

CHAPTER FOUR

FINDINGS

Introduction

The primary purpose of this study was to identify image attributes of the Jordanian ministries by determining their importance and satisfaction levels. The study adopted a mixed methods approach proposed by Schuler (2004). In this light, the study was conducted in two phases. The first phase was the qualitative phase while the second phase was the quantitative phase. This chapter provides the results of both the qualitative and quantitative phases of the study. After identifying perceived image attributes in the qualitative phase, the importance attached to the attributes and satisfaction of the participants with the attributes were measured in the quantitative phase. The findings of the study on the importance and satisfaction with image attributes would help in directing efforts of communication managers in the ministries. Basically, the ultimate aim of the analysis was to identify the attributes that ideally characterize the ministries and the satisfaction of the participants with such attributes. The attributes scoring high on importance and low on satisfaction should be the primary focus of public relations managers.

4.1 Qualitative Research Findings

Qualitative research for this study provides a significant beginning for the survey process. Researcher was able to identify important attributes for public relational aspects and the appropriate model to answer the statement of problem. However those attributes were wide and not specific to the Jordanian environment. In

order to identify specific and relevant attributes qualitative interviews provided important tool to the researcher. Researcher used this tool to identify and segregate most important attributes and variables in the context of Jordanian study.

4.2 Demographics for Qualitative Phase Participants

The qualitative phase used fourteen participants (8 male) and (6 female) that were equally obtained from the two ministries. In the ministries, participants were working as employees, head of department or managers. Nine participants (64.3%) were employees while two (14.3%) said they were Heads of Departments. Ten respondents (71.4%) were married while four respondents (28.6%) were unmarried. Three respondents (21.4%) belonged to the 26-35 years old age group while only one participant was aged over 46 years. The most popular age group was the 36-45 years old age group which had ten participants (71.4%).

Participants were asked to report on their highest educational level attained. Nine respondents (64.3%) held Bachelor's degree followed by two respondents each holding a 2 year-college degree and a Master's degree respectively. One respondent had a doctoral degree. On monthly income, nine (64.3% of the 14 respondents were earning JD 251-500 per month while two respondents (14.3%) were earning JD 501-750 per month. Participants were also asked to report on the duration they had been working at the ministry. Seven (50%) respondents had been working in their respective ministries for at least 12 years. Three participants (21.4%) had been working at the ministries for 4-7 years. Table 2 provides detailed demographic information for the 14 participants who took part in the qualitative phase of the study.

Table 2: *Qualitative Phase Participant Demographics**(N = 14)*

Demographic Feature		Frequency	Percent
Age in Years	26-35	3	21.4
	36-45	10	71.4
	46 or older	1	7.1
Educational Background	2-Year College Degree	2	14.3
	Bachelor's Degree	9	64.3
	Master's Degree	2	14.3
	Doctoral Degree	1	7.1
Job Title	Employee	9	64.3
	Head of Department	2	14.3
	Manager	3	21.4
Monthly Income in JD	250 or Under	3	21.4
	251-500	9	64.3
	501-750	2	14.3
Duration of Employment in Years	4-7	3	21.4
	8-11	4	28.6
	12 or above	7	50.0

4.3 Analysis of Interview Data

Data analysis was guided by Schuler's (2004) model which recommends content analysis for the interview transcripts. Content analysis of the interview transcripts identified 29 attributes that participants associated with the ministries.

Identification of image attributes. There were 29 attributes identified in the interview process, as opposed to 34 attributes identified by Schuler (2004). These attributes were assigned with values on the order of occurrence and frequency. The product of these provided order value. Higher the order value of an attribute, more

significant and important that attribute is for the respondent. Table 3 provides the attributes identified in this study and values assigned to the same.

Table 3: *Attributes and their Total Value*

Interviewees (N=14)	Order value* (OV)	Citation frequency* (FV)	Total value (TV) (OV+FV)
Attributes			
1. Ability to maintain political stability	58**	13	71
2. Employment	54	12	66
3. Ability to generate good fiscal and monetary policies	51	12	63
4. Decency	50	12	62
5. Advertisement and publicity	49	11	60
6. Social welfare and responsibility	44	12	56
7. External Communication dynamics	42	12	54
8. System stability	44	9	53
9. Ministries performance	40	10	50
10. Fast communication networks	40	9	49
11. Sense of responsibility	35	9	44
12. Commitment of employees	32	9	41
13. Effective internal communication	30	11	41
14. Motivation of employees	30	8	38
15. Employee training	30	7	37
16. Openness to suggestions ideas	29	8	37
17. Execution of on-paper projects	28	6	34
18. Reward and incentives	24	8	32
19. Strategic process management	24	7	32
20. Well derived vision	20	8	28
21. Evaluation of employees' performance	20	8	28
22. Alignment of goals and objectives with vision	21	6	27
23. Clarity of goals	20	6	26
24. Quality of control management	17	5	22
25. System flexibility	8	2	10
26. Process innovation	7	2	9
27. Workspace	5	4	9
28. Indoor (physical) climate	4	2	6
29. Sound (Positive sound)	3	1	4

* The data analysis process involved determining the frequency and order of appearance of each of the attributes derived from the interviews. A list of such attributes is prepared with the help of responses received from the interview process. Numerical values are assigned to the event attributes. In the event that an attribute is mentioned first, it is assigned the value of 5 while that which is mentioned 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).

**For Example 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.

The attributes and their total values in this study can be compared to the attributes identified by Schuler (2004). Schuler (2004) reported 34 attributes and their total values, with the total values ranging from 1 to 96, as shown in Table 4.

Table 4: *Image Attributes Identified by Schuler (2004)*

Attributes	Total value
1. Involvement and commitment of employees	96
2. Present salaries	74
3. Personal wellbeing in the workplace	72
4. Personal and professional valorisation of employees	64
5. Continuity of the initiated projects	49
6. Quality of services	45
7. Pride in working for the organization	43
8. Quality of products	36
9. Involvement and commitment of managing board	34
10. Number of employees	31
11. Clarity of goals, mission and objectives	21
12. Employees' autonomy in the workplace	21
13. Computerization	19
14. Significance of the job	19
15. Consumer satisfaction	15
16. Modernization	14
17. Clarity of internal communication	14
18. Salary and career plan	13
19. Performance	13
20. Job condition equality	12
21. Form of charging responsibilities	12
22. Hope and confidence in the future of the organization	7
23. Acceptance of suggestions, ideas and criticisms	6
24. Employee training	6
25. Consideration of evaluation of work done	6
26. Social communication work	6
27. Clarity of external communication	6
28. Acquisition of furniture and equipment	5
29. Integration between employees and direction	5
30. Form of personnel hiring	4
31. Promotion system for employees	1
32. Achievement of goals, mission and objectives	1
33. Manifestation of the directing board about the employees' performance	1
34. Measurement of quality of the products	1

4.4 Comparison of Image Attributes Identified with Schuler's Model

Image attributes of Schuler's Model and the identified attributes in the research finding are listed in Table 5. The relevant and specific attributes are reduced to 29 in research findings as compared to 34 in Schuler's model.

Table 5: Comparison of Image Attributes in Schuler's Model and Image Attributes Identified in this Study

Schuler's Model	Research Finding
1. Personal wellbeing in the workplace	1. Ability to maintain political stability
2. Personal and professional valorization of employees	2. Employment
3. Acceptance of suggestions, ideas and criticisms	3. Ability to generate good fiscal and monetary policies
4. Salary and career plan	4. Decency
5. Promotion system for employees	5. Advertisement and publicity
6. Present salaries	6. Social welfare and responsibility
7. Number of employees	7. Effective external Communication
8. Clarity of goals, mission and objectives	8. System stability
9. Achievement of goals, mission and objectives	9. Ministries performance
10. Continuity of the initiated projects	10. Easy communication networks
11. Involvement and commitment of employees	11. Sense of responsibility
12. Involvement and commitment of managing board	12. Commitment of employees
13. Modernization	13. Effective internal communication
14. Quality of products	14. Motivation of employees
15. Performance	15. Employee training
16. Consumer satisfaction	16. Openness to suggestions ideas
17. Employee training	17. Execution of on-paper projects
18. Quality of services	18. Reward and incentives
19. Computerization	19. Strategic process management
20. Acquisition of furniture and equipment	20. Well derived vision
21. Integration between employees and direction	21. Alignment of goals and objectives with vision
22. Consideration of evaluation of work done	22. Clarity of goals
23. Social communication work	23. Quality of control management
24. Job condition equality	24. System flexibility
25. Hope and confidence in the future of the organization	25. Process innovation
26. Form of personnel hiring	26. Evaluation of employees' performance
27. Manifestation of the directing board about the employees performance	27. Workspace
28. Significance of the job	28. Indoor (physical) climate
29. Employees' autonomy in the workplace	29. Sound (Positive sound)
30. Clarity of internal communication	
31. Clarity of external communication	
32. Form of charging responsibilities	
33. Measurement of quality of the products	
34. Pride in working for the organization	

4.5 Similarity of Image Attributes of Schuler's Model and Research Finding

The similarities of the image attributes of the Schuler's model and research findings are listed below. Broadly these attributes were categorized in ten identified categories and compared with the Schuler's model. The findings of this comparison are given in Table 6.

Table 6: *Similarities between Image Schuler's Model and Image Attributes Identified in this Study*

Schuler's Model

1. Acceptance of suggestions, ideas and criticisms.
2. Promotion system for employees.
3. Clarity of goals, mission and objectives.
4. Continuity of the initiated projects.
5. Involvement and commitment of employees.
6. Employee training.
7. Clarity of internal communication.
8. Clarity of external communication
9. Measurement of quality of the products.
10. Performance

Research Findings

1. Openness to suggestions ideas
2. Reward and incentives
3. Clarity of goals
4. Execution of on-paper projects.
5. Commitment of employees
6. Employee training
7. Effective internal communication
8. Effective external communication
9. Quality of control management
10. Ministries Performance

4.6 Different Image Attributes between Schuler's Model and Research Findings

The image attributes identified have difference in terms of order of significance and importance among the respondents than the pre-established model of Schuler. Table 7 shows the new image attributes identified in this study.

Table 7: *Schuler's Model and New Image Attributes in this Study*

Schuler's Model

1. Personal wellbeing in the workplace
2. Personal and professional valorization of employees
3. Salary and career plan
4. Present salaries
5. Number of employees
6. Achievement of goals, mission and objectives
7. Involvement and commitment of managing

Research Findings

(New image attributes)

1. Ability to maintain political stability
2. Employment
3. Ability to generate good fiscal and monetary policies
4. Decency
5. Advertisement and publicity
6. Social welfare and responsibility
7. System stability

- board
8. Modernization
 9. Consumer satisfaction
 10. Quality of products
 11. Computerization
 12. Acquisition of furniture and equipment
 13. Integration between employees and direction
 14. Consideration of evaluation of work done
 15. Social communication work
 16. Job condition equality
 17. Hope and confidence in the future of the organization
 18. Form of personnel hiring
 19. Manifestation of the directing board about the employees' performance
 20. Significance of the job
 21. Employees' autonomy in the workplace
 22. Form of charging responsibilities
 23. Pride in working for the organization
8. Fast communication networks
 9. Sense of responsibility
 10. Motivation of employees
 11. Strategic process management
 12. Well derived vision
 13. Alignment of goals and objectives with vision
 14. System flexibility
 15. Process innovation
 16. Evaluation of employees' performance
 17. Workspace
 18. Indoor (physical) climate
 19. Sound (Positive sound)

The 29 attributes identified are most likely exhaustive of the possible attributes that form the image of ministries among the publics. As such, the 23 attributes reported by Schuler (2004) but not identified in this study were included in the study to ensure that in the quantitative phase, the importance and satisfaction level of all known image attributes were measured. Table 8 provides a list of the 23 attributes obtained from Schuler's (2004) study and their TV.

Table 8: *The 23 Image Attributes Obtained from Schuler (2004) and Included in this Study*

Image attributes of Schuler's Model	Total value
1. Present salaries	74
2. Personal wellbeing in the workplace	72
3. Personal and professional valorization of employees	64
4. Quality of products	45
5. Pride in working for the organization	43
6. Involvement and commitment of managing board	34
7. Number of employees	31
8. Employees' autonomy in the workplace	21

9. Computerization	19
10. Significance of the job	19
11. Consumer satisfaction	15
12. Modernization	14
13. Salary and career plan	13
14. Job condition equality	12
15. Form of charging responsibilities	12
16. Hope and confidence in the future of the organization	11
17. Consideration of evaluation of work done	6
18. Social communication work	6
19. Acquisition of furniture and equipment	5
20. Integration between employees and direction	5
21. Form of personnel hiring	4
22. Achievement of goals, mission and objectives	1
23. Manifestation of the directing board about the employees' performance	1

4.7 Final Image Attributes for the Survey

The literature review and the qualitative approach were used to identify image attributes to be used in the quantitative phase of the study. Researcher interviewed Ministry officials for understanding their perception and views about the Jordanian ministries with a goal of identifying attributes for the survey. As already reported, the qualitative phase of the study identified 29 image attributes while the review of literature, particularly Schuler's (2004) model, provided 23 attributes to make a total of 52, which are listed in Table 9.

Table 9: *Final Image Attributes (52 in Total) Used for Survey Instrument in the Quantitative Phase*

1. Clarity of goals
2. Sense of responsibility
3. Well derived vision
4. Alignment of goals and objectives with vision
5. Strategic process management
6. Execution of on-paper projects
7. Achievement of goals, -mission and objectives
8. Manifestation of the directing board about the employees' performance
9. Integration between employees and direction
10. Involvement and commitment of managing board

11. Motivation of employees
12. Personal well-being in the workplace
13. Salary and career plan
14. Present salaries
15. Pride in working for the organization
16. Significance of the job
17. Employees' autonomy in the workplace
18. Hope and confidence in the future of the organization
19. Process innovation
20. Commitment of employees
21. Employee training
22. Reward and incentives
23. Number of employees
24. Personal and professional valorization of employees
25. Job condition equality
26. Form of personnel hiring
27. Form of charging responsibilities
28. Fast communication networks
29. Effective external Communication
30. Effective internal communication
31. Advertisement and publicity
32. Social communication work
33. Openness to suggestions and innovative ideas
34. Ability to maintain political stability
35. Ability to generate good fiscal and monetary policies
36. System stability
37. Employment
38. Social welfare and responsibility
39. Decency
40. System flexibility
41. Modernization
42. Ministries performance
43. Acquisition of furniture and equipment
44. Computerization
45. Workspace
46. Indoor (physical) climate
47. Sound (Positive sound)
48. Quality of control management
49. Quality of services
50. Publics satisfaction
51. Consideration of evaluation of work done
52. Evaluation of employees' performance

4.8 Attribute Proximity from the Industry Term (Jordanian Ministries)

From the 29 attributes identified in this study, the attribute with the highest total value (TV) had 71. As already noted, 23 image attributes from Schuler's (2004) study were included in this study to ensure that this study investigated all known image

attributes. Among the 23 attributes, the attribute with the highest TV from Schuler's (2004) study had 74, as shown in Table 8. Consequently, the highest TV among the 52 attributes used in the quantitative phase of the study was 74. Researcher conceived a scale ranging from 1 to 74 (see Figure 5), which corresponded to the TV of each of the 52 attributes. As shown in Figure 5, the scale consisted of four intervals, 74-34 (image central nucleus), 35-18 (image second periphery), 19-17 (image first periphery), and 18-1 (image outermost periphery). As the attributes move from central nucleus to periphery, the value assigned decreases. The proximity of the attribute from the central nucleus should be of vital concern to the PR manager (Schuler, 2004). In this model, higher value signifies a more important and effective attribute that can enhance image or can cause damage to the perceived image of the ministries.



Figure 5: Attributes and their Total Value

4.9 Quantitative Research Findings

For the quantitative phase, participants were obtained from the Ministry of Sport and Youths and Ministry of Interior completed the questionnaires. Data were analyzed using SPSS version 20. From the two ministries, 383 members of staff (204

from the Ministry of Youth and Sports; 179 from the Ministry of Interior) completed the surveys.

4.10 Participant Demographics for the Quantitative Phase

This section describes participant demographics such as gender, marital status, age, and educational level. Among the 383 participants, (57.4%) were male while the remaining (42.6%) female members of staff. Majority of the participants (65.3%) were married while another (33.4%) were single. Furthermore, (13%) said they were divorced (2) or widowed (3). Most of the participants (38.4%) were aged 36-45 years while a small number of participants (8.9%) were aged 25 years old and below. As shown in Table 10, a high number of participants (37.1%) were aged 26-35 years old.

Participants were asked to report their highest level of education attained. Almost half of the participants (48.3%) were holders of a bachelor's degree while only (1.8%) held a doctoral degree. In addition, (18.3%) had a high school or less education. Participants worked in the ministries as employees, heads of departments, or managers. Majority of the respondents (64.5%) were employees while a few of them (10.7%) were managers. A high number of participants (45.4%) had worked for the ministries for 12 years or more while (9.4%) had worked for the ministries for 3 or less years. Most of the respondents (60.3%) were earning JD 251-500 per month while only 28 participants were earning JD 51 and above. Table 10 provides details of the participant demographics.

Table 10: Demographic Information for the Participants Used in the Quantitative Phase (N = 383)

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

4.11 Importance of the Attributes

Schuler's model requires that the average importance of each attribute and the general importance of all attributes be calculated. The importance of the attributes ranged from a mean of 4.3055 to 3.3681. The attribute that received high rating on importance was ministries performance while the attribute that received the least rating was the sound (positive sound). The general average for the importance of the attributes was 3.9495. Attributes whose average importance was above the general average were termed as high importance attributes, according to Schuler's model.

There is a total of 28 high importance attributes, according to the information given in Table 11. Attributes whose average score was below the general average were termed as low importance attributes according to Schuler's model. As shown in Table 11, there is a total of 24 low importance attributes.

Table 11: *Average Importance Score of Each Attribute and General Average for All Attributes*

Attribute	Mean	Std. Deviation
Ministries performance	4.3055	.92840
System stability	4.2533	1.03149
Decency	4.2037	1.10935
System flexibility	4.1854	1.02308
Ability to generate good fiscal and monetary policies	4.1802	1.08924
Ability to maintain political stability	4.1800	1.03166
Modernization	4.1253	1.11859
Employment	4.1044	1.06813
Pride in working for the organization	4.1018	1.07419
Public's satisfaction	4.0992	.88713
Commitment of employees	4.0862	1.06116
Significance of the job	4.0789	.97300
Quality of control management	4.0653	1.00996
Salary and career planning	4.0418	1.17046
Social welfare and responsibility	4.0399	1.10498
Computerization	4.0299	1.09465
Employees' autonomy in the workplace	4.0204	.98942
Effective internal communication	4.0078	1.10801
Present salaries	4.0078	1.31938
Effective external communication	4.0026	1.04230
Evaluation of employees' performance	4.0000	.95171
Hope and confidence in the future of the organization	4.0000	1.14636
Motivation of employees	3.9948	1.13487
Fast communication networks	3.9896	1.21073
Advertisement and publicity	3.9765	1.08631
Consideration of evaluation of work done	3.9739	1.03567
Personal well-being in the workplace	3.9739	1.18646
Clarity of goals	3.9713	1.05190
Employee training	3.9478	1.17004
Quality of services	3.9478	1.16556
Achievement of goals, mission and objectives	3.9243	1.01404
Acquisition of furniture and equipment	3.9138	1.09992
Well derived vision	3.9034	1.02511
Integration between employees and direction	3.9008	1.07595
Process innovation	3.8956	1.18655
Social communication work	3.8851	1.19876

Number of employees	3.8773	1.23139
Form of personnel hiring	3.8747	1.31243
Sense of responsibility	3.8747	1.09016
Personal and professional valorization	3.8721	1.23722
Involvement and commitment of managing board	3.8564	1.10816
Alignment of goals and objectives with vision	3.8433	1.09568
Reward and incentives	3.8225	1.31277
Form of charging responsibilities	3.8198	1.16062
Openness to suggestions and innovative ideas	3.8146	1.06537
Job condition equality	3.8016	1.32327
Strategic process management	3.7833	1.11512
Manifestation of the directing board about the employees	3.7337	1.20735
Execution of on-paper projects	3.6919	1.07767
Workspace	3.5718	1.12303
Indoor (physical) climate	3.4517	1.16545
Sound (positive sound)	3.3681	1.21626
TOTAL	205.3736	
AVERAGE	3.9495	

4.12 Satisfaction with the Attributes

Schuler's model requires that the average score of participant satisfaction with each of the attributes be calculated and placed in a table. The attribute with the highest satisfaction average was sound (positive sound), which had an average of 3.4648. The attribute with the lowest satisfaction was present salaries, which had an average of 2.1958. Schuler's model further requires that the general average for the satisfaction with all attributes be calculated. As shown in Table 12, the general average for satisfaction with all attributes was 2.8774. Attributes whose average scores for satisfaction fall above the general average are high satisfaction attributes. As shown in Table 12, there are 28 high satisfaction attributes and 24 low satisfaction attributes. It is important to note that high importance attributes are not necessarily high satisfaction attributes, and that low importance attributes are not necessarily low satisfaction attributes.

Table 12: Average of Satisfaction with Each Attribute and General Average for Satisfaction with All Attributes

Attribute	Mean	Std. Deviation
Sound (positive sound)	3.4648	1.10125
Indoor (physical) climate	3.4125	1.11019
Well derived vision	3.3681	1.10578
Clarity of goals	3.3029	1.14506
Workspace	3.2350	1.16568
Commitment of employees	3.2298	1.19091
Computerization	3.2167	1.12447
Sense of responsibility	3.1984	1.15196
Alignment of goals and objectives with vision	3.1958	1.125984
Significance of the job	3.1775	1.18446
Integration between employees and direction	3.1540	1.19763
Acquisition of furniture and equipment	3.1488	1.17891
Achievement of goals, mission and objectives	3.1279	1.11244
Involvement and commitment of managing board	3.1253	1.12560
Effective internal communication	3.1201	1.124117
Publics' satisfaction	3.1097	1.12259
Strategic process management	3.0366	1.17787
Employees' autonomy in the workplace	3.0026	1.16110
Consideration of evaluation of work done	3.0026	1.10804
Advertisement and publicity	2.9791	1.22990
Effective external communication	2.9661	1.22213
Manifestation of the directing board about the employees	2.9808	1.18500
Execution of on-paper projects	2.9660	1.13996
Pride in working for organization	2.9522	1.31974
Ability to maintain political stability	2.9526	1.15402
Evaluation of employees' performance	2.9112	1.13371
Quality of services	2.8903	1.19049
Hope and confidence in the future of the organization	2.8799	1.26001
Quality of control management	2.8486	1.17925
Fast communication networks	2.8198	1.28072
System stability	2.7702	1.15973
Employee training	2.7702	1.23833
Personal well-being in the workplace	2.7624	1.20142
Process innovation	2.7232	1.16971
Form of charging responsibilities	2.6997	1.15145
Modernization	2.6971	1.12895
Social communication work	2.6789	1.24436
System flexibility	2.6371	1.14242
Salary and career planning	2.6345	1.22883
Social welfare and responsibility	2.6266	1.14819
Ministries performance	2.6214	1.18687
Employment	2.5927	1.18284

Form of personnel hiring	2.5849	1.18121
Number of employees	2.5849	1.24172
Motivation of employees	2.5587	1.16496
Ability to generate good fiscal and monetary policies	2.5587	1.16721
Decency	2.4987	1.18427
Openness to suggestions and innovative ideas	2.4621	1.19467
Personal and professional valorization	2.4360	1.11444
Job condition equality	2.4125	1.16090
Reward and incentives	2.3708	1.19483
Present salaries	2.1958	1.17602
TOTAL	149.6236	
AVERAGE	2.8774	

Attributes that scored high on importance but scored poorly on satisfaction should be of particular concern to public affairs managers. For instance, 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, making it a low satisfaction attribute. Basically, high importance attributes, low satisfaction attributes should be the focus of PR departments.

4.13 Data Reduction: Exploratory Factor Analysis

The second stage in the treatment of quantitative data, according to Schuler, is exploratory factor analysis. The purpose of this treatment is to identify the strongest relationships between attributes of the images (Schuler, 2004). The above data was put through an exploratory factor analysis as suggested by the Schuler Model. Figure 6 shows the scree plot obtained. As shown in Figure 6 and Table 13, seven factors had an eigen value of more than 1, implying that they qualified for extraction under latent root criterion of extraction.

Scree Plot

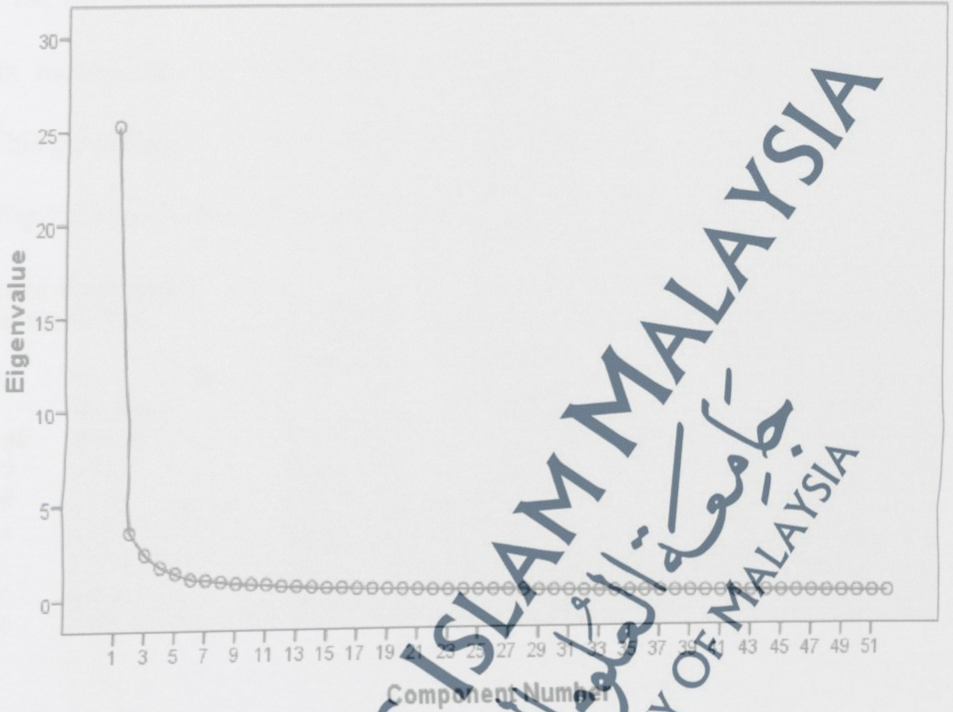


Figure 6: Scree Plot

Table 13: 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 1.851 E4
Sig.	.000

From Table 13, it can be noticed that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO-test) is 0.958, which indicates a very strong fit of the

extracted model. Therefore, the sample size was adequate. Additionally, given that the significance value of 0.000 is less than the conventional 0.05 for Barlett's test of sphericity, the extracted model is highly reliable. The information in Table 14 shows that the six factors can explain 68.39% variability in all the 52 original attributes together. This percentage is higher than the 60% threshold.

Table 14: *Exploratory Factor Analysis Total Variance Explained*

Factor	Total Variance Explained		Extraction Loadings Total	Sums of Squared	Sums of Squared	Relation Loadings Total	Sums of Squared
	Initial Eigenvalues	% of Variance					
1	25.288	48.632	24.960	48.000	10.534	20.257	
2	3.599	6.921	3.209	6.170	6.633	12.355	
3	2.429	4.670	2.143	4.122	6.471	12.345	
4	1.746	3.357	1.409	2.711	3.598	6.824	
5	1.411	2.713	1.083	2.087	3.089	5.940	
6	1.090	2.096	.782	1.503	3.034	5.834	
7	1.040	2.000	.717	1.379	.995	1.913	
8	.935	1.797					
9	.825	1.586					
10	.788	1.515					
11	.762	1.466					
12	.667	1.282					
13	.632	1.215					
14	.598	1.151					
15	.547	1.052					
16	.542	1.042					
17	.497	.956					
18	.480	.924					
19	.460	.884					
20	.434	.835					
21	.411	.791					
22	.390	.749					
23	.378	.727					
24	.367	.705					
25	.353	.678					
26	.347	.667					
27	.328	.631					
28	.326	.628					
29	.298	.572					
30	.294	.566					
31	.276	.531					
32	.262	.504					
33	.237	.456					
34	.236	.455					

35	.226	.435
36	.218	.419
37	.209	.402
38	.200	.384
39	.194	.374
40	.181	.347
41	.168	.324
42	.156	.300
43	.152	.293
44	.148	.285
45	.137	.263
46	.130	.250
47	.122	.234
48	.117	.226
49	.107	.206
50	.094	.181
51	.089	.171
52	.079	.151

Extraction method: Principal

Axis Method

Table 15 shows the rotated factor matrix that indicates the grouping of the attributes under the various factors that were extracted. In other words, it shows the factor loadings of the attributes. A loading of .40 or higher was considered as substantial enough in this study.

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 15, 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.

The naming of the factors was done based on the attributes that were grouped under them. Although not all attributes would be including in naming the factors, a majority of the grouped attributed would be accounted for in the naming. Thus, the following six attributes were extracted from the exploratory factor analysis. Table 16 provides the six factors together with their importance levels, from the most important to the least important. Table 17 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 determine by the average score for the attributes that loaded on a particular factor.

Table 16: *The Six 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
	• publics' 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:	○	effective external communication (COM1)	4.0026
Strength of	○	effective internal communication (COM2)	4.0078
Communications	○	advertisement and publicity (COM3)	3.9765
(COM)	○	openness to suggestions and innovative ideas (COM4)	3.8146
		AVERAGE:	3.950375
Factor 2: Human	●	employee training (HRM1)	3.9478
Resource	●	reward and incentives (HRM2)	3.8225
Management	●	Motivation of employees (HRM3)	3.9948
(HRM)	●	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:	●	clarity of goals (MAN1)	3.9713
Management	●	sense of responsibility (MAN2)	3.8747
(MAN)	●	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:	○	Compensation (ENV1)	4.0261
Physical Work	○	Workspace (ENV2)	3.5718
Environment	○	indoor (physical) climate (ENV3)	3.4517
(ENV)	○	sound (positive sound) (ENV4)	3.3681
		AVERAGE:	3.604425

Table 17: The Satisfaction Level of the Six 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

4.14 Graphical Representation

Based on the above results and as suggested by Schuler (2004), the graphical representation for the ministries' was developed as shown in Figure 7. 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 nucleus. Within the factors, special attention should be given to the attributes that scored high on importance (basically high importance attributes) but scored poorly on satisfaction (basically low satisfaction attributes).

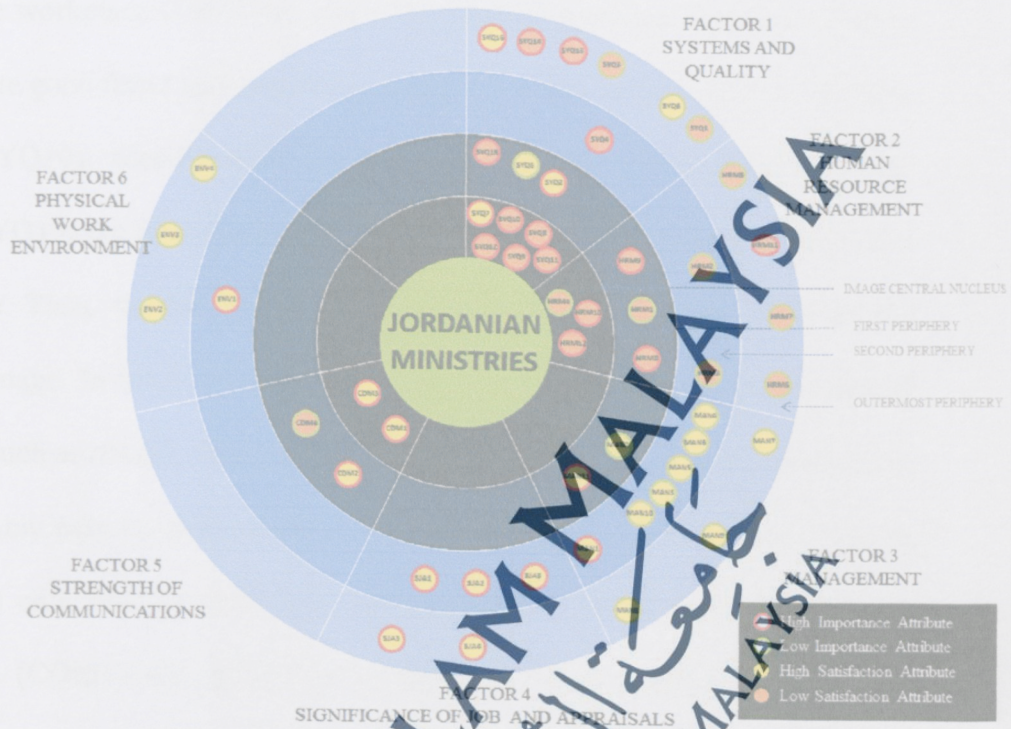


Figure 7: Graphical Representation of the Image Attributes of the Jordanian Ministries

The above ranking implies that the internal public are most satisfied by Management (Factor 3) but least satisfied with human resource management (Factor 2). 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 nucleus. In addition, attention should be given to the variables that scored high on importance but scored poorly on satisfaction. For instance, present salaries attribute (MOT 4) is extremely important as it is closest to the inductor term. However, the satisfaction with this attribute is low. Thus, the PR manager should attempt to improve the satisfaction with this attribute.

As shown in Figure 7, effective external communications (COM1), advertisement and publicity (COM3), fast communication networks (HRM8), personal

wellbeing in the workplace (HRM10), ability to maintain political stability (SYQ7), ability to generate good fiscal and monetary policies (SYQ8), system stability (SYQ9), employment (SYQ10), social welfare and responsibility (SYQ11) and ministries' performance (SYQ15) are in the central nucleus. However, all of these attributes have high importance. Thus, the PR manager should aspire to move them closer to the organizational image. In other words, the PR manager should attempt to have top of mind recall for such attributes. Also, since these are already in the second periphery, it should be relatively easy to move them to the central nucleus zone. Of these, there is high satisfaction only with advertisement and publicity (COM3), Effective external communications (COM1) and ability to maintain political stability (SYQ7). The manager should aim for high satisfaction for the other remaining attributes in this zone, as they are important attributes.

Another observation is that effective internal communications (COM2), Evaluation of employees' performance (SIA5), clarity of goals (MAN1), sense of responsibility (MAN2), motivation of employees (HRM9) and pride in working for the organization (SYQ2) are in the second periphery but have higher importance than the average importance of all attributes. Thus, the manager should attempt to move these closer to the central nucleus. If not the central nucleus, the manager should attempt to move them into the first periphery zone. Also, only motivation of employees (HRM9) of these has low satisfaction. Again, the manager should aim to increase the satisfaction for this attribute, although it is not critical given that this attribute is in the second periphery zone.

With regards to importance, Hope and confidence in the future of the organization (SYQ16), modernization (SYQ14), system flexibility (SYQ13), Quality of control management (SYQ4), salary and career plan (HRM11), significance of the job (SJA1), employees' autonomy in the workplace (SJA2), consumer satisfaction (SJA3), consideration and evaluation of work done (SJA4) are important, but are farthest from the central nucleus. For these, the manager can aim for moving them into the first periphery zone, if other zones closer to the central nucleus. Amongst these, salary and career plan (HRM11), Quality of control management (SYQ4), system flexibility (SYQ13) and modernization (SYQ14) have low satisfaction. The manager could aim to improve the satisfaction for these attributes, but not with high priority.

Finally positive sound (ENV4), indoor (physical) climate (ENV3), workspace (ENV2), Manifestation of the directing board about the employees' performance (MAN8), Integration between employees and direction (MAN9), Achievement of goals, mission and objectives (MAN7), Acquisition of furniture and equipment (SYQ6) are least important but have high satisfaction. Thus the manager should be concerned about effecting the satisfaction with these attributes, as they are not important to the organization's image. Similar deduction can be drawn for Quality of services (SYQ5), Alignment of goals and objectives with vision (MAN4), Execution of on-paper projects (MAN6), Strategic process management (MAN5), Well derived vision (MAN3) and Sense of responsibility (MAN2) attributes.

4.15 Summary of the Chapter

In conclusion, this chapter has provided findings for this study. The study was a mixed methods research study that was conducted in two phases including qualitative and quantitative phases. In the qualitative phase, a total of 29 attributes were identified with total values ranging from 4 (for sound (positive sound)) to 71 (ability to maintain political stability). This is different from Schuler's model (2004) where the total values ranged from 1 to 96. Researcher added 23 attributes from Schuler's model not identified in this study to the questionnaire tool, to make the attributes 52. Among the 23 attributes, the one with the highest value had 74. Consequently, the intervals were 74-54 (image central nucleus), 53-36 (first periphery), 35-18 (Image second periphery), and 17-1 (periphery) which is different from Schuler's model where image central nucleus was 96-73. Whereas the qualitative approach was intended to identify the attributes that form organization's image and determine their value or significance to the participants for the purposes of developing the graphical representation of the ministries' image, the quantitative phase was intended to add more information to the attributes by measuring the importance of the attribute and their satisfaction levels among a representative sample of the ministries' employees.

The study showed that all attributes had a mean importance score of 3.9495 and a mean satisfaction score of 2.8774. Attributes whose mean scores were above the general mean score were considered as high importance factors while attributes with a mean score below the general satisfaction average for all attributes were considered as

high satisfaction attributes. The implications of public relations departments is that attributes with high importance but low satisfaction are considered as ideal for defining the organizational image; and therefore special focus should be given to such factors. Another interpretation is that high importance factors represent the ideal image of the organization while the satisfaction with attributes, whether low or high, represent the actual situation with organizational image. High importance and low satisfaction attributes should be of particular concern to PR managers.

Importance and satisfaction levels were measured for 52 factors which might have measured similar underlying concepts. There was therefore a need to identify the underlying concepts measured by attributes. To achieve this, an exploratory factor analysis was conducted to examine interrelationships between attributes. The findings showed there were seven underlying factors measured by the attributes. However, one factor had only one attribute that had also loaded substantially on another factor. Researcher therefore ignored the seventh factor. Some factors had as many attributes as sixteen while others had as few attributes as four. The six factors were arranged in the order of importance and satisfaction as shown in Tables 14 and Table 15 respectively. These factors occupied the six slices of the graphical representation of the ministries' images.