PARC), Nablus, Agricultural Communication

Chapter One

Introduction and Theoretical Background

1.1 Introduction

Agriculture is one of the most important sectors, necessary for continued policy reforms to encourage permanent growth and stability (FAO, 2022). One approach to foster regional economic development is to stimulate the formation and expansion of agricultural cooperatives. There are many reasons why this is important, such as for production of raw materials used in industry, and to feed the public sector (FAO, 2022). States are designing efficient and internationally compatible scenarios to govern agricultural interactions (Targetti, et al., 2023). One of such strategies is through partnership with governmental and non-governmental bodies, which ensure organizational effectiveness. Public relations serve as a strategic interface among farmers, donors, NGOs, and government agencies, communicators among agriculture, sponsor, international donor, stakeholder and local farmer (Wilcox, Cameron, & Reber, 2015) . Public relations tasks should be composed of learning about the country, in which the organization operates; planning (only an analyzed version is required for the organization) the promotion of an organization through organizational (Gerritsen, Nickerson, Hooft, & Meurs, 2023) and environmental scanning, building relationships with a variety of publics by different mediating, communicating (Grunig & Hunt, Managing Public Relations, 1984) information to numerous publics; and contributing to the organization governing itself with the help of its publics. The purpose of this research is to investigate the dynamics of Stakeholders theory and the Media and Communication Theory by measuring the beneficiary's satisfaction, examining the effectiveness of the strategic plan organizational effectiveness in the agriculture sector through the Stakeholders point of view, and to compare the effects of the organizational efficiency in the governmental and non-governmental sectors Freeman 1984. Furthermore, the study aims to measure the extent of satisfaction of beneficiaries, the researcher also sought to determine how these institutions identified, prioritized, and involved stakeholder engages by using the Stakeholder Theory and the Media and Communication Therapy as a conceptual lens to zoom into how these institutions identify, prioritize and engage the beneficiaries such as: stakeholders, farmers, NGOs and governments. Through this perspective, the study explores how beneficiary involvement leads to greater

communication, trust and responsiveness that, in the end, leads to increased beneficiary involvement and the ultimate effectiveness of public relations. More specifically, the purpose of this study is to examine the perceived effectiveness of public relations practices in enhancing communication, engagement and to evaluate the effectiveness of these interactions and the level of responsiveness between beneficiaries and both the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC) from the beneficiary's point of view. Additionally, the study aims to identify the challenges faced by beneficiaries in their communication with these institutions, assess how well their needs and expectations are being met, and evaluate the role of public relations in enhancing the public image and community perception of the beneficiaries.

To assess the effectiveness of the public relations, a questionnaire survey was implemented to the beneficiaries of the Ministry of Agriculture of Palestine and the Agricultural Development Association (PARC), the PR activities between those organizations was measured in terms of the stakeholders. Adopting this approach permitted examination of the three-dimensional construct of public relations practice in this academic context. Data collected were examined to appraise how effective the organization is; how, and to what extent, the institution communicates and engages with the community, and what barriers are faced, using the stakeholder theory as a measurement standard (Freeman, Harrison, Wicks, Parmar, & de Colle, 2016).

1.2 Theoretical Background

The theoretical lens of the study is based on the Stakeholder Theory and the Media and Communications theory, which focuses on the importance of understanding and managing the relationships with different sets of beneficiaries that influence and are influenced by the way institution's function (Freeman, Harrison, Wicks, Parmar, & de Colle, 2016). This ranges from farmers, government agents, NGOs to the public. The Stakeholder Theory provides a perspective for public relations as more than a communication tool, but as a strategic asset for reaching key stakeholders, building trust and creating mutual benefits (Freeman, Harrison, Wicks, Parmar, & de Colle, 2016)The theory offers a strong construct with which to determine the success, inclusivity and impact of public relations efforts in governmental and non-governmental agricultural groups.

1.2.1 Concepts and Operational Definitions

Public Relations (PR): PR involves managing communication between an organization and its stakeholders to build, manage, and sustain its positive image. Key PR tasks include information gathering, organizational promotion, strategic planning, and managing media relations (Grunig & Miia, 1999).

Beneficiaries: Include stakeholders, farmers, governmental and non-governmental institutions involved in agricultural development. Farmers who are considered the primary beneficiaries, directly impacted by interventions aimed at improving productivity and academic institutions, also benefit from a clearer understanding of agricultural challenges and opportunities for collaboration.

Stakeholder Theory: Originally introduced by Freeman 1984, Stakeholder Theory asserts that organizations must take into account the interests and influence of every person or group it affects or who can affect its actions (Freeman, Harrison, Wicks, Parmar, & de Colle, 2016) In this study, the theory lends weight to the notion that effective public relations should take into account the world's different farmers, NGOs, government agencies, and local communities involved in agricultural development.

Media and Communication Theory: Media and communication theory provides the conceptual underpinning need to appreciate how information is produced, transmitted, and interpreted across different social and organizational contexts. Scholars describe communication as a process that shapes public perception, influences attitudes, and constructs relationships between institutions and their stakeholders (Shannon & Weaver, 1964).

Organizational Effectiveness: In this study, refers to the degree to which an organization attains its goals and objectives efficiently and effectively. It further includes the ability of the PR department to increase communication, engage stakeholders, and support strategic initiatives (Polukhin, Yusipova, Panin, Timokhin, & Logacheva, 2021).

1.3 Problem Statement

In any region where there is significant agricultural activity, such as in Palestine, the agricultural sector is essential not only to economic sustainment but also to secure community resilience, and food security. To ensure the growth, development, and

sustainability of this industry, efficient organizational procedures and Public Relations (PR) tactics are both vital.

The two major institutions engaged in rural development at present are the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC). The aim of this study is to measure and compare the growth in effectiveness of organizational practices in their programs. Despite having different organizational structures, missions, and resources, both of these organizations are essential to the Palestinian agricultural sector.

This research is designed to bring out the implications that such differences have for their PR practice and organization as a whole. The Stakeholders Theory (Freeman, 2010) and the Media and Communication Theory (Shannon & Weaver, 1964) explains that the more you engage with all beneficiaries using the correct tools about your services/product in a language they can understand and believe, the better PR it is.

The core of this study lies in understanding how well these institutions adhere to the concept of the Stakeholders Theory and the Media and Communication Theory to satisfy the beneficiaries, accommodate their needs and minimize the challenges faced.

1.3.1 Beneficiary Benefits

How the PR in these organizations benefits their beneficiaries? This includes evaluating the perceptions of different beneficiaries, i.e., stakeholder, farmers, governmental institutions and non-governmental institutions on the effectiveness of PR practices in enhancing communication, engagement and organizational objectives from their point of view.

To address this focal point, the study raises several questions:

- How effective are the communication and engagement strategies used by the Ministry of Agriculture and the Agricultural Development Association (PARC) in reaching beneficiaries?
- What is the level of effectiveness in communication, engagement, and responsiveness between the Ministry of Agriculture and the Agricultural Development Association (PARC) and their beneficiaries?

- What is the level of challenges faced by beneficiaries in their interaction with agricultural institutions?
- How effective are public relations practices in the two entities in meeting the needs and expectations of the beneficiaries?
- How do respondents evaluate the role of public relations in improving the public image of the two entities?
- Are there statistically significant differences in the mean scores of the study sample regarding the beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC) based on the variables of age, gender, educational level, type of agricultural activity, the main institution they deal with, and place of residence?

The study is interested in unpacking and identifying certain critical features that may be indirectly related to the organization's overall performance. This is a comparative study; it contributes to the knowledge of the strengths and weaknesses in PR strategies for government and NGO agricultural institutions. The study concludes with presenting a few reflections and practices on how to improve PR strategies in serving agricultural development and beneficiary participation in Palestine.

Implications of this study: The findings in this study carry implications. They contribute not only to the development of PR theory in different settings, but also to the practical implications on the enhancement of PR strategies and quality that would reinforce the effectiveness of organizations and satisfaction of beneficiaries at different scales of agriculture.

1.4 Aims of the Study

By contrasting the Palestinian Ministry of Agriculture and the PARC, the study's primary goal is to ascertain how successful public relations initiatives are thought to be at enhancing beneficiaries-based relationships and communications in the Palestinian agricultural sector. Additionally, the study aims to determine how the practices affect the beneficiaries' interactions, preparedness, difficulties, and coping mechanisms, particularly for farmers.

1.4.1 Rationale and Significance of the Study

This study aims to fill one of the major gaps in the knowledge on public relations in Palestinian governmental and non-governmental agriculture organizations. Although communication for sustainable development has become increasingly influential, there are few empirical studies regarding the public relations tactics from the beneficiaries' point of view in the agricultural environment. Given the acute economic and environmental challenges in Palestine today, the proposed research highlights the need for sustainable agricultural growth while contributing to critical lessons on the effective communication with these individuals, who are key beneficiaries in the sector.

1.4.2 Theoretical Value

Using the Stakeholder Theory and the Media and Communication Theory as framework underlining a topic that had received minimum to no studies in the scope of agricultural public relations in Palestine. This study theoretically provides a theoretical contribution to the literature on the subject. It centers on the role of ideas such as participation, two-way symmetrical communication, and beneficiary inclusion in shaping perceptions by the community and company performance. Furthermore, this study adds to the body of knowledge regarding the strategic management function of public relations in development-oriented organizations.

1.4.3 Practical Value

In terms of practice, this study provides useful information for policymakers, communicators, and decision-makers in the Ministry of Agriculture and the PARC. The results can direct the development of more adaptable, inclusive, and culturally aware communication strategies by highlighting the advantages, disadvantages, and gaps in the current public relations methods as seen by the beneficiaries. Improving these tactics can improve the overall impact of development projects, boost participation in agricultural programs, and cultivate better stakeholder trust.

1.5 Hypotheses of the Study

This study considers how the public relations activities of the Palestinian Ministry of Agriculture and the (PARC) enhance beneficiary engagement and communication relations. It is assumed that a greater appreciation and understanding of the institutions'

diverse functions and their cross interactions with farmers as well as government and non-government actors and the general public is the result of well-planned public relations campaigns.

The public relations activities outlined seek to enhance the institutions' operational and strategic effectiveness by articulating as well as genuinely adopting and implementing principles of openness and transparency, trust-building and engagement, active participation and collaboration.

The recipients also argue that the Palestine Agricultural Ministry and (PARC) public relations efforts enhance community development, social empowerment, and sustainable agriculture. It is based on the articulated premise that public relations practice is the foundation to attitude change, social capital and community engagement alongside information distribution. This study attempts to define several hypotheses relating to the activities of the Palestinian Ministry of Agriculture and the PARC and their PR initiatives that benefit their various beneficiaries, such as farmers, governmental organizations, non-governmental organizations, and the general public.

H1₀: There are no significant differences between the Ministry of Agriculture and PARC in the mean scores for communication and engagement strategies used with beneficiaries.

H2₀: There are no significant differences between the Ministry of Agriculture and PARC in the effectiveness of communication, engagement, and responsiveness.

H3₀: Beneficiaries do not report significant challenges in their interactions with agricultural institutions.

H4₀: Public relations practices are effective in meeting the needs and expectations of the beneficiaries.

H5₀: Respondents do not positively evaluate the role of public relations in improving the institutional public image.

H6₀: There are no statistically significant differences in beneficiaries' evaluation of public relations practices based on demographic or contextual variables (e.g., age, gender, education, years of experience, institution type).

1.6 Literature Review

1.6.1 Public Relations in Government Organizations and non-profit organizations

Since government and non-profit organizations have different goals, approaches to engaging stakeholders, and operational frameworks, their public relations techniques are very different. Public relations are frequently used by government agencies to advance policies, build public confidence, and maintain transparency. They frequently concentrate on using formal, structured communication channels to manage public opinion and distribute information. As demonstrated by Transparency International, which battles internal transparency and its relationship with governments despite its efforts to advance democratic values, nonprofits also face particular difficulties in upholding accountability and transparency. In particular, NGOs are used as public diplomacy tools by the EU and Russia to achieve their foreign policy objectives; the EU funds NGOs overseas, while Russia assists national NGOs in carrying out government-aligned operations (Gonçalves & Oliveira, 2022). Non-profit organizations (NPOs), on the other hand, depend heavily on building relationships with community members, volunteers, and donors, to receive financing and support for their programs. Among participatory and compelling communication practices commonly adopted by them, the Two-way symmetry approach shows better engagement of stakeholders on social media platforms such as Facebook (Wut, Lau, & Chan, 2022). Nonprofits must also keep a careful eye on the media environment since they are vulnerable to scandals that undermine public trust, which calls for a deliberate approach to crisis communication (Bortree, 2012). In addition to promoting their mission and values, non-profits can also use PR to show their commitment to society by participating in Corporate Social Responsibility (CSR) initiatives, which have traditionally been linked with for-profit businesses (Grunig & Hunt, *Managing Public Relations*, 1984). PKPU Yogyakarta hosted a press conference which used social media and radio partners to create an image that attracted funding.

Non-profits, as shown by (Kyalo, 2024), often incorporated public relations into marketing. With regard to their civil society ethos and community engagement, NGOs tailored a lot of their communication to facilitate active citizenship and voluntarism (Shier, McDougle, & Handy, 2014), Pro-government non-profit organizations in Russia, within the context of health communication, sponsor digital health changes and align their communication activities with the programs of the national media and the government as

a means of advancing public health (Marchenko & Bykov, 2022). Taken together, non-profit organizations focus on fostering relations and building the community, while government organizations focus on public trust and advocacy. They accomplish this by employing a variety of interactive PR strategies.

Table (1)

Key Differences in PR Strategies

Aspect	Government Organizations	Non-Profit Organizations
Primary Goals	Informing the public, maintaining transparency, and upholding democratic values	Advocating for social causes, raising awareness, and mobilizing support
Communication Style	Formal, hierarchical, and often one-way communication	Relational, interactive, and two-way communication
Stakeholder Engagement	Broad range of stakeholders, including citizens, media, and businesses	Focus on donors, volunteers, beneficiaries, and advocacy groups
Advocacy Role	Limited to policy promotion and public interest	Core function, including lobbying and grassroots mobilization
Resource Allocation	Greater resources but constrained by bureaucracy	Limited resources but more agile and innovative
Regulatory Environment	Strict legal and ethical frameworks	Less regulated, with flexibility in strategies
Public Perception	Often scrutinized due to political dynamics and media attention	Generally trusted but requires accountability and transparency
Technology Use	Increasing use of digital tools for outreach and engagement	Embraces digital platforms for fundraising, campaigns, and stakeholder engagement
Ethical Considerations	Neutrality, impartiality, and transparency	Integrity, accountability, and respect for stakeholders
Focus	Primarily domestic, with some international engagement	Often international, addressing global issues and collaborating across borders

Source: (Brinkerhoff & Brinkerhoff, 2002; Boris & Steuerle, 2006; Grunig & Hunt, 1984).

1.6.2 Role of Public Relations in Agriculture

Public relations have importance in the agriculture industry by improving communication, building trust, and marketing agricultural products and organizations. The latter necessitates “public relations” for building positive perceptions and partnerships with stakeholders. For instance, ‘Michurinsk State Agrarian University’ is an example where PR is utilized in promoting agricultural science.

The University has strategically created a positive information space to garner audience trust and communicative relations (Garba, Geoffrey, & Muhammad, 2021). In the same line, the illustrative instance of 'Jendela Alam' is where PR is strategically used to advertise agricultural tourism products. This research sets out to study the PR branding strategy of Window Jendela Alam with a special emphasis on stakeholder confidence building, communication channel selection, and outdoor agrotourism product development. This research employs a case study and qualitative research methodology.

Companies use external communication to build and strengthen relationships with stakeholders and share information about agrotourism products with the public, in addition to using communication media to publish all of Jendela Alam's activities in developing agro-tourism products. PR tactics like phone calls have been found to be essential for certified cocoa marketers in the context of agricultural marketing, as they increase their output and market efficiency (Oktaviani, 2018). Furthermore, as demonstrated by the methods of the stud communal farm named after V.I. Lenin, the use of PR into commercial communication instruments such as advertising, sales promotion, and personal sales has been demonstrated to maximize the promotion of agricultural products (Oktaviani, 2018). Public relations seminars have had a major influence on students' understanding and appreciation of agricultural extension programs, demonstrating the potential of PR to mold future agricultural professionals. PR is also relevant to schools (McLeod-Morin, Baker, Boyer, Zagonel, & Lindsey, 2023). Similarly, PR contributes in an extensive manner to agricultural sustainability marketing by helping company businesses to focus on their customer requirements and organizing the relevant events to promote their products. Disappearing myths and educating the consumer with integrated messages and an emotional appeal demonstrate the strategic use of PR in agriculture-related communication as well (Kimberly & Evanisko, 1981). In addition, it has been proven that in branding agricultural products through visual communication, it enhances profit margin and increases market competitiveness which emphasizes the importance of public relations in the growth and development of the agricultural industry. On the other hand, South Korea uses gastro diplomacy and together with media and entertainment, which are very much to foster cross-cultural relations and contribute to national branding through food (Vellycia, 2022), it is another story for the global perspective of public relations in agriculture. PR in agriculture is more than mere information management overall, because it is also the link between agriculture and

society – not only does improving relations lead to more market-competitive entities, but also ensures the long-term sustainability and growth of the agricultural sector (Kyalo, 2024).

1.6.3 Media and Communication Theory

The media and communication theory of communication gives the theoretical background to understand how information is generated, transmitted, and interpreted across socially or organizationally disparate settings. Communication is viewed by some scholars as a dynamic process that creates relationships between institutions and stakeholders and helps shape the perceptions and attitudes held by the latter. Some of the classic models for communication from (Shannon & Weaver, 1964) model of linear transmission to the more interactive models developed since have put forward more implicit assumptions on why we need to regard message exchange as an ongoing, not simply a transactional process and that we need an understanding of communication in relation to context, power, culture, and audience interpretation. Over time, there has been a shift in the field from reductive sender-receiver models to more complex theories focused on dialogue, mutual impact, and participatory exchanges. This theory is one of the primary contributions to this field's history, describing how audiences do more than passively receive messages how they actively interpret the messages. Communication is, accordingly, a cultural as much as a relational, not only a technical, dynamic endeavor. This emerging shift toward more audience-centered, interactive approaches is in greater consonance with present-day public relations research which has focused on the management of relationships and the role of stakeholders in the process rather than the asymmetric spread of information. Just as institutional trust and legitimacy demand, for example, strategic and dialogic organizational communication. Or for this matter, J. Grunig's Excellence Theory and the Two-Way Symmetrical Model recommend effective communication where mutual understanding between the organization and its publics is a prime prerequisite. Both models rely on feedback loops, negotiation mechanisms, and collaborative problem solving. Approaches such as this show where that communication lies in constructing long-lasting relationships, organizational responsiveness, participatory decision making, particularly in the field of public institutions and nonprofit organizations responsible for the inclusion of different and vulnerable communities. In terms of media and communication theory in the context of development communication

and NGO operations, we see the importance of community-centered engagement. Indeed, scholars demonstrate that top-down, one-way models usually fail to respond to local needs, reduce public trust, and limit beneficiary participation. On the other hand, community-based, participatory approaches to communication grounded in dialogue, empowerment, and cultural sensitivity are likely to guarantee higher adoption of services, greater satisfaction, and stronger organizational accountability. This has been seen, for example, in agriculture, where communication between institutions and farmers impacts directly on project success, access to knowledge, and access to resources.

1.6.4 Stakeholders Theory

The concept of stakeholder theory was first put forth by (Freeman, *Strategic Management: A Stakeholder Approach*, 2010) It attempts to explain how any business should relate with the various parties that have an interest in the business's dealings. While most business decisions have been made using the shareholder value principle, stakeholder theory posits that in making business decisions, all stakeholder constituents, such as employees, customers, partners, society, and the state, ought to be taken into account (Freeman, Harrison, Wicks, Parmar, & de Colle, 2016)

The Stakeholders Theory evolved and expanded over the years, through conceptual and empirical work. (Donaldson & Preston, 1995) divided stakeholder theory into descriptive, instrumental, and normative components and indicated that the theory can be used to illuminate organizational behavior, guide management processes, and lay the groundwork for moral behavior. The normative component contends that stakeholders possess intrinsic value, the descriptive component describes how businesses function, and the instrumental component implies that firms with close relationships with stakeholders tend to achieve better financial outcomes. Stakeholder theory is also used across a range of applications such as CSR, environmental sustainability, and public administration (Freeman, 2010). Indeed, it was Mitchell, Agle, and Wood who proposed stakeholder salience, whereby managers rank stakeholders based on their legitimacy, urgency, and authority (Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts, 1997).

However, stakeholder theory has been questioned. (Jensen, 2002) argued trying to balance all parties' interests will lead to blurry objectives and no one is responsible for

anything. But by emphasizing that effective stakeholder management is about creating value together rather than trying to please everyone, (Freeman, 2010) are not without their reasons in promoting these ideas. With the employment of stakeholder theory in agriculture and development sectors, participatory methods are getting more players from smallholder farmers and local communities involved in policy and decision-making procedures (Reed, 2009)

1.7 Stakeholders and Beneficiary Engagement and Communication

Stakeholder and beneficiary participation is vital to the success of projects in various fields such as development and energy cooperation. Efficient collaboration and move-in steps will enhance the confidence of stakeholders as well as progress on a project.

The key conclusions in this study are details from reference resources that follow Freeman's 1984 Stakeholder Theory. It insists that companies keep their relations with all stakeholders and those who are shy or consulted must be given their say Freeman further defines the company as clients bankrolling it at the time. This is especially important for non-profit organizations such as the PAR and Ministry of Agriculture.

The case studies on community communication were used to investigate how public relations campaigns could represent all beneficiaries including stakeholders, farmers, non-governmental organizations, government partners, and the general public. In addition, they provide a way for people's perceptions of the value and implications of various communications strategies to be measured.

Importance of Stakeholder Engagement

Transparency and Trust: In the energy sector, clients must actively participate to secure prospects. The competition wears off, understanding emerges, and people act in good faith (Ezeh, Ogbu, Ikevuje, & George, 2024).

Multiple Interests: Engagement strategies need to match various interest motivations of stakeholders if their specific needs are to be met (Ezeh, Ogbu, Ikevuje, & George, 2024).

Empowerment of Beneficiary Participation

Empowerment of Beneficiary Participation. Drawing from (Bandé, Ika, & Ouédraogo, 2024), beneficiary involvement is not just consultative; it represents a redistribution of

information, voice, and decision authority so that farmers may otherwise shape objectives, budgets, and implementation timelines. Trust is the enabling condition, whereby beneficiaries have to trust project management-competence, fairness, responsiveness-and the project environment-transparent rules, predictable funding, and grievance redress. In practice, the conditions for empowerment are translated into (1) early co-design of priorities and indicators, (2) capacity building that upgrades technical skills and participation literacy-how to read budgets and interpret M&E charts, for instance-, (3) shared decision mechanisms-farmer councils with voting rights and participatory budgeting, for example, (4) two-way communication loops-regular feedback sessions, SMS/WhatsApp hotlines, and public dashboards, and (5) accountability safeguards-clear role charters, conflict-of-interest disclosures, and independent audits. Care should be taken regarding inclusion (representation of women, youth, and small-scale farmers in remote areas) and the asymmetry of power-influence relationships-between landowners and tenants, for instance, or between NGO and ministry staff; otherwise, "participatory processes" may easily remain symbolic. How to know it's working: process metrics-turnout and diversity in meetings, % of beneficiary proposals adopted, grievance resolution times-along with changes in input adoption, yields, market access, and perceived trust-measured via baseline and follow-up measures. Empowered participation has a positive effect on the sustainability of interventions in agriculture and quick adoption, as interventions are better tailored to local agro-ecologies due to farmer involvement, reduces implementation friction, and ensures more sustained results at the end of donor support.

Communication strategies

Effective communication strategies serve as the foundation of stakeholder engagement in agriculture and shape how ideas move from policy to practice, as well as how beneficiaries participate in and benefit from change. More than just transmitting information, strategic communication empowers the community via specialized training, expands in reach through digital and social technologies and opens up dialogic spaces to navigate conflicting interests and power asymmetries (Khara, et al., 2022). Recent research in various contexts — from capacity-building programs and agri-innovation initiatives to sustainability reporting suggest that when communication is more strategic, skills-encompassing and bidirectionally focused, the adoption of innovations improves,

trust is strengthened and coordination among institutions becomes more collaborative. The following sections put this literature into perspective, with emphasis on the place of formal training and online resources and the continuing issues that need to be continuously, contextually honed regarding engagement procedures. **Training and Skills:** Stakeholder communication courses prepare public relations practitioners for successful project engagement. **Online Resources:** The use of social media facilitates real-time communication and connects beneficiaries, argues (Ezeh, Ogbu, Ikevuje, & George, 2024).

These strategies highlight the benefits of participation, but issues like power imbalances and conflicting interests persist, necessitating ongoing efforts to enhance engagement practices.

For agricultural innovations and policies to be successfully implemented and accepted, interaction and communication with stakeholders and beneficiaries are essential. As demonstrated by the SNV-TIDE project in Uganda, where stakeholder participation in planning and capacity building had a positive impact on the adoption of improved forages, effective engagement strategies can have a significant impact on the adoption of new technologies and practices (Kiwanuka & Katurumunda, 2023). Ukrainian agricultural firms have demonstrated differing degrees of stakeholder engagement in the context of sustainability reporting, with a propensity for information sharing and consultation as opposed to active participation. This highlights the significance of transitioning from stakeholder management to stakeholder engagement (Pasko, Marenych, Diachenko, Levytska, & Balla, 2021).

Nutrition-sensitive Nigerian agricultural stakeholders in their research also reported that raising stakeholder participation and literacy was a means to improve nutrition outcomes, but coordination was a challenge (Adeyemi, Ajieroh, Umunna, Aminu, & Onabolu, 2022). The results of intense review of investigations from Austria, Portugal and Slovakia provide the evidence base for (Bertsch-Hörmann, Veronika, Lubos, Rosario, & Erb, 2024), suggest that the Agricultural Knowledge and Innovation Systems (AKIS) model regards communication among farmers/land managers and stakeholders as critical to managing complex systems and maintaining enthusiasm amid climate change. So collectively they just suggest that innovation and long-term success in agriculture is dying

away. The issue is how to obtain sophisticated input of stakeholders and beneficiaries. No one communication strategy can be successful, but all should be broad and explore the specific environment in which success will occur.

1.7.6 Organizational Effectiveness

Organizational success in agriculture is influenced by a variety of internal and external factors, which enhances productivity and sustainability. Since one of the key components is the wise use of both natural and man-made resources, which directly affects the output per unit of production cost, lowering production costs while increasing production volume is essential (Polukhin, Yusipova, Panin, Timokhin, & Logacheva, 2021). Effective management of organizational change is crucial because it transforms human resources from a passive to an active condition, particularly when it comes to motivating and involving individuals. Organizational performance is enhanced as a result (Oba, 2018).

The possibility of joining agricultural organizations, which further improves productivity and resource utilization, is significantly influenced by the socioeconomic features of producers, including experience, education, and adoption of contemporary farming practices (Yıldırım, Terin, Ciftci, & Ceylan, 2018). Planning and strategic management are essential for making the most of chances to enhance management techniques, which raises agricultural organizations' competitiveness and guarantees food security (Hengli, Lili, & Zhongyin, 2025). A multi-criteria approach to organizational form evaluation has been shown to maximize information flow and management efficacy, and the size and organizational structure of agricultural forms are also important (Gazetdinov, Gazetdinov, Semicheva, & Akmarov, 2022). Farmer organizations in East Africa have shown that improvements in these areas have large effects on how well collective action works. It is crucial for farmer organizations to build governance and leadership structures. Another important element that must be taken into consideration is labor resource efficiency, as well as adjusting agricultural labor laws and creating new employment opportunities through government intervention to address ecological issues and changes in population distribution.

Finally, the structural analysis of Russian agricultural organizations emphasizes how important it is for small and start-up businesses to have government assistance in order

not to leave the market. This assistance can keep workers productive and the food supply stable (Fedotova, Vladimir, Yuliya, & Anna, 2020). These factors together demonstrate the complexity and dependence of a number of elements on each other in order to run a successful agricultural organization. Ltd. all resources should be managed rationally so as not to waste anything.

Chapter Two

Research Methodology and Procedures

2.1 Study Methodology

The method used by the researchers is a descriptive analysis based on concrete observation and data collection for its verification. This approach needs the gathering of data and the connections among observations of nature for developing findings, and therefore should not merely be characterized as collection of information (Creswell & Creswell, 2020).

2.2 Study Tools

This tool for achieving the objective of a study was a questionnaire, which was adopted by the researcher. The constructs found their empirical roots in literature. A literature review into this subject was undertaken to establish structure and content: two together have led to this questionnaire. There were 35 questions in total including personal information. An overview of five themes was selected to explain any subject's opinion regarding public relations practices, in a comparative study conducted in the case of the Agricultural Development Association (PARC) and the Palestinian Ministry of Agriculture. Reviewer validity was employed to ensure higher accuracy, to gauge the depth of the respondents' understanding of the items in the questionnaire, and to notice potential problems that could occur in the experiment.

2.3 Population and Sample of the Study

2.3.1 Study Population

The study population included all farmers in Nablus Governorate, totaling 14,433 farmers, according to the Palestinian Central Bureau of Statistics and the 2021 Agricultural Census of Nablus Governorate (Agricultural Census, 2021).

2.3.2 Study Sample

The sample of the study followed as follows:

Pilot Sample: selected a pilot sample, consisting of 30 farmers from the population but not included in the main study sample, using this data to test the validity of the questionnaire and to calculate its reliability.

Main Sample: The study sample was selected by the researcher using purposive sampling as an online questionnaire via a link made available to agricultural beneficiaries in Nablus Governorate. The sample size was calculated using Robert Mason's formula. In complementarity to the online distribution, the researcher obtained official lists of beneficiaries from the Ministry of Agriculture and the Agricultural Relief Association (PARC). These individuals were invited by telephone to participate in the survey to ensure broader representation and higher accuracy of responses. For better data gathering, a paper copy of the questionnaire was also submitted to both institutions and handed to beneficiaries who expressed desire to participate through a paper-based approach.

The final sample size targeted was 374, where a total of 322 valid responses were collected, which gives the response rate as 86%. All the responding questionnaires qualified for statistical analysis and thus are part of the final dataset.

Table (2)

Distribution of the Study Sample (Farmers in Nablus Governorate) by Personal Variables

Variable	Category	Frequency	Percentage
Age	20 to under 30	50	15%
	30 to under 40	102	32%
	40 to under 50	122	38%
	50 and above	49	15%
Gender	Male	255	79%
	Female	68	21%
Educational Level	Secondary or less	76	24%
	Diploma	53	16%
	Bachelor's degree	183	57%
	Graduate studies	11	3%
Type of Agricultural Activity	Crop farming (vegetables/fruits)	71	22%
	Fruit tree cultivation	85	26%
	Livestock and poultry	84	26%
	Organic farming	83	26%
Main Affiliated Institution	Ministry of Agriculture	177	55%
	Agricultural Development Association (PARC)	146	45%
Place of Residence	Village	237	73%
	Refugee camp	32	10%
	City	54	17%

The distribution of the study sample of farmers in Nablus Governorate, according to Table (2), confirms that the most representative age group is the 40-49 sector (38% of the respondents). So most respondents are experienced in agricultural work. The least represented age groups were the 20-29 and 50-year-olds, each representing 15%. This may indicate that young people and the aged participate less in agricultural activity in the area. Gender-wise, males have accounted for the greatest percentage (79%), while females accounted for 21%. By means of education, over 50% of the sample (57%) possess a bachelor's degree, which means that most of the farmers have a good level of education, which greatly aids them in the rapid application of modern agriculture technologies. Postgraduate studies were a relatively small section (3%). In the classification of type of agricultural activity, the percentages were highly distributed among three categories of agricultural activities – that is, planting fruit trees, raising livestock and poultry, and organic farming (26% each), (versus just 22% for crop cultivation), consistent with the variation and balance of agricultural activities in the area. The percentage of farmers dealing with the entity with which farmers are concerned is greater than 55% of the sample, which deals with the Ministry of Agriculture (vs 45%) with the Agricultural Development Association (PARC), indicating that there is a strong relationship between the official sector and the institutional agencies of civil society serving the farming sector. Lastly, it is reported that the majority of the farmers reside in villages (73%), typical for an agricultural sector characterized by a geographical and functional nature, while the percentage of camp residents reached (10%) and city residents (17%).

2.4 Characteristics of the Questionnaire

2.4.1 Reviewer Validity

Validity: validity refers to the extent to which an instrument actually measures the very construct it purports to measure. In practice, we establish content face validity by the expert review of coverage and relevance of items; a large number of studies aim for $\geq 80\%$ expert opinion or employ a content-validity index. Criterion-related validity looks at associations with external measures (either concurrent or predictive), while pragmatic suggestions for developing new scales emphasize pilot, as well as iterative refinement (Thomas, 2022). The scales were also applied to a pilot sample of (30) farmers in the Nablus Governorate to investigate the psychometric properties of the study scales. These

were administered to study community members and outside the original study sample. It was to design the questionnaire, increase the accuracy of the questionnaire, measure how well the answers were understood by the respondents, identify any problems to be found in the course of the study, discuss the practicality of the questionnaire, and to collect data about the validity and reliability of the instrument.

From the pilot sample, the correlation coefficient was calculated and compared to the standard adopted for item acceptance, according to (Haig, 1996), who stated that a correlation coefficient value (less than 0.30) is considered weak, values within the range (0.30 - less than 0.70) are considered average, and a value (equal to or greater than 0.70) is considered strong. As for the reliability of the instrument within the pilot sample, it was compared to the reliability coefficient (0.70), which is considered acceptable, as mentioned by (Fraenkel, Wallen, & Hyun, 2011), to ensure the reliability of the study tool. the possibility of obtaining the same results if the same tool is used again. When the deviation total is less than 0.50 this shows the apparent differences have no real significance or meaning, and the focus is confined to the statistical differences only. For this reason, to find out if these differences were statistically significant, the One-Way ANOVA test was used for more than two independent groups.

The results of the survey sample were as follows:

2.4.2 Construct Validity

Construct validity was used, as Pearson's correlation coefficient was calculated to extract the values of the correlation coefficients of the items with the total score on the axis to which they belong, as shown in Table (3).

2.4.3 Ethical Considerations

The research was performed in compliance with guidelines regulating academic and research ethics. Involvement in the survey was strictly based on volunteers, and all the respondents had been informed of the purpose of the research in advance. Fully informed formal consent was obtained from each participant at the beginning of the online, printed, and telephone questionnaires. They were also informed that they were free to terminate their participation at any moment, without any repercussions.

Data were collected anonymously to protect respondent privacy, and no identifying information was requested or recorded. The response sheets were used exclusively for academic purposes and stored under conditions of security and confidentiality. It was ensured by the researcher that individual participants and the involved institutions will not be identified in the final thesis and further publications based on the research.

Because this study was a minimal-risk survey of adult beneficiaries, it conformed to standard ethical guidelines for social research. Approval from the relevant institutional review board or ethics committee would be acknowledged if applicable; however, this study followed all the necessary ethical protocols for research involving human participants.

Table (3)

Shows the values of the correlation coefficients of the paragraphs with the total score of the axis to which they belong (n=15)

Link to axis		Link to axis		Link to axis	
Item	Ways to communicate and participate	Item	Evaluating the effectiveness of communication, engagement, and response	Item	Challenges you face as a beneficiary in interacting with agricultural institutions
1	0.76**	1	0.73**	1	0.74**
2	0.61**	2	0.78**	2	0.73**
3	0.71**	3	0.74**	3	0.80**
4	0.77**	4	0.76**	4	0.80**
5	0.56**	5	0.76**	5	0.80**
6	0.75**	6	0.77**	6	0.76**
7	0.72**	7	0.77**	7	0.80**
		8	0.78**		
Total score =0.92**		Total score =0.91**		Total score =0.92**	
Item	Meeting the needs and expectations of beneficiaries	Item	Evaluating the role of public relations in improving the community image of beneficiaries		
1	0.82**	1	0.82**		
2	0.79**	2	0.74**		
3	0.80**	3	0.77**		
4	0.80**	4	0.79**		
5	0.76**	5	0.81**		
6	0.80**	6	0.80**		
		7	0.79**		
Total score =0.90**		Total score =0.89**			

*Statistically significant at (*p < 0.05), **Statistically significant at (**p < 0.01).

It is fair to claim, from the results of Table (3): that the values of the paragraph correlation coefficients ranged between (56 - 82.), meaning that they had acceptable degrees and were statistically significant, as stated in (Haig, 1996); therefore, the number of paragraphs of the tool remained (35) paragraphs.

Reliability

To ensure the reliability of the study tool, the internal consistency of each axis and the overall score of the tool was verified using Cronbach's Alpha coefficient on the survey sample data, after validation was obtained. Table (4) illustrates this:

Table (4)

Reliability coefficients of the questionnaire axes using Cronbach's alpha method

Axis	No. of Items	Cronbach's Alpha (α)
Ways to communicate and participate	7	0.82
Evaluate the effectiveness of communication, engagement, and response	8	0.90
Challenges faced by beneficiaries in interacting with agricultural institutions	7	0.89
Meeting the needs and expectations of beneficiaries	6	0.88
Evaluating the role of public relations in improving the community image of beneficiaries	7	0.90
Total Score	35	0.94

Statistically significant at (p < 0.01) level.

Table (4) shows that the Cronbach's alpha reliability coefficient for the total score was (0.94), while the reliability coefficient for the instrument's axes ranged between (0.82-0.90). These values are considered appropriate when compared to the reliability coefficient of (0.70), which is considered acceptable, as stated by (Fraenkel, Wallen, & Hyun, 2011). This makes the instrument reliable and applicable to the study population, given its high degree of reliability.

2.4.4 Questionnaire Correction

The questionnaire, in its final form, consisted of (35) items, as shown in Appendix (T), and all items represented a positive trend. The respondents were asked to estimate their answers using a five-point Likert scale, and the weights were given to the positive items

as follows: (always) (5) points, (often) (4) points, (sometimes) (3) points, (rarely) (2) two points, (never) (1) one point.

For the purpose of interpreting the arithmetic averages and determining the level of beneficiaries' evaluation of public relations practices in: A comparative study between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC), among the study sample, the score was converted according to the level ranging between (1-5) degrees, according to the following equation:

$$\text{Length} = \frac{\text{Max} - \text{Min (for gradation)}}{\text{No of assumed levels}} = \frac{5 - 1}{5} = 0.80 \dots \dots (1)$$

Accordingly, the levels of response on the axis and the relative weight corresponding to each period are shown in Table (5) as follows:

Table (5)

Scores for calculating the level of beneficiaries' evaluation of public relations practices and its axes, and the relative weight corresponding to each category

Length of period	Relative weight	Level
From 1 to less than 1.80	From 20% to less than 36%	Very Low
From 1.80 to less than 2.60	From 36% to less than 52%	Low
From 2.60 to less than 3.40	From 52% to less than 68%	Medium
From 3.40 to less than 4.20	From 68% to 84%	High
From 4.20 to 5.0	From 84% to 100%	Very High

2.5 Study Implementation and Procedures

The questionnaire was implemented according to the following steps:

1. Secondary data was collected through a review of the literature and previous studies related to the study topic.
2. The questionnaire was presented to five specialized referees for review and verification of its validity. They modified a set of paragraphs in the study tool.
3. The final version was prepared after modifications based on the referees' comments.
4. The questionnaire was distributed electronically to the study community of farmers in the Nablus Governorate.

5. (322) questionnaires were retrieved, and (322) of them were approved for analysis after being reviewed and found to be suitable for statistical analysis, representing (86%) of the study sample. The researcher obtained official lists of beneficiaries from both the Ministry of Agriculture and the Agricultural Relief Association (PARC). These individuals were directly contacted by telephone and asked to participate in the survey to ensure broader representation and higher accuracy of responses.
6. The file was processed so that it was converted from an Excel sheet to an SPSS 28 file, ready for analysis and to answer the study questions.
7. Based on the collected data and using SPSS 28, the data were analyzed to answer the study's questions.
8. The results were discussed and interpreted, leading to recommendations.

2.6 Study Design

Types of variables used in the study:

1. **Dependent variables:** These are variables that result from the influence of the independent variable. Therefore, the researcher does not interfere with this variable, but rather observes or measures the impact of the independent variable. The dependent variable in this study is the beneficiaries' assessment of public relations practices and their themes.
2. **Personal information variables (independent):**
 - Age: It has four levels (20 to less than 30, 30 to less than 40, 40 to less than 50, 50 and above).
 - Gender: It has two levels (male, female).
 - Educational level: It has four levels (high school or less, intermediate diploma, bachelor's degree, postgraduate studies).
 - Type of agricultural activity (select the most appropriate): This has four levels (crop cultivation (vegetables/fruits), fruit tree cultivation, livestock and poultry farming, and organic farming).

- Primary entity: This has two levels (beneficiary affiliated with the Ministry of Agriculture, beneficiary affiliated with the Agricultural Development Association (PARC)).
- Place of residence: This has three levels (village, camp, city).

2.7 Statistical Processing

SPSS 28 was used in this research, through which the following set of statistical analyses were conducted:

1. Frequencies, percentages, arithmetic means, and standard deviations were calculated for each item in the instrument.
2. Pearson's correlation coefficient was used to test internal validity and determine the significance of the relationship between the items and their axes.
3. An independent sample t-test was used to test significant differences between the arithmetic means according to a two-level independent variable, such as "gender."
4. A one-way analysis of variance (ANOVA) was used to test significant differences between the arithmetic means according to an independent variable with three or more levels, such as "educational level."
5. The least significant difference test (Scheffé, 1961) was used for post-hoc comparisons to determine the significance of the differences for the independent variables whose variable levels exceed two variables.

Chapter Three

Findings

3.1 introduction of results

This chapter presents the study's findings. These findings are organized according to a specific presentation methodology, presented in light of its questions. This includes presenting the text of the question, immediately following the type of statistical processing used, tabulating the data and placing it under appropriate headings, followed by comments on the most prominent findings.

3.2 Results related to the study

Results related to the first question: How effective are the communication and engagement strategies used by the Ministry of Agriculture and the PARC in reaching beneficiaries?

To answer this question, means, standard deviations, and percentages were calculated for the items on the effectiveness of the communication and engagement strategies used by the Ministry of Agriculture and the PARC in reaching beneficiaries. Table (6) illustrates this:

Table (6)

Arithmetic means, standard deviations, and percentages of the communication and participation strategies used by the Ministry of Agriculture and the Agricultural Development Association (PARC) to reach beneficiaries

No.	Item	Ministry of Agriculture				Agricultural Development Association (PARC)			
		Arithmetic mean	Standard deviation	Percentage %	Level	Arithmetic mean	Standard deviation	Percentage %	Level
1.	I receive information through the official websites of institutions	3.27	1.28	65.4	Average	3.78	1.12	75.6	High
2.	The Ministry of Agriculture/Agricultural Development Association (PARC)'s Facebook page	3.41	0.92	68.2	High	3.85	0.82	77.0	High
3.	Email newsletters	3.19	1.02	63.8	Average	3.38	1.04	67.6	average
4.	Direct contact (meetings, phone calls)	3.21	1.00	64.2	Average	3.47	0.93	69.4	High
5.	Word of mouth (through friends and acquaintances)	3.35	0.99	67.0	Average	3.66	0.87	73.2	High
6.	Media channels	3.21	0.92	64.2	Average	3.41	0.93	68.2	High
7.	Events organized by the Ministry of Agriculture/Agricultural Development Association (PARC)	3.14	0.91	62.8	Average	3.49	0.90	69.8	High
Total score		3.25	0.73	65.1	Average	3.58	0.65	71.6	High

There is a clear contrast in communication and engagement between the Ministry of Agriculture and PARC in reaching beneficiaries, as can be seen in Table (6) Results show a clear superiority for PARC with regard to the levels of media, as well as community engagement. Society and Agricultural were scored an arithmetic mean of 3.58 and a percentage of 71.6%, indicating "high" compared to an arithmetic mean of 3.25 and a percentage of 65.1%, meaning the Society was considered "high" while the Ministry of Agriculture scored above the arithmetic mean of 3.25 or a percentage of 65.1%.

This discrepancy in overall evaluation is indicative of how the Society performed better in applying comprehensive and diverse communication approaches. Based on a closer reading of the paragraphs, the PARC clearly nailed nearly every form of communication described. With respect to official websites of institutions, the percentage was 75.6%, while it was 65.4% for the Ministry of Agriculture which indicated higher digital efficiency amongst beneficiaries, leading them to depend on the Society's electronic platforms. In terms of Facebook, the association had a rate of 77.0 compared with 68.2 for the Ministry of Agriculture, and this indicated that it had the success and success of using Facebook for outreach, sharing and interacting with people. When it comes to contact via contacts as either meetings or contact by phone, the Agricultural Development Association (PARC) was most successful, with 69.4% and 64.2%, which shows it takes care of communicating with people on the face value with the goal of promoting trust from its community. Difference is also being observed in the "Word of mouth" region (or through friends and acquaintances), where the association's spread to the community was more extensive and the ministry's sphere of influence was weaker (73.2% vs 67.0).

In terms of the use of media channels and organized events, the PARC also achieved higher rates at a high level, while the Ministry of Agriculture achieved average rates. This demonstrates the PARC's commitment to diversifying its means of reaching beneficiaries and perhaps also indicates its more flexible implementation mechanisms and openness to media and field cooperation. These results confirm that the PARC is not limited to official channels alone, but rather integrates digital, direct, and social media into a comprehensive strategy.

Results related to the second question: What is the level of effectiveness in communication, engagement, and responsiveness between the Ministry of Agriculture and the Agricultural Development Association (PARC)?

To answer the question, the arithmetic means, standard deviations, and percentages were calculated for the paragraphs evaluating the effectiveness of communication, participation, and response between the Ministry of Agriculture and the Agricultural Development Association (PARC). Table (7) shows this:

Table (7)

Arithmetic means, standard deviations, and percentages of the paragraphs evaluating the effectiveness of communication, participation, and response between the Ministry of Agriculture and the Agricultural Development Association (PARC)

No.	Item	Ministry of Agriculture				Agricultural Development Association (PARC)			
		Arithmetic mean	Standard deviation	%	Level	Arithmetic mean	Standard deviation	%	Level
1.	Clarity of information provided by the Ministry of Agriculture/Agricultural Development Association (PARC)	3.32	0.95	66.40	Average	3.58	0.88	71.60	High
2.	The ease of accessing information about the services and programs offered by the ministry/Agricultural Development Association (PARC).	3.15	0.88	63.00	Average	3.46	0.85	69.20	High
3.	The extent to which you are provided with information or instructions on modern agricultural techniques through media campaigns or workshops organized by the organization's public relations department.	3.14	0.96	62.80	Average	3.49	0.85	69.80	High
4.	The channels used by the Ministry of Agriculture/Agricultural Development Association (PARC) for communication are appropriate and effective.	3.11	0.95	62.20	Average	3.46	0.85	69.20	High
5.	The opportunities available to participate in decision-making within the Ministry of Agriculture/Agricultural Development Association (PARC) are sufficient.	3.05	0.93	61.00	Average	3.44	0.91	68.80	High
6.	The extent to which public relations is able to handle complaints and resolve problems faced by beneficiaries.	3.02	0.84	60.40	Average	3.45	0.90	69.00	High
7.	The quality and effectiveness of public relations organizations for agricultural events and activities.	3.05	0.91	61.00	Average	3.53	0.91	70.60	High
8.	The agricultural methods used by the Ministry of Agriculture/Agricultural Development Association (PARC) have improved due to the media or training activities it organizes.	3.11	0.87	62.20	Average	3.49	0.96	69.80	High
Total Score		3.12	0.69	62.36	Average	3.49	0.66	69.73	High

Table (7) reflects a significant discrepancy between the performance of the Ministry of Agriculture and the PARC in assessing the effectiveness of communication, participation, and response. It is evident that the PARC received higher ratings in all items compared to the Ministry of Agriculture, as the total score for the PARC reached (3.49) with a percentage of (69.73%), which is within the high level, while the total score for the Ministry of Agriculture reached (3.12) with a percentage of (62.36%), which is within the average level. Based on detailed comparison of the identified items, the first one concerning clarity of information available, the item obtained an arithmetic mean of (3.32) (66.40%) and an average level. The Agricultural Development Association (PARC) scored (3.58) (71.60%) at a high level; the above measures indicate that the information provided by the Society is clearer and easier for the public to understand. On the ease of access to information about services and programs (paragraph 2), it reached (3.15) (63.00%) at an average level for the Ministry and (3.46) (69.20%) for the Association at a high level, revealing that the Association is better in its communication ability for conveying the information of beneficiaries in simplified ways. The above statistics show that on the third paragraph which assesses the extent of the provision of information of modern agricultural techniques to beneficiaries, the arithmetic mean assigned to Ministry was (3.14) which corresponds to (62.80%) at average level, while Association received (3.49) which is (69.80%) at a high level. In terms of the fourth paragraph, on the efficacy of communication channels used, the MoAg scored an average with a mean of (3.11) (62.20%), whereas the Agricultural Development Association (PARC) scored at a high level with a mean of (3.46) (69.20%), demonstrating the latter is utilizing communication channels more suitable for its audience. On the fifth paragraph (open-initiated by Ministry of Agriculture) where the opportunity of participation in decision-making was measured, Ministry's overall rate was (3.05) at an average of (61.00%) whereas Association received a (3.44) at the average (68.80%) level, indicating participatory approach of Association at the same time. Regarding the sixth paragraph about the performance of public relations in handling complaints, where Ministry achieved the lowest average (3.02) and rate of (60.40%) and average level as opposed to Association, which recorded (3.45) and average level (69.00%), this marks a severe shortcoming in the Ministry responses-containment systems. This paragraph compares the sixth paragraph on the extent of organization of agricultural events. The Ministry's score of (3.05), in association with a rate of (61.00%) and average level, against (3.53),

at a rate of (70.60%) and high level, on the other hand, indicating that Association is able to attract and contact with the audience in effective and organized activities. Finally, in the eighth paragraph related to the improvement of agricultural methods as a result of media or training activities, the Ministry obtained (3.11) with a percentage of (62.20%) and at an average level, while the Association's result reached (3.49) with a percentage of (69.80%) and at a high level, which indicates that farmers benefit more from the programs provided by the Association in this field.

Based on what's mentioned earlier, these results demonstrate that the PARC offers a more advanced and effective model of communication, engagement, and responsiveness.

Results related to the third question: What are the levels of challenges faced by beneficiaries in their interaction with agricultural institutions?

To answer this question, means, standard deviations, and percentages were calculated for the items on the challenges facing beneficiaries in interacting with agricultural institutions. Table (8) illustrates this:

Table (8)

Arithmetic means, standard deviations, and percentages of the items on the challenges facing beneficiaries regarding interaction with agricultural institutions

No.	item	Ministry of Agriculture				Agricultural Development Association (PARC)			
		Arithmetic mean	Deviation	%	Level	Arithmetic mean	Deviation	%	Level
1.	Difficulty accessing accurate agricultural information	3.25	0.97	65.00	Average	3.32	0.88	66.40	Average
2.	Lack of coordination between agricultural institutions and local producers	3.35	0.88	67.00	Average	3.23	0.88	64.60	Average
3.	Lack of widespread dissemination of agricultural information	3.19	1.01	63.80	Average	3.18	0.88	63.60	Average
4.	Lack of cooperation with local associations	3.29	1.05	65.80	Average	3.21	0.89	64.20	Average
5.	Difficulty communicating with employees in agricultural institutions	3.21	1.08	64.20	Average	3.22	0.93	64.40	Average
6.	Lack of funding or financial support available to farmers	3.58	1.19	71.60	Average	3.25	0.99	65.00	Average
7.	Lack of training programs or workshops aimed at improving agricultural skills	3.45	1.13	69.00	High	3.11	0.99	62.20	Average
Total Score:		3.33	0.80	66.65	Average	3.22	0.73	64.33	Average

Table (8) reflects the most prominent challenges facing beneficiaries in their interaction with agricultural institutions, whether the Ministry of Agriculture or the Agricultural Development Association (PARC). Looking at the arithmetic means and percentages, it is clear that the challenges are generally assessed at an average level in both institutions, although the Ministry of Agriculture scored a relatively higher overall score (3.33) with a percentage (66.65%) compared to the Agricultural Development Association (PARC), which scored (3.22) with a percentage (64.33%), indicating that challenges still exist for both parties, but to similar degrees to some extent. Regarding the difficulty of accessing accurate agricultural information (paragraph 1), the Agricultural Development Association (PARC) scored an average of (3.32) with a percentage (66.40%), while the Ministry of Agriculture scored (3.25) with a percentage (65.00%), indicating that the challenge exists for both parties at similar rates, and reflects the need to enhance the clarity and ease of access to accurate agricultural information. Regarding the absence of coordination of farmers with regional level producers (paragraph 2), the proportion of farmers that perceived coordination failure with the agriculture industry was significantly greater for the Ministry of Agriculture (3.35 and 67.00%) and, for PARC (3.23 and 64.60%) both suggesting that the farmers feel a coordination gap with civil society organizations, although it is less severe than in the agriculture sector with regard to government agencies. In the third paragraph, concerning the restricted dissemination of agricultural information, the two institutions were nearly equally challenged, by the Agricultural Development Association (PARC) with a score of (3.18) and (63.60%) and the Ministry of Agriculture with a rating of (3.19) and (63.80%) which corroborate that no adequate level of knowledge was disseminated and distributed. On local organization co-operation (paragraph 4), the Agricultural Development Association (PARC) has a mean of (3.21) and (64.20%), while on the other hand, (3.29) and (65.80%) were recorded for the Ministry, pointing to the potential slight imbalance due to small scale of agricultural institutions relation or relations networks in line with local community. The challenge of interacting with employees (paragraph 5) produced comparable outcomes with the Agricultural Development Association (PARC) receiving 3.22 (64.40%) and the Ministry receiving 3.21 (64.20%), showing that this problem is shared across bureaucratic systems. Paragraph 6 is the only one that indicates a significant difference in relation to the provision of support or funding to farmers. The Ministry score for supporting beneficiaries is high at 3.58 (71.60%), while an average rating of 3.25 (65.00%) is

received for Agricultural Development Association (PARC), showing that beneficiaries know of the gap in support provision. At the last challenge, which concerns a lack of training programs and workshops to improve agricultural skills, the Ministry also received a high rating at (3.45) at a rate of (69.00%) as compared to 3.11 rating from the Association at (62.20%). This reflects beneficiaries' feelings of a lack of targeted training activities, especially from the Ministry. Overall, these results show that both institutions face similar challenges in interacting with beneficiaries. Although the Ministry of Agriculture recorded higher rates in some items, challenges remain.

Results related to the fourth question: How effective are public relations practices in meeting the needs and expectations of beneficiaries?

To answer this question, arithmetic means, standard deviations, and percentages were calculated for the items on the effectiveness of public relations practices in meeting the needs and expectations of beneficiaries. Table (9) illustrates this:

Table (9)

Arithmetic means, standard deviations, and percentages of the paragraphs on the effectiveness of public relations practices in meeting the needs and expectations of beneficiaries

No.	Item	Ministry of Agriculture				Agricultural Development Association (PARC)			
		Arithmetic mean	Deviation	%	Level	Arithmetic mean	Deviation	%	Level
1.	The beneficiaries are encouraged to participate in decision-making processes through public relations activities. Programs and projects provided by the Ministry Agriculture/ Agriculture Development Association (PARC) support agricultural education & research (such as vocational agricultural courses, providing agricultural scientific research opportunities, & supporting agricultural innovation).	3.36	1.02	67.20	Average	3.68	0.94	73.60	High
2.	The programs and projects offered by the Ministry of Agriculture /Agriculture Development Association (PARC)support agricultural education and research (such as professional agricultural training courses, providing opportunities for agricultural scientific research, and supporting innovation in the agricultural sector).	3.29	0.90	65.80	Average	3.58	0.92	71.60	High
3.	The resources and support required to implement the agricultural activities needs are provided.	3.21	0.94	64.20	Average	3.47	0.82	69.40	High
4.	The services provided have contributed to improving agricultural productivity or my social status as a beneficiary.	3.11	0.89	62.20	Average	3.55	0.90	71.00	High
5.	Public relations help improve access to information related to agricultural financing and technical support.	3.20	0.99	64.00	Average	3.39	0.78	67.80	average
6.	Marketing and packaging (finding local or global markets for surplus produce enhances farmers' financial position for sustainability)	3.24	0.94	64.80	Average	3.47	0.97	69.40	High
Total Score:		3.24	0.76	64.73	Average	3.52	0.69	70.48	High

Table (9) presents evaluation in public perceptions the effectiveness of public relations in fulfilling the requirements and expectations of beneficiaries by both Ministry of Agriculture and Agricultural Development Association (PARC). The figures show that the PARC was clearly an expert on this measure which had a total score of 3.52 - 70.48% and it was high level. By contrast, the Ministry of Agriculture scored the poor value of 3.24, with 64.73% or an average score. Accordingly, the first paragraph of this section assesses the degree to which beneficiaries are encouraged to be part of the decision-making processes by making use of public relations initiatives and scored 3.68 (Mean 73.60%) compared to the Ministry of Agriculture which received a score of 3.36 or 67.20% or an average level. This suggests the Society intends to ensure farmers are invited into institutional processes. In respect of the programs and projects support of agricultural education and research (Paragraph 2), the Ministry received a score of (3.29, 65.80%) average, however, the Association performed better at (3.58, 71.60%) high, suggesting more influential and research and development-oriented initiatives on the part of the Association, as compared to what is reported by the Ministry. In paragraph three regarding the resources and support given to introduce agricultural practices the Ministry scored (3.21) at (64.20%), which is average rate against (3.47) at (69.40%) for the Association, which was a very high indicator that the Association is providing more benefits to the farmers as an institution on the availability and accessibility of support to the beneficiaries. The fourth paragraph discussed the effect of services rendered on enhancing agricultural performance or enhancing social status for beneficiaries. The results obtained by the Ministry of Agriculture came in at (3.11) with a percentage of (62.20%), on a mean level, and Agricultural Development Association (PARC) results reached (3.55), with a percentage of (71.00%), to a high level, giving a glimpse on the tangible impact of the services offered by the Society in the lives of farmers. Regarding paragraph five, on accessing information on financing and technical assistance, the opinions of both sides were relatively close from a comparison point of view, the Ministry scored the highest (3.20) and received a majority (64.00%) at an average level and the Society had a majority (67.80%) to an average level close to high (3.39) and indicated that the negative efforts are not only missing but that the Society is already having a positive impact and is working better. Last, the sixth paragraph reviewed the significance of public relations in promoting product marketing and achieving financial sustainability. Ministry (3.24) on average (64.80%) and Association (3.47) had the top line at (69.40%);

Ministry 3.24: National average; Association with 3.47=69.40%. This means the Association has a higher interest in linking producers to markets and improving their economic returns.

Through these results, it is clear that the PARC plays a more effective role in managing public relations to serve the interests of beneficiaries by promoting participation, supporting education, facilitating access to resources and information, and contributing to the development of agricultural production and marketing. Conversely, the Ministry of Agriculture still needs to develop its communication practices and focus on increasing the efficiency of response and interaction with beneficiaries' expectations.

Results related to the fifth question: How do respondents evaluate the role of public relations in improving the public image of the beneficiaries?

To answer this question, arithmetic means, standard deviations, and percentages were calculated for the items evaluating the role of public relations in improving the societal image of beneficiaries. Table (10) illustrates this:

Table (10)

Arithmetic means, standard deviations, and percentages of the paragraphs evaluating the role of public relations in improving the societal image of beneficiaries

No.	Item	Ministry of Agriculture				Agricultural Development Association (PARC)			
		Arithmetic mean	Deviation	%	Level	Arithmetic mean	Deviation	%	Level
1.	Public relations effectively raise awareness about farmers' rights and issues.	3.29	0.96	65.8	Average	3.53	0.93	70.6	High
2.	Public relations contribute to improving the image of farmers and their role in Palestinian society in strengthening national resilience.	3.25	0.90	65.0	Average	3.47	0.85	69.4	High
3.	Public relations are effective in conveying community messages that emphasize the importance of agriculture for national food security.	3.19	0.91	63.8	Average	3.45	0.83	69.0	High
4.	Clear reports on agricultural activities and programs are published.	3.15	0.92	63.0	Average	3.46	0.88	69.2	High
5.	Farmers' successes are featured in various media outlets to raise awareness.	3.14	0.93	62.8	Average	3.54	0.86	70.8	High
6.	Public relations play an important role in highlighting the positive role of agriculture in economic development.	3.15	0.89	63.0	Average	3.45	0.90	69.0	High
7.	Public relations play a significant role in agricultural institutions in improving the agricultural situation in your region.	3.12	0.93	62.4	Average	3.43	0.88	68.6	High
Total Score:		3.18	0.74	63.6	Average	3.47	0.66	69.5	High

Table (10) represents the evaluation of the public relations performance to enhance the community image of both the institutions. It also demonstrates a clear gap in the quality of this function between the Ministry of Agriculture and the Agricultural Development Association (PARC). Overall, the Agricultural Development Association had a score of 3.47 (69.5 percent), considered high, while the Ministry of Agriculture had 3.18 (63.6 percent), considered medium. This goes to show the stronger presence of public relations in the Society to raise farmers' status and to make the community aware of the farmers' function. The first paragraph in the paragraphs in the field, in terms of disseminating information on farmers' rights and issues, is assessed with an average of 3.29/65.8 versus 3.53/70.6% of Society and is significant. It suggests the latter is better at carrying out this function indicating clear attempts at making farmers' voice heard in the surrounding communities. Regarding paragraph 2 concerning enhancement in the image of farmers and promotion in developing their national resilience, the Ministry of Agriculture scored (3.25) at (65.0%), average level; Association (3.47) at (69.4%), high level. This is reflective of the Association's media and community-based efforts, which endorse the positive perception of the role of the Palestinian farmer. With regard to the third paragraph pertaining to leading community messages on the significance of agriculture for food security, the Ministry's score was (3.19) on (63.8%), an average level and the Association's score (3.45) was (69.0%); high level. This suggests the Association makes better strides by being present and showing more of their investment in community media about agriculture. When it comes to the publication of transparent reports about agricultural practices and initiatives (paragraph 4), the Ministry earned 3.15 out of all 63.0% of the total, compared with the Association's 3.46 out of 69.2%. This suggests that institutional communication transparency is higher in the Association, a situation in which the Association may be showing increasing openness in informing the public about such accomplishments within institutions. 5-On the other hand when referring to the media's exposure of farmers' success, the Ministry earned the minimum level of 3.14 (62.8 % of the whole) where the Association scored the maximum score (3.54) (70.8 % of the total) in this table indicating large volume of media involvement in promoting of success story contributing in enhancing of the position of farmers. The sixth statement was of the importance of public relations when it comes to agriculture as a driver of economic development. The Ministry received a 3.15 (63.0%), average score, and the Association, a 3.45 (69.0%) score. This demonstrates that the Association's contribution

to development was more concretely associated with the economic dimension of development.

Finally, the seventh paragraph, which concerns the impact of public relations on improving the agricultural situation in local areas, saw the Ministry of Agriculture score 3.12 (62.4%), representing an average score, compared to the Association's score of 3.43 (68.6%), representing a high score. This indicates that civil society organizations have a stronger presence in grassroots community work.

Overall, the results reflect a notable superiority of the PARC in using public relations as a means of improving the community image of beneficiaries and enhancing the role of agriculture.

Results related to the sixth question: Are there statistically significant differences in the mean scores of the study sample regarding the beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the PARC based on the variables of age, gender, educational level, type of agricultural activity, the main institution they deal with, and place of residence?

To answer the sixth question, the following hypotheses had to be examined:

Results related to the first hypothesis: There are no statistically significant differences at the statistical significance level ($\alpha < 0.05$) in the study sample members' estimates of beneficiaries' evaluation of public relations practices, a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC), attributable to the age variable.

Arithmetic means were extracted for the total score of beneficiaries' evaluation of public relations practices, a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC). The results are as shown in Table (11) see appendix (A).

The results of the table indicate discrepancies in the evaluation of public relations practices among beneficiaries of the Ministry of Agriculture and the Agricultural Development Association (PARC), based on age group. The age group (20 to under 50) showed a clear superiority in the evaluation averages in favor of the Agricultural

Development Association (PARC), reflecting the effectiveness of the communication and interaction methods the Society employs with young and middle-aged groups, provided by both the Ministry and the Society. The age is crucial in the reception and appraisal of these services because the needs and expectations of young and middle-aged groups may not be exactly the same as those of older or younger individuals. To sum up, it would be concluded that the Agricultural Development Association (PARC) has a greater positive influence among the age group (20 to under 50), which can be attributed to the fact that (among other activities) there is more specialized communication strategy or program, aimed for this group whereas (compared to the Ministry of Agriculture) there is a lot of change or modifications which need to be followed in order to meet the expectations of these population groups. This divergent assessment underlines the significance of addressing the various age groups when drawing up and employing public relations policies in agriculture to achieve best outcomes to cater to all target groups equally. The demographic and functional characteristics of the agricultural workforce in Palestine can be relied upon, in the case of the distribution of services, communication efforts, and program outreach, towards the 20 to under 50 age group of both the Ministry of Agriculture and the Agricultural Development Association (PARC) can support the focus of services, communications, and programming on that age. This age bracket encompasses the most active, physically able, and economically involved stratum of farmers, who could also be most willing to attend training, adopt new technologies, and benefit from extension programs. People of this age bracket normally carry the responsibilities of household livelihoods and decision-making in agricultural activities, making them the direct target for interventions toward improving productivity, resilience, and sustainability. This age bracket, as well, is more accessible via modern communication channels and most responsive to institutional messaging, something that meets the organizations' need for efficient information dissemination and measurable outcomes of the programs. It follows that the focus on this cohort is bound to raise the likelihood of institutional goals, coupled with maximizing PR and communication strategies' effects on the sector at large.

To find out if these differences were statistically significant, the One-Way ANOVA test was used for more than two independent groups, as shown in Table (12) see appendix (A).

Table (12) shows that the significance level calculated on the total score of beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC) was greater than the significance level specified for the study ($\alpha < 0.05$). Therefore, the null hypothesis is accepted, meaning that there are no statistically significant differences at the statistical significance level ($\alpha < 0.05$) in the study sample members' estimates of beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the PARC, attributed to the age variable.

Results related to the second hypothesis: There are no statistically significant differences at the statistical significance level ($\alpha < 0.05$) in the study sample members' estimates of beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the PARC, attributed to the gender variable. The arithmetic means of the total score for the evaluation of beneficiaries of public relations practices, a comparative study between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC), as well as the standard deviations, were extracted, and the (t) test for two independent groups (Independent Sample t-test) was used, and the results came as shown in Table (13) see appendix (A).

The average evaluation of males affiliated with the Ministry of Agriculture was (3.2) compared to (3.5) among males affiliated with the Agricultural Development Association (PARC). Meanwhile, the average evaluation of females in the Ministry was (3.3) compared to (3.43) in the Society.

The value of (t) = -0.74, which is not statistically significant, as the significance level = 0.46. Therefore, the null hypothesis is accepted, meaning that there are no statistically significant differences at the statistical significance level ($\alpha < 0.05$) in the estimates of the study sample members regarding beneficiaries' evaluation of public relations practices. A comparative study between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC), attributed to the gender variable. This means that both genders in the two institutions evaluate public relations practices in a similar manner, regardless of their institutional affiliation. This may indicate that the communication and public relations mechanisms in the two institutions are characterized by a degree of

consistency in their impact on both genders, or that gender is not a decisive factor in shaping beneficiaries' perceptions of these practices.

Results related to the third hypothesis: There are no statistically significant differences at the statistical significance level ($\alpha < 0.05$) in the study sample members' estimates of beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC), attributed to the educational level variable.

Arithmetic means were extracted for the total score of beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC), and the results were shown in Table (14) see appendix (A).

The table data indicates differences in the evaluation of public relations practices between beneficiaries of the Ministry of Agriculture and the Agricultural Development Association (PARC) based on educational level. The results showed that those with a high school diploma or less gave the two institutions a similar evaluation, with a slight advantage for the Ministry of Agriculture (3.57 versus 3.55). Those with an intermediate diploma and a bachelor's degree gave the Agricultural Development Association (PARC) a higher evaluation, with the difference being more pronounced among those with a bachelor's degree (3.45 for the Society versus 3.08 for the Ministry), indicating greater satisfaction among the more educated groups with the Society's public relations practices. For the postgraduate group, the two institutions were almost equally evaluated, with a slight advantage for the Ministry of Agriculture. To determine whether these differences were statistically significant, a one-way ANOVA test was used for more than two independent groups, as shown in Table (15) see appendix (A).

Table (15) shows that the significance level calculated for the total score of beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC) was lower than the significance level specified for the study ($\alpha < 0.05$). Therefore, the null hypothesis is rejected. This means that there are statistically significant differences at the statistical significance level ($\alpha < 0.05$) in the estimates of the study sample members regarding beneficiaries' evaluation of public relations practices in a

comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC), attributed to the educational level variable. To determine the source of the differences in the total score according to the educational level variable, it was necessary to use the (Scheffé, 1961) as shown in the following Table (16) see appendix (A).

Table (16) shows that differences in the total score were due to the educational level variable between (high school or less) on the one hand, and (intermediate diploma, bachelor's degree) on the other. The differences were in favor of farmers with an educational level of (high school or less).

Results related to the fourth hypothesis: There are no statistically significant differences at the statistical significance level ($\alpha < 0.05$) in the study sample members' estimates of beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC), attributed to the type of agricultural activity variable.

The arithmetic means for the total score of beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC) were extracted, and the results were as shown in table (17) see appendix (A).

The table results indicate a difference in the evaluation of public relations practices between beneficiaries of the Ministry of Agriculture and the Agricultural Development Association (PARC), depending on the type of agricultural activity. All categories showed a superior average evaluation in favor of the Agricultural Development Association (PARC), reflecting greater satisfaction among the society's beneficiaries with its communication practices. This superiority was clearly evident among fruit tree farmers (3.56 versus 3.22) and crop (vegetable/fruit) farmers (3.53 versus 3.31), demonstrating the effectiveness of the society's strategies in reaching these groups and meeting their needs. Livestock and poultry farmers also recorded a significant difference in evaluation in favor of the society (3.44 versus 3.10), a category that may be more sensitive to the response and attention of supporting institutions. In the field of organic agriculture, the difference in evaluation remained limited but still in favor of the society. To determine

whether these differences were statistically significant, a one-way ANOVA test was used for more than two independent groups, as shown in Table (18) see appendix (A).

Table (18) shows that the significance level calculated on the total score of beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC) was greater than the significance level specified for the study ($\alpha < 0.05$). Therefore, the null hypothesis is accepted, meaning that there are no statistically significant differences at the statistical significance level ($\alpha < 0.05$) in the study sample members' estimates of beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC), attributed to the variable of the type of agricultural activity.

Results related to the fifth hypothesis: There are no statistically significant differences at the statistical significance level ($\alpha < 0.05$) in the study sample members' estimates of beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC), attributed to the variable of the primary entity with which they deal. The arithmetic means of the total score for the evaluation of beneficiaries of public relations practices, a comparative study between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC), as well as the standard deviations, were extracted, and the (t) test for two independent groups (Independent Sample t-test) was used, and the results came as shown in Table (19) see appendix (A).

Table (19) shows that the significance level calculated on the total score of beneficiaries' evaluation of public relations practices (a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC)) was less than the significance level specified for the study ($\alpha < 0.05$). Therefore, the null hypothesis is rejected. This means that there are statistically significant differences at the significance level ($\alpha < 0.05$) in the study sample members' estimates of beneficiaries' evaluation of public relations practices (a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC)) attributed to the variable of the entity with which they primarily

deal, in favor of beneficiaries affiliated with the Palestinian Agricultural Development Association (PARC).

Results related to the sixth hypothesis: There are no statistically significant differences at the significance level ($\alpha < 0.05$) in the study sample members' estimates of beneficiaries' evaluation of public relations practices (a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC)) attributed to the variable of place of residence. The arithmetic means of the total score were extracted for the beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC), and the results came out as shown in Table (20) see appendix (A).

The table results indicate clear differences in the evaluation of public relations practices based on place of residence. The evaluation of the Agricultural Development Association (PARC)'s beneficiaries outperformed the evaluation of the Ministry of Agriculture's beneficiaries in both the village and city categories, while no significant difference was recorded between the two organizations in the camp category. Village residents, the largest group, expressed higher satisfaction with their interactions with the society (average 3.52 versus 3.26 for the ministry), indicating the society's success in adapting its communication practices to the needs of rural communities. Urban residents, on the other hand, showed a striking difference in evaluation (3.41 for the society versus 2.97 for the ministry), reflecting a clear shortcoming on the part of the Ministry of Agriculture in reaching this urban segment. It is worth noting that the evaluation of camp residents was almost equal between the two organizations (3.2), indicating a consistent level of satisfaction with no clear distinction. To determine whether these differences were statistically significant, a one-way ANOVA test was used for more than two independent groups, as shown in Table (21) see appendix (A).

Table (21) shows that the significance level calculated for the total score of beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC) was less than the significance level specified for the study ($\alpha < 0.05$). Therefore, the null hypothesis is rejected. This means that there are statistically significant

differences at the statistical significance level ($\alpha < 0.05$) in the estimates of the study sample members regarding beneficiaries' evaluation of public relations practices in a comparative study between the Palestinian Ministry of Agriculture and the Palestinian Agricultural Development Association (PARC), attributed to the variable of place of residence.

To determine the source of the differences in the total score according to the variable of place of residence, it was necessary to use the (Scheffé, 1961) test, as shown in the following Table (22) see appendix (A).

Table (22) shows that the differences in the total score were due to the variable of place of residence between (village) on the one hand and (city) on the other hand, and the differences were in favor of farmers living in the village and beneficiaries affiliated with the Agricultural Development Association (PARC).

Chapter Four

Discussion and Conclusion

The results of this study are discussed in this chapter in light of current theoretical frameworks and literature. The purpose of the study was to assess, from the viewpoint of the beneficiaries, the public relations (PR) strategies used by the Ministry of Agriculture and the Agricultural Development Association (PARC), two important Palestinian agricultural organizations. The following discussion is organized around the study's primary themes and is backed up by pertinent literature.

4.1 Conclusion

The main purpose of this study is to evaluate the public relation tools and activities practiced by the Palestinian Ministry of Agriculture and Agricultural Development Association (PARC) among farmers as perceived by its beneficiaries in the Nablus governorate. This study's findings shed light on how two organizations are perceived through the lens of how farmers recognize the involvement, involvement intensity, and responsiveness.

According to the findings of success, the PARC almost always outperformed the Ministry of Agriculture in public relations. Beneficiaries outperformed the communication and commitment of the Association, its responsiveness to their needs, its planning of farming events, and the accessibility and clarity of its resonance. The Association was also able to do a little more to improve the image of farmers in the community and to spread the message about the importance of agriculture for food security and national resilience.

The Ministry of Agriculture, on the other hand, always performed mediocre. The Ministry's lower levels of success were attributed to its handling of complaints, opportunity for direct communication, training opportunity, and encouragement of farmer involvement in decision-making despite the fact that beneficiaries identified the Ministry as the official government agency responsible for agricultural policies and programs. The urban client was particularly challenging for the Ministry to reach, reflecting an inherent lack of nuance in adapting messaging to different groups.

The respondents also pointed out that problems are yet to be addressed by both organizations, which include difficulties finding reliable data for agriculture, poor

knowledge sharing, lack of collaboration with neighborhood associations, and insufficient funding and training.

Notably, the findings show that there are statistically significant differences among beneficiaries' assessments based on place of residence, institutional membership, and educational level. Viewing of the Agricultural Development Association (PARC) was more positive among more educated farmers, and rural areas were more satisfied with the Association than urban areas.

Taken together, these findings indicate that while the Agricultural Development Association (PARC) represents a more malleable and adjustable public relations model, both organizations are unable to meet the demands of farmers and generate confidence with those receiving their help.

4.2 Implications

4.2.1 Theoretical Implications

This research contributes to PR research and Stakeholder Theory by proving that two-way symmetrical communication is significantly associated with stakeholder satisfaction and institutional trust. The institutional category significantly influences PR effectiveness due to the fact NGOs are more innovative and flexible than government agencies. How to work PR strategies in agricultural construction framework and benefit from sustainable farming?

Across most PR dimensions, namely responsiveness, accessibility, and involvement of farmers in decision-making, beneficiaries rated the PARC higher than the Ministry of Agriculture. This supports the finding from earlier literature that NGOs tend to adopt a flexible and community-oriented style of communication-even if falling short of the ideal model of symmetry.

Meanwhile, although the Ministry of Agriculture received moderate ratings, beneficiaries reported dissatisfaction in areas like transparency, follow-up, and communication speed. Such results corroborate earlier studies indicating that governmental institutions in developing contexts tend to show slower communicational processes due to higher levels of administrative intricacy and resource limitations.

4.2.2 Two-Way Communication and Stakeholder Engagement

A central finding of your research is the limited use of genuine two-way communication in both institutions. While outreach strategies are used in both the Ministry of Agriculture and PARC, such as workshops, hotline numbers, and field visits, results indicate that beneficiaries feel their feedback is heard, not influential. There is an important distinction here. It suggests reliance on informational or one-way asymmetrical strategies more than on a balanced dialogue. This directly supports Stakeholder Theory: while beneficiaries are recognized as relevant stakeholders, they are not fully empowered in the shaping of policies or programs. The Agricultural Development Association (PARC) came closest to this ideal, receiving higher scores on both participation and consultation, but still did not achieve the level of active co-creation described in the Excellence Theory's two-way symmetrical model (Grunig J. E., 2001).

4.2.3 Effectiveness of Communication Channels

The study findings indicated that beneficiaries rely a lot on face-to-face communication and field visits, with much lower trust in digital platforms or printed materials. This confirms the rural communication literature that has placed emphasis on the fact that interpersonal channels remain effective in agricultural communities (Grunig & Miia, 1999). However, the Ministry of Agriculture lagged behind PARC in frequency of communication and ease of access, particularly in urgent situations related to crop diseases or market shocks. Your findings indicated that NGOs had more flexible and speedier communication arrangements, probably because of lighter bureaucratic processes and field-based staff. This also reinforces the claim that effectiveness in communication does not wholly depend on message quality but also largely on organizational structure and operational agility.

4.2.4 Practical Implications

For the Ministry of Agriculture

To raise the total PR efficiency, a three-dimensional strategy should be used. In digital public relations, it is important to make available information to more and more people. Use social platforms, email newsletters, and interactive websites!

It has also been important to create feedback systems (such as stakeholder committees, surveys, etc.) that provide for participation and allow beneficiaries' perspectives to be successfully integrated into policy-making. To reinforce hold at these levels, CSOs could devote more money to technical workshops and training sessions responding to the skills deficit voiced by beneficiaries.

Finally, more work on response is required via setting up question-and-answer localized PR teams. In this way, the relationship between stakeholders will be strengthened and the correct answers to their questions provided quickly, thereby enhancing institutional prestige.

4.3 Interpretation of Public Relations Practices in Relation to Literature

The study attempted to use Stakeholder Theory as a tool for analyzing target group perceptions of PR practices in the Ministry of Agriculture and the Agricultural Development Association (PARC), two major agricultural institutions in Palestine. The results consistently showed that on every measure of PR effectiveness, responsiveness, meeting needs capability, communication, and engagement strategy the Agricultural Development Association (PARC) was able to outperform the Ministry of Agriculture.

4.3.1 Effective Communication and Engagement Strategies

The research results showed that the Agricultural Development Association (PARC), with a score of 3.58 (71.6%), was above average in comparison to Cornell University's Corporation rating where its own programs received ratings of 3.25 (65.1%). This aligns with research on NGOs, which shows that they rarely adopt a community-based, two-way dialogue model in their PR strategies. This means relationship building and involvement are stressed over top-down action or Policy Arbitration (Grunig J. E., 2001).

The PARC, through use of social media, in-person meetings, and service, is typical of this unprecedented level of collaboration between the local and the global. Conversely, low performing behavior of the Ministry reflects an ongoing reliance on the supply-driven approach to policy promotion, and decreased chances of proactive beneficiary participation.

4.3.2 Responsiveness and Stakeholder Participation

With a mean score of 3.12 or 62.36 percent, the Ministry had the lowest score. The PARC ranked higher on complaint handling, access to information, and responsiveness, with scores of 3.49 and 69.7% grading, respectively.

This provides evidence for the work of (Shier, McDougle, & Handy, 2014) and (Kyalo, 2024), who demonstrate how all marketing and outreach strategies have to be seen as part of the larger public relations work of nonprofits if they are to ensure visibility and inclusiveness.

As well as workshops and community activities of the PARC, which involve democratic decision-making, such a stakeholder-blindness can also be seen in PARC from the perspective of creating shared value (Reed, et al., 2009) under Stakeholder Theory.

On the other hand, in government organizations throughout the world, policy promotion takes precedence over reciprocal contact. This is the pattern, reflected by the Ministry's reduced response, whereby bureaucratic institutions can obstruct adaptive communication and bring about less productive stakeholder interaction.

4.3.3 Challenges Facing Beneficiaries

The study reveals that both herders and farmers have mild difficulties communicating towards beneficiaries, rock-bound by restricted sources of accurate information about agricultural and poor coordination and no over-arching training plans. Based on (Kiwauka & Katurumunda, 2023) and (Adeyemi, Ajieroh, Umunna, Aminu, & Onabolu, 2022) results found that the systemic barriers including insufficient resources, compartmentalized communication networks and coordination failures in agriculture sectors around the world, the Ministry felt the difficulties were slightly higher (3.33, 66.65%) than the Agricultural Development Association (PARC) (3.22, 64.33%).

These results suggest that while the 2012 FRG was the more effective outreach and response mechanism, that both organizations should expand institutional networks with each other and build capacity for technical assistance, finance, and training to address on-going gaps.

4.3.4 Meeting Beneficiaries' Needs and Expectations

The Agricultural Development Association (PARC) exceeded the Ministry in both the proportion of recipients met by (3.24, 64.73%) (3.52, 70.48%). This corresponds with those from PKPU Yogyakarta, which use press conferences, social media campaigns and radio collaboration to get the funding and develop its reputation effectively (Kyalo, 2024). The apparent effectiveness of the Agricultural Development Association (PARC) is linked to its multi-modal form of communication and customized intervention programs, whilst the more scripted mode of Agency communication and intervention serves less well the wide-ranging requests of stakeholders.

The Ministry of Agriculture and Agricultural Development Association (PARC) support recipients in terms of services, information and support that are commensurate with what farmers need on a day-to-day basis for their agricultural productivity. The system to address these needs starts with open channels of communication where both organizations provide guidance, updates and technical materials to assist the farmers in understanding the programs, subsidies, training and practices which are offered. When information is delivered in a timely and easily comprehensible manner, beneficiaries have confidence and support. These institutions are also responsive to meet beneficiary expectations. Many farmers rely on direct contact whether it's by field visit, hotlines or local offices to clarify, ask questions or just vent. The speed with which the Ministry or the Agricultural Development Association (PARC) respond reinforces beneficiary perceptions as to how serious they are regarding farmer interest. In many cases, NGOs (such as the Agricultural Development Association; PARC) are praised for providing faster, more flexible responses, whereas the Ministry generally follows more formal procedures that may delay communication at times. For example, the two institutes ensure that beneficiaries receive relevant and practical agricultural services. National programs, farmers extension services, and policy-based assistance are services undertaken by the Ministry while community initiatives, capacity-building projects, and targeted support for vulnerable groups are provided by the Agricultural Development Association (PARC). Where these services are tailored to the specific local agricultural realities (e.g., through training, inputs or technical supervision), beneficiaries consider both institutions as useful and effective. Another issue in determining whether the beneficiaries believe they are meeting their expectations is transparency and accountability. Farmers might call for "clarity in

selection criteria, support mechanisms and project results.” In this respect, a Ministry with official structure might have long documentation and extensive formal guidelines; while the Agricultural Development Association (PARC) may emphasize participatory communication and community involvement, thus creating an atmosphere of openness and shared decision-making. Both institutions meet expectations in terms of the participatory involvement of farmers. The Agricultural Development Association (PARC) leans more towards community-centered and two-way communication approaches, where farmers can voice needs and help determine the design of programs. The Ministry does set up mechanisms for participation; these might be more structured and bureaucratic. Where both institutions involve beneficiaries as active partners rather than passive recipients, they have a better ability to align their services with the actual needs of the agricultural community.

4.3.5 Improving the Societal Image of Beneficiaries

In addition, the governmental departments' (3.18, 63.6%) public relation plans concerning the elevation of farmers' social status are significantly less advantageous than those of the PARC (3.47, 69.5%). Garba et al. (2021) as the importance of public relations in creating a positive attitude towards agricultural projects is emphasized, they agreed with the approach of the Agricultural Development Association (PARC) using storytelling, working with media and publicizing farmers successes. Moreover, an insistence on the importance of agriculture to national security and food security correlates with globalized efforts that use public relations to reframe local communities and raise the social esteem of farmers.

4.3.6 Influence of Demographic and Institutional Variables

Statistically significant differences were found by place of residence, education level, and membership in an institution. They found that beneficiaries holding a bachelor's degree and those who were members of the Agricultural Development Association (PARC) expressed more satisfaction with the PR methods. The findings are in accordance with (Yıldırım, Terin, Ciftci, & Ceylan, 2018), who underline the importance of education and exposure of stakeholders to new practices. Further residents in both urban and rural areas were more satisfied with the Agricultural Development Association (PARC) than with

the Ministry emphasizing the adaptability of the local delivery of the NGO to the local context.

For the Agricultural Development Association (PARC)

The old saying, "In order to change the course of history, one must first change one's own way of thinking," is not outdated yet. How are traditional models of social governance? What can we learn from the experience of other well-known institutions in social administration and management? This seems to be the moment for a fresh look at our own management methods so that we can learn from experience accumulated over thousands of years.

Utilizing a targeting criterion which spreads the benefits to bases in low-income areas like car rental services do, while guaranteeing that the Agricultural Development Association (PARC) has social embeddedness and stakeholder involvement, a result beyond simple economic function. Enhanced training and innovation must go together, balancing each other off to make up for the residual knowledge gaps in technical agriculture.

Moreover, it is essential to maintain finances on a sound footing by allowing close ties that are harder than ever before with donors, cooperatives, international organizations, and so on, so that long-term project financing targets can be supported.

For Both Institutions

- Harmonize Public Relations Platforms: Conjointly manage agricultural information networks in order to bring about systematic changes across the board.
- Organize Joint Propaganda Councils: Publicize the efforts of farmers to increase food security and economic stability, build public support and involvement.
- Cooperate in Grooming Talent: Shunt investment into shared training seminars and skill-enhancing activities to achieve impacts on a larger scale across regions.

4.4 Limitations of the Study

The findings must be put into proper context, recognizing that, like all research, this study had certain limitations and clearly defined boundaries. These delimitations outline the geographic scope, timeframe, and characteristics of the targeted population. The study

was conducted in Nablus Governorate during 2024–2025 and focused specifically on agricultural beneficiaries affiliated with the Ministry of Agriculture and the Agricultural Development Association (PARC). A purposive sampling technique is utilized here, in that only those who could be reached through institutional beneficiary lists and by direct outreach were allowed to participate. By forthrightly acknowledging these boundaries especially that the sample has been non-random the researcher has set appropriate expectations with respect to the applicability and generalizability of such results.

Several limitations also impacted the research study. First, the geographic scope was limited to Nablus and the surrounding areas which are accessible. While Nablus is a central agricultural hub, the findings cannot be generalized to all other Palestinian agricultural regions. Logistical constraints, including transportation difficulties and political movement restrictions, made it very difficult or impossible to include more distant or dispersed communities.

Second, even within Nablus, the collection of data was concentrated in places accessible to the researcher. Thus, some very remote, isolated, or hardly accessible communities were underrepresented, by which diversity of opinions while assessing PR practices may be compromised.

Third, although the original survey instrument was developed in English, it had to be translated into Arabic for field use. Even while making full effort toward linguistic accuracy, subtle shifts in meaning may have occurred due to difficulties associated with translating from one language to another, which are not seldom present in PR research, where even shades of difference in word meanings may alter the understanding of participants from one item to another.

Fourth, most of the questionnaires had to be administered via telephone due to the difficulty of meeting farmers in person. Although this widely opened up access, at the same time it imposed limitations such as reduced rapport, more succinct responses, and interference at times from weak network connectivity or background noise in rural areas.

Another concern is response bias, as data were all self-reported. Some beneficiaries may have been reluctant to express critical opinions about either institution, most especially the Ministry because they might fear social consequences or believe that giving negative

feedback could affect services in the future. Finally, this research was carried out during a limited period with modest resources. These conditions did not allow the option for deep longitudinal and/or mixed-methods analysis. Nevertheless, notwithstanding the difficulties, every attempt was made to carry out the research rigorously, neutrally, and with respect to the views expressed by all participating beneficiaries of agriculture.

4.5 Future Research Directions

More research should be conducted in several Palestinian governorates in order to offer a broader general snapshot of PR patterns in agricultural organizations.

Longitudinal research is needed to keep track of how PR strategies change over time and the lasting effects on stakeholders' involvement.

Out-of-zoom numbers with a quantum leap in terms of finer qualitative observation may be a good way to take the study deeper as well as give it more breadth.

Also, research into modern technology for example, communication equipment using AI could uncover fresh channels which serve to improve how stakeholders participate and give the enterprise legal status.

4.6 Contributions

This study makes several contributions to both theory and practice:

1. **Empirical Contribution:** The study offers empirical information on how farmers view institutional communication by concentrating on Palestine's agriculture sector, an area that is frequently disregarded in communication and public relations studies. In a politically and economically limited setting, it closes a gap in comparative assessments of governmental and non-governmental organizations.
2. **Practical Contribution:** The results provide practitioners and policymakers with useful information. The findings highlight the necessity for the Ministry of Agriculture to update its channels of communication, increase responsiveness, and fortify its mechanisms for participation. The results support the Agricultural Development Association (PARC)'s present tactics while also highlighting areas that require improvement, like better coordination and more training opportunities.

3. **Social Contribution:** The study strengthens the viewpoints of a group that is frequently underrepresented in policy review by emphasizing farmers' voices. It emphasizes how crucial communication is to fostering trust, bolstering resilience, and promoting sustainable agricultural growth in Palestine; it is not just an administrative instrument.

List of Abbreviations

Abbreviation	Meaning
PR	Public Relations
NGOs	Non-Governmental Organizations
NPOs	Non-Profit Organizations
PARC	Agricultural Development Association
CSR	Corporate Social Responsibility
FRG	Farmer Research Group
CSO	Civil Society Organization
M&E	Monitoring and Evaluation
SMS	Short Message Service
EU	European Union

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Appendices

Appendix (A)

Tables

Table (11)

Arithmetic means of the total score for beneficiaries' evaluation of public relations practices. A comparative study between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC) according to the age variable

Age	Beneficiary affiliated with the Ministry of Agriculture			Beneficiary affiliated with the Agricultural Development Association (PARC)		
	Quantity	Average	Deviation	Quantity	Average	Deviation
20 to under 30	26	3.35	0.69	24	3.5	0.35
30 to under 40	53	3.1	0.59	49	3.47	0.48
40 to under 50	79	3.13	0.5	43	3.53	0.39
50 and over	19	3.54	0.7	30	3.41	0.49

Table (12)

Results of the one-way analysis of variance test, to test the level of significance of the differences for the total score of the beneficiaries' evaluation of public relations practices according to the age variable

Axis	Source of variance	Sum of squares	Degrees of freedom	Sum of squares	F	Level
Total Grade	Amongst Groups	1.94	3	0.65	2.20	0.09
	Within Groups	93.69	319	0.29		
	Total	95.63	322			

**Statistically significant at the ($\alpha \leq 0.1$) level.

Table (13)

Results of the (t) test for two independent samples to test the level of significance of the differences for the total score for the beneficiaries' evaluation of public relations practices according to the gender variable

Gender	Beneficiary affiliated with the Ministry of Agriculture			Beneficiary affiliated with the Agricultural Development Association (PARC)			Value of (T)	Significance Level
	Quantity	Average	Deviation	Quantity	Average	Deviation		
Male	3.2	0.57	149	3.5	0.43	106	0.74-	0.46
Female	3.3	0.69	28	3.43	0.45	40		

*Statistically significant at ($\alpha \leq 0.05$) level, **Statistically significant at ($\alpha \leq 0.01$) level.

Table (14)

Arithmetic means of the total score for the beneficiaries' evaluation of public relations practices. A comparative study between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC) according to the educational level variable

Education Level	Beneficiary affiliated with the Ministry of Agriculture			Beneficiary affiliated with the Agricultural Development Association (PARC)		
	Quantity	Average	Deviation	Quantity	Average	Deviation
High School or less	31	3.57	0.67	45	3.55	0.49
Diploma	26	3.15	0.57	27	3.44	0.44
Bachelor's Degree	112	3.08	0.54	71	3.45	0.41
Higher Education	8	3.55	0.22	3	3.49	0.15

Table (15)

Results of the one-way analysis of variance test, to test the level of significance of the differences for the total score of the beneficiaries' evaluation of public relations practices according to the educational level variable

Axis	Source of variance	Sum of squares	Degrees of freedom	Sum of squares	F	Level
Total Grade	Between groups	6.52	3	2.17	7.78	0.00**
	Within groups	89.11	319	0.28		
	Total	95.63	322			

**Statistically significant at the ($\alpha \leq 0.01$) level.

Table (16)

Differences between arithmetic means on the total score according to the educational level variable

Dimensions	Educational Level (I)	Educational Level (J)	The difference between arithmetic means
Total Grade	High School or less	Diploma	0.26171*
		Bachelor's	0.33460*
		Higher Education	0.02833

*Statistically significant at the significance level ($\alpha \geq 0.05$), (Scheffé, 1961).

Table (17)

Means of the Total Score of Beneficiaries' Evaluation of Public Relations Practices — A Comparative Study Between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC) According to the Type of Agricultural Activity Variable

Type of Agricultural Activity	Beneficiary affiliated with the Ministry of Agriculture			Beneficiary affiliated with the Agricultural Development Association (PARC)		
	Quantity	Average	Deviation	Quantity	Average	Deviation
Crop Farming (Vegetables/Fruits)	28	3.31	0.63	43	3.53	0.46
Fruit Tree Farming	54	3.22	0.61	31	3.56	0.4
Livestock and Poultry Raising	52	3.1	0.58	32	3.44	0.43
Organic Farming	43	3.22	0.56	40	3.39	0.44

Table (18)

Results of the one-way analysis of variance test, to test the level of significance of the differences for the total score of the beneficiaries' evaluation of public relations practices according to the variable of the type of agricultural activity

Axis	Variance	sum of squares	Degrees of Freedom	Sum of Squares	F	Significance Level
Total Grade	Amongst groups	1.90	3	0.63	2.16	0.09
	Within groups	93.73	319	0.29		
	Total	95.63	322			

**Statistically significant at the ($\alpha \leq 0.01$) level.

Table (19)

Results of the (t) test for two independent samples to test the level of significance of the differences for the total score for the beneficiaries' evaluation of public relations practices according to the variable of the entity with which they deal primarily

Topics	Main entity you deal with:	Quantity	Arithmetic mean	Deviation	Value of T	Level of Significance
Total Grade	Beneficiary affiliated with the Ministry of Agriculture	177	3.20	0.59	4.75-	**0.00
	Beneficiary affiliated with the Agricultural Development Association (PARC)	146	3.48	0.44		

*Statistically significant at ($\alpha \leq 0.05$) level, **Statistically significant at ($\alpha \leq 0.01$) level.

Table (20)

Arithmetic means of the total score for beneficiaries' evaluation of public relations practices. A comparative study between the Palestinian Ministry of Agriculture and the Agricultural Development Association (PARC) according to the variable of place of residence

Accommodation	Beneficiary affiliated with the Ministry of Agriculture			Beneficiary affiliated with the Agricultural Development Association (PARC)		
	Quantity	Average	Deviation	Quantity	Average	Deviation
Village	121	3.26	0.6	116	3.52	0.41
Camp	20	3.2	0.41	12	3.2	0.48
City	36	2.97	0.62	18	3.41	0.52

Table (21)

Results of the one-way analysis of variance test, to test the level of significance of the differences for the total score of the beneficiaries' evaluation of public relations practices according to the variable of place of residence.

Axis	Source of Variance	Sum of squares	Degrees of Freedom	Sum of Squares	F	Level of Significance
Total Grade	Amongst Groups	3.79	2	1.89	6.60	**0.00
	Within Groups	91.84	320	0.29		
	Total	95.63	322			

**Statistically significant at the ($\alpha \leq 0.01$) level,

Table (22)

Differences between arithmetic means on the total score according to the variable of place of residence

Dimensions	Place of residence (I)	Place of Residence (J)	The difference between arithmetic means
Total Grade	Village\Town	Camp	0.18783
		City	.27152*

*Statistically significant at the significance level ($\alpha \geq 0.05$), (Scheffé, 1961)



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قدمت هذه الرسالة استكمالاً لمتطلبات الحصول على درجة الماجستير في العلاقات العامة المعاصرة،
من كلية الدراسات العليا، في جامعة النجاح الوطنية، نابلس - فلسطين.

2025

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الملخص

تسعى الدراسة إلى تقييم كفاءة ممارسات العلاقات العامة المعتمدة في مؤسستين زراعتين رئيسيتين، هما وزارة الزراعة وجمعية التنمية الزراعية الفلسطينية (PARC)، وذلك من خلال تحليل تصوّرات المستفيدين حول استراتيجيات الاتصال المعتمدة ومستوى تقديم الخدمات.

وتتبع إشكالية الدراسة من محدودية الفهم المتوافر بشأن أثر الاتصال المؤسسي في مستويات الرضا والثقة والمشاركة لدى المزارعين، ولا سيما في ظل ما يواجهه القطاع الزراعي من تحديات سياسية واقتصادية وبيئية متعدّدة. واعتمدت الدراسة المنهج الكمي، حيث جرى توزيع استبانة منمّنة على عينة من المستفيدين الزراعيين في محافظة نابلس، وقد بلغ عدد الاستبانات الصالحة للتحليل (322) استبانة.

وأظهرت نتائج الدراسة أن جمعية التنمية الزراعية الفلسطينية (PARC) تتميز بمستوى مرتفع من الاتصال ثنائي الاتجاه، وبقدرة أعلى على الاستجابة، إلى جانب تبنيها نهجاً أكثر تمحوراً حول المجتمع المحلي في تفاعلها مع المستفيدين. في المقابل، حققت وزارة الزراعة درجات مرتفعة في مجالات تتعلق بالهيكل التنظيمي والاتصال القائم على السياسات، إلا أنها تعاني من محدودية في مستوى التفاعل المباشر مع المستفيدين.

وتخلص الدراسة إلى أن تحسين آليات الاتصال التشاركي، وتعزيز الاستجابة على المستوى الميداني، وزيادة الشفافية في تنفيذ البرامج، واعتماد مقاربات أكثر اعتماداً على المجتمع المحلي، ولا سيما في المؤسسات

الحكومية، من شأنه أن يسهم في مواءمة الخدمات المقدّمة مع احتياجات المزارعين وتوقعاتهم، بما يعزز مستويات الرضا والثقة لديهم.

الكلمات المفتاحية: العلاقات العامة، تقييم المستفيدين، وزارة الزراعة، جمعية التنمية الزراعية (PARC)، نابلس، الاتصالات الزراعية.