# Public Relations in Jordanian Governmental Sector Functions, Communicative Strategies and Activities - A Survey Study on Jordanian Ministries

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The current study sought to answer the following major question: What is the reality of public relations in Jordanian governmental sector? The study followed what public relations practice in this sector through their (functions, communicative strategies and activities). To get the information and especial field data related to the study, the instrument of the questionnaire was designed and applied to (22) ministries included (98) individuals from directors and practitioners using the comprehensive survey method. The study concluded with a set of results, the most prominent were: the public relations bodies practiced all their functions with a high degree and came in the first rank (communication function, followed by evaluation, planning and research). These bodies applied the communicative strategies with a high form; in the first rank came the strategy of (information, then persuading, agreement and dialogue). A lot of communicative activities were introduced that contained various contents with a high degree foremost of publishing activity represented in (news materials, press release, images, drawings and statistics).

**Key words:** *Public Relations, Jordanian Governmental Sector Functions, Communicative Strategies and Activities, Jordanian Ministries*

## Introduction

Jordanian institutions have improved, developed and introduced to its organizational structures specialized units of public relations in order to be a link between the institution and its internal and external publics that falls on their shoulders an important and responsible role in connecting the institutions with strong relations with their publics particularly the government sector institutions which needs much to support its mental image among publics, and upgrading them through the studied media in order to strengthen effective communicative and understanding links to it and contribute in solving problems.

Public relations have their status and role in most governmental institutions as an important tool and major channel to connect the institutions with their publics since the government bodies are sensitive and exposed to criticism and complaint because they cover major aspects of the citizens life in their various economic, political and social requirements. Therefore, interactive and effective communication and planning to goals become an urgent necessity for the life of these administrative bodies and achieving their objectives, an indicator and mark of indicators of their work success.

Public relations perform the greatest role and most important role to be the bridge and effective tool between the institutions and publics to reach the desired development and reform in this sector featured with movement and dynamism, and at the same time complete or relative dissatisfaction because of the stereotypes touch it resulted from the shortage or partiality of services.

## The study problem

The expand of activities practiced by the government institutions led to the need to a parallel development by public relations as administrative units with their various areas. This expansion influenced the public requirements and their variations to satisfy their needs and meet their services and ambitions. Nowadays public relations form a major entry for organizing and managing those governmental bodies; they become as the first tool to communicate with external environment, solve the institutions problems, meet the requirements of service recipient and the real image through a group of functions, communication strategies and qualitative activities in light of the technological and technical development that accompanied the life of Jordanian community and its institutions recently.

The problem of the study lies in the presence of several questions, the most prominent is existence of the reality of public relations in Jordanian ministries that represent the government sector in this study, which needs an accurate monitoring and a clear description of this government sector that its mental image, works and activities are

featured with among the public in many cases negatively; its image faded for long periods of time which needs from public relations to find proper techniques for developing and treat the aspects of shortages and build on positives.

The problem of the study is focused in the following question: What is the reality of public relations in Jordanian government sector and the application levels of their functions, communicative strategies and activities to advance this reality?

**The study questions**

1.What is the practice degree of public relations of (research, planning, communication and evaluation) functions?

2. Do public relations apply specific strategies in the communication process?

3. What is the quality of communicative activities that public relations introduce and what are their contents?

**The study hypotheses**

**First hypothesis**: There are statistically significant differences at ($\alpha$=0.05) concerning the functions of public relations with their topics (research, planning, communication, and evaluation function) according to variables of (experience and educational level).

**Second hypothesis**: There are statistically significant differences at ($\alpha$=0.05) concerning communicative strategies of public relations with their topics (information, persuasion, build agreement and dialogue strategy) according to (experience, educational level).

**Third hypothesis**: There are statistically significant differences at ($\alpha$=0.05) concerning digital communicative activities according to (experience, educational level).

**Objectives of the study**

1. Identify the reality of public relations through monitoring their organizational status in Jordanian ministries.
2. Identify the functions that public relations practice in Jordanian ministries.
3. Identify the communicative strategies that public relations exploit in their communicative processes.
4. Identify activities that public relations introduce in Jordanian ministries and the nature of their contents.

**Importance of the study**

The importance of this study is derived from its subject and community represented by the government sector which suffer from some problems on its service level and mental image and exposing to continuous criticism by customers and service seekers. It is represented in this study by Jordanian ministries which introduced a lot of administrative developments in light of the communicative and technological revolution and developing public relations bodies as communicative and administrative units. No institution can improve and develop without establishing an effective public relations system; the function of public relations is used as an important strategic choice to motivate working staffs to redouble their efforts, and provide the institution services to customers professionally with a high quality, continuity in the communicative process and influence and have a serious position in the competitive market.

**Concepts, terms and procedural definitions**

Public relations: the British Institute defined it as "Continuous planned intended efforts to create and continue the mutual understanding between any institution and its publics" (Ajwa, 2000:23).

Public relations procedurally: are departments, sections or administrative units in Jordanian ministries that perform the task of communication, media and serving public in order to create bridges of understanding and gain support between ministries and internal public (employees) and external one (costumers) in order to create a positive mental image about ministries, in addition to maximize the relation and gain the support of publics dealing with the institution.

**Limitations of the study**

**Time limits**: the study was carried out in 2020.

**Spatial limits**: public relations bodies in Jordanian ministries in the capital Amman which consisted of (22) ministries.

**Human limits**: The target group in the study that is the directors of public relations and practitioners who work in Jordanian ministers using the comprehensive survey method.

**The study theories and models**

**Excellence Theory in Public Relations**

Excellence Theory in Public Relations is considered a general one to manage communications of public relations which resulted from a fifteen-year study of the best practice in communication management sponsored by the International Association of Business Communicators (IABC). The theory includes a mixture of theories and literatures of public relations. The effective characteristics of public relations according to the theory are concluded in : empowerment of the public relations function as an important administrative one in the institution, the strategic administrative role of public relations through training on all administrative and technical roles, development of ambitions of the strategic administration by integrating the public voices in the strategic decisions adopted by the institution, results of the studies through focusing on representing the various voices of public in strategic decision making, organizing the communication function, in other words public relations should be integrated communicative function and it should be separated from other functions such as marketing or managing. Models of public relations: the theory emphasized that the institution must build its internal and external relations and communications according to the symmetric bidirectional model, understanding the institution through creating distinguished public relations managing which couldn't flourish under the authoritarian cultures, bureaucratic or mechanical structures, asymmetric communication systems. Professionalism and cognition: which mean development of public relations as a science and increasing their professionalism in conjunction with digital technologies and the increase in the public's demand for equitable participation in order that that the development of knowledge and experience for the professional practice of public relations practitioners to be more important  (Al-Saifi, 2020 : 53-55).

**Situational model of communication strategies**

Situational model of communication strategies set by (Roller) means " A specific strategy can be used in a definite position, and use a mixture of these strategies in another position. These strategies unite with two topics: the nature of the communication, and the range of the public share in this process where one of the two topic parties represents communication in one direction, and the second the nature of the content  and meanings that communicative messages include which are of  two parties in communication. What the institution introduces of indications and messages and also its public reflect the visions of the two parties (Al-Jamal, 2005: 215-218).

The first topic of it related to understanding the nature of communicative process and the range of the public share with it; if communication is an important element, so directions of this communication should be realized with one or two directions. The second topic

points to the nature of communicative messages, where one apart of this topic represents messages which their content express the visions of the institution, and the other part points to messages that express the institution and public and have indications reflect visions of the two parties ( Kamoush, 2015:74).

Theses communicative strategies according to (Roller) are:

-Information, where the form of communication is in one direction from the institution to public, and the communicative content is inspired by visions of institution and have meanings and indications of one meaning which introducing information to public to help him forming opinion and decision taking towards the institution, and examples of that are press releases and publications of the institution (Al-Jamal, 2005:219).

Persuasion, which combines between communication in one direction and communicative content that express visions of the institution and public together. It is used when the institution seeks to change knowledge, attitudes and behaviors of a specific public which mostly are inactive or idle (Al-Jamal, 2005:220).

Consensus Building, which combines between "communication in two direction and communicative content which expresses the institution opinions and used for building strategic relations between the institution and its external environment, or employees working in it. It is applied when there is contradiction in interests between parties depending in their existence on each other" (Al-Jamal, 2005 : 205 218).

Dialogue, which combines between" communication with two directions and the communicative content that expresses visions of the institution and public, and by which the public is consulted and shared in decision making in the institution , as through it communicative messages were conveyed to active public (AJamak, 2005: 220).

**Related studies**

A study by Mahmoud &Samar (2019) entitled "Objectives and functions of public relations through applications of digital communication: A critical and future vision" aimed to emphasize the importance of developing studies of electronic public relations concerning research agendas, theoretical problematic and necessity of integration among all electronic means (web sites, social media forums, e-mail messages) to improve effectiveness electronic public relations and their marketing and communicative functions efficacy. The study results showed that most Arab studies depended on theoretical frameworks derived from western contexts, and on the endoscopic level, it was clear that no new intellectual entries were created that apply to the objectives and functions of public relations.

Ayyad (2019) conducted a study entitled "Contemporary research trends in studying digital public relations: An analytical study" aimed to identify the effectiveness of using digital public relations in achieving the strategic objectives of the institution. The study results showed that public relations relied on building and managing balanced relations between the institution and its public, and there is an agreement among researchers and practitioners of public relations on the importance of using digital technology, the most important of which are internet and social media in supporting abilities and managing public relations in achieving objectives of the institutions, in addition to use digital public relations in achieving the institution strategic objectives such as supporting its ability in managing the problem communications and the institution relation with its main publics.

A study by Hatim (2015) entitled "The communicator's practice of digital public relations activities with government universities: An applied study on Menofia University" aimed to introduce a description to the reality of the communicator's practice of digital public relations activities in Egyptian government universities by applying on Menofia University, and introducing an accurate definition to the concept of "digital public relations", show the aspects of practitioners commitment of digital public relations to morals of the profession practice, and the mutual influence between practice of public relations in their traditional form and its practice digitally on the quality of performance and work inside these institutions. The study conducted a comprehensive quantitative and descriptive survey of public relations and media practitioners, reached (90) respondents, and used qualitative analysis tools, interviews and discussion groups. The study results indicated the multiplicity of digital public relations practices at Menofia University. (95%) of the respondents emphasized the importance of training public relations practitioners on electronic publishing, graphic programs, website design and management, and (92%) of the practitioners indicated that public relations in government universities need to activate the use of the internet in public relations activities.

A study by Sabine &Sarah (2015) entitled "Dealing with complaints in social networking sites – analysis of complaints and replies on Facebook and Twitter of great American companies" aimed to identify how big American companies deal with complaints received through its pages on Facebook and Twitter. The study was applied by using content analysis through testing pages of the great American companies with a number of (34) in the two networking sites Facebook and Twitter. The study results showed that most of the complaints are related to issues of products and services, which indicates that problems related to products and services dominate even in pages dedicated to the institution affairs of companies in the social media, most complainants think that companies are responsible for problems, and the accused companies know this reality. Thus, it is not surprising the rare use of defense replies since they lead to upper levels of dissatisfaction compared to replies that can be adapted.

## Methodology of the study

This study is a descriptive one, which aims to monitor and describe the reality of functions and strategies of communication and activities of public relations in Jordanian ministries. It adopted the survey method which is considered as one of the most widely used methods in the field of media studies, followed the method of comprehensive survey of the study community represented by Jordanian ministries with (22) included (98) respondents of a director and practitioner using the questionnaire tool.

## The study theoretical framework

Public relations inside any institution are considered the core of communication which represents an open system that interacts with the internal and external environment that affected it, and it is also affected by it, in order to create relations of understanding, mutual trust, sustainability and continuity, in addition to what communication contributes in building a good mental image about the institution, since the positive mental image is the base of the success, improvement and development of the institution.

The importance of public relations appears since they are a function aims to clarify the public opinion to serve the institution and its public and community as a whole. In addition, they are of the main necessities to the institution in the era of globalization, transparency and democracy. The institution, regardless its type, needs a democratic and transparent administration and organized communicative processes built on scientific bases, reasonable decision making and rely on scientific data, studies and researches(Qirat, 2008:179).

Public relations use several communicative means in practicing their activities directed to publics, taking in consideration the characteristics, needs and attitudes of these publics, since "as far as the diversity and plurality of the communication means available to the public relations planner, as much as this matter represents a challenge to it in how to manage this matter and define which is better to use; because this choice related to many factors such as objectives of the communicative program, nature of the target public, nature of the communicative message and technical and materialistic characteristics of the mean (Al-Jammal & Ayyad, 2005:265).

As for public relations in government institutions, these institutions felt the importance of public relations inside them to create integration between the institution and the surrounded environment, and between individuals and groups inside the institute itself, in addition to reinforcing confidence between it and its publics depending on a group of organized communicative means to create confidence and achieve customers and publics satisfaction.

In spite of several government attempts to develop their administrative bodies and public sectors, we find that the sections of public relations inside them fluctuate between ebb and flow, as it may be of a high level in one institution and medium in another, and lower than the satisfaction degree in other situations. In addition, their practices and activities are unclear and their role is still reduced to publishing and media without interaction or influence on attitudes and correcting behaviors.

Recently, the concept of electronic customers relations management appeared in the institutions which represents an integrated system to deal with customers to gain their satisfaction and loyalty through employing technology in communicating with these customers. "Thus, management of electronic customers relations rely on world wide web, and the difference between management of customers relations and management of electronic customers relations is the communicative way with a customer which is done through a telephone, fax, wired and wireless internet, e-mail and the modernist of technologies (Abu Za'nouna & Hasaballah, 2014:18).

With regard to principles of public relations, they are focused on "Quality of work, social responsibility, respect of individual opinions, commitment to good morals, use of scientific methodology, interest in internal environment and reflexive feedback (Abdul Amir, 2016, 424).

The objectives of public relations differ according to the nature of the institutions they work in, as they are in service institution which differ from profit institutions because of the different activity that the institution practice, in addition to the difference of the size of the institution and the type of publics that deal with. These objectives also differ according to the social, economic and political conditions surrounded the institution, and the extent of the higher administration knowledge of the concept of public relations and its satisfaction of their importance and ability to achieve works assigned to them (Sa'dan, 2016:42).

The major public relations functions can be limited to the areas of: research, which is measuring the trends of public opinion of the internal and external publics of the organization, investigating facts, gathering information, studying the variables and conditions surrounding the institution, and the planning function, which means "setting future perceptions about the desired goals represented in helping to formulate the organization's policies through defining goals, designing special programs in proper time, distributing roles, work and competencies, and determining the essential budget to implement the plan and carry out activities" (Ahmad, 2016:172).

Communication in general is necessity, inevitable and indispensable, and it has various types, some of them are: direct communication between the sender and receiver (face to face), communication by a telephone, informal communication which is taken pace

(outside the organizational performance range, communication through meetings, written means and verbal and non-verbal. While communication in traditional public relations is taken place through a booklet, press release, radio, TV, exhibitions, prints and billboards" (Mohammad, 2010:99-100).

Since evaluation is the final function in public relations work which aims to: "know the adequacy of public relations plans and programs, and to the extent of the needs of their target audiences. It also represents the process of scientific investigation of errors and objective evaluation to define the lack, weaknesses and disorders in the work and the steps of the different programs, and then put in place right measures to evaluate the lacks and deviations to ensure the effectiveness of the programs and achieve the desired goals as well as to avoid them in future plans which contributes to the success of the institution (Ahmad,2016:174).

**Analytical and field framework of the study**

**Validity test of the study instrument**

To check validity of the instrument indications, it was introduced to a group of academic experienced and specialized arbitrators in public relations field, and the questionnaire was modified in light of what have mentioned of notes.

**Table 1: Correlation of the items of the domain of "communicative activities" with the total degree of the field**

| No. of item | Pearson Correlation Coefficient | No. of item | Pearson Correlation Coefficient |
|---|---|---|---|
| 1 | .765** | 7 | .694** |
| 2 | .676** | 8 | .721** |
| 3 | .747** | 9 | .746** |
| 4 | .729** | 10 | .656** |
| 5 | .755** | 11 | .528** |
| 6 | .830** | | |

The data of table (1) indicate that correlation coefficients of the communicative activities topic ranged between (.528** - .830**), and they are statistically significant values.

**Table 2: Correlation of items of the domain of "Communication strategies for public relations" with the total degree of the field**

| No. of item | Pearson Correlation Coefficient | No. of item | Pearson Correlation Coefficient |
|---|---|---|---|
| 1 | .569** | 8 | .522** |
| 2 | .771** | 9 | .562** |
| 3 | .778** | 10 | .570** |
| 4 | .608** | 11 | .659** |
| 5 | .842** | 12 | .603** |
| 6 | .803** | 13 | .606** |
| 7 | .599** | 14 | .548** |

The data of table (2) indicate that correlation coefficients of the topic of communicative strategies of public relations ranged from (.522** – .842**), and they are statistically significant values.

**Table 3: Correlation of items of the domain "Functions of public relations" with the total degree of the field**

| No. of item | Pearson Correlation Coefficient | No. of item | Pearson Correlation Coefficient |
|---|---|---|---|
| 1 | .449** | 7 | .552** |
| 2 | .564** | 8 | .712** |
| 3 | .657** | 9 | .783** |
| 4 | .669** | 10 | .525** |
| 5 | .535** | 11 | .576** |
| 6 | .574** | 12 | .769** |

The data of table (3) indicate that correlation coefficient of the topic of functions of public relations ranged between (.449** _ .783**), and they are statistically significant values.

**Reliability test**
To check the reliability of the instrument, Cronbach's alpha was calculated as an indicator of internal consistency, as total Cronbach's alpha reliability correlation reached (0.947), which is a very high rate and pointed to reliability of the instrument. Table (4) explains reliability correlation for the followings:

**Table 4: Internal consistency coefficient according to Cronbach's alpha equation and Pearson correlation coefficients**

| No. | Domain | Number of items | Cronbach's alpha | Correlation coefficient of the domain for the tool as a whole |
|---|---|---|---|---|
| 1 | Communicative Activities | 11 | 0.900 | .894** |
| 2 | Communicative strategies of public relations | 14 | 0.892 | .838** |
| 3 | Functions of public relations | 12 | 0.845 | .785** |
|  | Instrument as a whole | 49 | 0.947 |  |

**\*statistically significant at (0.05) \*\*statistically significant at (0.01)**

The data of table (4) indicate that Internal consistency coefficient according to Cronbach's alpha of the first domain: reasons of practitioners use of digital tools reached (0.893), for the second domain: communicative activities (0.900), the third domain: communicative strategies of public relations (0.892) and the fourth domain: functions of public relations (0.845). The reliability correlation of the instrument as a whole (0.947), and they are high statistically significant values.

**Table 5: Characteristics of distribution of the sample individuals according to the variables of the study**

| Variables | Category | Frequency | Percentage % |
|---|---|---|---|
| **Social Type** | Male | 63 | 64.3 |
|  | Female | 35 | 35.7 |
|  | Total | 98 | 100.0 |
| **Age** | 30 years and less | 5 | 5.1 |
|  | 31-50 | 82 | 83.7 |
|  | More than 50 years | 11 | 11.2 |
|  | Total | 98 | 100.0 |
| **Income** | 300-400 | 27 | 27.6 |
|  | 401-500 | 25 | 25.5 |
|  | 501-600 | 21 | 21.4 |
|  | More than 600 | 25 | 25.5 |
|  | Total | 98 | 100.0 |
| **Years of Experience** | 10 and less | 36 | 36.7 |
|  | 11-20 | 48 | 49.0 |
|  | 21 and more | 14 | 14.3 |
|  | Total | 98 | 100.0 |
| **Educational Level** | General secondary and below | 12 | 12.2 |
|  | Intermediate Diploma | 11 | 11.2 |
|  | B.A. | 56 | 57.1 |
|  | Higher studies | 19 | 19.4 |
|  | Total | 98 | 100.0 |

The data of table (5) indicate the following results:

Most of the study sample individuals were males and their number was (63) with a percentage (64.3%), and the females (35) with a percentage (35.7%).

The highest percentage of the sample individuals distribution according to the variable of age reached (83.7%) of the age category (31 _50), while the age category (30 years and less) was in the first rank and reached (5.1%).

The highest percentage of the sample individuals distribution according to the variable of income in JD reached (27.6%) of the income category (301_400), while the lowest percentage was (21.4%) of the category (501_600).

The highest percentage of the sample individuals distribution according to the variable of years of experience reached (49.0%) of the category (11_20) , while the lowest percentage was (14.3%) of the category (21 and more).

The highest percentage of the sample individuals distribution according to the variable of educational level reached (57.1%) of the B.A. category, while the lowest percentage was (11.2%) of the Intermediate Diploma category.

**Table 6: Jordanian ministries where pubic practitioners work in**

| No. | Ministry | Number | Frequency% |
|---|---|---|---|
| 1 | Ministry of Culture | 9 | 9.18 |
| 2 | Ministry of Education | 9 | 9.18 |
| 3 | Ministry of Youth | 7 | 7.14 |
| 4 | Ministry of Energy and Mineral Resources | 7 | 7.14 |
| 5 | Ministry of Social Development | 6 | 6.12 |
| 6 | Ministry of Agriculture | 6 | 6.12 |
| 7 | Ministry of Transportation | 5 | 5.10 |
| 8 | Ministry of Parliamentary and Political Affairs | 5 | 5.10 |
| 9 | Ministry of Public Works | 5 | 5.10 |
| 10 | Ministry of Local Administration | 4 | 4.08 |
| 11 | Ministry of Water and Irrigation | 4 | 4.08 |
| 12 | The Ministry of Tourism and Antiquities | 4 | 4.08 |
| 13 | The Ministry of Planning and International Cooperation | 4 | 4.08 |
| 14 | Ministry of Justice | 4 | 4.08 |
| 15 | Ministry of Industry Trade and Supply | 3 | 3.06 |
| 16 | Ministry of Endowments, Islamic Affairs and Holy Places | 3 | 3.06 |
| 17 | Ministry of Finance | 3 | 3.06 |
| 18 | Ministry of Digital Economy and Entrepreneurship | 2 | 2.04 |
| 19 | Ministry of Higher Education and Scientific Research | 2 | 2.04 |
| 20 | Ministry of Health | 2 | 2.04 |

| No. | Ministry | Number | Frequency% |
|-----|----------|--------|------------|
| 21 | Ministry of Labor | 2 | 2.04 |
| 22 | Ministry of Environment | 2 | 2.04 |
| Total | | 98 | %100 |

The data of table (6) indicate that the highest percentage of the number of employees in public relations was in both ministries of Ministry of Culture and Education and reached (18.9%), followed by Ministry of Youth, Ministry of Energy and Ministry of Mineral resources in the second rank and reached (14.7%) for each, and in the last rank came Ministry of Digital Economy and Entrepreneurship, Ministry of Higher Education and Scientific Research, Ministry of Health, Ministry of Labor and Ministry of Environment, as these Ministries got the lowest percentage of the number of employees working in public relations and reached (2.045) for each of them.

**Table 7: Names Public Relations in the Jordanian Ministries**

| Names of Public Relations | Frequency | Percentages (%) |
|---------------------------|-----------|-----------------|
| Public relations | 64 | 65.306 |
| Public service | 2 | 2.041 |
| Other names | 32 | 32.653 |
| Total | 98 | 100.000 |

The data of table (7) indicate that the name of (public relations) got the highest percentage reached (65.306%), as the name (public service) came in the second rank with a percentage of (2.041%) which is a low one, while (32) respondents of the sample study indicated other names reached in total percentage (32.653%), the most important of which were (media and communication unit with a percentage (15.306%), public relations and media (7.143%), directorate of media, communication and international cooperation (4.082%), directorate of communication, media and parliamentary affairs (3.0615) and international cultural relations (2.041%).

**Table 8: The organizational administrative level of public relations in ministries**

| The organizational administrative level | Frequency | Percentage % |
|------------------------------------------|-----------|--------------|
| Directorate | 43 | 43.88 |
| Section | 32 | 32.65 |
| Unit | 20 | 20.41 |
| Other (Supervisor) | 2 | 2.04 |
| Department | 1 | 1.02 |
| Total | 98 | 100.00 |

The data of table (8) indicated that the highest percentage was for the organizational management with a percentage of (43.88%) followed by the organizational management (section) with a percentage of (32.65%), then the level (unit) with a percentage of (20.41%), then came other organizational names which were (supervisor) with (2.04%),

and finally came the organizational management (department) in the last rank with (1.o2%).

**Table 9: The bodies that public relations organizationally belong to in ministries**

| Administrative and Organizational Subordination | Frequency | Percentage |
|---|---|---|
| Secretary General | 30 | 30.61 |
| Minister | 23 | 23.47 |
| Minister and Secretary General | 11 | 11.22 |
| Cultural and Public Relations and Media | 9 | 9.18 |
| Directorate of Human Resources and Administration | 7 | 7.14 |
| Assistant Secretary General for Administration and Development | 6 | 6.12 |
| Directorate of Financial and Administrative Affairs | 5 | 5.10 |
| Director of Administrative Affairs | 4 | 4.08 |
| Administration Directorate | 3 | 3.06 |
| Total | 98 | 100.00 |

The data of table (9) indicated the bodies that public relations organizationally belong to in Jordanian ministries, where the higher administrative subordination was for the general secretary and its percentage reached (30.61%), then subordination came to the minister in the second rank with a percentage of (23.47%), then the administrative subordination doubled to the minister and general secretary in the ministry with a percentage of (11.22%), followed by what the sample individuals pointed to about subordination to (cultural and public relations and media), and this interpreted as these respondents are (employees of public service and reception) in ministries and they referred their subordination to their main directorates which where cultural and public relations and media with a percentage of (9.18%), while public relations in some ministries belonged to Directorate of Human Resources and Administration with a percentage of (5.10%) followed by the director of administrative affairs with (4.08%), and in the last rank came subordination to the Directorate of Administration with a percentage of (3.06%).

**Table 10: Mean and standard deviation of practice degree of functions of public relations domain**

| No | Practice Degree of Functions | Mean | Standard Deviation | Rank | Level |
|---|---|---|---|---|---|
| 3 | Analyzing the opinions and comments of the public as performance indicators towards the quality of the ministry's services | 4.03 | 0.89 | 1 | High |
| 1 | Conducting studies and opinion polls to provide higher administration with the information necessary for decision-making | 3.93 | 0.97 | 2 | High |
| 2 | Analyzing variables of the surrounded environment by conducting studies and researches | 3.88 | 0.88 | 3 | High |
| **Research Function** | | | | | |
| | Total research function | 3.95 | 0.79 | - | High |
| 6 | Measuring the objectives which the ministry plans based on | 4.08 | 0.88 | 1 | High |
| 4 | Setting policies, plans and legal frameworks that ensure providing safe services | 4.19 | 0.73 | 2 | High |
| 5 | Provide extensive data base that facilitate decision making | 4.09 | 0.86 | 3 | High |
| 7 | Preparing plans in light of received ideas and public opinions | 3.97 | 0.88 | 4 | High |
| **Planning Function** | | | | | |
| | Total planning function | | 0.68 | - | High |
| 8 | Spreading news and reports about activities to activate communication process | 4.48 | 0.71 | 1 | High |
| 11 | Activating communication with various mass media | 4.46 | 0.72 | 2 | High |
| 9 | Implementing media campaigns about services, activities and issues concerning the ministry | 4.38 | 0.79 | 3 | High |
| 10 | Introducing government activities to create mutual understanding between the citizen and government | 4.21 | 0.86 | 4 | High |
| **Communication Function** | | | | | |
| | Total communication function | | 0.61 | - | High |
| 14 | Monitoring what is published in mass media about the ministry and its services | 4.68 | 0.53 | | High |
| 13 | Facilitating processes and procedures relating to services | 4.36 | 0.76 | | High |
| 12 | Involving pubic in correcting the deficiencies | 3.93 | 1.00 | | High |
| **Evaluation Function** | | | | | |
| Total evaluation function | | 4.32 | 0.61 | | High |
| Total | | 4.19 | 0.56 | | High |

The data of table (10) indicated that means of research function ranged between 3.88 – 4.03) as the highest was item (3) which stated "Analyzing the opinions and comments of the public as performance indicators towards the quality of the ministry's services" with a mean of (4.03) and high degree, followed by item (1) which stated "Conducting studies and opinion polls to provide higher administration with the information necessary for decision-making" with a mean of (3.93) and a high degree, and in the last rank was item (2) which stated "Analyzing variables of the surrounded environment by conducting studies and researches" with a mean of (3.88) and a high degree. The total mean of research function was (3.95) with a high degree.

The data of table (10) indicated that means of planning function ranged between (3.97 – 4.08) as its highest was item (6) which stated "Measuring the objectives which the ministry plans based on" with a mean of (4.08) and high degree, followed by item (4) which stated "Setting policies, plans and legal frameworks that ensure providing safe services" with a mean of (4.19) and a high degree, then item (5) which stated "Provide extensive data base that facilitate decision making" with a mean of (4.09) and a high degree, and in the last rank came item (7) which stated "Preparing plans in light of received ideas and public opinions" with a mean of (3.97) with a high degree. The total mean of planning function was (4.08) with a high degree.

The data of table (10) indicated that means of communication function ranged between (4.21 – 4.48) as its highest item was (8) which stated "Spreading news and reports about activities to activate communication process" with a mean of (4.48) and high degree, followed by item (11) which stated "Activating communication with various mass media" with a mean of (4.46) and a high degree, then came item (9) which stated "Implementing media campaigns about services, activities and issues concerning the ministry" with a mean of (4.38) and a high degree, and in the last degree was item (10) which stated "Introducing government activities to create mutual understanding between the citizen and government" with a mean of (4.21) and high degree. The total mean of communication function reached (4.38) with a high degree.

The data of table (10) indicated that means of evaluation function ranged between (3.93 – 4.68), as its highest item was (14) which stated "Monitoring what is published in mass media about the ministry and its services" with a mean of (4.68) and high degree, followed by item (13) which stated "Facilitating processes and procedures relating to services" with a mean of (4.36) and a high degree, and in the last rank was item (12) which stated "Involving pubic in correcting the deficiencies" with a mean of (3.93) and a high degree. The total mean of evaluation function reached (4.32) with a high degree.

The results indicated that the total means of public relations functions reached (4.19) with a high degree.

**Table (11) Mean and standard deviation of practice degree of communicative strategies through digital tools domain**

| No | Practice degree of communicative strategies | Mean | Standard Deviation | rank | Level |
|----|---------------------------------------------|------|--------------------|------|-------|
| | **Media Strategy** | | | | |
| 2 | Spreading information, reports and news data of the ministry's activities | 4.70 | 0.52 | 1 | High |
| 1 | Introducing extended information about the ministry's visions, mission, objectives and nature of its services to public | 4.55 | 0.61 | 2 | High |
| 3 | Introducing communicative materials to make change in the public's attitudes and behaviors | 4.36 | .075 | 3 | High |
| | Total media strategy | 4.54 | 0.52 | - | High |
| | **Persuasion Strategy** | | | | |
| 5 | Introducing information based on numbers and statistics represented the ministry positions | 4.41 | 0.73 | 1 | High |
| 4 | Introducing communicative materials of indications that reflect the opinion of the two parties (ministry and public) | 4.14 | 0.92 | 2 | High |
| 6 | Gaining the ministry public support about services, issues or policies through what is monitored of opinions about what is spread | 4.19 | 0.94 | 2 | High |
| | Total Strategy of persuasion | 4.27 | 0.72 | - | High |
| | **Consensus Strategy** | | | | |
| 9 | Giving a chance to public to express their opinions and complaints about activities and services | 4.39 | 0.86 | 1 | High |
| 7 | Building bridges of understanding with publics through analysis of feedback | 4.27 | 0.90 | 2 | High |
| 8 | Seeking to achieve shared agreement among all parties in case the interests are contradicted | 4.06 | 0.94 | 3 | High |
| | Total building consensus Strategy | 4.24 | 0.72 | - | High |
| | **Dialogue Strategy** | | | | |
| 10 | Talking to public about contents of what published of communicative materials and controlling the levels of interaction | 4.15 | 0.87 | 1 | High |
| 11 | Involving public in the processes of decision making and modifying policies | 3.69 | 1.16 | 2 | High |

| | | | | |
|---|---|---|---|---|
| Total Dialogue strategy | 3.92 | 0.92 | - | High |
| Total | 4.27 | 0.59 | - | High |

The data of table (11) indicated that means of media strategy ranged from (4.36 – 4.70), where the highest item was (2) which stated "Spreading information, reports and news data of the ministry's activities" with a mean of (4.70) and high degree, followed by item (1) which stated "Introducing extended information about the ministry's visions, mission, objectives and nature of its services to public" with a mean of (4.55) and high degree, and in the last rank was item (3) which stated "Introducing communicative materials to make change in the public's attitudes and behaviors" with a mean of (4.36) and high degree. The total mean of media strategy was (4.54) with a high degree.

The data of table (11) indicated that means of persuasion strategy ranged from (4.19 – 4.41), where the highest item was (5) which stated "Introducing information based on numbers and statistics represented the ministry positions" with a mean of (4.41) and high degree, followed by item (4) which stated "Introducing communicative materials of indications that reflect the opinion of the two parties (ministry and public)" with a mean of (4.19) and high degree, and in the last rank was item (6) which stated "Gaining the ministry  public support about services, issues or policies through what is monitored of opinions about what is spread  " with a mean of (4.19) and high degree. The total mean of persuasion strategy was (4.27) with a high degree.

The data of table (11) indicated that means of consensus strategy ranged from (4.39 – 4.06), where the highest item was (9) which stated "Giving a chance to public to express their opinions and complaints about activities and services" with a mean of (4.39) and high degree, followed by item (7) which stated "Building bridges of understanding with publics through analysis of feedback" with a mean of (4.27) and high degree, and in the last rank was item (8) which stated "Seeking to achieve shared agreement among all parties in case the interests are contradicted  " with a mean of (4.06) and high degree. The total mean of consensus strategy was (4.24) with a high degree.

The data of table (11) indicated that means of dialogue strategy ranged from (4.15 – 3.69), where the highest item was (10) which stated "Talking to public about contents of what published of communicative materials and controlling the levels of interaction" with a mean of (4.15) and high degree, followed by item (11) which stated "Involving public in the processes of decision making and modifying policies" with a mean of (3.69) and high degree. The total mean of dialogues strategy was (3.92) with a high degree.

The results also indicated that the total mean of communicative strategies of public relations was (4.27) with a high degree.

**Table 12: The mean and standard deviation of domain of communicative activities and contents through digital tools**

| No | | Mean | Standard Deviation | Rank | Level |
|----|---|------|--------------------|------|-------|
| 1 | News articles, press releases, investigations, photos, graphics, statistics | 4.66 | 0.69 | 1 | High |
| 7 | Methods of communicate with the ministry | 4.59 | 0.59 | 2 | High |
| 2 | Guides for public about how to obtain services | 4.53 | 0.60 | 3 | High |
| 8 | Inks for suggestions and complaints | 4.37 | 0.75 | 4 | High |
| 10 | Conferences, forums and workshops | 4.34 | 0.88 | 5 | High |
| 11 | Newsgroups | 4.24 | 0.95 | 6 | High |
| 9 | Audio files or video materials (audio-visual( | 4.21 | 0.86 | 7 | High |
| 6 | Archive, query and advanced search service | 4.18 | 0.88 | 8 | High |
| 4 | Electronic publications such as journal, bulletin, annual report, brochures | 4.14 | 0.94 | 9 | High |
| 3 | Opinion polls, studies and research | 4.09 | 1.06 | 10 | High |
| 5 | Recruitment, vacancies, advertisements and training links | 4.06 | 0.94 | 11 | High |
| 12 | Chats and conversations service | 3.93 | 1.23 | 12 | High |
| | Total | 4.28 | 0.61 | - | |

The data of table (12) indicated that means of communicative activities ranged from (4.66 – 3.93), where the highest item was (1) which stated "News articles, press releases, investigations, photos, graphics, statistics" with a mean of (4.66) and high degree, followed by item (7) which stated "Methods of communicate with the ministry" with a mean of (4.59) and high degree, item (2) which stated "Guides for public about how to obtain services" with a mean of(4.53) and high degree, item (10) which stated "Conferences, forums and workshops" with a mean of (4.34) and high degree, item (11) which stated "Newsgroups" with a mean of (4.24) and high degree, item (9) which stated "Audio files or video materials (audio-visual" with a mean of (4.21) and high degree, item (6) which stated "Archive, query and advanced search service" with a mean of (4.18) and high degree, item (4) which stated "Electronic publications such as journal, bulletin, annual report, brochures" with a mean of (4.14) and high degree, item (3) which stated "Opinion polls, studies and research" with a mean of (4.09) and high degree, item (5) which stated "Recruitment, vacancies, advertisements and training links" with a mean of (4.06) and high degree and in the last rank came item(12) which stated "Chats and conversations service" with a mean of (3.93) and high degree. The total mean of communicative activities was (4.28) with a high degree.

**Results of study hypotheses test**

**First hypothesis:** There are statistically significant differences at (α=0.05) concerning the functions of public relations with their topics (research, planning, communication and evaluation function) according to variables of (experience and educational level).

**Table 13: Means and standard deviations related to public relations with their domains (research, planning, communication and evaluation function) according to variables of (experience and educational level).**

| | Category | | Research Function | Planning Function | Communication Function | Evaluation Function | Total Degree |
|---|---|---|---|---|---|---|---|
| **Experience** | 10 years or less | AM | 4.13 | 4.17 | 4.30 | 4.38 | 4.24 |
| | | SD | 0.74 | o.77 | 0.69 | 0.60 | 0.62 |
| | 11 – 20 years | AM | 3.84 | 3.97 | 4.46 | 4.28 | 4.15 |
| | | SD | 0.86 | 0.64 | 0.56 | 0.65 | 0.55 |
| | 21 years and more | AM | 3.83 | 4.25 | 4.34 | 4.31 | 4.20 |
| | | SD | 0.65 | 0.55 | 0.56 | 0.53 | 0.47 |
| | Total | AM | 3.95 | 4.08 | 4.38 | 4.32 | 4.19 |
| | | SD | 0.79 | 0.68 | 0.61 | 0.61 | 0.56 |
| **Educational Level** | High School | AM | 3.69 | 3.98 | 4.13 | 4.33 | 4.04 |
| | | SD | 0.66 | 0.78 | 0.51 | 0.47 | 0.46 |
| | Intermediate Diploma | AM | 3.88 | 4.16 | 4.45 | 4.27 | 4.21 |
| | | SD | 0.60 | 0.54 | 0.44 | 0.49 | 0.45 |
| | BA | AM | 3.93 | 4.04 | 4.33 | 4.30 | 4.15 |
| | | SD | 0.77 | 0.62 | 0.69 | 0.62 | 0.56 |
| | Postgraduate Studies | AM | 4.18 | 4.25 | 4.66 | 4.42 | 4.39 |
| | | SD | 1.00 | 0.87 | 0.37 | 0.73 | 0.64 |
| | Total | AM | 3.95 | 4.08 | 4.38 | 4.32 | 4.19 |
| | | SD | 0.79 | 0.68 | 0.61 | 0.61 | 0.56 |

**AM**: Arithmetic Mean          **SD**: Standard Deviation

Table (13) shows apparent variation in means and standard deviations related to public relations functions with their domains (research, planning, communication and evaluation function) according to the variables (experience and educational level). To show the statistically differences significance among means, Quadruple Multiple Variance Analysis on domains and Quadruple Variance Analysis of the instrument as a whole were used, and table (13) explains this.

**Table 14: Two-way multiple variance analysis for the effect of experience, educational level related to public relations functions with their areas (research, planning, communication, and evaluation function)**

| Source of Variance | Domains | Sum of Squares | Degrees of Freedoms | Mean of Squares | F Value | Statistical Significance |
|---|---|---|---|---|---|---|
| Experience Hoteling= 0.170 S= 0.067 | Research Function | 2.346 | 2 | 1.173 | 1.904 | 0.155 |
| | Planning Function | 1.592 | 2 | 0.796 | 1.701 | 0.188 |
| | Communication Function | 0.289 | 2 | 0.144 | 0.400 | 0.671 |
| | Evaluation Function | 0.205 | 2 | 0.102 | 0.266 | 0.767 |
| | Total Degree | 0.333 | 2 | 0.166 | 0.527 | 0.592 |
| Educational Level Hoteling= 0.116 S=0.598 | Research Function | 2.234 | 3 | 0.745 | 1.209 | 0.311 |
| | Planning Function | 1.127 | 3 | 0.376 | 0.803 | 0.495 |
| | Communication Function | 2.179 | 3 | 0.726 | 2.015 | 0.117 |
| | Evaluation Function | 0.264 | 3 | 0.088 | 0.229 | 0.876 |
| | Total Degree | 1.245 | 3 | 0.415 | 1.314 | 0.275 |
| Error | Research Function | 56.659 | 92 | 0.616 | | |
| | Planning Function | 43.053 | 92 | 0.468 | | |
| | Communication Function | 33.166 | 92 | 0.360 | | |
| | Evaluation Function | 35.426 | 92 | 0.385 | | |
| | Total Degree | 29.045 | 92 | 0.316 | | |
| Total | Research Function | 1586.444 | 98 | | | |
| | Planning Function | 1680.188 | 98 | | | |
| | Communication Function | 1918.250 | 98 | | | |
| | Evaluation Function | 1867.444 | 98 | | | |
| | Total Degree | 1751.765 | 98 | | | |

Table (14) shows the following:

There were no statistically significant differences at ($\alpha$=0.05) due to the effect of experience in all of the domains (research, planning, communication and evaluation function) and in the total degree.

There were no statistically significant differences at ($\alpha$=0.05) due to the effect of educational level in all of the domains (research, planning, communication and evaluation function) and in the total degree.

**Second hypothesis:** There are statistically significant differences at ($\alpha$=0.05) concerning communicative strategies of public relations with their topics (information, persuasion, build agreement and dialogue strategy) according to (experience, educational level).

**Table 15: Means and standard deviations of communicative strategies of public relations with their domains (media, persuasion, build consensus and dialogue strategy) according to (experience, educational level)**

| | Category | | Media Strategy | Persuasion Strategy | Consensus Strategy | Dialogue Strategy | Total Degree |
|---|---|---|---|---|---|---|---|
| Experience | Less than 10 years | AM | 4.55 | 4.34 | 4.32 | 3.96 | 4.32 |
| | | SD | 0.49 | 0.75 | 0.76 | 0.76 | 0.60 |
| | 10 – 20 years | AM | 4.57 | 4.22 | 4.17 | 3.88 | 4.24 |
| | | SD | 0.42 | 0.69 | 0.68 | 1.04 | 0.55 |
| | 21 years and more | AM | 4.40 | 4.21 | 4.24 | 4.00 | 4.23 |
| | | SD | 0.83 | 0.79 | 0.81 | 0.90 | 0.74 |
| | Total | AM | 4.54 | 4.27 | 4.24 | 3.92 | 4.27 |
| | | SD | 0.52 | 0.72 | 0.72 | 0.92 | 0.59 |
| Educational Level | High School | AM | 4.31 | 4.14. | 4.03 | 3.79 | 4.09 |
| | | SD | 0.80 | 0.88 | 1.06 | 0.81 | 0.79 |
| | Intermediate Diploma | AM | 4.55 | 4.42 | 4.30 | 3.91 | 4.33 |
| | | SD | 0.54 | 0.60 | 0.46 | 0.80 | 0.43 |
| | BA | AM | 4.55 | 4.26 | 4.23 | 3.87 | 4.26 |
| | | SD | 0.48 | 0.68 | 0.69 | 0.90 | 0.57 |
| | Postgraduate studies | AM | 4.63 | 4.26 | 4.35 | 4.18 | 4.37 |
| | | SD | 0.38 | 0.84 | 0.72 | 1.11 | 0.61 |
| | Total | AM | 4.54 | 4.27 | 4.24 | 3.92 | 4.27 |
| | | SD | 0.52 | 0.72 | 0.72 | 0.92 | 0.59 |

AM : Arithmetic mean          SD : Standard Deviation

Table (15) shows apparent variance in means and standard deviation of communicative strategies of public relations with their domains (media, persuasion, build consensus and dialogue strategy) according to variables of (experience , educational level). To show statistical differences among means, Quadruple multi-domain analysis of variance, instrument quartile analysis of variance as a whole were used, and table (15) explains that.

**Table 16: Binary Multiple Variance Analysis of the effect of experience and educational level on the communicative strategies of public relations with their domains (media, persuasion, build consensus and dialogue strategy)**

| Source of Variance | Domains | Sum of Squares | Degrees of Freedoms | Mean of Squares | F Value | Statistical Significance |
|---|---|---|---|---|---|---|
| **Experience** | Media Strategy | 0.188 | **2** | 0.094 | 1.344 | 0.710 |
| **Hoteling= 0.040** | Persuasion Strategy | 0.443 | **2** | 0.221 | 0.409 | 0.655 |
| **S= 0.899** | Build Consensus Strategy | 0.695 | **2** | 0.347 | 0.647 | 0.526 |
| | Dialogue Strategy | 0.424 | **2** | 0.212 | 0.245 | 0.783 |
| | Total Degree | 0.257 | **2** | 0.128 | 0.357 | 0.701 |
| **Educational Level** | Media Strategy | **0.718** | **3** | **0.239** | **0.876** | **0.456** |
| **Hoteling= 0.074** | Persuasion Strategy | **0.572** | **3** | **0.191** | **0.353** | **0.787** |
| **S=0.886** | Build Consensus Strategy | **1.050** | **3** | **0.350** | **0.652** | **0.584** |
| | Dialogue Strategy | **1.872** | **3** | **0.624** | **0.721** | **0.542** |
| | Total Degree | **0.726** | **3** | **0.242** | **0.673** | **0.571** |
| **Total** | Media Strategy | 2043.778 | 98 | | | |
| | Persuasion Strategy | 1833.556 | 98 | | | |
| | Build Consensus Strategy | 1811.111 | 98 | | | |
| | Dialogue strategy | 1590.250 | 98 | | | |
| | Total Degree | 1820.769 | 98 | | | |

Table (16) shows the following:

- There were no statistically significant differences at (α=0.05) due to the effect of educational level in all domains (media, persuasion, build consensus and dialogue strategy) and the total degree.

- There were no statistically significant differences at (α=0.05) due to the effect of experience in all domains (media, persuasion, build consensus and dialogue strategy) and the total degree.

**Third hypothesis:** There are statistically significant differences at (α=0.05) concerning digital communicative activities according to (experience, educational level).

**Table 17: Means and standard deviation of communicative activities according to variable of (experience and educational level)**

| Variable | Category | Mean | Standard Deviation |
|---|---|---|---|
| Experience | 10 years and less | 4.34 | 0.57 |
| | 11 – 20 years | 4.27 | 0.65 |
| | 21 years and more | 4.17 | 0.58 |
| | Total | 4.28 | 0.61 |
| Educational Level | High school and less | 4.33 | 0.44 |
| | Intermediate diploma | 4.29 | 0.56 |
| | BA | 4.26 | 0.64 |
| | Postgraduate studies | 4.30 | 0.68 |
| | Total | 4.28 | 0.61 |

Table (17) shows apparent variance in means and standard deviations o communicative activities due to the difference of experience variable and educational level. To show the statistical differences significance among the means, Binary Analysis of Variance was used on the domain as a whole, and table (18) explains this.

**Table 18: Binary Analysis of Variance of experience effect and educational level on the communicative activities**

| Source of Variance | Sum of Squares | Degrees of Freedom | Mean of Squares | F Value | Statistical Significance |
|---|---|---|---|---|---|
| Experience | 0.298 | 2 | 0.149 | 0.384 | 0.682 |
| Educational Level | 0.071 | 3 | 0.024 | 0.061 | 0.980 |
| Error | 35.668 | 92 | 0.388 | | |
| Total | 1831.021 | 98 | | | |

Table (18) shows the following:

- There were no statistically significant differences at ($\alpha$=0.05) due to experience effect in the domain of communicative activities introduced by public relations in Jordanian ministries.

- There were no statistically significant differences at ($\alpha$=0.05) due to educational level effect in the domain of communicative activities introduced by public relations in Jordanian ministries.

**Conclusions**

After analyzing the data and testing the questions of the study, the following major conclusions were reached:

1. The public relations bodies practiced all their functions with a high degree and came in the first rank (communication, evaluation, planning and research function).

2. A lot of communicative activities were introduced that contained various contents with a high degree foremost of publishing activity represented in (news materials, press release, images, drawings and statistics).

**Recommendations**

According to the results of this study, it can be recommended the following:

- The need to continue activating all public relations functions in Jordanian ministries when dealing with their publics and the institutional work environment.

- Activating both planning and research functions, pushing forward the dialogue strategy and communicative activities with various and distinguished contents.

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