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Media communication strategies in the central public administration

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Abstract. From year to year, the role of Social Media has become increasingly important. In this context, public institutions in Romania have started to use social networks more and more often, in order to increase the interest of citizens for interaction through social media. Usually, online communication channels do not replace other means of communication but offer the advantage of the large number of users who are increasingly active in these social networks. Also, public institutions maintain a close relationship with the media, given the fact that it can be a good channel of communication with citizens. Through this communication channel, they build a favorable image and make the activity of public administration transparent, which leads to an improvement in the relationship with citizens. Therefore, the relations of public institutions with the media are materialized through the organization of press conferences, through press releases or interviews with public administration leaders.

Keywords. media communication strategies, public administration, social media

1. Central public administration. Theoretical approaches

1.1. General characteristics of the Central Public Administration

The concept of "Administration" refers to the activity aimed at satisfying the general interest, in accordance with and by compliance with the law. The administration shall be based on facts, documents and decisions recorded in written documents. It is carried out by representatives elected by the population, permanent and temporal officials.

The administration can be: (1) **private** – persons manage privately owned property and (2) **public** – meeting the essential needs common to the entire human community is carried out by public authorities or legal persons under the command of public authorities.

Public Administration in turn may be: (1) **Local:** independent from the Government, subject only to the law, takes decisions for the local community on the basis of the principles of decentralization and autonomy and (2) **Central:** partly subordinated to the Government, focuses on the transfer of tasks to the central bodies, to subordinate bodies operating in the territory, carried out on the basis of organizational and operational principles.

According to Article 116, Chapter V, Section 1 of the Romanian Constitution: "Ministries are organized only under the government. Other specialized bodies can be organized under the Government or ministries or as autonomous administrative authorities" (Romanian

Constitution). The central public administration is organized in a single system, no ministry or other central administrative authority, and no organizational structure within their sphere of competence may be outside that system.

1.2. Classification of Central Public Administration

Supreme Organs: (1) President, Head of State and guarantor of national independence, (2) Government, the body through which the collaboration between the legislature and the executive is carried out

Central organ: (1) Ministries and other bodies subordinated to the Government and (2) Autonomous Authorities

State administration in the territory: (1) Prefect, (2) Decentralized services of ministries and other subordinate bodies

Through the central specialized public administration, the balance of powers in the state is maintained, expressed in the Constitution: Article 58/59 "the legislature, in the rules relating to Parliament"; Article 80/81 "the executive, in the rules concerning the President of Romania and the Government"; Article 123/124 "justice, in the rules on judicial authority". Their order is a classic one, in the order of regulation in the Constitution, namely: "legislative power, executive power and finally judicial power".

By respecting the principles, the power to assess and verify the quality of public services provided by ministries and other central administrative authorities and organizational structures rests with the Government. Hierarchical control over the legality and appropriateness of the activities of organizational structures within its competence is the responsibility of the Ministries and other administrative authorities. The administrative court, which has jurisdiction, shall carry out judicial review of the legality of administrative acts drawn up by ministries and other central administrative authorities.

1.3. Government – place, role and functions in the public authority system

As mentioned in Article 14 of the Romanian Administrative Code "The Government is the public authority of the executive power, which operates on the basis of the vote of confidence granted by Parliament on the basis of the government programme. The Government ensures the implementation of the country's internal and foreign policy and exercises the general leadership of the public administration" (Emergency Ordinance, Art. 116, Paragraph.1 and 2).

The Government is at the level of the Central Public Administrative Authorities, invested by Parliament, and begins its work when it takes its oath before the President. At the base of this public body is the Program of Government accepted by Parliament, and in accordance with the provisions of the Constitution it is organized and operates. By decision of the Government, specific tasks shall be established for each member.

The Government has an administrative role, ensures the balanced functioning and development of the national economic and social system, as well as its connection to the global economic system under the conditions of promoting national interests. It is in cooperation with the autonomous administrative authorities and adopts decisions and ordinances, signed by the Prime Minister, countersigned by ministers with the obligation to implement and publish them in the National Gazette of Romania. Their non-publication entails the absence of the judgment or order.

1.3.1. The composition of the Government

Prime Minister, leads the Government and coordinates the work of its members on compliance with their legal duties.

Ministers, in a variable number, they run ministries specializing in various fields.

The function of "*Minister of State*" is a superior position, this coordinates the work of the ministries under the Prime Minister's command. Other functions within the Government are established by organic laws. The Prime Minister's office involves a cabinet, which in turn consists of Secretaries of State and State Advisers.

The working apparatus of the Romanian Government has a broad composition consisting of the Prime Minister, the Secretary-General of the Government, Departments and other such organizational structures with specific tasks such as: *Department for Relations with Parliament*, *Department for Foreign Investment and Public-Private Partnership*, *Department for Anti-Fraud (DLAF)*, *Control Body of the Prime Minister* and *Department for Interethnic Relations*.

1.3.2. Government Functions

The strategy function by which the strategy for the implementation of the Governance Program is developed.

The implementation function consists of the implementation of the Governance Program.

The regulatory function by which strategic objectives are achieved by developing the necessary regulatory and institutional framework.

The function of administration of state property, through this function are administered both public and private properties of the state, as well as the management of state services.

The function of representation, according to this function, the Government is the representative of the Romanian state under the law, both internally and externally.

The function of state authority can be found in Article 15 of the Administrative Code of Romania: "the function of ensuring the monitoring and control of the application and compliance with regulations in the field of defence, public order and national security, as well as in the economic and social fields and the functioning of the institutions and bodies operating under or under the authority of the Government".

1.4. Specialized bodies of central public administration – National Agency for Tax Administration (ANAF)

The specialized bodies are single-person bodies, led by the ministry.

According to Article 117, paragraph 1, 2 and 3 of the Constitution "Ministries are established, organized and operated according to the law. The Government and the ministries, with the opinion of the Court of Auditors, may set up specialized bodies under their authority only if the law recognizes their competence. Autonomous administrative authorities may be established by organic law" (Constitution of Romania, Cap. V).

The functions held by the heads of the specialized bodies shall be determined by the act of establishment, organization and operation. The heads of the specialized bodies under the ministry may be appointed and dismissed by the Minister if the act of establishment, organization and functioning respectively does not recognize their competence.

In accordance with Law No. 90 of 26 March 2001, Chapter II on the organization and functioning of the Romanian Government and Ministries, Section 2, Article 1 and 2 "The role, functions, functions, organizational structure and number of posts of ministries shall be determined in relation to the importance, volume, complexity and specificity of the work carried

out and shall be approved by decision of the Government. In each ministry will be organized the cabinet of the minister, with his own staff, to which the provisions of the law on the status of civil servant do not apply" (Lega no. 90/2001).

The Constitution does not stipulate that ministries are organized by law, but they are organized according to the law. This means that only the general framework of organization and operation must be established by law. The proper organization of each ministry can form the subject of normative acts subordinated to the law.

There are two broad categories of specialized organs: (1) Branch bodies, which exercise competence in a single sector of activity and (2) domain bodies, which exercise competence in several sectors of activity.

The second category of specialized bodies focuses on mentoring, coordination and control activities within the scope of its competence. The distinction between the two categories is easily interpretable because some central public administration bodies, in addition to carrying out an activity in a particular branch, coordinate or support the work of other specialized bodies. An example of this is the Ministry of Public Finance. Therefore, there is the third category, that of the specialized bodies of the public administration of a dual nature, branch and field.

1.5. National Agency for Tax Administration (ANAF)

The activities of the financial management department in Romania are continuously modernized and adapted to economic and social realities, thus providing high quality operational services. In order to meet the demands of society, the National Agency for Tax Administration, as a specialized body, aims to develop an efficient computerized tax management system that adapts to economic and social changes. This modernization process concerns the provision of diversified, quality and modern services that will benefit both the tax administration and taxpayers.

Stimulated by the development of information technology, the emergence of new media and information circulation channels, the National Agency for Tax Administration must be in a constant dynamic state. It aims to meet taxpayers' expectations by increasing accessibility, simplifying procedures and personalizing relationships with taxpayers.

Services provided by the National Agency for Tax Administration, such as guidance and assistance, communication and simplified procedures, are tools to help taxpayers meet their tax obligations and continue the modernization process.

In the context of service delivery activities, the Agency shall be based on the following basic values and principles: (1) the effectiveness of the activity in relation to taxpayers, (2) the unitary treatment of taxpayers, (3) transparency, (4) respect for the taxpayer.

Currently, the services provided by the National Agency for Tax Administration in the form of guidance and assistance to taxpayers are aimed at helping taxpayers to understand their tax obligations and promoting their performance. These services include providing general information on how to obtain tax rights or comply with tax obligations. The scope of activity in terms of guidance and assistance includes: social donations managed by ANAF, expenditure, taxes and other budgetary revenue.

Since its inception, the State Finance Administration has carried out the following activity under Article 1, Chapter 1 of Law No. 544/2001 on free access to information of public interest, with subsequent amendments and additions, which states: "Free and unrestricted access of the person to any information of public interest, thus defined by this Law, constitutes one of the fundamental principles of relations between persons and public authorities, in accordance with the Romanian Constitution and international documents ratified by the Romanian Parliament" (Law No 544/2001).

ANAF also provides services to taxpayers in the customs field, in accordance with Article 18 and 19 of the Regulation implementing the Customs Code of Romania, approved by Government Decision No. 707/2006 "Everyone has the right to ask the customs authority for information on the application of customs rules. If the information provided by the customs office is not satisfactory, the holder of the application may contact the regional customs directorate within whose territorial jurisdiction the customs office is located, presenting a copy of the reply received" (Regulation implementing the Customs Code of Romanian Cap. V).

Other working methods under which ANAF operates are the services provided to taxpayers through the ANAF porter, in which certain information is retrieved by reference to areas such as: tax legislation and draft normative acts, completion/online submission of tax returns, as well as strategies and activity reports.

2. Media communication strategies

2.1. Public relations. Definition, functions and objectives

Professor Rex Francis Harlow, the best-known public relations theorist, offered the most complex definition of Public Relations: "Public relations is a distinct managerial function that helps establish and maintain mutual limits of communication, mutual acceptance and cooperation between an organization and its public; they involve problem management, helping managers to be informed about public opinion and respond to public demands; they define and emphasize managers' obligations to anticipate environmental trends; they use ethically based research and communication as their main working tools" Harlow, 1976: 34-42).

In other news, public relations is the theoretical element based on non-verbal and non-personal communication, aiming to assess the public's attitude still as the development and execution of programs that attract the public interest.

In Romania, the Romanian Association of Public Relations (ARRP) was established in 1995, and its main objective is to promote the code of ethics of public relations experts. Success in public relations depends primarily on winning, but also maintaining a good reputation of organizations, through direct contracts carried out constantly and systematically with different categories of public, institutions in the country or abroad, but also opinion leaders.

2.2. Classification of Public Relations

Depending on the audience to which it is addressed and its conduct outside the organization, public relations shall be listed as follows:

Internal public relations, intended for the staff of the organization and their families, shareholders, trade unions, associates.

Thus, the aim is to create a favorable working environment, but also to make the employees' work more efficient, automatically leading to an increase in the quality of the service.

External public relations, intended as a whole, to the general public, i.e. to the external public, i.e. potential clients, business partners, government, media, public institutions, but also competition. The aim of external public relations is to develop a favorable image of the organization.

The activity of any public institution is necessarily subject to an analysis of the whole society, in this context, a communication strategy to the general public in the State that the institution represents must be developed.

Pursuant to Law No. 544 of 12 October 2001 Chapter II on "Organizing and ensuring access to information of public interest, Section 1, Article 4, para. 1 we learn that: "In order to ensure that any person has access to information of public interest, public authorities and

institutions are required to organize specialized information and public relations departments or to appoint persons with responsibilities in this field."

The following paragraph shall be added to paragraph 1: Article 2 of the same Article states that "The powers, organization and functioning of the public relations divisions shall be determined, on the basis of the provisions of this Law, by the rules governing the organization and functioning of the public authority or institution concerned" (Law 544/2001).

2.3. Functions of public relations

Public relations also have specific functions distinct from other forms of communication existing in organizations.

Notoriety, representing the most effective function of public relations activities, in the sense that it makes the services and/or values of an institution known to the public.

Education, public relations being the tool by which the market is educated on new technologies used for the production of goods or services.

Credibility, through the communication tool requiring a high degree of credibility offered to society.

Obtaining the support of a third party, credibility is obtained by the fact that the message is transmitted by a neutral party (e.g. the press). The more credible the publication, the more credible the message.

Positioning, which is not only related to the service provided, but to the way the service is perceived by the consumer.

Managing relations with the consumer, public relations involves researching all categories of the public, receiving information from the consumer and alerting management about citizens' relations and opinions.

2.4. Objectives of Public Relations

Through good communication there are several objectives that can be achieved. Public relations directs the work of a firm, organization or institution towards the achievement of carefully selected objectives: (1) creating a favorable image of the institution and its benefits, (2) promoting services, (3) identifying and resolving problems, (4) boosting the positive attitude of the community, (5) preventing erroneous opinions and prejudices, (6) determining the positive attitude of the Government, (7) attracting the most qualified staff, (8) educating the public about their rights and (9) attracting positive attitude from beneficiaries.

Public relations are therefore indispensable to the firm, organization, public or private institution, favoring dialogue both inside and outside, giving organizations a broad image of partner and predator.

2.5. Press Office and Spokesperson

The press office is the department within an organization that has the duty to stabilize and maintain communication relations between organizations and the media.

At the hierarchical level of large organizations, the press office is part of the Department of Public Relations, subordinated to the head of the department, which in turn subordinates itself to the head of the institution. In the case of smaller institutions, where there is no public relations department, the head of the press office is directly subordinated to the head of the institution because he is directly responsible for establishing and maintaining good communication relations between that organization and the media.

The press office comprises two major objectives:

To inform the organization of what is stated in the press in relation to the activities carried out within that institution, but also of all aspects that might influence or interest the organization.

To establish and maintain close contact with the press by meeting the need to inform the press and the public, by working together between the organization it represents and the media.

Over the years, both in Romania and around the world there has been a tendency to engage in the Press Office as journalist representatives, the reason being the rich experience in drafting and formulating texts. Emphasis must be placed on the fact that experience is not sufficient, but specialist courses must be taken because of the complex responsibility and the multitude of tasks that the members of the press office have.

Where an organization intends to set up a press office, the location of the office, its equipment, the number of members and their functions should be taken into account in particular. In principle, the press office must be located in the premises of the institution, near the office of the management. As the most important place in the organization, where journalists have unlimited access, they must have full equipment for the best functioning.

The number of members varies depending on the size of the institution, the smallest press office can be made up of a specialist in communication with the press and a secretary. Tasks shall be assigned according to the specialization of each member, although they shall be worked as a team at all times. Officials in the Press Office must be informed of everything that is happening inside the institution, but first of all, they have the task of providing information that could be of interest to the press and citizens.

The press office of a public institution is intended to explain to journalists the impact that governance policies and programs will have on citizens. Other information generated by public institutions and may arouse the interest of journalists are: Agenda of officials of an administration, work of the leaders or departments of a public institution, statements by the leaders of organizations (mayor, prefect), initiative in the field of activity, statistics, analyses, reviews in the field of activity, partnerships with other institutions or international organizations, projects.

Therefore, the Press Office of the public institutions of which it is a member must be able to maintain the interest of the press in the organization it represents, thereby creating personalized relations with the representatives of the press.

2.6. Spokesperson

The Romanian Parliament adopted on 12 October 2001 Law 544 on free access to information of public interest. In Chapter II, Section 2 on media access to information of public interest, Article 16, paragraph 1 is the following provision: "In order to ensure media access to information of public interest, public authorities and institutions are required to appoint a spokesperson, usually from the information and public relations departments" (Law 544/2001).

The spokesperson shall be that authorized person, designated from the Press Office, who shall publicly express in an official capacity the views of the institution or organization he represents, directly subordinating himself to the management of the organization. Participate with the director of the organization in some public events, as well as public debates, television or radio broadcasts.

The spokesperson must have the ability to adapt the message he wants to convey in such a way that it is transmitted completely and correctly.

In terms of the degree of independence and relation to the organization, spokespeople fall into three categories:

Permanent employees - in this first category including spokespersons preferred by central and local public authorities, but also by small companies, because costs are lower.

Public relations firms, which have highly experienced professionals and sometimes maintain much closer relations with the media.

Independent spokespeople - in this category have occasional spokespeople, usually used in the launch of certain campaigns or products.

With the rise in media notoriety in recent years, many institutions are increasingly in need to hire someone to ensure that public announcements are made in the most appropriate way and through the most appropriate channels to maximize the impact of favorable messages and reduce the impact of bad messages. Spokespersons are generally selected from among employees with long-term experience or other persons who are trained to support the objectives of the organization.

The communication tools used by the spokesperson are: Press Release, Press Conference, Press Statement, Right to Reply or Clarification.

The statements of the spokesperson are the official point of view of the institution. It shall provide journalists of its own motion or initiative with information on the activity, role and tasks of the institution in accordance with the provisions of Law 544/2011 and Government Decision No. Whereas, therefore, it is necessary to provide information on the current activity of the institution in accordance with the following principles set out in Chapter I, Article 2, paragraph 1, in accordance with the procedure laid down in Article 123/2002. 1:

a. "principle of transparency - public authorities and institutions are required to operate in an open manner to the public, in which free and unfettered access to information of public interest is the rule and limiting access to information is the exception, under the law;

b. the principle of unitary application - public authorities and institutions shall ensure compliance with the law in a uniform manner, in accordance with its provisions and these methodological rules.

c. the principle of autonomy - each public authority or institution will draw up its own regulation for the organization and functioning of information and public relations departments, in accordance with the provisions of the law and these methodological rules" (Government Decision, no. 123/2002).

The success of the information provided depends in large part on how it is presented. Through its function it must always be aware of what is happening both inside and outside the organization. Being the expression of the organization, it never makes personal additions, it represents the organization, and the answers are only on its behalf, being a true public relations professional. The spokesperson can be considered a mediator between the organization he represents and journalists. It must act in such a way as not to affect the image of the organization. Therefore, in any organization the existence of a spokesperson is extremely important and necessary, as it is the main source of information, as well as the image of the organization. A good spokesperson holds authority skills, credibility and last but not least, personal charm.

3. Case study: National Agency for Tax Administration of Romania

3.1. Research objectives

O1: Identification and analysis of data by ANAF occurrences.

O2: Identification and analysis of the geographic and demographic data of the target audience.

O3: Analysis of the evolution of ANAF's occurrences through the media.

O4: Analysis of the impact of ANAF and dominant reactions/emotions generated by the online audience.

3.2. Research tools

In order to achieve the objectives of the research, we will use both quantitative and qualitative working methods. Thus, we will analyze successively, with accurate data the communication index of the National Agency for Tax Administration with the media, namely:

- the number of social media appearances,
- accurate data of the target audience,
- the evolution of occurrences,
- public opinion response and the negative impact of ANAF.

The research was carried out over 30 days, from 10 September to 10 October 2019, with the object of monitoring the specialized body of the central public administration, the "National Agency for Tax Administration".

3.3. Centralisation and analysis of data

Staci M. Zavatto, associate professor in public administration and associate researcher with the Center for Public and Nonprofit Management provides a definition for Social Media (Facebook, Instagram, Twitter, Youtube, etc.) arguing that they represent "technologies that facilitate social interaction, make collaboration possible and allow debate among interested persons" (Zavattaro, 2013: 244).

With the passage of time, the role of Social Media has become increasingly important, among the effective communication tools, distinct from other channels of mass communication by personalizing communication. The impact of Social Media on citizens is proven by increasing the accessibility and proximity of public life.

3.3.1. ANAF's press and social media appearances

Between 10 September and 10 October 2019, the National Agency for Tax Administration appeared in the press and in Social Media 10887 times, as follows: 4022 online press appearances, 217 appearances in posts on blogs, 384 appearances on Twitter, 126 appearances in press comments, 64 appearances in comments on blogs, 3152 appearances on Facebook, 437 appearances on forums, 2254 appearances in Aggregators, 222 appearances on YouTube, 3 appearances on Instagram and 6 appearances on Pinterest

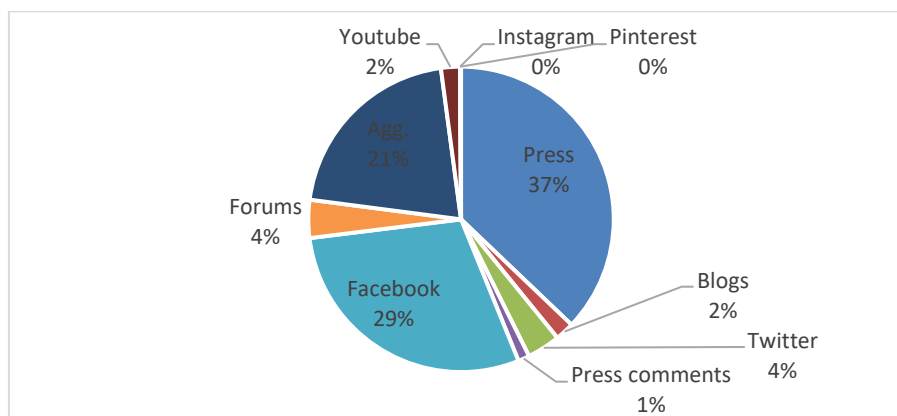


Figure 1 - ANAF press and social media appearances

Next, we will extract some of the most important occurrences that took place during the monitoring period (10 September – 10 October 2019):

Online press		
Source	Title	Content
Saptamana Financiara	ANAF announces the completion of the car tax refund process for all taxpayers.	ANAF informs, in a press release submitted to Agerpres, that the Ministry of Public Finance, through ANAF, has refunded car taxes amounting to 6.16 billion lei for 1.91 million applications submitted and approved.
Blogs		
Source	Title	Content
contributors.ro	"A few considerations relating to the vote of the diaspora in November 2019."	"After the huge queues in May 2019 since the European Parliament elections and the impossibility for many Romanian citizens not to vote, measures were taken which were considered by the Romanian authorities as solutions to the agglomeration on the day of voting."
Facebook		
Source	Content	
stiripesurse.ro	ANAF chief Mirela Monkeanu said Saturday on Antena 3 that a large number of taxpayers requested mediation.	
Twitter		
Source	Content	
Business24ro	ANAF will require the dissolution of firms with a net asset less than the share capital for two years in a row; http://www.business24.ro/companii/capital/ey-anaf-va-solicita-dizolvarea-societatilor-cu-un-activ-net-mai-mic-decat-capitalul-social-doi-ani-consecutive-1606210 '.	
Blogs		
Source	Title	Content
zoso.ro	Children's education: every action has consequences.	"The best solution is to stop, with ANAF's mandate of 33% of salary. And the works evaluated as the state."
Aggregators		
Source	Title	Content
timis24.ro	Customs from ANAF will pass under the Ministry of Public Finance (project)	The Customs Authority Romanian (AVR) shall be established as a public institution with legal personality under the Ministry of Public Finance as authorising officer.

3.3.2. Demographic stods and geographical data of the target audience

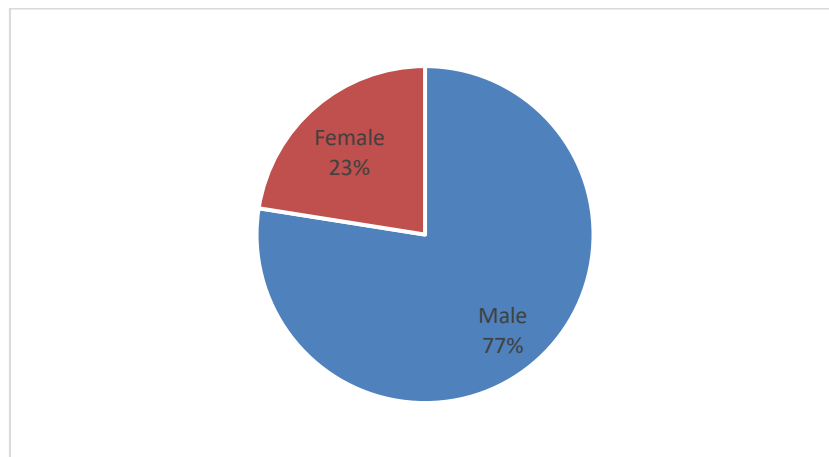


Figure 2 - Distribution of issuers by gender

As shown in the following graph, the distribution of issuers according to the gender is calculated as follows: Female 22.5%, representing a fairly insignificant percentage compared to the Male one which takes precedence over 77.5%.

Regarding the distribution of issuers by variable Age, it is found that the largest segment of issuers of the expression "ANAF" consists of people aged 35 to 39 years, 30.6%, which represents more than one third of the number of issuers.

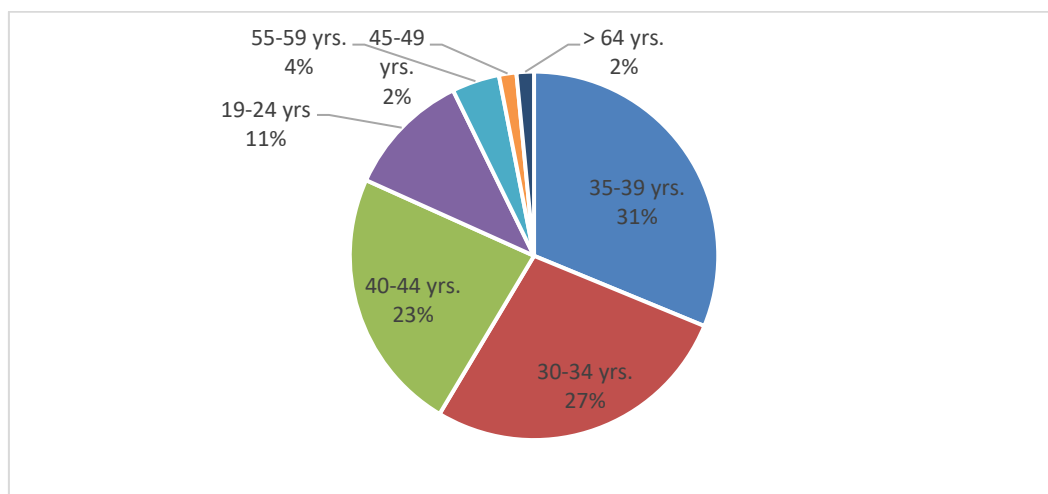


Figure 3 - Distribution of issuers by Age variable

It should be noted that the segment of issuers aged 30 to 34 years has a share of 26.8%, followed by a percentage of 22.7% for people aged 40 to 44 years, the average age in newsrooms in Romania being 26 to 28 years.

As regards the geographical distribution of issuers, according to the following graph, the persons/publications mentioned in the different types of social-media content the monitored expression, in Bucharest have the largest market share of 36.6%.

Following, there was a disproportionality between the capital and the other geographical areas, with Muntenia recording a share of 19.5%.

In this context, we can see that the lowest share is held by Bucovina, with a percentage of only 0.6%, an area that is inferior to the issuers abroad, which registered a percentage of 0.9%.

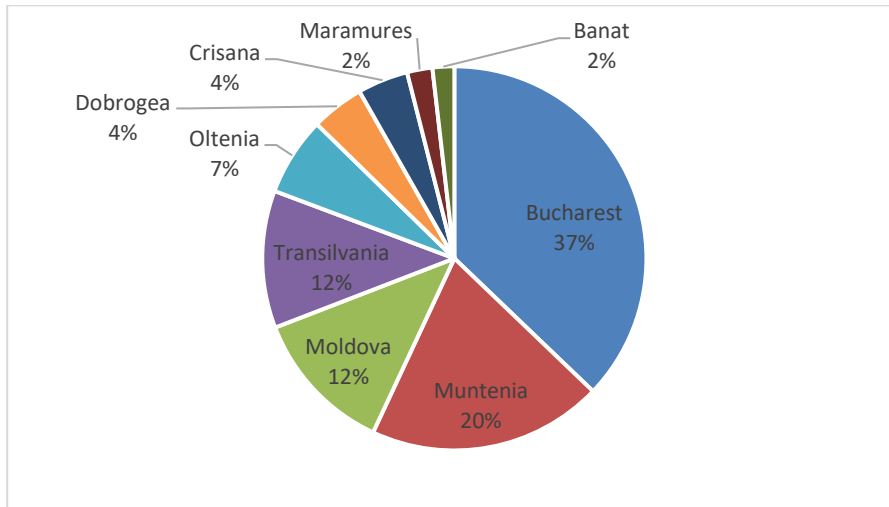


Figure 4 - Geographical distribution of issuers

3.3.3. The evolution of Viewership in the media

The viewership represents an estimated number of people who have been exposed to a message displayed in each Social-Media channel and results from the summation of all the mentions that have appeared in that social media channel.

From the chart below, one can see which of the social media channels analyzed were more effective for monitored expression. During the period monitored, the impact of the EXPRESSION ANAF was very high in press articles, with 69.5% of people exposed to messages transmitted through this communication channel.

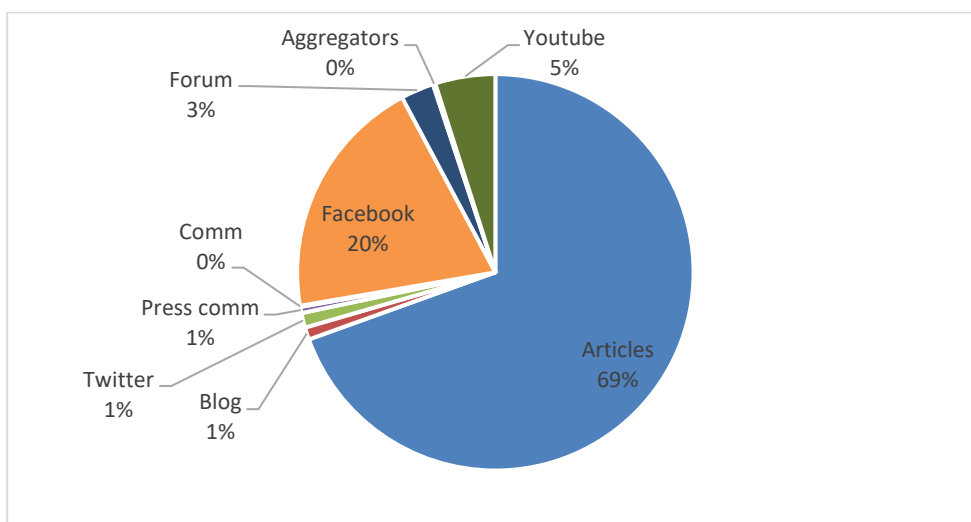


Figure 5 - Evolution of viewership in the media

In terms of viewership, the highest visibility was recorded in the press, with 7364K, which is about 7 million impressions leading to considerable credibility of this social media channel.

Facebook recorded 2103K, a percentage of 19.9%. With the evolution of Facebook, the principles of mass communication have also changed, the message is transmitted much more easily and received by more than one person at the same time.

Although the official Facebook page of the National Agency for Tax Administration gathered 54,624 fans, the messages were disseminated by other social groups. During the period monitored, ANAF posted 4 times on the official page, posts that were distributed by 408 people.

Press	Blog	Twitter	Cop	CoBI	Facebook	Forum	Agg	Youtube	Instagram	G+	Ask	Pi
7364K	106K	132K	56K	7K	2103K	285K	20K	517K	1K	0	0	30

*1K = 1000 impressions

We can observe that the most media visibility of the monitored expression was October 3, 2019 recording 837K, published in 334 articles, most of which referred to the warning of the new attempt at fraud by false emails sent to taxpayers on behalf of the Office of the President of the National Agency for Tax Administration.

On the same date, the National Agency for Tax Administration issued a press release expressing its intention to hire young graduates of specialized higher education on vacancies without examination, in compliance with the legal provisions which it subsequently specializes in the School of Taxation.

An evolution of the viewership can also be observed in the case of the social media channel "Youtube". Of the total of 517K impressions recorded over the research period and according to the previous graph with a significant percentage compared to the other platforms - 4.9%, the day of 25 September 2019 recorded most of the visibility, via Youtube, somewhere at 500K.

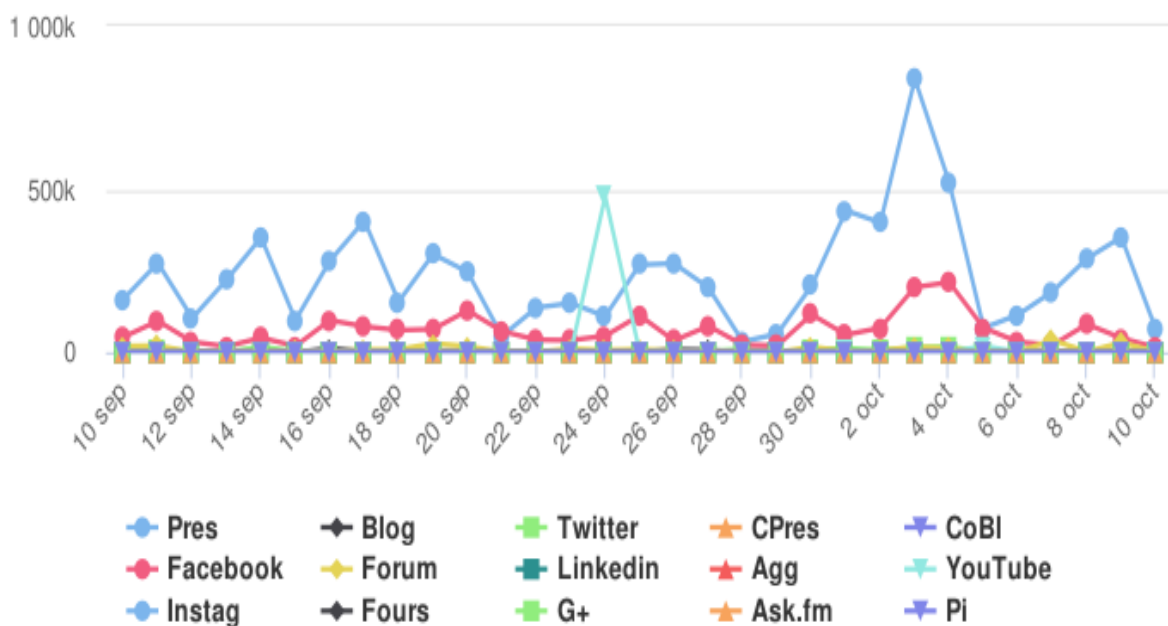
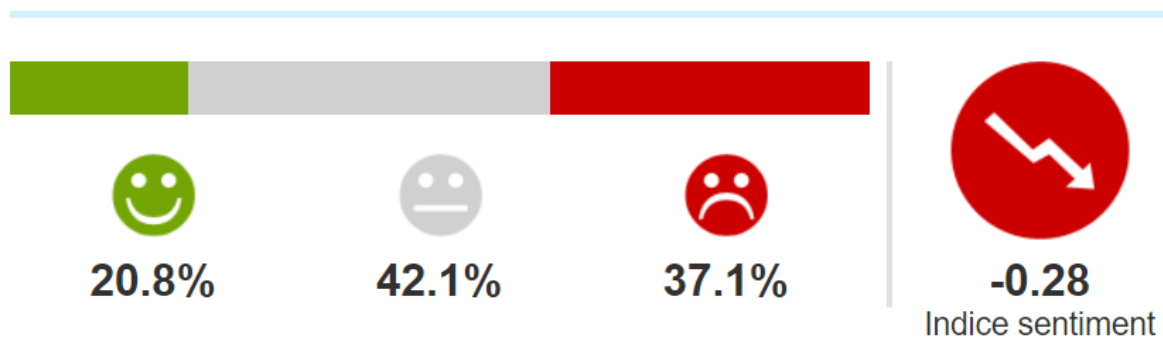


Figure 6 - Day-by-day evolution of Viewership

3.3.4. Analysis of emotions among public opinion

As can also be seen in Figure 3.6, the reactions of the online public with regard to monitored expression of 20.8% are positive. Persons who abstained from pronouncing pros or cons and did not qualify in a positive or negative sense, maintaining a passive attitude, had the highest 42.1% on average. Therefore, the expression ANAF, during the period monitored, did not arouse particular interest in a significant part of the target audience.

We can also see that the negative reactions expressed as a result of the online participation of the public are 37.1% in relation to the positive ones. Therefore, most of the target audience's reactions were in the monitored period very unfavorable, which was also demonstrated by the sentiment index which was -0.28.



Analiza calitativa a fost realizata pe 1876 enunturi analizate automat.

Figure 7 - Emotions Analysis

A qualitative analysis of the last 7 days of the monitored period (3-10 October 2019) establishes a decline in the sentiment index. As can be seen in the following graph, on 04 October 2019, there was an evolution of the sentiment index which constitutes positive reactions from the public, a value not exceeding 0.5. On the day immediately following, there is a decrease in the index, represented by negative reactions, exceeding a value of -0.5. As can be inferred from the graph, 06 October 2019 is the date that did not arouse the interest of the target audience, where most reactions/emotions were neutral, by the end of the week the index suffered a decline in terms of negative reactions, and the date of 09 October 2019 recorded the lowest sentiment index of the period monitored.



Figure 8 - Analysis of the sentiment index

3.3.5. Analysis of press releases submitted by ANAF

On 18 September 2019, the Communication, Public Relations and Media Service of the National Agency for Tax Administration issued a press release entitled: "The Heads of Tax Administrations of the EU met in the TADEUS plenary" (¹ https://static.anaf.ro/static/3/Anaf/20190918194207_comunicat%20tadeus.pdf).

The press release informs of the participation of ANAF Vice-President Daniel Mihail Tudor from 17 to 18 September 2019 in the "TADEUS- Tax Administration European Union Summit" meeting in Helsinki of the heads of the tax administrations of the Member States of the European Union. This meeting aimed to identify and address the common needs of the tax administrations of EU Member States as well as to discuss the initiation of projects that would contribute to the better functioning of each tax administration. ANAF states that participation in this meeting can bring a benefit to Romania by implementing new technologies and concepts at European level within the tax administration.

On 27 September 2019, the National Agency for Tax Administration through the Communication, Public Relations and Media Service released the press release entitled "A new facility of the Virtual Private Space: Release of the tax record" (https://static.anaf.ro/static/3/Anaf/20190925114447_921_25.09.2019com%20cazier%20fisca1%20through%20spv.pdf) informing them of a new facility for taxpayers enrolled in the Virtual Private Space electronic service, namely the possibility that they are offered, to request, but also receive the tax record online.

In the same communiqué, ANAF reminds taxpayers that the Virtual Private Space is available to individuals, legal entities, but also to entities without legal personality 24 hours a day. Moreover, this service can be accessed free of charge, information on the tax situation can be obtained and tax returns can be submitted electronically, and documents communicated through it enjoy the same legal power and are not in any way different from those communicated over the counter or by post.

The communiqué also contains instructions on how to request the tax record: "The request is sent through the Section - Requests / Issue of documents / Certificate of tax record, by selecting the CIF/CNP for which the certificate is to be issued and mentioning the reason for the request. The tax record will be found in the Messages Section".

ANAF comes to the aid of taxpayers and aims through this new facility to exempt them from endless queues at the counters.

The press release sent on Friday, 27 September 2019 by the National Agency for Tax Administration entitled "Meetings with taxpayers, considered useful by the participants" (https://static.anaf.ro/static/3/Anaf/20190927160404_916_com_chestionar%20meetings%20dgac%20%20taxpayers.pdf) talks about the results obtained from the completion of a questionnaire in 2019 that refers to the satisfaction that taxpayers have for the services offered by ANAF.

Therefore, the tax institution announces that within two months, 98% of those who participated in the meetings organized by ANAF consider that the information received was favorable to carry out the activity. Next, the National Agency for Tax Administration states that "more than 60% of respondents are interested in attending meetings organized through a webinar service, and more than 47% are interested in scheduling online before presenting themselves at the tax office". This press release was therefore issued with the aim of illustrating taxpayers' opinion of THE efforts that ANAF is making to maintain a close relationship with them, including through direct interaction.

On October 2, 2019, through the Communication, Public Relations and Media Service, ANAF issues a press release called "Warning! Fake emails on behalf of ANAF!" (https://static.anaf.ro/static/3/Anaf/20191002180922_comunicat%20emails%20false%20oct2019.pdf) informing taxpayers that certain false emails are sent to persons in the Virtual Private Space on behalf of the President's Office.

Taxpayers are warned that the person named Maria Voicu, a name found in the emails sent, does not work in the ANAF President's Office. With this press release, ANAF wishes to prevent potential fraud by recommending that individuals not open or give Reply to these emails. The National Agency for Tax Administration assures taxpayers that they have already taken action with regard to the situation created and that the competent bodies have been referred.

On the morning of Wednesday, October 3, 2019, the National Agency for Tax Administration issued a press release entitled "ANAF intends to hire young graduates, in compliance with the legal provisions" (https://static.anaf.ro/static/3/Anaf/20191003174544_comunicattineriabsolventi.pdf) by which it makes public the institution's intention to employ young graduates of the Academy of Economic Studies in the tax system. ANAF says the tax system needs a staff rejuvenation because at present the average age is between 51-60 years, and in the next period about 2500 employees will retire. The 3000 vacancies will be converted into positions of junior inspectors, and young recruits will take specialized courses at the School of Taxation, Public Finance and Customs. The press release also contains the institution's intention to propose to amend the legislative framework.

3.3.6. Analysis of ANAF's negative-impact press articles

Enjoying a major interest from the public, the press is among the most important media. In this context, journalists using their linguistic ingenuity can negatively influence and illustrate a particular subject. In this case, referring to the monitored expression ANAF, out of the total of 4022 appearances in the online press we will select and analyze certain press articles that have had a negative impact on the public.

On 10 September 2019, at 17:25, journalist Flavius Cernat publishes an article in the online newspaper "Podul.ro" with the title "EXCLUSIVE Ghost of ANAF: The Head of Customs, appointed overnight by Dăncilă, failed for years in the turn of the competition for admission to the magistracy "by which he wants to demonstrate that at the head of a key institution of the state, namely the vice-president of ANAF in the sector of coordination of the

activity of the Directorate-General of Customs, there are persons who have a somewhat questionable professional training. The article contains mentions of the lack of publication of the CV on the website of the institution, after the appointment of the person concerned, but also the lack of information on his professional training, which was subsequently sought and framed in the article by the journalist, and not in the appointment communiqué as was normal.

By the closing sentence of the article "The institution at the top of which Doliș is located is one of vital importance for millions of Romanians. The National Agency for Tax Administration has been run in recent months by characters coming from nowhere. We recall that Mihaela Triculescu, the accountant of the town hall of Cârcea, arrived overnight the head of ANAF, an institution at the top of which was until June 2019" (<https://www.podul.ro/articol/exclusiv-fantoma-de-la-anaf-seful-vamilor-numit-pesto-noapte-de-dancila-a-picat-ani-la-randul-concursul-de-admitere-in-magistratura-7033.html>) definitely influences the public's perspective on the organization and functioning of the National Agency for Tax Administration and can lead to a loss of confidence in the institutions of the Romanian state.

On 11 September 2019 by the article entitled "270,000 companies risk being dissolved by ANAF" (<https://www.manager.ro/articole/companii-si-firme-34/270000-de-firme-risca-sa-fie-dizolvate-de-anaf-100653.html>) published in the online news portal "Manager.ro" journalist Magda Florea informs about the danger to which about 40% of the companies currently active in Romania are exposed.

The press article is only information about the intentions of the tax authorities, but it can cause an imbalance among firms that do not meet the conditions relating to the net asset position provided for by law.

Although the risk of dissolution is theoretical, the press article has an implicit negative impact on company owners and their employees. In this context, if the National Agency for Tax Administration implements the project with regard to the amendment of the Companies Act 31/1990, this action has the effect of blocking the economic system of both entrepreneurs and their employees, where appropriate.

On the same Wednesday, 11 September 2019 on the website "stiri.botosani.ro", with a number of 617 views was published the article entitled "Scared that he sends their data to the IRS, out of 10 million, only 30 thousand Romanians from abroad have registered to vote for the presidential elections!" (<http://stiri.botosani.ro/stiri/politica/speriati-ca-le-trimite-datele-la-fisc-doar-30-de-mii-de-romani-din-strainatate-s-au-inscris-la-votul-pentru-alegerile-prezidentiale.html>) seeking a blame for the National Agency for Tax Administration for the small number of Romanians abroad who participated in the presidential elections, as a result of the statements made by Finance Minister Orlando Teodorovici, known for his bizarre proposals, that Romanians abroad are to be pursued their tax residence through the Virtual Private Space (VSP) and it will be determined whether they should also be tax payers in the country.

The statement in question is merely a political strategy aimed at blocking the registrations of as many Romanians as possible across the border to vote for the presidential elections. Most of them refused to transmit their data, thus waiving their right to vote for fear of being pursued their tax residence because 70% of people abroad consider themselves victims of the Romanian financial and banking system and are harassed by ANAF, banks or bailiffs, institutions that have blocked their accounts for years.

"DESASTRE for thousands of Romanians! ANAF imposes a new IMPLEMENTATION" (<http://ph-online.ro/event/item/108134-dezastru-pentru-mii-de-romani-anaf-impune-un-nou-impozit>) is the title of the article published in the online newspaper "ph-online.ro" on 20 September 2019 in the "Event" section and refers to the income of

individuals obtained from cryptocurrencies to be taxed from 1 January 2020 and moreover, in some cases it will be mandatory and the payment of the health contribution. In the case of any press article, the title is the most significant part of it because it provides an original approach to the subject and is used to arouse the public interest. Referring to the above article, the keywords used 'DESASTRE' and 'impose' influence a large part of the attitude of the data subjects.

In my view, even if the article is used as a means of informing the ANAF of the announcement, the words are used to give a boost to the public who will certainly have a negative attitude towards the intentions of the tax authority.

On 23 September 2019, at 16:34 on the website of the newspaper "adevarul.ro" was published by journalist Elena Dacu in the economics/Economic News sector the following article: "What displeases Romanian businessmen: the lack of ANAF digitization and the untimely tax measures". This article contains information on the survey conducted in July-August 2019 by Romanian businessmen who met in the Romanian-American Chamber of Commerce (AmCham), conducted with the aim of assessing companies' perception of the tax policy measures imposed and how they negatively influence the conduct of business in Romania. Therefore, most companies in the territory of the Romanian state express their dissatisfaction with the tax field: "The untimely adoption of fiscal measures in an unreasonably economic and non-transparent emergency regime such as OUG 114/2018, is considered by more than 61% of respondents the main shortcoming affecting trust in the investment environment in Romania"(https://adevarul.ro/economie/stiri-economice/ce-nemultumeste-oamenii-afaceri-romania-lipsa-digitalizarii-anaf-masurile-fiscale-intempestive_1_5d88c97e892c0bb0c6e03687/index.html)

The lack of digitization of the National Agency for Tax Administration and the lack of cooperation from the tax authorities are two other major problems in the fiscal branch of the country. Modernisation through the digitization of ANAF automatically leads to an improvement in the quality of services offered to taxpayers, as well as the degree of collection. Thus, ANAF can be seen as an effective and responsible institution that wishes to maintain the institution-taxpayer relationship, a relationship that can lead to economic growth. The article mentioned and analyzed above demonstrated once again the shortcomings faced by the National Agency for Tax Administration and the negative influence that the press can have on the public.

Journalist Alecsandru Ion, on 27 September 2019 published in the online newspaper "capital.ro" the article with the title "ANAF steals Romanian money! An MP drops the bomb. What happens in the economy" (<https://www.capital.ro/anaf-fura-banii-romanilor-un-parlamentar-arunca-bomba-ce-se-intampla-in-economie.html>), an article that refers to the post published on the same date by Liberal Senator Florin Cîtu on his personal Facebook account sending a direct message to the leadership of the Ministry of Public Finance and the National Agency for Tax Administration. He accuses them of destroying the country's economy by trying to fill state budget shortages with money from salaries and investments of Romanian companies.

The post generated 196 reactions, 13 comments and 40 shares from users, which is why the journalist opted to translate the MP's accusations into an article. As well as the post that was used as a source, the article itself shows a lesser-known side of the National Agency for Tax Administration, as well as the Ministry of Public Finance.

When we talk about conveying a message or expressing an opinion in the public space, the negative impact that a particular subject can have depends to a large extent on the notoriety that the author of the message/opinion has. In this case, the message conveyed polarizes public opinion through the press, which in most cases has an objective attitude, unwittingly becomes an influential leader for the target audience.

On 03 October 2019 at 00:33, editor Ioana Necula published in the online newspaper "stiripesurse.ro" an article with the following headline: "Meridian: 'The employment without examination at ANAF of young graduates does not ensure a selection of the best candidates'".

The article contains data on the press release of the National Union of Meridian Officials, issued following the announcement made by Mirela Calugăreanu. The president of the National Agency for Tax Administration says that the institution he heads is to be hired. Candidates will be selected from among graduates of the Academy of Economic Studies, based on their choice of grades in some subjects in the faculty, without taking the exam.

The National Union of Meridian Officials does not support the ANAF initiative, with the communiqué issued as an immediate reaction proving: "Although there is an acute need for staff within ANAF, the shortage of employees is exceeding 20%, we do not believe that this chosen option of filling positions is the best. The hiring of staff from young graduates only on the basis of grades from the subjects studied in the faculty does not ensure a selection of the best candidates, who possess the appropriate qualities and skills. Moreover, this measure does not even have legal coverage because, at present, it is not possible to enter the budget without the promotion of a competition" (https://www.stiripesurse.ro/meridian-angajarea-fara-examen-la-anaf-a-tinerilor-absolventi-nu-asigura-o-selectie-a-celor-mai-buni-candidati_1388784.html).

Although ANAF promises a high level of vocational training and specialization within the School of Taxation, the criteria by which a civil servant position is held within the institution are clearly laid down in the Administrative Code. It must be taken into account that non-compliance with them and therefore failure to arrange an examination of professional competence at present are unlawful.

Conclusions

The purpose proposed in this paper was to demonstrate the importance of media communication strategies in central public administration institutions. As each institution wishes to achieve its objectives set in order to maintain communication relations with the community in which it operates and represents, the departments responsible for preserving these public relations, together with the persons authorized to represent the institution and the communication tools used by these should be indispensable for each institution.

A first conclusion, which emerges from the present research, is that online media represents for Romania a communication channel that has a high development potential. Moreover, we can say that the online press is currently the most used platform for informing the public, given the large number of users.

In a modern conception, media communication or communication through social networks is seen as an operative way of transmitting information, but also to improve the institution's relations with citizens.

Following the research, we also found that an important aspect in the communication between institutions and citizens is the feedback, because in some situations, the message is understood totally different from what the institution intended to communicate. For this reason, the target audience may not be aware of the cause of their negative reactions or attitudes. In other words, each communication channel has both advantages and disadvantages, relating to the speed and clarity of message transmission.

The second conclusion, derived from the research we conducted, showed that the messages of the monitored institution, namely the National Agency for Fiscal Administration in Romania, benefit from a considerable circulation among media channels, but the tiny number

of transmitted press releases, leads to a maximization of the impact of unfavorable messages and a reduction of the impact of favorable messages.

Therefore, in order to stabilize the public image of the National Agency for Fiscal Administration and to preserve relations with taxpayers, the agency needs to be more active in the online environment, by updating the information on the official website and submitting more press releases.

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