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## The Role of Public Relations Departments In Enhancing the Image of Jordanian Ministries

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### ABSTRACT

**Purpose** – The purpose of this study is to determine how Jordanian government ministries can enhance their image among the internal publics through public relations Departments. **Design/methodology/approach** - This study adopts a mixed method design, first phase (qualitative phase) and second phase (quantitative phase). In this research article have discussed the first phase (qualitative phase) that seeks to identify attributes that make the image of Jordanian ministries as perceived by their respective employees. **Findings** – This study presents the results of the qualitative phase that show the main attributes for Jordanian image. **Research Limitations/implications** – A limitation of this study concerns the focus on only internal publics because they will be obtained from the ministries in Amman as opposed to external publics who would have to be obtained from all parts of the country. **Originality/value** – The contribution of the paper seeks to find out ways and techniques through which public relations departments in the ministries of Jordan can improve the image and reputation of their ministries and to understand the current image of the ministries of Jordan from the internal public's perspective and then to set up the basis to rebuild and enhance the image of the ministries, this image is connecting with the main mission and vision of the Jordanian ministries.

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## INTRODUCTION

The primary purpose of this study is to investigate ways in which government ministries in Jordan can enhance their image using public relations. Image plays a critical role in enhancing publics loyalty and has been perceived as an asset to the organization. In this study, image and reputation will be used interchangeably (Wei, 2002). One way in which ministries can enhance their images is by understanding the process involved in the formation of those images and the attributes that constitute such images. As such, the ministries can then know how to exert their influence to ensure that the images they want are formed among the publics.

### Statement of the Problem Research:

Central Intelligence Agency (2012) has reported that the people of Jordan held, in 2011-2012, 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. The Jordanians were demanding for political reforms that would see an end to the injustices identified. 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 the country. It is against this background that the present study has been designed to find out how government ministries can enhance their image through their public relations departments.

### Research Questions:

The following are the research questions:

- What are the attributes that form the image of Jordanian ministries as perceived by their respective employees?
- What are the most important image attributes among Jordanian ministries?
- What are the satisfaction rates of ministry employees with regard to the current state of each of the image attributes of their respective ministries?

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- How can Jordanian government ministries enhance their image?

#### **Research Objectives:**

The General Objective of the current study is to determine how government ministries, through public relations, can enhance their image among the internal publics. Specifically, the study will seek:

- To identify the attributes that form the image of Jordanian ministries as perceived by their respective employees.
- To measure the degree of importance of image attributes of Jordanian ministries as perceived by their employees.
- To measure the satisfaction rates of ministry employees with regard to the current state of each of the image attributes of their respective ministries.
- To determine ways in which government ministries in Jordan can enhance their image using public relations.

#### **Significance of the Research:**

Literature strongly links good organizational reputation and image to success. These two –reputation and image – have been perceived as organizational resources/assets. These terms [resources/assets] are used to show the value attached to these aspects by the organization. Applied to government ministries, it will also be found that the image that the publics have concerning a particular ministry produce either positive or negative effect on the ministry. For instance, a ministry that is not sensitive to working conditions would have bad image. People would not want to work in such a ministry. The converse is also true in that people would be interested in working for ministries with good working conditions, or simply positive image. Since government ministries serve the public, it implies that lack of good reputation and image affects provisions of services by ministries negatively. This implies that the living conditions of the entire nation will be compromised since the services provided by the government are not reliable. These observations make it necessary that a study is carried out to achieve, maintain, and enhance image and reputation for ministries in Jordan. This would in turn lead to enhanced quality of the services that the ministries provide to the public. Additionally, studies (e.g. Decker, 2012), have shown that it is important for organizations to cultivate good reputation and image. Decker reported that organizations with a good image are at an advantage in the event that wrongdoing allegations and leveled against the company. If the organization accepts such allegations, their image enhances as opposed to those organizations without good reputation and image.

#### **Literature Review:**

The current research has as its primary concern image of Jordanian government ministries. The study will review literature in the area of public relations, power & influence, and image & reputation so as to shed light on the topic. Literature on rebuilding or influencing the rebuilding, managing, or enhancing of positive images and reputation will be reported. Literature has strongly linked positive image and reputation to publics loyalty and future cushioning against negative publicity. This underlines the importance of developing positive image among the publics. Having citizens who are loyal to the services offered in government ministries would ensure growth of the ministries and enhancement in the quality of products and services provided to the public in such ministries.

#### **The Concept of Public Relations:**

Public relations refers to the “management of communication between an organization and its publics” (Grunig, 1992, p.4). Publics, or stakeholders, are groups of people who share interests or concerns in that they have interests and concerns over the actions of an organization. Publics and stakeholders are affected by, or affect, the actions of an organization. Active publics are aware that they share a concern about an organization with others while passive publics are those that are not aware that they share a common concern or interest about an organization. Moreover, internal publics consists of a group of people who are found within an organization while external publics are groups of people found outside the organization including customers, the mass media, competitors, voters, community groups, lobby groups, legislators, among others (Johnston, Zanawi & Brand, 2009). This definition, according to James E. Grunig, sees public relations as synonymous with organizational communication management. Public relations under this definition involve planning, executing, and evaluating the communication of an organization with its internal and external publics. Publics determine whether an organization will meet its goals (Grunig, 1992).

Following the advent and increasing use of internet, incorporation of relationships and corporate responsibility in public relations, Johnston, Zanawi & Brand (2009) define public relations as “the *development and management of ethical strategies* using *communications* to build *relationships* with *stakeholders* or *publics*” (p. 7). This definition is adopted in this because of its emphasis on ethical conduct. The activities carried out by public relations may be done by individuals, groups, or organizations, during interactions with their publics with

a view of pursuing and achieving organizational objectives and goals. Inclusion of ethical considerations in this definition seeks to ensure that fairness for all those involved or affected by public relations programs is maintained (Johnston, Zanawi & Brand, 2009).

Public relations acts as a bridge between the organization and its publics through organization-public relation (Hung, 2008). Organization-public relationships exist between organizations and their publics. Lendingham & Brunig (1998, p. 62) defined organization –public relationship as “the state which exists between an organization and its key publics, in which the actions of either [the organization or the publics] can impact the economic, social, cultural or political well being of the other” (quoted in Hung, 2008, p.444).

#### ***The Role of Public Relations:***

Basically, there are two roles of public relations in organizations: technicians and problem solvers. Technicians provide technical services such as production of publications including news releases and newsletters while problem solvers work with clients and senior managers for problem clarifications and solutions. Positions for technicians are lower within the organizational structures than problem solvers who may be managers involved in problem solving, decision making and policy formulation as part of the dominant coalition (Johnston, Zanawi & Brand, 2009). Dominant coalition is a term used frequently by Grunig and colleagues to refer to the organization’s decision making and policy formulation organ. In large organizations like government ministries, there are several people performing different functions.

#### ***Public Relations Departments:***

Public relations seek to make organizations they serve successful. Organizations with public relations departments have what Johnston, Zanawi & Brand (2009) calls in-house practitioners. In-house practitioners normally work for one organization, as opposed to consultancies that work for different organizations. In-house practitioners are able to learn about the organization from within, given that the practitioners can easily access the management, and facilities. Activities of public relations departments have been identified as communication, publicity, promotion, press agency, integrated marketing, issues management, crisis management, liaison with media, government, or politicians, financial relations, public affairs, community relations, internal relations, industry relations, minority relations, media relations, public diplomacy, event management, sponsorship, cause/relationship marketing, and fundraising (Johnston, Zanawi & Brand, 2009, p. 8-9).

#### ***Power and Public Relations Departments:***

The underlying purpose of power is to institute in behavior. Power can be personal, departmental, or organizational. This section is concerned with departmental power of Public relations departments in relation to the position the department occupies within the structure of the organizational. The focus is the department’s ability to mobilize scarce resources in an effort to bring about change that would enhance the effectiveness of an organization (Grunig, 1992). Public relations have no formal authority for action and as such rely on influence to change behavior. Influence may result from their expertise, friendship, and ingratiation as well as organization derision (Grunig, 1992). Comparing power and influence, it should be noted that “power is the *capacity* to exert influence”. Power has its influence “in decision making, in behavioral outcomes, and in situational outcomes” (Grunig, 1992). Therefore, for changes that should enhance image to occur, it is hoped that the public relations departments have the capacity and influence to cause the changes.

#### ***Identity, Reputation, and Image:***

In this study, reputation and image will be used interchangeably. Wei (2002) observed that identity, reputation, and image are used interchangeably. Their definitions and descriptions are first provided. Corporate identity has to do with the way an organization’s key members conceptualize it (Bromley, 2000). Identity concerns itself with creating, expressing, and managing explicit organizational values on what the organization is and what it advocates, in relation to its competitor; putting emphasis on the visual and aesthetic expression modes (Schultz & Ervolder, 1998; Fillis, 2003). In contrast, image and reputation are based on the external environment, specifically the perceptions of various constituencies or publics.

Reputation is among the organizational aspects that provide the basis for success (E. Alniacik, U. Alniacik & Erdogmus, 2012). Reputation is related to performance of the organization, size, growth, history, and investment in promotion (Bromley, 2000). It is the way “key external stakeholder groups or other interested parties actually conceptualize” an organization (Bromley, 2000, p. 241). In particular, following Bromley (1993), Sjøvall & Talk (2004) defined reputation as “the collective impressions of the members of a social group about the general disposition of some particular target entity” (p. 270). Dimensions of reputation include emotional appeal implying the extent to which publics admire, like and respect an organization; products and services, including their perceived quality, value, reliability, and innovation; vision and leadership, the extent to which the organization demonstrates and manages its vision and strong leadership; work place environment,

including quality of employees and working conditions; social and environmental responsibility, how a company behaves as a citizen in interacting with employees, community, and environment; and financial performance, including perceptions about profitability, risk, and prospects of an organization (Fombrun *et al.*, 2000, p. 253, cited in E. Alniacik, U. Alniacik & Erdogmus, 2012).

#### **Management of Organizational Image:**

Public relations can effectively manage and enhance image through communication (Hung, 2008). 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.

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). This image is formed as a result of organizational information that the publics receive, then organize in the publics' "data banks" (Schuler, 2004, p. 37). As a result 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).

#### **Measuring Corporate Image:**

With corporations perceiving their image as an asset, there is an increasing need to measure and verify corporate image. The best method for measuring image is chosen by the theoretical framework from which it is approached from. These approaches include an approach that perceives image as a network of meanings; as a holistic impression of the object position in relation to its competitors. Other factors that influence choice of technique include pragmatic and strategic considerations (Riel, Stroecker & Maathuis, 1998). Generally, image measurement methods are either open-ended or close-ended. The open ended techniques ask participants to provide their own description of the company while closed techniques request participants to provide an assessment of the company on the previously identified attributes (Riel, Stroecker & Maathuis, 1998). In a study investigating image measurement techniques, Riel and co-workers sought to find out whether different measurement techniques produce different corporate image measures, and to identify the best method for measuring corporate image. The methods were attitude scales, Q-sort, photosort, laddering, Kelly Repertory Grid, and Natural Grouping (Riel, Stroecker & Maathuis, 1998, p.315).

The researchers found that results obtained from open methods, which are qualitative in nature, can be used as inputs in closed methods. The purpose of the study should determine the choice of method. In this light, open methods are useful in those situations in which the organization seeks to elicit image dimensions. On their part, closed methods are useful when the company wishes to monitor its image while comparing it with that of its competitors over time (Riel, Stroecker & Maathuis, 1998).

#### **Methodology:**

##### **Data Collection Methods:**

The current study adopts a mixed method design. Bowen, Rowllins & Martin (2010: 86) observed that public relations researchers should ensure that they adopt mixed methods to ensure that both the publics and the issue under concern are properly understood. Researchers have agreed that use of mixed methods provides the most reliable research results (Bowen, Rowllins & Martin, 2010: 86). The choice of this design is informed by comprehensive literature review that indicates that the best model to adopt if reliable results are to be obtained is the mixed methods approach. In particular, the current study will use qualitative research interviews together with questionnaire method. The first phase (qualitative phase) will seek to identify attributes that make image while the second phase (quantitative phase) will be concerned with the extent to which participants perceive such attributes as important and the degree to which the participants are satisfied with such attributes. The details of these phases will be discusses under 'procedures'.

##### **Sampling Technique:**

The study will employ purposive sampling to select 14 participants for the qualitative phase of the study and 450 participants for the quantitative phase (schuler, 2004). All the participants will be ministry employees from two ministries, Ministry of Youth & Sport and Ministry of Interior. The researcher has chosen internal publics because they will be obtained from the ministries in Amman as opposed to external publics who would have to be obtained from all parts of the country. Using external publics would be expensive. Purposive

sampling allows researchers to select study participants who meet the needs of the study as judged by the researcher (Austin & Pinkleton, 2001). The researcher will design the inclusion and exclusion criteria. Basically, the inclusion criteria will be: be a government employee working in a government ministry; the concerned ministry approves an employee's participation. The potential participants will not necessarily be working in public relations departments. Upon obtaining permission from the ministries, the researcher will put notices in such ministries advertising the study. The interested participants will be requested to volunteer for the study. When enough number of participants will be obtained, the researcher will stop advertising the study in such a ministry.

#### **Data collection Procedures:**

This study will use the Organizational Image Configuration Method reported by Schuler (2004). This is a model that has undergone initial testing and recommended for use in achieving, maintaining, and improving image. Since literature has strongly demonstrated that image is created through communication, this is an appropriate tool to use because its aim is to be used as "a permanent tool to evaluate organizational communication actions towards the generation of the best possible image" (Schuler, 2004, p. 37). It consists of the following steps:

First is the identification of the organizations public. This step involves identification of various types of publics that may have different images about the organization. This is because a given public will have similar characteristics following its contact with the organization; and hence will have similar images. It is better to treat each public individually because this would provide more precise and simpler image. The publics of this study are both government employees, citizens and foreigners since ministries serve everyone and their action are influenced by everyone in the country, or even citizens or non-citizens in other countries. All those form the publics for government ministries.

The second step is the selection of the target public. This study will use internal publics (government employees working in ministries). This can be done by having a sequential approach to the publics, on at a time, as opposed including all publics because that would not be practically manageable. Third, a representative sample is selected. This involves selection of 12 to 16 participants to be interviewed. The current study hopes to use 16 participants obtained from government ministries. The fourth step involves conducting a qualitative research. This process involves identifying the attributes of the organizational image from the sample obtained from the target public (Schuler, 2004).

The interviewing process involves choosing a mental model attribute or element connected to the organization and then finding what that element (hereafter "inductor term") represents or suggests to them. Inductor terms can be the organization's logo, name, just to mention. The interviewer uses the inductor term as stimulus to get what occurs in the minds of the interviewees when the inductor term is mentioned; or when they see it. The interviewer establishes what the interviewee likes and dislikes about the inductor term. Moreover, the interviewer should ask questions expecting the interviewee to compare the organization with its main competitors. Furthermore, the interviewer should establish where the interviewee gets information about the inductor term. The inductor terms act as stimulus that help in generating the attributes of an organizational image (Schuler, 2004).

After collecting data, two stages will be involved in its analysis. The first stage involves content analysis of the interviews. The researchers should have the ability to derive attributes from what the interviewees say. Use of at least two researchers at this stage ensures that the attributes generated are accurate since comparison of the results of each is done. The second stage in the data analysis process involves determining the frequency and order of appearance of each of the attributes derived from the interviews. A list of these attributes is then created. In the event that an attribute is mentioned first, it is assigned the value of 5 while that which is mention the fifth receives a value of 1. Any attribute mentioned after the fifth does not receive any value. High citation frequency value and high order value constitute the most important attributes of the image (Schuler, 2004).

#### **Results:**

##### Frequency Table

**Table 1:** Gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	8	57.1	57.1	57.1
	Female	6	42.9	42.9	100.0
	Total	14	100.0	100.0	

**Table 2:** Marital\_Status.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	10	71.4	71.4	71.4
	Single	4	28.6	28.6	100.0
	Total	14	100.0	100.0	

**Table 3:** Age.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-35 years	3	21.4	21.4	21.4
	36-45 years	10	71.4	71.4	92.9
	46 years or older	1	7.1	7.1	100.0
	Total	14	100.0	100.0	

**Table 4:** Education\_Background.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Years College Degree	2	14.3	14.3	14.3
	Bachelor's Degree	9	64.3	64.3	78.6
	Master's Degree	2	14.3	14.3	92.9
	Doctoral Degree	1	7.1	7.1	100.0
	Total	14	100.0	100.0	

**Table 5:** Ministry.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ministry of Interior	7	50.0	50.0	50.0
	Ministry of Youth and Sport	7	50.0	50.0	100.0
	Total	14	100.0	100.0	

**Table 6:** Job\_Title.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employee	9	64.3	64.3	64.3
	Head of Department	2	14.3	14.3	78.6
	Manager	3	21.4	21.4	100.0
	Total	14	100.0	100.0	

**Table 7:** Salary\_per\_Month.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	JD 250 or under	3	21.4	21.4	21.4
	JD 251 - 500	9	64.3	64.3	85.7
	JD 501 - 750	2	14.3	14.3	100.0
	Total	14	100.0	100.0	

**Table 8:** Duration\_of\_Employment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4 - 7 years	3	21.4	21.4	21.4
	8 - 11 years	4	28.6	28.6	50.0
	12 years or above	7	50.0	50.0	100.0
	Total	14	100.0	100.0	

**Table 9:** First Result of the Qualitative Phase (n=14).

N=14																	
Interviewees	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Order value	Citation frequency	Total value
Attributes															OV	FV	TV
Ability to maintain political stability															58*	13	71
Employment															54	12	66
Ability to generate good fiscal and monetary policies															51	12	63
Decency															50	12	62
Advertisement and publicity															49	11	60
Social welfare and responsibility															44	12	56
External Communication dynamics															42	12	54
System stability															44	9	53

Ministries performance	40	10	50
Fast communication networks	40	9	49
Sense of responsibility	35	9	44
Commitment of employees	32	9	41
Effective internal communication	30	11	41
Motivation of employees	30	8	38
Employee training	30	7	37
Openness to suggestions ideas	29	8	37
Execution of on-paper projects	28	6	34
Reward and incentives	24	8	32
Strategic process management	25	7	32
Well derived vision	20	8	28
Evaluation of employees' performance	20	8	28
Alignment of goals and objectives with vision	21	6	27
Clarity of goals	20	6	26
Quality of control management	17	5	22
System flexibility	8	2	10
Process innovation	7	2	9
Workspace	5	4	9
Indoor (physical) climate	4	2	6
Sound (Positive sound)	3	1	4

\*This attribute was mentioned eight times in the first place, which gives it 40 points (8\*5), three times in the second place, giving it 12 points (3\*4), and twice in the third place, giving it 6 points (2\*3). The sum of these points results in an order value (OV) of 58.

### Discussion:

The purpose of this study was to determine the findings that may help contribute to the enhancement of the public image of the Jordanian government ministries. This was a mixed methods study, which used both qualitative and quantitative methodologies to measure the main attributes of the image of Jordanian ministries. The main attributes measured included management, HRM Human Resource Management, Communication, Employees Motivations, Quality, Physical Work Environment, and the overall government system. In this research paper, the findings will be presented to further understand which attributions can specifically contribute to the enhancement of the Jordanian ministries' image through the use of public relations.

The qualitative methodology included examining comprehensive literature to determine which method to adopt that will best contribute to improving the public image of the Jordanian government ministries. Also, the qualitative methodology used was data collection of face to face interviews. The interviews were used as a method of data collection to determine what the attributes the subjects perceived as important and the degree to which the participants were satisfied with these attributes.

The sample size was n=14 participants for the qualitative methodology. The participants were not selected at random as they were employees of the Ministry of Youth & Sports, and Ministry of Interior. The study used the Organizational Image Configuration methodology Schuler (2004) to measure its findings. The method has been known to provide testing with achieving, maintaining, and improving image.

The Organizational Image Configuration methodology includes several steps. **Step 1** is to identify the organizations as public firms. It is vital to first understand the various images upheld by the public of that one particular organization. Therefore, for the purposes of this study, government employees serving the ministries since their role is to serve all citizens and foreigners.

**Step 2** of this method includes selecting a target population. For the sake of this study, internal government employees were selected.

**Step 3** includes selecting a sample size. The study selected a sample size ranging from 12 to 16 individuals from the government ministries.

**Step 4** includes conducting qualitative research, including determining the attributes of the organizational image from the sample size.

The interviews conducted included using a mental model attribute. The interviewer used inductor terms or the organization's logo and name to understand the recognition of the image of the public. For example, the interviewer showed the image to the participant. The initial reaction illustrated by the participant was recorded as it provided an indication of the image of this brand, measuring likes and dislikes.

**Step 5** includes conducting the analysis of the data collected. It is vital to note that the attributions were not predetermined prior to the qualitative methodology. Rather, the attributions were determined during the data collection phase. For example, an attribute that is mentioned first, receives a value of 5. The attribute mentioned fifth received a value of 1. Any attribute mentioned after the 5th does not receive any value, as the study sought to determine only 5 values.

The findings include 7 individuals who were selected from the Ministry of the Interior; and 7 individuals from the Ministry of Youth and Sport totaling the sample size to 14. This includes creating an equal platform from both ministries.

- Gender: 8 males, 6 females. Approximately 57% of the population consists of males. The study is majority male oriented.
- Marital status: 10 were married, 4 were single. Approximately 71% of the population of 14 are married individuals. The ratio of male to female with the marital status is unknown.
- Age: The average age of the participants ranges between 36-45 years of age. This consists of 71% of the population. Approximately 21% of the population ranges from the ages of 26 to 35 years old. In addition, 1 individual ranged over the age of 46.
- Educational Background: Approximately 64% or the majority of the population do possess a Bachelor's degree. Individuals who have less an Associate's degree, or two years of college make up 14% of the population. Likewise, the 14% of the population also have a Master's degree. The remaining 7% of the population has a doctoral degree.
- Job Title: The majority of the population includes general employees at 64%, earning a salary ranging between JD251-500 monthly. Managers make up 21% of the jobs, and the remaining 14% includes the Heads of the Department, earning approximately between JD501-750 per month.
- Duration of Employment: The majority of the sample size has been working for the ministries for over 12 years. It is unknown which gender has been working for over 12 years as the measurements are general. In addition, 28% of the population has been working for the ministries between 8 to 11 years. The remaining 21% has been employed at the Ministries between 4 to 7 years. It is important to note that it is unknown if the employees have moved around from one Ministry to the other within the organization as a specific breakdown was not indicated in the results.

The independent variables included communication, which measured the speed of the communication networks, effective internal and external communications, advertisements, social communication network and innovative ideas.

HRM was another independent variable. This variable measured the commitment of employees to the ministries, the training they received as employees of the ministries, rewards, incentives, value, job condition equality, and other responsibilities associated with HRM.

Management was the next independent variable that was measured. This included goals, objectives, a solid vision, process management, execution of projects, measurement of goals and objectives achieved, employee integration with the overall goals of the ministries, performance management, and employee growth in conjunction with the growth of the ministries.

Also, employee motivation was the next independent variable measured. This included the motivation of employees to be more productive, their well being at work, salary and career plan, current salaries, pride for their workplace, autonomy, and confidence for the future.

Quality was another independent variable that was measured. This included the quality control of management, quality of services, satisfaction, work evaluation based on performance management.

Ergonomics, or the physical work environment was measured. The workspace, acquisition of the furniture, equipment, and indoor climate were also measured. In addition, the sound, including positive sound was measured. It is important to note that the physical work environment is vital to the measurement of employee satisfaction. Specifically, in order to keep employees motivated, ergonomics is a key element.

Finally, the overall government system was measured to determine the public imagery of the Jordanian ministries. The political stability, sound fiscal and monetary policies, systems stability, employment levels, social welfare and responsibility and decency were also measured. This final independent variable is probably the most important variable as it contributes largely to what the public perceives of the Jordanian government. The values the government can offer its citizens, inclusive of its employees is vital to understanding how the country is doing overall financially and politically. The stability of the government, including the need to modernize and follow a sense of democratization is vital to the stability perception.

### **Conclusion:**

The results provide a comprehensive overview of how to improve the public image of the Jordanian Ministries. It can be concluded that based on the outcome of the independent variable, measured against the dependent variable, the image of the public is heavily dependent upon the image created by the employees. The employees, conducting of majority males, middle aged, married, and upholding a Bachelor's degree illustrated that the importance as measured upon various factors of management, HRM, communication, employee motivation, quality, ergonomics, and overall government systems indicates the direct affect it has on the image. Should the employee results have been negative, then the image of Jordanian Ministries may be biased against the organization negatively. However, the results indicate a positive balance between the satisfaction disposed by the 14 participants or current employees of the ministries.

In the future, the next phase will be applied, is the quantitative phase, which will be an image survey, by composing a questionnaire that should be about the importance and satisfaction related to the attributes generated in the qualitative phase; the primary purpose of this phase is to measure the importance and

satisfaction perceived in the image attributes. Measuring the interviewee satisfaction with each image attribute helps the public relations practitioner to get an idea about the gap between the ideal image the organization wishes this public to have, and the actual image that the public has about the organization. The public relations manager is able to understand networks of the attribute, which, through their interconnection, results into that public's image about the ministries (Schuler, 2004).

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