

THE ROLE OF PUBLIC RELATIONS DEPARTMENTS
IN ENHANCING THE IMAGE OF JORDANIAN MINISTRIES

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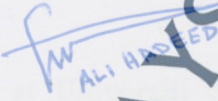
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I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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- Al Hadeed Ali Y. (2013, June). The Role of Public Relations Departments in Enhancing the Image of Jordanian Ministries. Paper presented at the Proceedings of *The First Arab International Public Relations Conference* (Egypt). Cairo: The Arab Administrative Development Organization.

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ABSTRAK

Fokus utama pengurus perhubungan awam moden adalah bagi mendapatkan kepercayaan masyarakat umum serta melindungi organisasi daripada publisiti negatif di masa hadapan. Imej adalah aset organisasi yang memainkan peranan penting dalam memperkasa tahap keyakinan masyarakat umum dan kejayaan organisasi. Tujuan utama kajian ini adalah bagi mengenalpasti imej sedia ada kementerian di Jordan serta mencadangkan penambahbaikan agar usaha dapat dilakukan oleh bahagian perhubungan awam di setiap kementerian di Jordan bagi mempertingkatkan dan memantapkan imej di kalangan mereka. Kajian ini menggabungkan beberapa kaedah rekabentuk dan dijalankan berdasarkan Konfigurasi Imej Organisasi yang dibangunkan oleh Schuler (2007) berasaskan teori atribut kognitif. Responden bagi tujuan persampelan data terdiri daripada 14 orang bagi fasa kualitatif dan 383 orang bagi fasa kuantitatif. Para responden adalah merupakan kakitangan Kementerian Belia dan Sukan serta Kementerian Dalam Negeri Jordan. Terdapat 29 sifat imej yang dikenalpasti hasil daripada fasa kualitatif. Jumlah ini meningkat kepada 52 sifat berikutan kajian penulisan (literatur) yang dijalankan dalam usaha untuk memasukkan semua atribut (sifat) imej organisasi yang diketahui ke dalam borang soal selidik. Sifat-sifat yang mendapat markah tinggi dari sudut kepimpinan tetapi mendapat skor yang rendah dari sudut kepuasan dianggap sebagai yang paling kritikal dalam membina imej kementerian. Analisis faktor menggunakan analisis komponen utama dengan putaran "varimax" dilakukan untuk mengenalpasti struktur asas yang diwakili oleh sifat. Selepas pelaksanaan analisa faktor penerokaan, semua atribut ditempatkan ke dalam enam faktor. Enam faktor tersebut adalah Sistem dan Kualiti, Pengurusan Sumber Manusia, Pengurusan, Signifikansi Kerja dan Penilaian Prestasi, Kekuatan Komunikasi, serta Persekitaran Fizikal suasana Kerja. Hasil kajian menunjukkan bahawa warga kerja mahu menjadi lebih autonomi, kebebasan, dan fleksibel bagi merealisasikan potensi penuh mereka. Kepentingan sistem penilaian telah dikenal pasti sebagai elemen yang memainkan peranan penting dalam membangunkan imej yang baik terhadap setiap kementerian dalam pentadbiran kerajaan Jordan. Walaupun pelbagai usaha telah dilakukan oleh kerajaan Jordan ke arah pembaharuan dan memodenkan perkhidmatan awam, namun responden tidak berpuas hati dengan tahap pemodenan tersebut. Penemuan menggariskan terdapatnya keperluan bagi pengurus perhubungan awam yang berkhidmat di dalam agensi kerajaan untuk mengawal publisiti yang diterima oleh kementerian dalam usaha mempengaruhi pembinaan imej yang positif. Kakitangan kerajaan Jordan percaya bahawa mereka tidak menerima ganjaran yang sepadan dengan nilai kerja yang mereka lakukan. Peranan Perhubungan Awam adalah untuk bekerjasama dengan Jabatan Sumber Manusia dan pihak pengurusan bagi mempertingkatkan senario kerja warga kerja. Tambahan pula, kajian menunjukkan bahawa matlamat yang jelas dan komitmen daripada pekerja merupakan sifat-sifat penting dalam meningkatkan imej kementerian di Jordan. Jabatan Perhubungan Awam perlu mengharmonikan di antara matlamat organisasi dengan harapan orang awam terhadap organisasi dalam usaha peningkatan imej. Strategi asas bagi mempertingkatkan imej kementerian oleh pegawai perhubungan awam adalah dengan memberi fokus kepada faktor yang mempunyai atribut berhampiran dengan nukleus graf. Di samping itu, tumpuan khusus perlu diberikan terhadap atribut yang mendapat markah yang tinggi dari

sudut kepentingan tetapi rendah dari sudut tahap kepuasan. Kajian ini telah menunjukkan bahawa model Shuler yang berasaskan pada teori atribut “kognitif” boleh digunakan untuk mengkaji dan mencadangkan cara-cara untuk membina dan membangunkan imej kementerian kerajaan. Kajian ini juga telah menekankan kepentingan kuasa dan pengaruh dalam perhubungan awam. Terdapat juga keperluan bagi mengkaji imej kementerian kerajaan Jordan daripada perspektif orang awam pada masa akan datang. Selain itu, terdapat juga keperluan dalam menjalankan beberapa siri temu bual dengan kumpulan-kumpulan sasaran yang berbeza di kalangan kakitangan kementerian bagi mengenal pasti jumlah lengkap atribut (ciri-ciri) imej.

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ABSTRACT

The primary focus of modern public relations managers is to gain publics' loyalty and cushion the organization against negative publicity in future. Image is an organizational asset that plays a critical role in enhancing publics' loyalty and organizational success. The primary purpose of this study was, therefore, to identify the current image of Jordanian ministries, and suggest ways in which public relations departments within government ministries in Jordan can enhance the image of the ministries among their internal publics. The study adopted a mixed methods design and conducted according to Organizational Image Configuration Method developed by Schuler (2004) which is grounded in the cognitive attribution theory. Participants (14 for qualitative phase; 383 for quantitative phase) were employees of the Ministry of Youth and Sports and the Ministry of Interior in Jordan. From the qualitative phase, 29 image attributes were identified. They were increased to 52 following a review of literature in order to include all known organizational image attributes in the questionnaire. Attributes that scored high on importance but scored low on satisfaction were considered as the most critical in building the image of the ministries. A factor analysis using principal components analysis with varimax rotation was performed to discover the underlying structure represented by the attributes. The 52 attributes substantially loaded onto six factors which were named Systems and Quality, Human Resource Management, Management, Significance of Job and Appraisals, Strength of Communications and Physical Work Environment.

Findings show that employees want to be more autonomous, independent, and flexible in order to realize their full potentials. The importance of evaluation systems was identified as key in developing a favorable image of the Jordanian government ministries. Despite the efforts made by the Jordanian government to reform and modernize the public service, participants were dissatisfied with the level of modernization. The findings underlined the need for the PR managers in government to control the publicity that government ministries receive in order to influence the building of a favorable image. Jordanian government employees believe that they are not receiving remuneration that matches the value of the work they do. The PR function needs to work with the human resource department and the management to enhance the working conditions of the employees. Furthermore, the study showed that clearly defined goals and commitment of employees are crucial attributes in enhancing the image of the Jordanian ministries. PR departments are required to reconcile organizational goals with the expectations of the organization's publics in order to enhance the image of the organization.

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 of the graph. In addition, special attention should be given to the attributes that scored high on importance but scored poorly on satisfaction. The study has shown that Schuler's model, grounded in the cognitive attribution theory, can be used to study and suggest ways to build and develop the image of government ministries. The study has also stressed the importance of power and influence in public relations. Future studies might consider study the image of Jordanian government ministries from the perspective of external publics. Additionally,

there will be need to conduct multiple interviews with different groups of ministry employees in order to identify an exhaustive number of image attributes.

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ملخص البحث

التركيز الأساسي لمديري العلاقات العامة الحديثة هو كسب ولاء الجماهير والتخفيف من الدعاية السلبية في المستقبل. الصورة الذهنية تعدّ من الأصل التنظيمي للمؤسسة والتي تلعب دوراً حاسماً في تعزيز ولاء الجماهير وتحقيق النجاح التنظيمي للمؤسسة، ولذلك كان الهدف الأساسي من هذه الدراسة تحليل الصورة الذهنية الحالية للوزارات الأردنية، واقتراح طرق تستطيع من خلالها أقسام العلاقات العامة في الوزارات الحكومية الأردنية من تعزيز الصورة الذهنية للوزارات بين جماهيرها الداخلية. اعتمدت الدراسة المنهج المختلط (النوعي والكمي) وتم إجراؤها وفقاً لطريقة تكوين الصورة التنظيمية التي وضعها شورل (2004) المبنية على نظرية العزو المعرفية. بلغ عدد المشاركين في الدراسة نحو التالي (14) للمرحلة النوعية 383 للمرحلة الكمية) جميعهم من موظفين وزارة الداخلية ووزارة الشباب والرياضة في الأردن؛ وقد تم تحديد 29 سمة للصورة من المرحلة النوعية، حيث زاد عددهم ليصل إلى 52 سمة بعد مراجعة الإطار النظري بغية تضمين كافة السمات المعروفة للصورة التنظيمية في الاستبيان. فالسمات التي أحرزت درجة عالية بالنسبة للأهمية، ودرجة منخفضة في الرضا، تعتبر من أهم الأساسيات في بناء صورة الوزارات؛ وعليه قد تم استخدام التحليل العاملي مستعينا بالعناصر التحليلية الرئيسية من خلال "دوران فرماكس" (Varimax Rotation) في أجل اكتشاف البناء الضمني الذي تمثله السمات. بعد إجراء التحليل العامل الاستكشافي للبيانات، تم تحميل السمات إلى ستة عوامل وهي: النظم والجودة، إدارة الموارد البشرية، الإدارة، أهمية الوظيفة والتسمات، قوة التواصل، بيئة العمل.

وتظهر نتائج البحث أن الموظفين يريدون أن يتمتعوا، إلى حد أبعد، بالاحكام الذاتي والاستقلالية والمرونة ليمكنهم من تحقيق إمكاناتهم الكاملة. وتعد أهمية البرامج التقييمية مفتاحاً لتطوير صورة طيبة لوزارات الحكومة الأردنية. وبالرغم من الجهود التي بذلتها الحكومة الأردنية في إصلاح وتحديث الخدمة العامة، أصبح الموظفون غير راضين بمستوى الحركة التحديثية. كما أكدت نتائج البحث ضرورة وجود مديري العلاقات العامة في النظام الحكومي لضبط الدعاية التي تبثها وسائل الإعلام والتي تؤثر في بناء صورتها. وبالمثل، يعتقد موظفو الحكومة الأردنية بأنهم

لا يتقاضون مكافأة تتناسب مع قدر العمل الذي يؤدّونه؛ وينبغي أن تعمل دوائر العلاقات العامة، مع قسم الموارد البشرية والإدارة، لتعزيز ظروف العمل الوظيفية. وعلاوة على ذلك، أظهرت الدراسة أن الأهداف المحددة بصورة واضحة، والتزام الموظفين، سمات حاسمة في تعزيز صورة الوزارات الأردنية، وأنه ينبغي أن توفّق دوائر العلاقات العامة بين الأهداف التنظيمية وما يتوقّعه الموظفون من أجل تعزيز صورة وزاراتهم. وفيما يتعلق بمسؤولي العلاقات العامة، فإن الإستراتيجية الأساسية في تحسين صورة الوزارات يكون من خلال التركيز على العوامل التي لها أكبر عدد من الخطائص القريبة من نواة الصورة المرسومة بيانياً؛ وبالإضافة إلى ذلك، يتعين الانتباه إلى تلك السمات التي سجلت ارتفاعاً في الأهمية ولكنها سجلت انخفاضاً في درجة الرضا. لقد أظهرت الدراسة أنه يمكن استخدام نموذج شولر المبني على نظرية العزو المعرفية، لدراسة واقتراح طرق تساعد على بناء وتطوير صورة وزارات الحكومة؛ كما أكدت الدراسة على أهمية قوة وتأثير العلاقات العامة في وزارات الحكومة. واقترحت الدراسة أن يتم دراسة صورة وزارات الحكومة الأردنية من خلال منظور الجمهور الخارجي وأن يتم إجراء مقابلات متعددة مع عدة عينات من موظفي الوزارات للتعرف على مجموعة شاملة لسمات الصورة. وختاماً، فإن النتائج والتوصيات التي خرجت بها الدراسة تساعد المختصين في دوائر العلاقات العامة للقيام بتحسين الصورة الدخيلة للوزارات الأردنية.

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ABBREVIATIONS

COM	Strength of Communications
ENV	Physical Work Environment
HRM	Human Resource Management
MAN	Management
SJA	Significance of Job and Appraisals
SYQ	Systems and Quality
COM 1	Effective External Communication
COM 2	Effective internal communication
COM 3	Advertisement and publicity
COM 4	Openness to suggestions and innovative ideas
ENV 1	Computerization
ENV 2	Workspace
ENV 3	Indoor (physical) climate
ENV 4	Sound (positive sound)
HRM 1	Employee training
HRM 2	Reward and incentives
HRM 3	Number of employees
HRM 4	Personal and professional valorization of employees
HRM 5	Job condition equality
HRM 6	Form of personnel hiring
HRM 7	Form of charging responsibilities
HRM 8	Fast communication networks
HRM 9	Motivation of employees
HRM 10	Personal well-being in the workplace
HRM 11	Salary and career plan
HRM 12	Present salaries
MAN 1	Clarity of goals
MAN 2	Sense of responsibility
MAN 3	Well derived vision
MAN 4	Alignment of goals and objectives with vision
MAN 5	Strategic process management
MAN 6	Execution of on-paper projects
MAN 7	Achievement of goals, mission and objectives
MAN 8	Manifestation of the directing board about the employees' performance
MAN 9	Integration between employees and direction
MAN 10	Involvement and commitment of managing board
MAN 11	Commitment of employees
SJA 1	Significance of the job
SJA 2	Employees' autonomy in the workplace
SJA 3	Publics' satisfaction
SJA 4	Consideration of evaluation of work done
SJA 5	Evaluation of employees' performance
SYQ 1	Social communication work
SYQ 2	Pride in working for the organization
SYQ 3	Process innovation
SYQ 4	Quality of control management

SYQ 5	Quality of services
SYQ 6	Acquisition of furniture and equipment
SYQ 7	Ability to maintain political stability
SYQ 8	Ability to generate good fiscal and monetary policies
SYQ 9	System stability
SYQ 10	Employment
SYQ 11	Social welfare and responsibility
SYQ 12	Decency
SYQ 13	System flexibility
SYQ 14	Modernization
SYQ 15	Ministries performance
SYQ 16	Hope and confidence in the future of the organization

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