



## Positioning of Public Relations Units and its Consequences for Government Effective Communication in Tanzania

Ndege Makura<sup>1</sup>, Albert Tibaijuka<sup>2</sup> and Rev. Dr. Joseph Matumaini<sup>2</sup>

<sup>1</sup>Secretary General: Public Relations Society of Tanzania

Email: [nmakura@gmail.com](mailto:nmakura@gmail.com)

<sup>2</sup>Academician, Department of Journalism and Mass Communication, St. Augustine University of Tanzania

Correspondence: [bapropsk@gmail.com](mailto:bapropsk@gmail.com)

### ABSTRACT

This study examines the implications of structural positioning of Public Relations (PR) units in Tanzanian government ministries and independent departments and how such positioning affects government communication effectiveness. Using a mixed-methods approach, the study integrates document review, key informant interviews, and survey data from communication officers to assess the extent to which PR position, authority, resource allocation, and decision-making involvement influence institutional communication performance. The findings indicate that PR units placed low in organizational hierarchies face limited autonomy, ineffective coordination, and slow communication response, leading to weak citizen engagement and reduced public trust. Conversely, strategically positioned PR units closer to decision-makers, demonstrate improved crisis communication, policy clarity, and inter-agency coordination. The paper concludes that Tanzania's communication ecosystem can be strengthened through structural reforms, capacity investment, and executive-level integration of PR functions. A framework for strategic PR repositioning is proposed.

### ARTICLE'S INFO

**Article No.:** 121725196

**Type:** Research

**Full Text:** [PDF](#), [PHP](#), [HTML](#), [EPUB](#), [MP3](#)

**DOI:** [10.15580/gjjamc.2025.1.121725196](https://doi.org/10.15580/gjjamc.2025.1.121725196)

**Received:** 20/08/2025

**Accepted:** 28/11/2025

**Published:** 29/12/2025

**Keywords:** Public Relations,  
Government Communication,  
Organizational Structure, Effective  
Communication

#### \*Corresponding Author

Ndege Makura

**E-mail:** [bapropsk@gmail.com](mailto:bapropsk@gmail.com)

#### Article's QR code



## 1. INTRODUCTION

Communication is an essential pillar of effective governance, playing a decisive role in shaping public trust, enhancing policy comprehension, and fostering meaningful citizen participation in government initiatives. For any government, the ability to inform, persuade, and engage citizens is central to the successful implementation of policies, development programs, and public services. Effective government communication ensures that citizens understand the intent, benefits, and implications of policies; that misinformation is countered promptly; and that government institutions maintain legitimacy and accountability (Argenti, 2015; Cornelissen, 2020). In this context, timely, accurate, and coordinated communication becomes indispensable for crisis management, image building, and sustaining constructive state citizen relations tasks that fall squarely within the mandate of Public Relations (PR) units (Cutlip, Center, & Broom, 2013; Heath, 2013).

Public Relations units function as an interface between government institutions and the public, facilitating dialogue, promoting transparency, and shaping narratives that support institutional goals (Lee, Neeley, & Stewart, 2012). Their role extends beyond disseminating information; they also monitor public opinion, anticipate communication risks, advise leadership, and contribute to long-term reputation management, reflecting the expanded global role of strategic communication professionals (Heath & Johansen, 2018; Tench & Yeomans, 2017). This evolution aligns with a broader international trend wherein PR has shifted from a peripheral technical function to a strategic management role embedded at the highest levels of organizational leadership (Dozier, 1992; White & Dozier, 2005).

The theoretical foundation supporting this shift is articulated in the Excellence Theory, which posits that PR units achieve maximum effectiveness when positioned within the organization's "dominant coalition" the group of senior leaders responsible for strategic decision-making (Grunig, 1992; Grunig & Grunig, 2008). When PR practitioners participate directly in decision-making, they can advise leaders, influence policy communication strategies, and respond swiftly to emerging issues. Empirical studies further affirm that PR units strategically placed at higher hierarchical levels demonstrate greater autonomy, influence, and communication impact than those relegated to administrative or technical roles (Grunig, Grunig, & Dozier, 2002; Afrilliya Ani, Nur, & Rachmawati, 2017).

In Tanzania, government ministries, departments, and agencies (MDAs) have established PR units as part of their communication apparatus. However, their organizational placement varies widely. Some PR units report directly to top executives such as Permanent Secretaries or Directors, consistent with global best practices (Matenda, 2022; Mhagama, 2021). Others are situated within administrative or human resource

divisions, where their authority is limited and their strategic role is diminished (Kazinja, 2023; Kamugisha & Nchimbi, 2023). These structural inconsistencies raise concerns about whether PR units possess the influence, resources, and strategic access needed to fulfil their communication mandates effectively. Scholars of PR in African public institutions also note that such structural challenges often constrain practitioners' ability to operate strategically (Kasoma, 2010; Ndlovu, 2015; Tukamushaba & Katamba, 2016).

The importance of strengthening government communication has become even more pronounced in an era defined by rapid digital transformation, heightened public demand for transparency, and the viral spread of misinformation (Šimunjak & Caliandro, 2023). Consequently, the positioning of PR units within government structures becomes a crucial determinant of communication effectiveness, policy dialogue, and public engagement (Onsongo, Wambui, & Muturi, 2017; Holtzhausen & Voto, 2002).

This study seeks to examine how the organizational placement of PR units affects the overall effectiveness of government communication in Tanzania. By analyzing structural arrangements, decision-making access, operational autonomy, and communication outcomes across selected MDAs, the study provides empirical evidence on the relationship between unit positioning and communication performance. The findings aim to offer practical insights for policymakers and public-sector leaders on strengthening communication systems, enhancing accountability, and improving government-citizen engagement.

### Statement of the Problem

Despite increasing recognition of public relations' role in government, PR units in many Tanzanian government institutions remain positioned at lower operational levels. Such positioning limits access to strategic information, delays communication responses, and undermines the ability of PR professionals to advise leadership effectively on communication issues.

Weak positioning has contributed to several challenges, including fragmented communication processes, inconsistent messaging, slow crisis response, and limited public education initiatives. These issues undermine government credibility and reduce public trust. However, empirical studies specifically examining the implications of PR positioning in Tanzania are limited. This research addresses this gap by assessing how the positioning of PR units influences government effective communication

## Research Objectives

To examine the consequences of PR Unit Positioning on Government Effective Communication in Tanzania.

## 2. LITERATURE REVIEW

### Theoretical Framework

This study is anchored in Excellence Theory, one of the most influential frameworks in public relations scholarship. Excellence Theory argues that communication becomes most effective when public relations is positioned as a strategic management function rather than a technical or administrative activity (Grunig, 1992). By being strategically embedded, PR professionals gain timely access to institutional information, enabling them to anticipate public concerns, manage issues proactively, and contribute to organizational decision-making. In government settings, where public accountability, transparency, and citizen engagement are crucial, the strategic positioning of PR units becomes essential for shaping coherent and credible communication.

A central principle of the theory is that PR loses its strategic value when it is sublimated under other organizational functions, such as marketing, human resources, or general administration. Grunig (2008) explains that sublimation limits PR to the priorities of the dominant unit such as focusing solely on consumers if placed under marketing thereby neglecting broader publics such as citizens, civil society, or the media. This often results in asymmetrical communication, where the organization seeks to persuade rather than engage in two-way dialogue. For public institutions, such narrowing of communication undermines transparency, weakens public trust, and diminishes the ability of government to meaningfully engage diverse stakeholders.

Excellence Theory further emphasizes the importance of PR's inclusion in the dominant coalition, the small group of senior leaders responsible for major strategic decisions. When PR managers are part of this leadership circle, they are positioned to provide communication insights that shape policy processes, guide crisis responses, and contribute to institutional reputation management (Grunig, 1992). Access to top management empowers PR practitioners to advise leaders on public implications of decisions and ensures that communication is incorporated from the earliest stages of planning. This strategic visibility also enhances the organization's ability to align its actions with public expectations, thereby strengthening legitimacy.

White and Dozier (2005) reinforce this argument by asserting that PR managers cannot demonstrate effectiveness unless they are meaningfully integrated into top-level decision-making. They note that the senior PR executive must have both authority and access to leadership in order to influence organizational communication direction (p. 105). In contexts such as

Tanzania, where PR units are positioned differently across ministries and government agencies, Excellence Theory provides a robust justification for examining how their structural placement affects communication performance. The theory thus offers a valuable foundation for understanding why PR units positioned at higher organizational levels tend to deliver more strategic, responsive, and impactful communication outcomes.

### Empirical Review

Global scholarship consistently demonstrates that the organizational placement of public relations units significantly influences their effectiveness. Studies conducted in the United States, Europe, and South Africa show that PR units positioned at higher levels of authority particularly those reporting directly to top executives perform substantially better than those placed under administrative or technical divisions (Heath, 2013; Tench & Yeomans, 2017). These findings highlight the importance of positioning PR functions close to strategic decision-making centers, where communication professionals can access timely information and contribute meaningfully to organizational strategy. In the African context, research further reveals that weak or poorly structured PR systems continue to hinder governments' capacity to communicate effectively with citizens, particularly during crises when rapid, credible, and coordinated communication is most essential (Tukamushaba & Katamba, 2016).

Excellence Theory provides a deeper explanation for these global and regional trends. According to Grunig, Grunig, and Dozier (2002), excellent public relations departments contribute to strategic decisions by supplying the dominant coalition the key group of senior decision-makers with information about the organization's operating environment, internal dynamics, and stakeholder relationships. These departments typically engage in environmental scanning, maintain direct access to top management, and present information in formats appropriate for various decision-making levels. The likelihood of an organization maintaining an excellent communication function increases when it faces high levels of environmental uncertainty, which requires continuous monitoring of public attitudes and agile communication responses. Afrilliya Ani et al. (2017) further emphasize that excellent PR departments are not merely information disseminators; rather, they are responsible for managing communication strategically, ensuring alignment with institutional goals and external expectations.

However, not all organizations recognize or operationalize this strategic role. Research shows significant variations in how institutions structure their PR units. Some organizations place PR in senior-level positions reporting directly to heads of administration, enabling communication practitioners to participate in high-level decision-making. Others locate PR under functional departments such as marketing, human

resources, or legal services, thereby limiting their authority, scope, and ability to influence organizational strategy (Afrilliya Ani et al., 2017). Additional structural variations include whether PR is organized as an independent unit, embedded within multiple departmental units, outsourced to consultants, or managed through a combination of internal and external arrangements. Such variability reflects differing organizational philosophies regarding the value of communication and ultimately shapes the quality and impact of public relations activities.

Within the Tanzanian government context, similar structural inconsistencies are evident. Matenda (2022) notes substantial discrepancies in how communication officers are positioned across ministries, independent departments, agencies, and local government authorities. Even communication strategies differ across institutions, with each entity adopting its own approach rather than adhering to a unified national communication framework. The Government Communication Unit (GCU) guidelines define several functions for communication officers, including promoting institutional activities and policies, preparing reform-related documents, distributing publications, coordinating press briefings, preparing ministerial papers, maintaining institutional websites, and advising various government bodies on document production (Kazinja, 2023). Although these functions outline the operational responsibilities of communication officers, they reveal a limited scope centered largely on dissemination rather than engagement. The guidelines do not provide explicit direction on facilitating two-way communication or public dialogue, resulting in an overly one-directional flow of information from government to citizens. Moreover, the guidelines fail to clearly define where communication officers should be positioned within the organizational hierarchy, further contributing to structural ambiguity (Kazinja, 2023).

The distinction between senior communication officers and technical communication roles offers further insight into these structural challenges. Senior officers often participate in management meetings and contribute to strategic planning, while technicians are confined to routine communication tasks such as writing press releases, mobilizing media, taking photographs, managing websites, and handling day-to-day information dissemination. This distinction aligns with Dozier's (1992) classification of managerial versus technical communication roles, as cited in Onsongo et al. (2017), and underscores the importance of organizational placement in determining the strategic potential of PR practitioners. In summary, the literature indicates that the positioning of government PR units in Tanzania is inconsistent and often misaligned with global best practices, thereby limiting their capacity to support effective, strategic, and participatory communication.

### 3. METHODOLOGY

This study adopted a descriptive research design, which was appropriate for generating rich and detailed insights into how the Government of Tanzania positions its public relations departments and the implications that arise from these structural arrangements. The descriptive design enabled the researcher to capture nuanced perspectives and firsthand experiences from communication professionals working within government institutions, thereby allowing for an in-depth understanding of the contextual realities shaping communication practices.

The population for the study comprised Public Relations Officers, Communication Managers, and other officials working within PR units of government ministries, departments, and agencies (MDAs) located in Dodoma and Dar es Salaam. The respondents included senior Public Relations Officers with extensive experience, many of whom had served in more than three government offices. Their diverse exposure and familiarity with communication operations across various government entities provided a broad and informed basis for analyzing how PR units are positioned within organizational structures.

To identify suitable participants, the study employed purposive sampling. This non-probability technique ensured that only individuals with relevant expertise, professional experience, and substantial knowledge of government communication systems were selected. Participants were deliberately chosen based on their backgrounds in communication management, and all respondents possessed working experience in more than three government institutions. This approach strengthened the credibility and richness of the data, as it privileged informed perspectives from practitioners directly involved in communication functions.

The sample size was guided by the principle of data saturation, which is appropriate for qualitative research. Ultimately, the study involved ten government institutions and a total of twelve respondents with professional experience spanning corporate organizations as well as local and central government offices. This diverse composition enabled the researcher to gather multifaceted insights into the positioning of PR units and their influence on communication effectiveness.

Data collection methods consisted primarily of semi-structured interviews and an online focus group discussion (FGD). Semi-structured interviews were conducted with twelve public relations practitioners, all of whom had served in more than two government institutions. The interviews sought to explore how PR departments are positioned within government structures and the resulting implications for communication effectiveness. Complementing the interviews, an online FGD was conducted with six senior Public Relations and communication practitioners to deepen the understanding of how organizational positioning

influences communication management within government settings.

The study employed thematic analysis to interpret the qualitative data collected. Interview transcripts and focus group discussion notes were systematically coded to identify recurring themes, patterns, and categories. These themes were then compared across data sources to ensure consistency, reliability, and validity of the findings. The thematic analysis allowed the researcher to capture both convergent and divergent perspectives, ultimately contributing to a comprehensive understanding of the structural positioning of PR units in Tanzanian government institutions and its implications for communication effectiveness.

#### 4. FINDINGS

The findings revealed that the structure and positioning of communication departments within Tanzanian government offices are inconsistent, fragmented, and often dependent on the leadership philosophy of individual institutions. This structural placement has significant implications for the roles, responsibilities, and influence of communication officers in both ministries and government agencies.

My study found that, most PR officers in Tanzania government offices especially from local and central government treated as “photo-takers”, excluded from advisory tables, and this have been led by the inadequate positioning of PR and Communication practitioners. Because, most of PR departments have no power over strategic communication, the government constantly is inconsistency, fragmented, reactive, contradictory and opaque

Respondents shown that most of communication crises occur in government is because of negligence of communication practitioners by the top leaders.

The study shows that institutions that position PR units under administrative or support divisions unintentionally limit the units’ strategic contribution. Restricted authority, inadequate resources, and absence from executive discussions reduce the timeliness and clarity of public messages. Conversely, agencies where PR units are strategically placed near top leadership demonstrate more effective stakeholder engagement, and stronger crisis communication capacity and demonstrate effective communication compared to most which PR units positioned un-strategically.

According to respondents who have worked in both corporate, local and central government, most of public relations and communication officers in corporate organizations occupy a central, strategic role, acting as spokespersons with adequate budgets and full operational scope over communication functions.

This study reveals that, practitioners often labelled and titled as “Information Officers” are frequently placed under unrelated departments such as Information Technology, lack budgetary allocation, and are reduced

to supportive tasks such as photography, news writing and social media posting. Due to their functions and roles, they perceived as journalists and positioned low with no adequate budget, low value, everyone thinks to be able to do whatever they do.

In most of central and local government, Communication Units are not even shown in organizational structure, they have been attached within other departments like ICT, Human Resources, administration departments. In both central and local government, there is no full PR departments. This is contrary to corporate organization where most of PR or communication departments are placed at the top of organizational structure and normally reporting directly to head of the organization. Generally, in Tanzania, only a minority of institutions placed PR units strategically therefore champion the effective communication for the government.

Most of PR officers in Tanzania government offices positioned at lower levels with restricted access to senior leadership, meaning they receive information late and cannot participate in critical strategic discussions. As a result, they often communicate only after decisions are made without understanding the context behind them, leading to vague, reactive, and sometimes inaccurate messages. Weakly positioned PR units usually require permission from several offices before issuing statements, organizing press briefings, or responding to misinformation. This dependence forces PR to operate passively rather than proactively, undermining institutional credibility.

Most of Public relations in Tanzania lack direct access to leadership during crises, PR officers cannot provide timely updates or guide appropriate messaging strategies. This leads to inconsistent information, conflicting statements, and diminished public trust during high-stakes situations such as disasters, scandals, or policy failures.

The lack of a strategic role for the most of PR in Tanzania also means important functions like stakeholder mapping, lobbying, and public education are neglected, particularly in local and central governments where direct citizen engagement is critical. All respondents urged that without elevated status, PR officers are often reduced to “photographers” roles, excluded from strategic decision-making, and lack access to necessary budgets leads to the poor communication management for the government.

Respondents warned that poor positioning of PR departments has direct consequences to government communication and they insisted all PR departments should be positioned at directorate level to be able handle all government communication effectively. When government communicators are sidelined or their advice ignored, messages become inconsistent, contradictory, or opaque. Citizens stop believing official information and when trust falls, even accurate warnings and useful project are ignored.

On other hand, strategically positioned PR professionals participate in leadership meetings where

policies, decisions, and institutional priorities are discussed. This allows PR to anticipate communication needs, prepare information proactively, manage risks early, and shape public understanding with clarity and confidence. In Tanzania, this is normally done in few corporate institutions.

Strategic positioning leads to better communication management, visibility, and stakeholder engagement. This positioning aligns with international best practices (Grunig & Hunt, 1984), that PR should occupy a management function. They hold desirable, values from all departments and top leaders. Due to this strategic positioning, their performance is also measurable and satisfying. Weak positioning of PR reducing its capacity to influence institutional messaging and strategy.

## 5. DISCUSSION

The findings of this study confirm the core assertions of Excellence Theory, which emphasizes that the effectiveness of public relations is fundamentally shaped by its organizational positioning, strategic access, and involvement in decision-making processes (Grunig & Grunig, 2008). In Tanzanian government institutions, PR units that report directly to senior leadership exhibit communication practices that closely mirror the characteristics of “excellent communication departments” described by Grunig, Grunig, and Dozier (2002). These units demonstrate better issue management, more timely communication, and stronger influence on policy messaging. This alignment suggests that communication effectiveness is not merely a function of individual skills, training, or resources, but is deeply contingent on whether PR practitioners are structurally empowered to operate at strategic levels of governance.

However, the study also reveals significant inconsistencies and fragmentation in the structural positioning of PR units across ministries, departments, and agencies. In many central and local government institutions, Communication Units are either absent from organizational charts or placed under departments such as ICT, Human Resources, or Administration. This arrangement relegates communication to a technical support function rather than positioning it as a strategic component of institutional management. The inconsistent nomenclature such as “Communication,” “Information,” or “Information, Education, and Communication” further reflects an absence of standardized identity and purpose for PR across government institutions. Such positioning contrasts sharply with practices in corporate organizations, where PR functions typically occupy senior positions and report directly to executive leadership to ensure timely strategic communication.

The broader African scholarship supports these findings. Researchers such as Ndlovu (2015) and Kasoma (2010) have documented the marginalization of

PR in public institutions, where communication functions are often subsumed under protocol, administration, or ceremonial duties. These structural constraints limit the strategic influence of PR practitioners and reduce their ability to contribute to decision-making processes. While South Africa demonstrates some progress in elevating PR within government due to legislative backing and institutional reforms (Holtzhausen & Voto, 2002), many East African countries including Tanzania continue to operate within traditional, technically oriented communication models that hinder strategic integration.

Consistent with these regional observations, the findings of this study resonate with Mhagama’s (2021) argument that PR officers in Tanzanian ministries often function under Information or Protocol offices, which restricts their involvement in policy dialogue, agenda-setting, and high-level planning. This low structural positioning correlates with limited autonomy, insufficient departmental funding, and unclear reporting lines, ultimately diminishing the effectiveness of government communication. During crises, this becomes particularly problematic, as PR officers lack the authority to make rapid decisions, shape narratives, or coordinate cross-departmental communication efforts.

Recent empirical work further reinforces the need for structural reforms. Kamugisha and Nchimbi (2023), in their analysis of communication structures in Tanzanian local governments, found that although there is growing recognition of the importance of PR, most institutions still lack a cohesive framework that integrates communication into strategic governance. Their recommendation that PR units report directly to institutional heads aligns both with Excellence Theory’s prescriptions and the empirical findings of this study. Elevating PR to the executive level would facilitate better information flow, improve crisis response, enhance public trust, and strengthen two-way engagement between government and citizens.

Overall, the study underscores that communication effectiveness in Tanzanian government institutions is intrinsically linked to organizational structure. The misalignment between PR positioning and strategic decision-making processes not only limits the professional potential of communication officers but also undermines the government’s ability to engage citizens, manage public expectations, and promote transparency. Strengthening PR positioning, therefore, is not simply an administrative adjustment -it is a necessary institutional reform that can elevate the quality, responsiveness, and legitimacy of government communication in Tanzania.

## CONCLUSION AND RECOMMENDATIONS

Elevating the organizational positioning of Public Relations (PR) units in Tanzanian government institutions is critical for enhancing strategic communication and institutional effectiveness. PR units should be integrated directly into the top management structure, allowing practitioners to participate in decision-

making processes, advise on policy implications, and contribute to proactive communication strategies. Standardizing the functions, roles, and reporting lines of PR units across ministries, departments, and agencies would create coherence, professional legitimacy, and clarity of purpose, ensuring that communication is treated as a core strategic function rather than a peripheral administrative task. In addition, establishing fully functional communication departments, rather than small units embedded within unrelated divisions, would strengthen autonomy, resource allocation, and the capacity to manage complex communication challenges effectively.

Complementing structural reforms, continuous professional development and capacity-building initiatives are essential to align PR practices with global standards and the principles of Excellence Theory. Policy guidelines should emphasize two-way communication, public engagement, and the integration of digital and traditional media channels to foster transparency and trust. By combining strategic positioning with professional empowerment, the government can enhance responsiveness, strengthen public confidence, and ensure that communication practices actively support governance objectives and citizen-centred development. These measures collectively provide a pathway for transforming PR from a technical support function into a strategic enabler of effective governance in Tanzania.

## REFERENCES

- Afrilliya Ani, A., Nur, N., & Rachmawati, I. (2017). *Public relations positioning and organizational structure*.
- Argenti, P. A. (2015). *Corporate communication* (7th ed.). McGraw-Hill.
- Cornelissen, J. (2020). *Corporate communication: A guide to theory and practice* (6th ed.). Sage.
- Cutlip, S. M., Center, A. H., & Broom, G. M. (2013). *Effective public relations* (11th ed.). Pearson.
- Dozier, D. M. (1992). *Manager's guide to excellence in public relations and communication management*. Lawrence Erlbaum Associates.
- Grunig, J. E. (1992). *Excellence in public relations and communication management*. Lawrence Erlbaum Associates.
- Grunig, J. E. (2008). *Excellence theory in public relations and communication management*. Routledge.
- Grunig, J. E., & Grunig, L. A. (2008). *Excellence theory in public relations*. Routledge.
- Grunig, J. E., Grunig, L. A., & Dozier, D. M. (2002). *Excellent public relations and effective organizations: A study of communication management in three countries*. Lawrence Erlbaum Associates.
- Grunig, J. E., & Hunt, T. (1984). *Managing public relations*. Holt, Rinehart & Winston.
- Heath, R. L. (2013). *Encyclopedia of public relations*. Sage.
- Heath, R. L., & Johansen, W. (2018). *The international encyclopedia of strategic communication*. Wiley-Blackwell.
- Holtzhausen, D., & Voto, R. (2002). Resistance from the margins: The postmodern public relations practitioner. *Journal of Public Relations Research*, 14(2), 57–84.
- Kazinja, S. (2023). *Government Communication Unit (GCU) Guidelines and their implications on communication roles*.
- Lee, M., Neeley, G. W., & Stewart, K. (2012). *The practice of government public relations*. CRC Press.
- Kasoma, F. (2010). *Public relations practice in Africa: Challenges and prospects*.
- Kamugisha, P., & Nchimbi, S. (2023). *Communication structures and effectiveness in Tanzanian local governments*.
- Matenda, F. (2022). *Positioning of government communication officers in Tanzania*.
- Mhagama, P. (2021). *Communication positioning and policy dialogue in Tanzanian ministries*.
- Ndlovu, M. (2015). *Public relations in African public institutions*.
- Onsongo, E., Wambui, J., & Muturi, W. (2017). *Role differentiation in public sector communication*.
- Šimunjak, M., & Caliendo, G. (2023). Government communication in the digital age. *Journal of Public Affairs*, 23(1), e2897.
- Tench, R., & Yeomans, L. (2017). *Exploring public relations* (4th ed.). Pearson.
- Tukamushaba, E., & Katamba, D. (2016). *Public relations in African governments*.
- White, J., & Dozier, D. M. (2005). *Public relations and management*. Lawrence Erlbaum Associates.

**Cite this Article:** Makura, N; Tibaijuka, A; Matumaini, J (2025). Positioning of Public Relations Units and its Consequences for Government Effective Communication in Tanzania. *Greener Journal of Journalism, Advertisement and Mass Communication*, 1(1): 10-16, <https://doi.org/10.15580/gjjamc.2025.1.121725196>.