



AENSI Journals

Australian Journal of Basic and Applied Sciences

ISSN:1991-8178

Journal home page: www.ajbasweb.com



The Current Organizational Image of Jordanian Ministries According to the Employees of the Ministries

¹Ali Yahya Bader Al Hadeed, ²Prof. Dr. Musa Bin Abu Hassan, ²Prof. Dr. Zulkiple Bin Abd Ghani

¹Ph.D. Candidate in Communication-PR, Universiti Sains Islam Malaysia (USIM), Negeri Sembilan, Malaysia

²Universiti Sains Islam Malaysia (USIM), Negeri Sembilan, Malaysia

ARTICLE INFO

Article history:

Received 8 August 2014

Received in revised form

12 September 2014

Accepted 25 September 2014

Available online 2 November 2014

Keywords:

Image, Reputation, Public Relations, Communication, Organizational Image, Reputation Management.

ABSTRACT

Modern public relations managers are interested in developing positive image and reputation to gain publics' loyalty and cushion the organization against negative publications in the future. Image is an organizational asset that plays a critical role in enhancing publics' loyalty and organizational success. Public perceptions of image may not always be positive, and thus, the burden of creating a specific mental image of the organization is placed on the organization itself. The primary purpose of this study was to identify the image of Jordanian ministries and to suggest ways in which PR departments can enhance the image of Jordanian government ministries. The study was conducted according to Organizational Image Configuration Method developed by Schuler (2004). The study used 383 employees of two government ministries. They completed a questionnaire that measured the importance of and satisfaction with 52 attributes categorized. After conducting exploratory factor analysis, the attributes loaded onto six factors which explained 68.39% variability in all the 52 original attributes together. The six factors include Systems and Quality, Human Resource Management, Management, Significance of Job and Appraisals, Strength of Communications, and Physical Work Environment. A graphical representation of the image was made showing attributes that loaded onto each factor together with their importance and satisfaction levels; as well as their proximity from the image's central nucleus. For public relations officers, the basic strategy to improve the image of the ministries is to focus on those factors with more attributes close to the image central nucleus and the attributes that scored highly on importance but lowly on satisfaction.

© 2014 AENSI Publisher All rights reserved.

To Cite This Article: Al Hadeed Ali Y., Abu Hassan Musa B. & Abd Ghani Zulkiple B. The Current Organizational Image of Jordanian Ministries According to the Employees of the Ministries. *Aust. J. Basic & Appl. Sci.*, 8(16): 149-159, 2014

INTRODUCTION

Public relations (PR) is concerned with the "management of communication between an organization and its publics" (Grunig, 1992, p.4). PR focuses on how the organization relates with its publics, including communicating activities and programs that build and develop organization-publics relationship. Positive image and reputation are linked to publics' loyalty and future cushioning of the organization against negative publicity (Decker, 2012). CEOs place special value on the communication role of PR departments (Grunig L., Grunig J. & Dozier, 2002; Grunig, 1992; Ledingham & Bruning, 2000). PR departments normally provide information to senior policy and decision makers on the possible consequences of the decisions and policies to be made on the publics (Grunig J., 1992).

Organizational image (reputation) is among the organizational aspects that provide the basis for success (Alniacik E., Alniacik U. & Erdogmus, 2012; Sjovald & Talk, 2004). Reputation comes from areas such as resource allocation, media exposure, social responsiveness, diversification postures, institutional ownership, and risk-return profiles (Decker, 2012; E. Alniacik *et al.*, 2012). PR departments have no formal authority for action and as such rely on influence to change behaviour. Influence may result from their expertise, friendship, and ingratiation as well as organization derision (Grunig, 1990). For changes that should enhance image to occur, PR departments should have the capacity and influence to cause the changes.

Central Intelligence Agency (CIA) (2012) reported that the people of Jordan held, in 2011, demonstrations in the capital city Amman and in other parts of the country to protest against rampant corruption in the government, rising poverty, unemployment, and inflation. This is an indication that the public image of ministries in Jordan is damaged and needs to be rebuilt, maintained and enhanced. Positive image and reputation would boost the performance of the ministries and enhance their effectiveness in addressing issues that affect

Corresponding Author: Ali Yahya Bader Al Hadeed, Ph.D. Candidate in in Communication-PR, Universiti Sains Islam Malaysia (USIM), Negeri Sembilan, Malaysia

the country (Decker, 2012). It is against this background that the present study was conducted to identify the image of government ministries. The study had the following aims:

- To determine the most importance image attributes of Jordanian ministries as perceived by their employees.
- To determine the satisfaction rates of ministry employees with regard to the current state of each of the image attributes of their respective ministries.

Literature review:

Organizational image is concerned with the total impressions that an entity makes on its publics' perceptions after being exposed to the entity (Bergmann, 2002; Brunner & Brown, 2007). The image of an organization is the mental model the publics form whenever they think of that organization. Image contains sensorial, cognitive, affective information (Schuler, 2004). Organizational image is formed as a result of messages that an organization sends either intentionally or unintentionally. Additionally, image results from historical, social experiences lived with the organization. PR practitioners who wish to promote image must ensure that their communications reflect the mission, values, culture, and personality of the organization.

Organizations' publics such as consumers, investors, and the media are increasingly becoming critical about social, ethical, and environmental responsibilities of an organization (Carlson, 1999; Carroll & McCombs, 2003; Conference Board, 2000; Hoeken & Renkema, 1998; Pruzan, 2001). Therefore, PR should be concerned with developing positive image as it is viewed as an effective differentiation form that places organizations in better positions compared to their competitors (Bergmann, 2002; Wright & Fill, 2001; Kirdar, 2007; Piotrowski, 2008). Piotrowski (2008) stated that PR constitutes "all the efforts of the firm to create an image in order to affect the public's opinion of the firm" (p. 319). Similarly, Kirdar (2007) saw image as the specific organizational asset that the PR department is in charge of.

The primary importance of image is that it enhances customer loyalty (Hung, 2008). Corporate image should be projected in the organization's communication and as such organizations should ensure coherence, consistency, and image in their communications (Argenti & Forman, 2004). This ensures that the organization generates and manages the image it creates among the publics effectively. Organizational image that publics form depends on: the organizational information the publics have; the way in which the publics acquire the organizational information; publics' personalized or individual way of categorizing the information about the organization received; how the publics perceive the connection between the received information and the information already in the publics' memory; how the publics perceive the connections between the pieces of the received information themselves; and the personalized or individual way through which the publics access information and retrieve the data that make up the models so as to think about them (Schuler, 2004).

Previous Studies in Jordan and Neighbouring Countries:

Two studies were conducted in Yemen and Oman to evaluate performance of public relations departments responsible for government ministries and agencies. In one study, Al Faishani (2000) reported a decline in the performance of public relations units in Yemen. It also established a significant relationship between the decline in the performance of public relations and non-engagement in scientific occupations of public relations. Additionally, the findings demonstrated a strong relationship between lack of sufficient human, financial resources, and lack of educational qualifications. However, these findings differed with Shamakhi (2000) reported moderate performance of public relations departments and no any significant relationship between public relations level of performance, and the personal variables, although strong experience was significantly related to better performance.

In Jordan, Al Qudhah (2004) designed a study the activity and real function of PR in the central agencies of Jordanian public administration. The study concluded that the public relations departments have a well-defined aims including gaining public support; planning in the public relations system, and that the rate of evaluating their activities is relatively high, at 76.6%. The study recommended that public relations departments be run by qualified personnel. No study has been conducted in Jordan to identify the image of the government ministries and find ways through which that image can be promoted. This study was designed to address this gap.

Methodology:

The study was basically an image survey because it is suited for studying publics' opinion and perceptions about an organization. According to Zhao (1999), the primary purpose of image survey is "to find out what the public is thinking and may think about organizations, allowing organizations to achieve their strategic goals more efficiently" (p. 27). The study adopted quantitative phase of the organizational image configuration method developed by Schuler (2004).

Study Participants:

Researcher chose internal publics of the ministry as its target population. Researcher had access to the target population and adequate sample size was feasible to obtain. The total population for the study was 3200

employees which comprised of 1500 employees from the Ministry of Interior and 1700 employees from the Ministry of Youth and Sport. Considering the possibilities of non-response and incomplete survey questionnaires, the researcher distributed 450 questionnaires. Out of the 450 questionnaires, 417 filled questionnaires were returned, of which 383 (204 from the Ministry of Youth and Sports and 179 from the Ministry of Interior) were completely filled and meeting the requirements of the study.

Data collection instrument:

Data was collected using a structured questionnaire designed to measure importance and satisfaction levels of 52 attributes. Of the 52 attributes, 29 were identified following qualitative interviews with 14 (8 male) employees equally obtained from the two ministries. The other 23 attributes were obtained from Schuler's model. To measure importance of the attributes, a five-point Likert scale ranging from *not all important* to *very important* was used. In order to measure the level of satisfaction, a five-point Likert scale ranging from *very dissatisfied* to *very satisfied* was used.

Validity and Reliability:

The questionnaire tool used to collect data was valid and reliable. Pilot study results allowed researcher to improve face validity by rephrasing items, re-arranging them and making grammatical changes. For content validity, researcher reviewed literature in public relations, and interviewed employees of the ministries to identify attributes of organizational image that would be used to develop the questionnaire. Findings from the qualitative interviews and review of public relations (organizational image) were used to form the list of 52 attributes in the questionnaire. Public relations practitioners and scholars known to the researcher were consulted to review the questionnaire, and they all concluded that it captured all possible attributes of organizational image. The reliability test for the 52 attributes showed that the Cronbach's Alpha for the importance of the attributes was .978 while the same for satisfaction with the attributes was .969. The significance level for this study was at 0.05 ($P=0.05$).

Data Analysis:

Data analysis was conducted using IBM SPSS version 20. Data analysis was conducted in two stages. In the first stage, the average values of each attribute on the importance and satisfaction levels and their general average were calculated. The second stage was an exploratory factor analysis. This analysis exposed the strongest relationships between the image attributes and made it possible to form sets of attributes that measured a similar concept (Schuler, 2004). A graphical representation was made to provide a kind of a conceptual map showing the location of each analyzed attribute in the ministries image.

Ethical Considerations:

The research conforms to all conventions of standard research ethics (Stacks, 2011). The researcher obtained ethical clearance from the ethics committee before proceeding with the study. Researcher also obtained permission from the two ministries to conduct the study. The participants made an informed decision to participate in the study; and were free to withdraw at any stage of study. The participants received explanations on the confidential and voluntary nature of the study. The researcher clarified doubts and concerns of the respondents prior to the survey and was available to any of their doubts during the data collection process.

Results:

Participant Demographics:

There were 383 (57.4% male) fully completed questionnaires. Most of the participants were married (65.3%) or single (33.4%). Additionally, majority of the participants (84.3%) were aged below 45 years old. Almost half of the participants (185 or 48.3%) were holders of a bachelor's degree while 70 others (18.3%) had a high school or less education. Many participants (174 or 45.4%) had worked for the ministries for 12 years or more. Most of the respondents (231 or 60.3%) were earning JD 251-500 per month.

Table 1: Participant Demographics

Demographic Feature	Groupings	Frequency	Percent
Age in Years	25 or Under	34	8.9
	26-35	142	37.1
	36-45	147	38.4
	46 or older	60	15.7
Educational Background	Less than High School	16	4.2
	High School	54	14.1
	2-Year College Degree	63	16.4

	Bachelor's Degree	185	48.3
	Master's Degree	58	15.1
	Doctoral Degree	7	1.8
Job Title	Employee	247	64.5
	Head of Department	95	24.8
	Manager	41	10.7
Monthly Income in JD	250 or Under	73	19.1
	251-500	231	60.3
	501-750	51	13.3
	751 or Above	28	7.3
Duration of Employment in Years	3 or Under	36	9.4
	4-7	96	25.1
	8-11	77	20.1
	12 or above	174	45.4
	Total	383	100.0

Importance and Satisfaction Levels of Attributes:

The mean of all factors on importance was 3.9495 while the mean for the satisfaction with all factors was 2.8774, as shown in Table 2. Attributes with a mean importance score less than the general average for importance were considered as low importance attributes. From Table 2, there are 28 high importance attributes and 28 high satisfaction attributes, which are not necessarily the same attributes. The most important image attribute was *ministries performance* with a mean of 4.3055. However, this attribute scored poorly on satisfaction because its mean was 2.6214. The attribute with the highest satisfaction average was *sound (positive sound)*. However, this attribute was the least important of all the attributes.

Table 2: Average Scores for the Importance of, and Satisfaction with, All Attributes in Descending Order.

Importance of Attributes		Satisfaction with Attributes	
Attribute	Mean	Attribute	Mean
Ministries performance	4.3055	Sound (positive sound)	3.4648
System stability	4.2533	Indoor (physical) climate	3.4125
Decency	4.2037	Well derived vision	3.3681
System flexibility	4.1854	Clarity of goals	3.3029
Ability to generate good fiscal and monetary policies	4.1802	Workspace	3.2350
Ability to maintain political stability	4.1802	Commitment of employees	3.2298
Modernization	4.1253	Computerization	3.2167
Employment	4.1044	Sense of responsibility	3.1984
Pride in working for the organization	4.1018	Alignment of goals and objectives with vision	3.1958
Public's satisfaction	4.0992	Significance of the job	3.1775
Commitment of employees	4.0862	Integration between employees and direction	3.1540
Significance of the job	4.0783	Acquisition of furniture and equipment	3.1488
Quality of control management	4.0783	Achievement of goals, mission and objectives	3.1279
Salary and career planning	4.0418	Involvement and commitment of managing board	3.1253
Social welfare and responsibility	4.0392	Effective internal communication	3.1201
Computerization	4.0261	Publics' satisfaction	3.1097
Employees' autonomy in the workplace	4.0104	Strategic process management	3.0366
Effective internal communication	4.0078	Employees' autonomy in the workplace	3.0026
Present salaries	4.0078	Consideration of evaluation of work done	3.0026
Effective external communication	4.0026	Advertisement and publicity	2.9791
Evaluation of employees' performance	4.0000	Effective external communication	2.9661
Hope and confidence in the future of the organization	4.0000	Manifestation of the directing board about the employees	2.9608
Motivation of employees	3.9948	Execution of on-paper projects	2.9608
Fast communication networks	3.9896	Pride in working for organization	2.9582
Advertisement and publicity	3.9765	Ability to maintain political stability	2.9426
Consideration of evaluation of work done	3.9739	Evaluation of employees' performance	2.9112
Personal well-being in the workplace	3.9739	Quality of services	2.8903
Clarity of goals	3.9713	Hope and confidence in the future of the organization	2.8799
Employee training	3.9478	Quality of control management	2.8486
Quality of services	3.9478	Fast communication networks	2.8198
Achievement of goals, mission and objectives	3.9243	System stability	2.7702
Acquisition of furniture and equipment	3.9138	Employee training	2.7702
Well derived vision	3.9034	Personal well-being in the workplace	2.7624
Integration between employees and direction	3.9008	Process innovation	2.7232
Process innovation	3.8956	Form of charging responsibilities	2.6997
Social communication work	3.8851	Modernization	2.6971
Number of employees	3.8773	Social communication work	2.6789

Form of personnel hiring	3.8747	System flexibility	2.6371
Sense of responsibility	3.8747	Salary and career planning	2.6345
Personal and professional valorization	3.8721	Social welfare and responsibility	2.6266
Involvement and commitment of managing board	3.8564	Ministries performance	2.6214
Alignment of goals and objectives with vision	3.8433	Employment	2.5927
Reward and incentives	3.8225	Form of personnel hiring	2.5849
Form of charging responsibilities	3.8198	Number of employees	2.5849
Openness to suggestions and innovative ideas	3.8146	Motivation of employees	2.5587
Job condition equality	3.8016	Ability to generate good fiscal and monetary policies	2.5587
Strategic process management	3.7833	Decency	2.4987
Manifestation of the directing board about the employees	3.7337	Openness to suggestions and innovative ideas	2.4621
Execution of on-paper projects	3.6919	Personal and professional valorization	2.4360
Workspace	3.5718	Job condition equality	2.4125
Indoor (physical) climate	3.4517	Reward and incentives	2.3708
Sound (positive sound)	3.3681	Present salaries	2.1958
TOTAL	205.3736	TOTAL	149.6236
AVERAGE	3.9495	AVERAGE	2.8774

Data Reduction: Exploratory Factor Analysis:

Data was put through an exploratory factor analysis as suggested by the Schuler Model. Based on this scree plot obtained (Figure 1), all factors with eigen value more than 1 were extracted, which resulted in extraction of six factors.

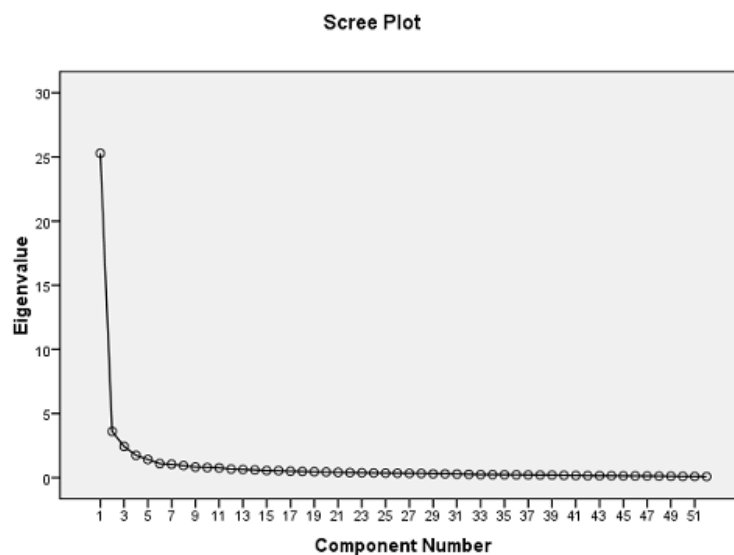


Fig. 1: Scree Plot.

As shown in Table 3, the extracted model was valid and highly reliable. The six factors explained 68.39% variability of 52 original attributes, which is higher than the 60% threshold.

Table 3: Exploratory Factor Analysis Validity and Reliability

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.958
Bartlett's Test of Sphericity	Approx. Chi-Square	1.851E4
	df	1326
	Sig.	.000

Table 4 shows the rotated factor matrix that indicates the grouping of the attributes under the various factors that were extracted. For attributes that loaded on more than one factor, the highest factor loading was considered while grouping them in factors. The naming of the factors was done based on the attributes that were grouped under them. Although not all attributes were included in naming the factors, a majority of the grouped attributed would be accounted for in the naming. The six factors extracted from the exploratory factor analysis are given in Table 5.

Table 4: Exploratory Factor Analysis Rotated Factor Matrix

Rotated Component Matrix ^a							
	Component						
	1	2	3	4	5	6	7
Clarity of goals			.712				
Sense of responsibility			.645				
Well derived vision			.741				
Alignment of goals and objectives with vision			.798				
Strategic process management			.644				
Execution of on-paper projects			.706				
Achievement of goals, mission and objectives			.644				
Integration between employees and direction			.577				
Manifestation of the directing board about the employees' performance			.604				
Involvement and commitment of managing board			.544				
Commitment of employees			.514				
Employee training		.640					
Reward and incentives		.716					
Number of employees		.666					
Personal and professional valorization of employees		.706					
Job condition equality		.688					
Form of personnel hiring		.636					
Form of charging responsibilities		.607					
Fast communication networks					.523		
Effective external communication					.711		
Effective internal communication					.599		
Advertisement and publicity					.739		
Social communication work	.477						
Openness to suggestions and innovative ideas					.497		
Motivation of employees		.545					
Personal well-being in the workplace		.465					
Salary and career plan		.471					
Present salaries		.571					
Pride in working for the organization	.463						
Significance of the job				.485			
Employees' autonomy in the workplace				.664			
Hope and confidence in the future of the organization	.464						.470
Process innovation	.488						
Quality of control management	.448						
Quality of services	.536						
Public's satisfaction				.448			
Consideration of evaluation of work done				.634			
Evaluation of employees' performance				.607			
Acquisition of furniture and equipment	.471						
Computerization						.562	
Workspace						.840	
Indoor (physical) climate						.877	
Sound (Positive sound)						.860	
Ability to maintain political stability	.733						
Ability to generate good fiscal and monetary policies	.723						
System stability	.770						
Employment	.785						
Social welfare and responsibility	.739						
Decency	.802						
System flexibility	.780						
Modernization	.788						
Ministries performance	.636						
Extraction Method: Principal Component Analysis.							
Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 7 iterations.							

As observed in Table 4, seven attributes substantially loaded on more than one factor, and were termed as complex attributes. To address the problem presented by these complex attributes, researcher ignored the complexities and treated the attributes as belonging to factor in which they had the highest loading. However, this strategy was only used for six of the five attributes. One of the seven complex attributes (hope and confidence in the future of the organization) was treated differently because it was the only attribute that loaded substantially on component (factor) 7. Its loading on factor seven was .470 while the same for factor 1 was .464. These two loadings were not that different. As such, researcher judged that instead of treating this attribute as belonging to factor 7 alone, it should be treated as belonging to factor 1. Conceptually, this attribute appears to

belong to factor 1. Therefore, researcher will ignore the seventh component (factor) and treat the extraction as having given six factors.

Table 5 provides the six factors together with their importance levels, from the most important to the least important. Table 6 provides the extracted factors, together with their attributes and arranged from the factor with the highest satisfaction to the one with the lowest satisfaction. The importance and satisfaction levels are determined by the average score for the attributes that loaded on a particular factor.

Table 5: The Six Extracted Factors from the Most Important to the Least Important.

Factor	Attributes	Attribute Averages
Factor 1: Systems and Quality (SYQ)	• social communication work (SYQ1)	3.8851
	• pride in working for the organization (SYQ2)	4.1018
	• process innovation (SYQ3)	3.8956
	• quality of control management (SYQ4)	4.0783
	• quality of services (SYQ5)	3.9478
	• acquisition of furniture and equipment (SYQ6)	3.9138
	• ability to maintain political stability (SYQ7)	4.1802
	• ability to generate good fiscal and monetary policies (SYQ8)	4.1802
	• system stability (SYQ9)	4.2533
	• employment (SYQ10)	4.1044
	• social welfare and responsibility (SYQ11)	4.0392
	• decency (SYQ12)	4.2037
	• system flexibility (SYQ13)	4.1854
	• modernization (SYQ14)	4.1253
	• ministries performance (SYQ15)	4.3055
	• hope and confidence in the future of the organization (SYQ16)	4.000
	AVERAGE:	4.087475
Factor 4: Significance of Job and Appraisals (SJA)	• significance of the job (SJA1)	4.0783
	• employees' autonomy in the workplace (SJA2)	4.0104
	• public's satisfaction (SJA3)	4.0992
	• consideration of evaluation of work done (SJA4)	3.9739
	• evaluation of employees' performance (SJA5)	4.0000
	AVERAGE:	4.03236
Factor 5: Strength of Communications (COM)	• effective external communication (COM1)	4.0026
	• effective internal communication (COM2)	4.0078
	• advertisement and publicity (COM3)	3.9765
	• openness to suggestions and innovative ideas (COM4)	3.8146
	AVERAGE:	3.950375
Factor 2: Human Resource Management (HRM)	• employee training (HRM1)	3.9478
	• reward and incentives (HRM2)	3.8225
	• Motivation of employees (HRM3)	3.9948
	• number of employees (HRM4)	3.8773
	• personal and professional valorization of employees (HRM5)	3.8721
	• job condition equality (HRM6)	3.8016
	• form of personnel hiring (HRM7)	3.8747
	• form of charging responsibilities (HRM8)	3.8198
	• fast communication networks (HRM9)	3.9896
	• personal well-being in the workplace (HRM10)	3.9739
	• salary and career plan (HRM11)	4.0418
	• present salaries (HRM12)	4.0078
	AVERAGE:	3.918642
Factor 3: Management (MAN)	• clarity of goals (MAN1)	3.9713
	• sense of responsibility (MAN2)	3.8747
	• well derived vision (MAN3)	3.9034
	• alignment of goals and objectives with vision (MAN4)	3.8433
	• strategic process management (MAN5)	3.7833
	• execution of on-paper projects (MAN6)	3.6919
	• achievement of goals, mission and objectives (MAN7)	3.9243
	• manifestation of the directing board about the employees' performance (MAN8)	3.7337
	• integration between employees and direction (MAN9)	3.9008
	• involvement and commitment of managing board (MAN10)	3.8564
	• commitment of employees (MAN11)	4.0862
	AVERAGE:	3.869936
Factor 6: Physical Work Environment (ENV)	• Computerization (ENV1)	4.0261
	• Workspace (ENV2)	3.5718
	• indoor (physical) climate (ENV3)	3.4517
	• sound (positive sound) (ENV4)	3.3681
	AVERAGE:	3.604425

Table 6: The Satisfaction Level of the Six Extracted Factors in a Descending Order.

Factor	Attributes	Attribute Averages
Factor 6: Physical Work Environment	• Computerization (ENV1)	3.2167
	• Workspace (ENV2)	3.2350
	• indoor (physical) climate (ENV3)	3.4125
	• sound (positive sound) (ENV4)	3.4648
	AVERAGE:	3.33225
Factor 3: Management (MAN)	• clarity of goals (MAN1)	3.3029
	• sense of responsibility (MAN2)	3.1984
	• well derived vision (MAN3)	3.3681
	• alignment of goals and objectives with vision (MAN4)	3.1958
	• strategic process management (MAN5)	3.0366
	• execution of on-paper projects (MAN6)	2.9608
	• achievement of goals, mission and objectives (MAN7)	3.1279
	• manifestation of the directing board about the employees' performance (MAN8)	2.9608
	• integration between employees and direction (MAN9)	3.1540
	• involvement and commitment of managing board (MAN10)	3.1253
	• commitment of employees (MAN11)	3.2298
AVERAGE:	3.150945	
Factor 4: Significance of Job and Appraisals (SJA)	• significance of the job (SJA1)	3.1775
	• employees' autonomy in the workplace (SJA2)	3.0026
	• public's satisfaction (SJA3)	3.1097
	• consideration of evaluation of work done (SJA4)	3.0026
	• evaluation of employees' performance (SJA5)	2.9112
AVERAGE:	3.04072	
Factor 5: Strength of Communications (COM)	• effective external communication (COM1)	2.9661
	• effective internal communication (COM2)	3.1201
	• advertisement and publicity (COM3)	2.9791
	• openness to suggestions and innovative ideas (COM4)	2.4621
AVERAGE:	2.88185	
Factor 1: Systems and Quality (SYQ)	• social communication work (SYQ1)	2.6789
	• pride in working for the organization (SYQ2)	2.9582
	• process innovation (SYQ3)	2.7232
	• quality of control management (SYQ4)	2.8486
	• quality of services (SYQ5)	2.8903
	• acquisition of furniture and equipment (SYQ6)	3.1488
	• ability to maintain political stability (SYQ7)	2.9426
	• ability to generate good fiscal and monetary policies (SYQ8)	2.5587
	• system stability (SYQ9)	2.7702
	• employment (SYQ10)	2.5927
	• social welfare and responsibility (SYQ11)	2.6266
	• decency (SYQ12)	2.4987
	• system flexibility (SYQ13)	2.6371
	• modernization (SYQ14)	2.6971
	• ministries performance (SYQ15)	2.6214
	• hope and confidence in the future of the organization (SYQ16)	2.8799
AVERAGE:	2.754563	
Factor 2: Human Resource Management (HRM)	• employee training (HRM1)	2.7702
	• reward and incentives (HRM2)	2.3708
	• Motivation of employees (HRM3)	2.5849
	• number of employees (HRM4)	2.5587
	• personal and professional valorization of employees (HRM5)	2.4360
	• job condition equality (HRM6)	2.4125
	• form of personnel hiring (HRM7)	2.5849
	• form of charging responsibilities (HRM8)	2.6997
	• fast communication networks (HRM9)	2.8198
	• personal well-being in the workplace (HRM10)	2.7624
	• salary and career plan (HRM11)	2.6345
	• present salaries (HRM12)	2.1958
AVERAGE:	2.569183	

Graphical Representation:

A graphical representation for the ministries' was developed as shown in Figure 2. The rings around the image nucleus represent four levels representing proximity from the inductor term (Jordanian ministries). The attributes were placed in the image central nucleus, image first periphery, image second periphery, image outermost periphery depending on their Total Values. As the attributes move from the central nucleus to periphery, the value assigned decreases, which should be of concern to PR departments.

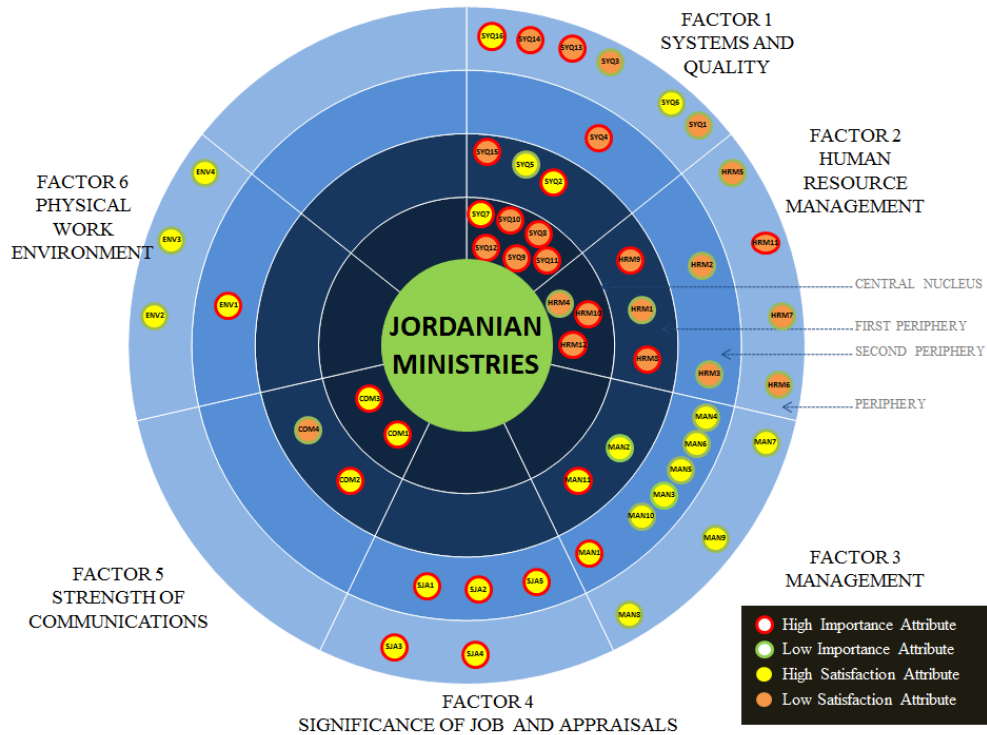


Fig. 2: Graphical Representation of the Image of Jordanian Ministries

Discussion:

One primary concern of every PR officer is the image held by the organization's publics (Grunig, L. *et al.*, 2009; Schuler, 2004). The primary purpose of this study was to investigate the image and reputation of Jordanian ministries as held by employees of the ministries and then determine how this image could be improved. Organizational reputation is an important asset in organizational success (Alniacik *et al.*, 2012). In 2012, Jordanian people protested following their dissatisfaction with the way the government was running the country (El-Shamayleh, 2012; CIA, 2012).

More than half of the attributes were high importance attributes. High importance attributes should be considered as the ideal organizational image because they define the desired characteristics that the employees wish to associate with the ministries (Schuler, 2004). Satisfaction levels show the actual image PR officers have created in the minds of employees and compare it with the ideal image they aim to build as shown by importance scores. A high number of high importance attributes happened to be low satisfaction factors. PR managers should be aware that every contact that the publics makes with the organization, either through direct sensorial contact, or through organizational representations such as logo, name, hearing about it, and advertisements, among others, affects image formation (Grunig, L. *et al.*, 2009; Schuler, 2004). High importance but low satisfaction attributes should significantly influence strategies of PR departments in enhancing image of ministries.

Exploratory factor analysis showed there were six underlying factors which explained more than 68% of the variability in the 52 attributes. The graphical representation of the image (Figure 2) shows proximity of each attribute from the core of the image, importance level, and satisfaction level of the attributes, all of which influence the kind of strategies to be taken to enhance image of the ministries. Judging the performance of the ministries in terms of these three, it is evident the public relations departments in the Jordanian ministries have performed poorly. These findings are consistent with those of Al Faishani (2000) who reported poor performance among Yemeni government's public relations departments. However, the findings of this study are inconsistent with those of Shamakhi (2000) who reported a moderate performance among the PR departments.

However, Shamakhi's study was conducted on other departmental directors unlike the present study which was conducted using employees of the ministries.

Implications for Practice:

The study has important implication for PR managers in Jordanian government ministries. Factors with many high importance and low satisfaction attributes away from the nucleus should receive the utmost attention from PR managers. Ideally, all high importance factors should have high satisfaction levels and be located closest to the image nucleus. PR managers should design strategies to move such attributes close to the image central nucleus. For satisfaction levels, PR managers will need to play a support role to other departments and have power and authority to influence decision making in such departments (Toth, 2009).

Conclusion:

The findings of this study reveal the situation with government ministries and actions that need to be taken by PR departments in the ministries. The findings show that PR departments have built negative image for the Jordanian ministries among their internal publics; and this may partly account for the demonstrations against the government that were witnessed in the country. PR departments should take appropriate steps to enhance the image of Jordanian ministries, some of which have been identified.

REFERENCES

- Al Faishani, AM.H., 2000. *Measuring performance of the public relations units in Yemen's government ministries: An empirical study*. (Unpublished Master Thesis). University of Jordan.
- Al Qudhah, O.A., 2004. *Evaluating the activity and real function of the public relations in the central agencies of public administration in Jordan*. (Unpublished Master Thesis). Mutah University.
- Alniacik, E., U. Alniacik, N. Erdogmus, 2012. How do the dimensions of corporate reputation affect employment intentions? *Corporate Reputation Review*, 15(1): 3-19.
- Argenti, P., J. Forman, 2004. The power of corporate communication: Crafting the voice and image of your business. *Corporate Reputation Review*, 7(1): 96-98.
- Bergmann, K., 2002. *Dealing with consumer uncertainty: Public relations in the food sector*. Berlin: Springer.
- Bromley, D., 2000. Psychological aspects of corporate identity, image and reputation. *Corporate Reputation Review*, 3(3): 240-252.
- Brunner, B., M. Brown, 2007. Web sights: Images of diversity on college and university home pages. In S. Duhe (Ed.). *New media and public relations* (pp: 357-370). New York, NY: Peter Lang Publishing, Inc.
- Carlson, G., 1999. *Total exposure: Controlling your company's image in the glare of the business media explosion*. New York: AMACOM.
- Carroll, C., M. McCombs, 2003. Agenda-setting effects of business news on the public's images and opinions about major corporations. *Corporate Reputation Review*, 6(1): 36-46.
- Central Intelligence Agency (CIA)., 2012. *The world factbook: Middle East: Jordan*. Retrieved from <https://www.cia.gov/library/publications/the-world-factbook/geos/jo.html>
- Decker, W., 2012. A firm's image following alleged wrongdoing: Effects of the firm's prior reputation and response to the allegation. *Corporate Reputation Review*, 15(1): 20-34.
- Grunig, J., 1992a. Communication, public relations, and effective organizations: An overview of the book. In J. Grunig (Ed.). *Excellence in public relations and communication management* (pp: 219-256). Hillsdale, New Jersey: Lawrence Erlbaum Associates, Inc., Publishers.
- Grunig, J., 1992b. What is excellence in management? In J. Grunig (Ed.). *Excellence in public relations and communication management* (pp: 219-256). Hillsdale, New Jersey: Lawrence Erlbaum Associates, Inc., Publishers.
- Grunig, L., 1990. Power in the public relations department. In J. Grunig & L. Grunig (Eds.). *Public relations research annual*, 2: 115-157. Hillsdale, New Jersey: Lawrence Erlbaum Associates, Inc., Publishers.
- Grunig, L., J. Grunig, R. Dozier, 2002. *Excellent public relations and effective organizations: A study of communication management in three countries*. Mahwah, New Jersey: Lawrence Erlbaum Associates, Inc., Publishers.
- Hoeken, H., J. Renkeman, 1998. Can corrections repair the damage to a corporate image caused by negative publicity. *Corporate Reputation Review*, 2(1): 1358-1988.
- Hung, C.J., 2008. The effect of brand image on public relations perceptions and customer loyalty. *International Journal of Management*, 25(2): 237-246.
- Kirdar, Y., 2007. The role of public relations for image creating in health services: A sample patient satisfaction survey. *Health Marketing Quarterly*, 24(3/4): 33-53.

Ledingham, J., S. Bruning, 2000. *Public relations as relations as relationship management: A relational approach to the study and practice of public relations*, pp: 55-70. Mahwah, New Jersey: Lawrence Erlbaum Associates, Inc., Publishers.

Piotrowski, C., 2008. *Professional practice for interior designers* (4th ed.). Hoboken, New Jersey: John Wiley & Sons, Inc.

Pruzan, P., 2001. Corporate reputation: Image and identity. *Corporate Reputation Review*, 4(1): 50-64.

Schuler, M., 2004. Management of the organizational image: A method for organizational image configuration. *Corporate Reputation Review*, 7(1): 37-53.

Shamakhi, K.A., 2000. *Performance evaluation of governmental public relations departments in the Sultanate of Oman from the perspective of other departments' directors*. (Unpublished Master Thesis). Al al-Bayt University.

Sjovall, A., A. Talk, 2004. From actions to impressions: Cognitive Attribution Theory and the formation of corporate reputation. *Corporate Reputation Review*, 7(3): 269-281.

Stacks, D.W., 2011. *Primer of public relations research*. (2nd Ed.). New York: Guilford.

The Conference Board, 2000. *Executive briefing: The millennium poll on corporate social responsibility*. New York, NY: Conference Board.

Toth, E., 2009. *The future of excellence in public relations and communication management: Challenges for the next generation*. Mahwah, NJ: Lawrence Erlbaum Associates, Inc., Publishers.

Wright, H., C. Fill, 2001. Corporate images, attributes and the UK pharmaceutical industry. *Corporate Reputation Review*, 4(2): 99-110.

Zhao, J., 1999. The importance of image survey: Improving effectiveness of communication programs. *Public Relations Quarterly* Summer, pp: 27-31.