

# **The Evolution of Public Relations in Jordan: The Perception of Public Relations in Society**

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## **ABSTRACT**

This thesis is to examine the evolution of Public Relations (PR) in Jordan and its impact on Jordanian society, which lacks empirical knowledge and remains theoretically undeveloped. This study aims at the problem of having a lack of understanding of how PR evolved in Jordan and how the public perceives it. Systems theory, Uses and Gratifications Theory, and the Excellence theory underpinned this study as a theoretical foundation for the study.

Quantitative research, simple random sampling survey method was used in 2017, 2021 and 2022. All questionnaires were built on the SurveyMonkey platform and distributed to a simple random sampling over WhatsApp and Facebook.

Overall, the main study analysis results revealed a good understanding of the activities and tasks that PR involve, including the integration of communication activities. The study also revealed a strong perception of Jordan's Public Relations roles and the ties with the gulf investments emergence and economic expansion. This study concludes that Public Relations professionals and practitioners have a good knowledge of PR roles but eventually lack knowledge about how to use it. Also, the media and Public Relations work hand in hand to face issues and challenges that encounter PR agencies and respond to the needs and demands of public opinion. Generally, there is a good perception of PR roles in Jordan, which is connected to globalization. Moreover, in the comparison study between Jordan and Turkey professionals, the study showed that social media has a significant influence on how well an organization performs. Also findings revealed that organizational image and organizational marketing

communication are significant mediators between social media use and organizational performance. Comparative findings showed a statistically significant difference in the mean of Turkish firms and Jordanian Firms.

Finally in 2022 findings, showed that; PR Department in MEU assuming its societal responsibilities during the COVID19 pandemic is highly valued. As it had many different roles, such as utilizing the university's facilities while protecting the safety and health of all university members and the environment, encouragement of all workers to volunteer in local community organizations, support for health activities and means of prevention. On a different level, they had a very important role in diversifying means of communication with staff and students, whether announcements, decisions, awareness or even tutorials for e-learning portals.

**Keywords:** Public Relations, Evolution, PR Perception, Effective PR

## ÖZ

Bu tez, Ürdün'de Halkla İlişkiler (Hİ) sürecini ve bunun Ampirik kanıttan yoksun ve teorik olarak gelişmemiş olan Ürdün toplumu üzerindeki etkisini incelemektir. Bu çalışma, Ürdün'de Hİ'in nasıl geliştiği ve halkın bunu nasıl algıladığına yönelik anlayış eksikliğinin giderilmesini hedeflemektedir. Sistemler teorisi, Kullanımlar ve Doyumlar Teorisi ve Mükemmellik teorisi, bu çalışmada kullanılan temel kuramlardır.

Araştırmadan elde edilen bulgular 2017, 2021 ve 2022 yıllarında nicel araştırma yöntemi, anket tekniği ve basit rastgele örneklem metodu kullanılarak ortaya çıkmıştır. Tüm anketler, Survey Monkey platformunda oluşturulmuş olup WhatsApp ve Facebook üzerinden rastgele örneklem yöntemi kullanılarak katılımcılara ulaştırılmıştır.

Genel olarak, araştırmanın temel bulgularında iletişim faaliyetlerinin entegrasyonu da dâhil olmak üzere özellikle körfez yatırımlarının ortaya çıkışı ve ekonomik büyümelerle, Hİ'in içerdiği faaliyet alanları ve görevlerinin, katılımcılar tarafından güçlü bir şekilde algılandığı ortaya çıkmıştır. Elde edilen bulgularda; Halkla ilişkiler profesyonellerinin ve uygulayıcılarının halkla ilişkiler rolleri konusunda iyi bilgiye sahip oldukları ancak nasıl kullanacakları konusunda bilgi eksiklikleri olduğu sonucuna rastlanmıştır. Medya ve Halkla İlişkileri arasındaki ilişkide; Halkla İlişkiler ajanslarının karşılaştığı sorun ve zorluklarla yüzleşmek ve kamuoyunun ihtiyaç ve taleplerine yanıt vermek için el ele çalıştıkları bulgusu ortaya çıkmıştır. Genel olarak, küreselleşme ile bağlantılı olan Ürdün'de Hİ'in rollerine ilişkin iyi bir algı olduğu tespit edilmiştir. Öte yandan Ürdün ve Türkiye profesyonelleri arasında yapılan

karşılaştırma çalışmasında, sosyal medyanın; kuruluşların iyi bir performans göstermeleri açısından önemli bir etkiye sahip olduğu tespit edilmiştir. Örgütsel imaj ve örgütsel pazarlama iletişimi; sosyal medya kullanımı ile örgütsel performans arasında önemli araçlardan biri olduğu bulgusuna varılmıştır. Ayrıca yapılan karşılaştırmalı bulgular analizi sonucunda, Türk firmaları ile Ürdün Firmalarının ortalamasında istatistiksel olarak anlamlı bir fark olduğunu görülmüştür.

Son olarak 2022 yılındaki bulgulara göre; COVID19 salgını sırasında MEU, Halkla İlişkiler Birimleri, çevrenin güvenliğini ve sağlığını korurken üniversitenin olanaklarından yararlanması, tüm çalışanları yerel toplum kuruluşlarında gönüllü olmaya teşvik etmesi, sağlık faaliyetlerini ve önleme yollarını desteklemesi gibi birçok farklı rolü olduğunu bu bağlamda da çok değerli olduğu ortaya çıkmıştır. Ayrıca farklı düzeyde; duyurular, kararlar, farkındalık ve hatta e-öğrenme portalları için öğreticiler olsun, personel ve öğrencilerle iletişim araçlarını çeşitlendirmede Hİ'in çok önemli bir rol oynadığı bulgusuna rastlamıştır

**Anahtar Kelimeler:** Halkla İlişkiler, Gelişim, Halkla İlişkiler Algısı, Etkili Halkla İlişkiler

## **DEDICATION**

To My Parents, who always believed in education as family goal, to make a dream come true for them. Hoping I will make you proud one day.

To My Siblings, Dr. Tamara, Dr. Ahmad, and Dr. Mohammad, who have always been there as my support system, for all the love, and care I continuously get from them.

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# **Chapter 1**

## **INTRODUCTION**

This Chapter gives an overview of the foundations of this research, such as introduction, aim of the study the research scope, questions, and hypothesis.

The concept of Public Relations was used to create and maintain goodwill between organizations and target audiences for the first time. United States Post Office Railway Union was the first to include such a concept in their work policy in the first decade of the twentieth century, (Gilaninia, Taleghani, & and Mohammadi, 2013) mentioned. Later, complexity was added to the Public Relations profession (Ferguson, 2018). Government agencies, trade associations, schools, universities, hotels, and many more have started to hire professionals to create a channel that ensures communication, image positioning, and reliability for mutual interest and understanding (Grunig J. E., 2011) (Fredriksson & Verhoeven, 2018).

Public Relations started emerging in Jordan in the early 90s through international franchises when it was considered marginal. It can be described as somehow moderately new. Recently, such a concept has developed and taken the form of communication medium corporates use to represent the image with longer remuneration (Sommerfeldt & Taylor, 2011). This has made Public Relations prominent instead of a sales tool to guarantee community interaction and future

credibility. In the Jordanian scene, Public Relations revolve around content releases, company profiles, and brand promotion, as (Alhadid & Qaddomi, 2016) highlighted.

However, social media brought a charming spark to Public Relations (Valentini, 2015) (Curtis, 2010). For instance, experts have started to include bloggers in the media interest, especially Instagram, to improve company image by enabling customers to browse their content and publications (Ott & Theunissen, 2015). (Wæraas, 2018) and (Ferguson, 2018) strongly agree that Public Relations improve the activities of organizations and the vision of organizations to customers as it influences the mental image towards the clients.

Various suggested studies have tackled Public Relations, but very few took the chance to focus on Jordan. Some studies conducted by authors like (Sommerfeldt & Taylor, 2011) and (Alhadid & Qaddomi, 2016) have revealed that Public Relations affect company image. In this study, the researcher intends to investigate the evolution of Public Relations in Jordan by determining the influential factors in Jordan. Henceforth, this study tries to assess the impact of Public Relations on the Jordanian public's perception of the Public Relations profession.

## **1.1 Aim of the Study**

The current study aims at providing Public Relations practitioners and professionals from other sectors with insight and means of communication to deal with Jordanian society.

It provides the government and the public with insights regarding the approaches to Public Relations in Jordan, especially in times of crisis.

The study investigates the impact of Public Relations on Jordanian public opinion. In addition, it tries to identify the effectiveness of Public Relations methods and strategies in Jordan as well as the effective ways to promote Public Relations in Jordan.

## **1.2 Problem Statement**

The areas of Public Relations play a crucial role in developing the mental image and raising awareness towards organizations, companies, departments, and different target entities. It also contributes to building strong bridges with the audience. Sometimes PR can affect the attitudes or the audience's perspective either positively through effective propaganda or negatively through focusing on the flaws of organizations (Wæraas, 2018).

Public Relations in Jordan has limited research that shades the light to the public perspective and multiculturalism. Thus, there is an insufficient understanding of how PR evolved in the country and how the public perceives it. This study comes as an attempt to understand the impact of political, marketing and media context on expanding the concept, functions and roles of PR.

## **1.3 Purpose of the Study**

The rationale of this study is directly related to the importance of PR as a profession to both governments and the public.

This study's scholarly contribution stems from the novelty of the research topic in providing Public Relations practitioners and professionals from other sectors with insight and means of communication to deal with Jordanian society.

In addition, it tries to identify the effectiveness of Public Relations methods and strategies in Jordan and identify the effective ways to promote Public Relations in Jordan.

## 1.4 Research Scope and Model

This study aims to collect empirical evidence from the evolution of Public Relations in Jordan by providing insights into Jordanian society's perceptions of the Public Relations profession. The study variables' impact on the design process must be considered. As a result, Public Relations as a dependent variable, with emphasis on the following sub-areas (Public Relations knowledge, understanding, perception, and media influence). Meanwhile, the independent variables will demographically describe the sample based on (gender, age, nationality, level of education, and managerial employment level). The researcher suggests the following model based on the research theory.

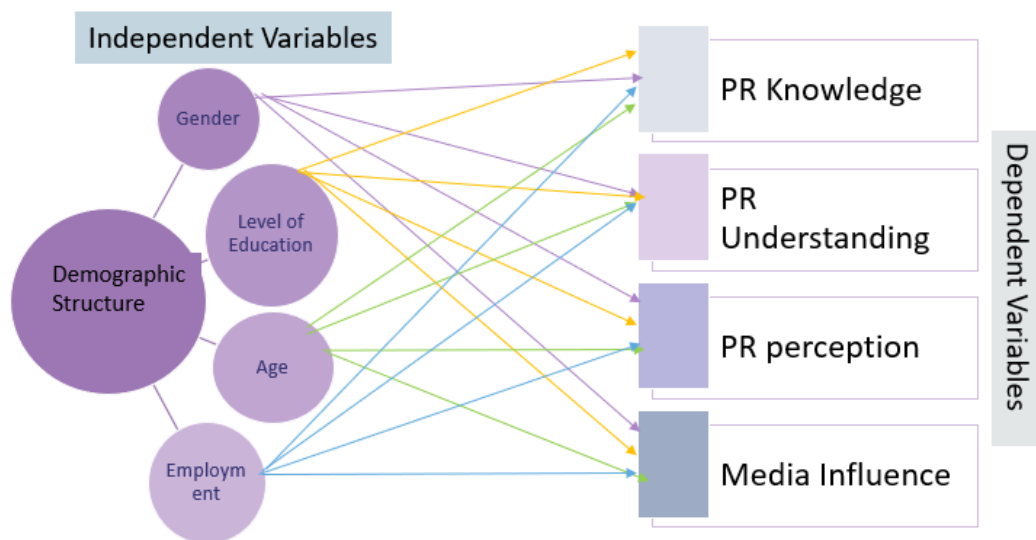


Figure 1: Model of the Study

## **1.5 Research Questions**

1. What is the perception of Jordanians about Public Relations' role?
2. What Jordanians think about the relationship between Public Relations and the media?
3. What is the perception of Jordanians about Public Relations functions procedures?
4. How did Globalization and Gulf Investment affect PR and the Jordanian economy?
5. What is the relationship between media and PR in the development of participants?
6. How does Public Relation influence development of personal attributes?
7. Where do Jordanians get information about PR and the market?
8. How demographic structure of Jordanian influence PR knowledge, understanding perception and media influence among Jordanians?

## **1.6 Research Hypotheses**

H1: Jordanians have a good Perception of Public Relations

H2: Jordanians understand the relationship between Public Relations and Media.

H3: Jordanians have a good Perception of Public Relations functions.

H4: Jordanians have a good Perception of Public Relations roles in Jordan and their relation to Globalization and gulf investments

H5: Jordanians have a good Perception of Public Relations and its influence on the development of personal attributes

H6: Jordanians have a good perception of sources of knowledge about market change.

H7: There are significant differences in Public Relations hip factors among Jordanian according to the variable of (gender, level of education, nationality, Job Level, and age).

## **1.7 Research Assumptions**

1. In Jordan PR have a role.
2. Jordanians understand PR and media relationship.
3. Jordanians have a clear perception of PR functions and procedures.
4. Media have a role on PR in Jordan.
5. Demographical variations affect PR perception, understanding and influence in Jordan.

## **1.8 Significance of Study**

This research is significant from both a practical and theoretical standpoint. When completed, this study will add to existing literature and empirical studies while improving Public Relations perception in any society. The study's findings will help identify the importance of Public Relations in society and ways to develop and improve it to serve all members of the same social order.

Additionally, this research would assist in identifying the methods used by Public Relations in influencing public opinion, primarily through the use of modern media.

This study could also contribute to identifying and catching up with the rapid political and economic developments in Jordan. This study adds new insight to the existing literature by investigating the relationship between Public Relations and the influencing factors in Jordan. Moreover, the study may provide avenues to understand the impact of Public Relations on the Jordanian public's perception.

## **1.9 Study Limitations and Further Studies**

1. Not focusing on the literature or data collection on one specific sector.
2. In the study sample, only three cities in Jordan were used for the main study, and only Amman was used in further research.
3. Due to time constraints to complete the Ph.D., a number of factors and variables that affect and influence Public Relations in Jordanian society were eliminated. As the study range here is a comprehensive study rather than a deep specific study.
4. The initial study was conducted in 2017. To keep updated and to have valid results, two new studies were conducted in 2022.

## Chapter 2

### LITERATURE REVIEW

This chapter focuses on a review of the existing literature on the subject under consideration. The chapter discusses the concept of Public Relations, its history, development, and the beginnings of its emergence in the Arab world, as well as how Public Relations are related to publicity. The Systems theory and the Excellence theory were also examined as theoretical frameworks.

#### 2.1 Definitions of Public Relations

In recent years, the field of Public Relations has seen a surge in empirical studies. By analyzing semantic networks and social media networks in the context of Public Relations, these studies advance theories and inform practice (Zhou, 2019). Thus, many definitions and concepts have been put forth to define Public Relations. One of the most widely used definitions is that published by International Public Relations Association (IPRA), who defines it as “Public Relations *is a decision-making management practice tasked with building relationships and interests between organizations and their publics based on the delivery of information through trusted and ethical communication methods.*” (IPRA, 1955). Another very important definition was by the Public Relations Society of America (PRSA) since 1982 is “A *strategic communication process that builds mutually beneficial relationships between organizations and their publics*” (PRSA, 1982).

According to Fredriksson & Verhoeven (2018), Public Relations as a concept represent strategic communication that enlarges between organizations and the target public. Hence, this concept draws attention to organizations/governments and institutions by considering them as key actors and as focal points around the Public Relations process and public/target groups. This communication can take the shape of forums or modes of discussion that create open consensus or show the hidden aspects of reality that return to all parties as mutual interest and benefit.

Another definition brought by (Thurlow, 2018) considered Public Relations as an applied science that stands on communication theory.

Accordingly, this concept is not by nature technical. Still, it holds and involves different meanings with the cultural contexts based on the message that is tended to be sent and the context that surrounds the receiver with consideration to the background and the used medium.

From a different perspective, (Rivero & Barberá, 2014) defines Public Relations as a concept under which activities are done by organizations, institutions, and governments, or any institutional body that promotes image through community events and publicity. This concept confirms that such institutions need specific tools, such as public affairs, lobbying, and press releases, to convince their target group and audience of their vision and aims.

According to (Benedict, 2020) and (Ciszek, 2015), Public Relations as a concept represents a unique and powerful set of skills that fully actualize its socio-cultural role in everyday life. Thus, Public Relations as terminology is correlated with socio-cultural

impact, as it is seen by (Taylor & Das, Public Relations in Advocacy: Stem Cell Research Organizations' Use of the Internet in Resource Mobilization, 2010) and (Kennedy & Sommerfeldt, 2015), who shed light that Public Relations stand on skills and social media art tools to promote specific aims and bring the audience to a certain state of awareness.

According to Rivero & Barberá, (2014), Public Relations are a concept associated positively with public awareness by which it increases public opinion about certain issues, perspectives, and matters. Therefore, many governments tend to invest in or create strong commercials as it helps direct all public opinion and attention toward their activities. This perspective is taken by (Won, Hon, & and Lee, 2019), that see Public Relations as a tool to promote images and views based on political, economic, and social factors.

On the other hand, Dutta & Pal, (2010, p. 207) see Public Relations as a tool used to create false images that manipulate people, as described “manipulating tool “that serves the interest of transnational institutions and corporations. This concept highlights that multinational corporations can manipulate public opinion through omissions, erasures, and background.

Based on the mentioned set of definitions, the researcher sees Public Relations as a terminology representing communication that accrues between two parts (organization and public) through strategic activities and events done by Public Relations professionals or workers that all together aim at achieving certain goals.

## **2.2 Public Relations History**

Public relation is an ancient social phenomenon, and there must be relations between individuals and organizations within the same society, wherever there is a human community. There is no doubt that human beings, wherever they are, have developed relationships and transactions that enable them to overcome all demands and difficulties of life. To live in a large and diverse society, people had to maintain a minimum of harmony among themselves. This desired harmony can be maintained through individual communication and the provision of certain skills, such as persuasion and influence. These abilities are the most important factor in Public Relations success (Purcell, 2016).

Public Relations are one of the oldest means practiced by human beings to achieve understanding, cooperation, and communication with the rest of the society in which they live. Throughout history, leaders have understood the great importance of Public Relations in influencing public opinion to serve their interests. In addition, convince the audience with the political views that oblige a certain party or a particular political group. On the other hand, many ancient leaders used Public Relations as a tool to stabilize the rule and control public opinion (Kent, *The Power of Storytelling in Public Relations: Understanding the 20 Master Plots.*, 2015).

Public Relations encompass many aspects of human activity, the public, and social media groups in human society. Governmental, commercial, industrial, military, and political Public Relations all exist. Nonetheless, all of these types are united by a common philosophy and set of principles: gain people's trust and influence public opinion in favor of a specific party (Watson T. , 2012).

Some scholars claim that examples of Public Relations can be found as far back as 1800 B.C. when a farm bulletin was found in Mesopotamia (now Iraq) telling farmers how to sow and irrigate their crops (Cutlip, Center, & Broom, 2006). Others don't go back that far, claiming evidence of Public Relations' beginning in Ancient Greece. The Greeks used Public Relations to convince the public of their views and political ideas through speeches and discussions in which all the people participated (Butterick, 2011).

With the progress of civilization, Public Relations methods have been developing. The kings of Babylon were interested in influencing people's emotions, ideas, beliefs, and attitudes during political, military, and economic coups. The Babylonian kings had newspapers in which daily events, information, and instructions were disseminated. Kings were calling citizens in the provinces to come to Babylon on holidays and occasions to deliver speeches that would help win the support and trust of the public (Meng, Berger, & Jin, 2017).

Among the most imperative aspects of Public Relations is the description of the war sites; it is the presentation of the victories, the explanation of the reforms, and the statement of the religious positions held by the kings and priests of the pharaohs in Egypt since the earliest ages of civilization, to win people's support for the policies and the regulations adopted by the royal family. Public Relations are also one of the methods used by ancient civilizations to strengthen the relationship between members of society through social participation such as participation and communication in consolation and congratulations and visiting patients (Wilson & Supa, 2013).

In the late nineteenth and early twentieth centuries, Western societies' industrial progress resulted in large industrial enterprises that relied on mass production. In addition, investors and business owners considered workers as non-stop production machines. In contrast, investors saw consumers only as prey and victims of exploitation to gain money and profits from them. Such treatment prompted the owners of companies and factories to search for a way to win people's trust, so Public Relations were the best way (Kent & Saffer, 2014).

In that period, the journalist (Reggie Lee), considered the first pioneer of Public Relations, confirmed that the ages of neglecting consumer power were over. Reggie Lee confirmed that it is necessary to treat the workforce satisfactorily and provide them with appropriate and fair wages. Lee called for treating the workers well by giving them all due rights, and such achievement would later be known as job satisfaction and empowering people. Lee also stressed that the Public Relations mission is a double task that transfers public opinion to the companies and factories or vice versa (Distaso & Mccorkindale, 2012).

After the Second World War, Public Relations activity increased as the countries monitored huge budgets to win the support of the people by raising their resilience for courage, endurance, and patience. The collapse of the home front in some European countries has proven to cause loss and downfall, which led governments to use technical expertise, consulting, and science in the field of Public Relations to raise people's morale, enthusiasm, and courage (Fitzpatrick, Fullerton, & Kendrick, 2013).

Public Relations as a management approach has evolved rapidly over the last 50 years as a result of modern society's increasing complexity, increased interdependence

among its organizations, and increased understanding of contemporary society's needs and demands. Hence gaining people's trust and support by persuasion has become a considerable part of the daily work of Executives in any type of organization (Falkheimer & Heide, 2014)

Many Public Relations professionals, on the other hand, believe that the true development of Public Relations will begin in a few years. The methods and arts of Public Relations are evolving quickly and efficiently. The evolution of Public Relations over time and space has made it an essential component of ensuring the continuous development of nations and societies (Strömbäck & Kioussis, 2013).

Further, the question of who could be aptly regarded as the fathers of Public Relations seems difficult to be answered; this is due to the many existing examples of people who practiced Public Relations in some capacity over the centuries. However, two names that often come to mind in such discussions are Ivy Lee and Edward L. Bernays, as they both have been considered fathers or founders of Public Relations (Kelly, 2016).

According to Wilcox, Cameron, Rebe, & Shin (2013) one of the significant contributions made by Lee in promoting Public Relations was during his work placement at the Interborough Rapid Transit Company (IRT). Where he pioneered innovative techniques to communicate directly with the organization's public through posters, pamphlets, and brochures, this approach was adopted by Lee to strengthen the public understanding of the company.

Direct communication with the public and maintaining an open communication system with the news outlets were one of several contributions of Ivy Lee to Public Relations (Morris & Goldsworthy, 2015). This was evident during Lee's stay as a consultant with Rockefellers, particularly during the Ludlow Massacre. During the incident, Lee provided bulletins to brief media outlets, journalists, and the public about the situation (Wilcox, Cameron, Rebe, & Shin, 2013). Another major contribution of Lee to the field of Public Relations was the factual reporting practice. As someone with a background in journal social media, Lee believed that when company statements are provided based on facts, they are more beneficial than his times traditional and unbalanced publicity tools (Morris & Goldsworthy, 2015). As such, the public is more likely to rely on statements based on facts rather than the biased reporting of the day. Marvin Olasky, cited in (Kelly, 2016), added that Ivy Lee was consistent with factual and accurate reporting to mold public perceptions effectively.

Edward Bernays's significant workplace contribution was during his stay at the American Tobacco Company, where his approach centered on advocacy and persuasion to change people's attitudes (Wilcox, Cameron, Rebe, & Shin, 2013). Bernays demonstrated how a publicity campaign could trigger public discussion on specific customs and taboos (Kelly, 2016). In the field of Public Relations, one of Bernays's contributions was his definition. He defined Public Relations as an applied social science where practitioners can develop messages or campaigns to influence people's perceptions and attitudes (Wilcox, Cameron, Rebe, & Shin, 2013). He perceived Public Relations as a two-way path that is adjusted to information and persuasion.

### **2.2.1 Professional Development in Public Relations**

Scholars have tried hard to devise or define the characteristics and competencies required in Practice PR (Thurlow, *Global Capabilities in Public Relations*, 2018). As a result, practicing Public Relations in a complex environment necessitates practitioners actively sharing ideas, creating opportunities, debating differences, and influencing change. Within the organizational context, professional roles in Public Relations have been addressed as normative and real functions that orient and shape individuals' behavior (Mellado & Barría, 2012).

According to Yang & Taylor (2021) professional associations, which are often invisible to the general public, play an important role in the professionalization process. This is because it contributes to the development of normative values and a unified identity for practitioners and organizations. Closer connections between Public Relations practitioners, agencies, and professional associations are one key factor that forms a network that crosses national boundaries. In other words, the more, the stronger the connection is, the more the contribution to creating professional values is effective for the organization.

Browning (2018) further added that professional development is associated integrally with Public Relations ethics. (Fitch, 2017) supports that point by saying the history of Public Relations achieved great objectives towards creating a linear development that encourages ethical profession. Interestingly, (Stanić, *Ethics as the Strategy for Public Relations*, 2018) pointed out that determining professional status is crucial to define professional practices and behaviors. Therefore, three key mechanismsocial media must be considered;

- First of all, cognitive mechanisocial media: involving, education, knowledge, books, journals, and schooling.
- Second, normative mechani-social media implies entry barriers, membership criteria, a code of conduct, and discipline.
- Lastly, the symbolic mechani-social media involves a code of ethics, missions, and stories (Tsetsura & Valentini, 2016)

According to Benedict (2020), Public Relations , to be referred to as a profession or industry, is still emerging or early to be distinguished with an identity of its own as an educator, scholar, manager, or consultant. (Ciszek, 2015) support such claim by highlighting the overlapping of Public Relations in many areas of everyday life, including active social media, publicity, and promotion. Thus, its identity is not clear or differentiated to be practiced as a profession.

Fredriksson & Verhoeven (2018) state that Public Relations theorists tend to concern a lot with the relationship or connection between the organizations and its public but not with the problem of how such organizations can relate to the public. In this matter, some prominent theories have been developed from social, psychological, systems, or rhetorical perspectives of communication management to understand or make clear to know the way organizations (management) interact and create such communication with specific in the context of Professional Development, Public Relations were integrated to supplement journalistic work. Only after 1990 was Public Relations recognized as a distinct university program. Later, Public Relations practitioners discovered that 35% of those with a journal social media bachelor's degree worked in Public Relations , while 8 out of 10 PR workers were professional journalists (Johnston & Sheehan, 2020) .

From the previously highlighted elements, it can be agreed that the Professional practice of Public Relations is still developing as its characteristics are still emerging one day after another. Moreover, the environment of such an approach is complex and demanding to ensure an active sharing of ideas and create a channel of communication that serves its normative and professional values.

### **2.3 Understanding Public Relations Roles**

The first study by (Glen & David M., 1986) looked at how different role behaviors influenced clients' perceptions of practitioners. They proposed four different Public Relations positions: (a) the expert prescriber defines and solves PR problems independently; (b) the problem-solving process facilitator collaborates with organizational members to solve PR problems; (c) the communication facilitator works to ensure two-way communication between the organization and its publics; and (d) the communication technician produces and disseminates organizational messages. A number of studies have since been conducted to investigate the structure of PR roles and how PR roles affect professional and organizational outcomes (Leichfy & Springston, 2000).

(Dozier, Grunig, & Grunig, 1995, p. 333) Defined the manager and technician roles. "Managers make policy decisions and are held responsible for the results of Public Relations campaigns. They, like the rest of the organization, regard themselves as communications and Public Relations experts" Technicians, on the other hand, perform the "mechanics of generating communication products that implement policy decisions made by others" (p. 333). According to researchers, in order to be effective, the Public Relations function must remain a member of the dominant coalition of organizations (Dozier, Grunig, & Grunig, 1995). Acceptance into the dominant

coalition denotes the acquisition of manager-level roles and power within an organization (Diga & Kelleher, 2009).

### **2.3.1 Communication vs. Persuasive Role of PR**

The communication technician's job entails putting strategies into action through communication tactics such as press releases, employee newsletters, position papers, media placements, Web site content, speeches, blogs, and social media messaging. Practitioners in this role typically do not participate in problem definition or solution development, instead focusing on the technical skill of writing. The expert prescriber is a Public Relations specialist who is given primary responsibility for carrying out this function as a consultant or with minimal input or participation from other senior management (Sampa, 2022). The communication facilitator acts as a bridge builder, listening to and brokering information between the organization and its key audiences. According to, (Cutlip, Center, & Broom, 2006). The purpose of this role is to provide information to both management and the public in order for them to make mutually beneficial decisions. The problem-solving facilitator works with other managers to define and solve problems. This position requires the professional to be a member of the organization's dominant coalition and to have access to other senior executives. The practitioner in this role problem helps other managers think through organizational problems from the perspective of Public Relations (Sampa, 2022).

Given its various perspectives and applications, Public Relations is guided by the notion that its goal is to influence people's behavior under the guise of maintaining the realistic or otherwise of significant groups and organizations (Monib, Qanet, & Abdi, 2021). Using the prudent manager-technician conceptualization, the study investigated media choices based on vertical differences in PR roles.

PR practitioners have another role, which is mainly persuasive. Despite the fact that this study focuses on the informative communicative role of PR, still the difficulties that practitioners and researchers face are the result of Public Relations being led by modernism, excellence, and persuasion. It introduces the concept of tame, wicked, and super wicked problems, as well as meta modernism as an epistemological bridge between binary modern and postmodern perspectives, to enable and empower practitioners and researchers to take on this challenge. Proposed solutions would enable communicators to engage in responsible persuasion, recognize the role of personal values in communication, and comprehend power distribution and relationships (Adi & Stoeckle, 2022). Aristotle's account of rhetoric transcends its previous status as a persuasion art to be regarded as a suitable logic for human affairs. In the realms of ethics and politics, he must appeal to logic capable of dealing with contingency without abandoning the concept of truth. It contends that the dual relationship of rhetoric with dialectic and ethical-political issues connects public discourse to the issue of rationality and practical truth. (Carbonell, 2022).

Having the COVID 19 pandemic, most PR functions in organizations need persuasion in addition to informative communication, especially with the emergence and dominance of social media as a tool. A type of communication that adapts to messages that are easily accepted by examining the context of the message using sources that are accessible to all segments of society. The role of health protocol social media, which is widely distributed, essentially has persuasive communication in influencing people to be interested and follow informed advice. According to the theory of persuasion communication, several factors must be considered when providing information,

including the source factor, the message factor, and the recipient factor (Donny & Mega, 2022).

### **2.3.2 PR Practitioner vs. PR Professional**

In this research, the terminologies or PR practitioner and PR professional will be shown repeatedly. This section will distinguish between the two terminologies in practice. Fundamentally, practitioners in developing countries are less likely to seek information from their audiences because they do not intend to tailor organizational activities to the needs of their surroundings (Sriramesh, *Societal culture and public relations: Ethnographic evidence from India*, 1992).

In developing countries, Public Relations practitioners primarily serve as receptionists and/or communication agents (Culbertson & Chen, *International public relations : a comparative analysis*, 1996). In this study, ‘practitioners’ are those who hold managerial positions within the given organizations. They are those who, regardless of their managerial position, have been assigned to the role within the organization. For example, government Public Relations practitioners are held accountable for specific duties such as providing public information and involving citizens in government decision-making processes. They are expected to communicate what they have accomplished as well as what and why they intend to accomplish in the future. As a result, Public Relations practitioners facilitate communication activities to inform the public about government plans, collect citizen feedback to improve programs, and advise government officials on how to best communicate with the public through media relations. In contrast, media relations has been a dominant function of Public Relations professionals, which can be defined as communicating with journalists, experts, and editors of newspapers, magazines, radio, television, and internet-based communication environments on a local, national, international, and sectoral level

(Fawkes, 2004). Media relations is an essential component of individual and organizational communication because it deals with the selection of media channels, their combination, and effective utilization to achieve a desired goal (Hase & Tafara, 2022). An advertising firm is made up of highly skilled advertising professionals who provide services to promote clients' and prospects' brands. Therefore, what's meant by *professional* here is an entity or agency or individual who is outside the organization and provides PR consultancy services. Advertising and Public Relations firms are businesses that help advertisers grow their brands and services. The process begins with a creative brief from the client to the creative agencies goal (Okoh, 2022).

## **2.4 Functions of Public Relations**

The concept of Public Relations is not limited to managing the company's social communication (Alhadid & Qaddomi, 2016). Instead, go above and beyond in managing the company's information by communicating with the press and providing them with relevant information about the institution's work, issuing data and press reports, and ensuring a positive overall picture of the company (Balaban & Iancu, 2009).

Five basic PR functions play a key role in achieving the organization's goals:

### **2.4.1 Research**

The Public Relations function focuses on collecting, analyzing, researching, and examining the public opinion trends of the organization or the targeted public, and knowing their opinions and attitudes, for gathering the correct facts (Gqamane, 2010).

In addition, Public Relations measure the opinion trends among external targets such as shareholders, consumers, and traders (Benedict, 2020).

Public Relations investigate current economic, social, and political developments and analyzes and summarizes all issues of concern to senior management (Coombs & Holladay, 2008). Meanwhile, the search includes technical principles of Public Relations as well as an examination of publishing mediums such as journals, social media, radio, television, and cinema. Furthermore, evaluating the success of media campaigns and identifying any effective strategy is an important principle (Grunig J. E., 2011).

#### **2.4.2 Planning**

The Public Relations agency establishes the institution's overall policy. It establishes Public Relations policy programs within the framework of the institution's overall policy and plans, based on the Authority's research and studies (Gqamane, 2010). It also identifies the objectives and target audiences, as well as designs and designs information programs in terms of timing, which aids in the implementation of corporate policy changes. Furthermore, it explains to the public the entity's policies or any modification or change for acceptance and full cooperation (Rivero & Barberá, 2014).

#### **2.4.3 Communication**

Communication entails carrying out plans aimed at specific audiences, identifying appropriate media for each audience, holding conferences, producing films, pictures, and slides, keeping a historical data library, holding concerts, and planning festivals, exhibitions, and various competitions (Wright & Hinson, 2014)

Public Relations also serve an administrative purpose. It assists other departments in carrying out their public functions by providing services to them (Gqamane, 2010). It helps staff management select and train personnel and workers, and it considers ways

to encourage, promote, and solve problems; it also suggests supportive plans for their health, sport, and culture (Langat, 2012).

The Public Relations sales department also helps to build positive relationships with suppliers and customers. This is accomplished by determining the public's attitudes toward the company's or organization's goods or services produced or provided to customers. Furthermore, it helps the legal administration organization's task of presenting facts related to various public opinion issues (Anggreni, 2018). The Public Relations department prepares annual reports on the institution's financial position and outputs in an understandable format for shareholders, consumers, and others. It also assists the procurement department in developing positive relationships with contractors and other production sources (Mykkänen & Vos, 2015).

Stanić (2020) stated in the same context that Public Relations work to develop relationships with other institutions and groups in society through mutually beneficial activities. Public Relations also inform the public about the facility and easily explains the product or service produced for the public's benefit.

According to Gqamane (2010), Public Relations aims to foster positive relationships with society's opinion leaders by disseminating information, whether through the organization's library, information office, or annual periodicals. It also works to establish positive relationships with training institutes in order to train employees and provide educational assistance to institutions, allowing institute students to advance the organization.

#### **2.4.4 Coordination**

Public Relations work is done to coordinate between departments in order to achieve mutual understanding. It also serves as a liaison and coordination tool between employees of various personalities, as well as between lower and higher levels. It also coordinates marketing and consumer management, procurement and supplier management, an organization, and its shareholders. All these are for coordination between different departments (Mellado & Barría, 2012).

#### **2.4.5 Evaluation**

This is intended to assess the actual outcomes of Public Relations programs and to implement appropriate measures to ensure program effectiveness and achievement of the proposed objectives (Rivero & Theodore, 2014).

Much research has been conducted on the various functions of Public Relations (Rivero & Theodore, 2014), for example, conducted a study to determine the importance of Public Relations in corporate sustainability. The findings revealed that effective internal communication channels in Public Relations play a critical role in implementing planned changes in overall organizational development. (Muchilwa, Otieno, Oginda, & Oima, 2014) carried out a similar study to investigate the impact of Public Relations principles in the strategic management of the Kenyan police force. According to the findings, Public Relations planning provided a sense of direction and focus, as well as decisions based on goals, resources, and behavior.

### **2.5 Public Relations and Publicity**

It is known that Public Relations in any organization aim to find out the external public of all types of activities of an organization, clarify its excellent image, and improve its reputation based on facts and truthful information. Public Relations also aim to develop good connections between the organization and the target audiences, strengthening the

confidence and developing good relations between these two parties. Moreover, it tries to find a quick solution to internal problems to improve the organization's efficiency (Rice & Atkin, 2013).

Under such a basis, the Public Relations function can create strong links and relationships between the organization and its internal and external audiences to maximize mutual understanding and knowledge between parties. Such a move led to an increase in the organization's productivity as a final product directed to the Public Relations activity within the organization. Furthermore, it increased its reputation and prestige among the external audience. Thus, modern Public Relations extend beyond the relationships between an organization and its audience to the second concept, a social philosophy aimed at addressing individual problems in modern society (Ihlen & Fredriksson, 2018).

Despite the increasing influence on public opinion, the use of modern media such as satellites, television, radio, and newspapers has allowed Public Relations to gain a broader scope for reaching an organization's targets in a short period of time. Meanwhile, rules and regulations governing Public Relations activity must be established to reduce the risk of misuse and to ensure that those working in the field are fully committed to the profession's missions and values (Heath, 2013).

There are differences between Public Relations and publicity. These two concepts strive to influence public opinion, persuasion, and influence by using different communication instruments to achieve the expected goals. Nevertheless, the difference between them is that Public Relations depend on building trust with the public and disseminating the correct information, whereby publicity uses misinformation, rumors,

and fabrication of fictional stories, manipulation, changing facts, and comparative image to influence the audience (Culbertson & Chen, 2013).

The role of Publicity Professionals in Public Relations can be summarized into four models: expert prescriber, problem-solving facilitator, communication facilitator, and technical services provider. As a result, they proposed four key Public Relations roles: expert prescriber, communications technician, problem-solving facilitator, and communication facilitator. Expertise is frequently used to manage these Public Relations activities (Culbertson & Chen, 2013).

Publicity is a sales-boosting marketing function. It is the process of transferring information about a product or service to an individual, an organization, or any other appropriate audience for acceptance and treatment. It is a method of non-personally presenting ideas, opinions, goods, or services for a fee paid by the advertiser. The ultimate goal is to achieve the advertiser's private interests, which are frequently at odds with public interests (Nolte, 2016). However, Public Relations do not use publicity to reach goals based on the science of ethics, economics, and management science because the primary strategy of Public Relations is to achieve organizational goals. Such a strategy enables one to get the greatest possible profit and the lowest possible expenses professionally without cheating, lying, and tarnishing other competitors' reputations (Coombs & Holladay, 2022).

With the evolution of management and communication sciences, departments or sections of Public Relations have become essential components of modern organizations. However, the key to Public Relations success is not only through a professional team of media professionals but also through the organization's ability to

deal under transparency with the media without hiding any facts about the target audience (Bishop, 2018).

Finally, Public Relations and publicity are two of the most tangled areas of an organization. No company can succeed in the labor market unless both are developed concurrently. Yet many publicity experts believe that a firm should not spend too much money on advertising any products or services if it does not have a good reputation and credibility in the market.

## **2.6 Public Relations as Knowledge**

Public Relations can be considered a social phenomenon. Basically, in primitive societies, Public Relations were characterized as unadorned and direct (Bardhan & Weaver, 2010). However, the complexity of social life and the rise of modern civilizations prompted institutions and organizations to create specialized entities to undertake Public Relations (Anthony, 2013). Therefore, Public Relations professionals and workers have started to dig deeper for enhanced knowledge as success in that field requires more profound knowledge about communication, innovation, message delivery, and ethical procedure (Parsons, 2016).

These knowledge and skills are critical for the profession to gain the confidence and support of the target audience (Anthony, 2013). Surprisingly, most Public Relations professionals agree that the primary goal of Public Relations is to deliver positive objectives and strategies to organizations by creating a positive image in the minds of the public (Silva, Trindade, & Rossi, 2017).

Accordingly, the researcher can relay that concept of Public Relations does not differ according to political, economic, or social systems. However, such a concept stands

on specific knowledge and ethics that must be required to guarantee success professionally.

Nolte, (2016) explains that Public Relations are practiced without realizing their massive impact on the target audience. He further added that the expansion of the industrial sector had pushed the development of communication methods to be enriched in practice and knowledge to reach Public Relations objectives. Consequently, this has improved the ties and communication between the organization and its audience (Parsons, 2016). In this context, (Ewing, Remund, & Dargay, 2019) state that as communication works with mutual influence, Public Relations can reflect the nature of the relationship between the organization and its target audience, using all the available means and methods of communication. Moreover, (Yoon & Black, 2011), (Silva, Trindade, & Rossi, 2017), and (Ferguson, 2018) see that there are core elements of knowledge on which the Public Relations profession relies, which are ongoing studies and research, scientific planning and methods, and field experience. Hence, such elements can add new insights and information about Public Relations, but it is necessary to choose the appropriate communication tools with the target audiences.



Figure 2: Elements of Public Relations Knowledge

Societies today have experienced a wide range of political, economic, and social changes. Such changes have increased the value of Public Relations and the sources

of knowledge that enrich practices and goals (Alhadid & Qaddomi, 2016), (Coombs & Holladay, 2022). Additionally, these changes have twisted the knowledge perspective to find tools that influence public opinion and competition between organizations and enterprises. This has given greater respect to public opinion and a stronger need for public support, as (Edwards, 2018)highlighted.

Public Relations cannot be considered propaganda to declare a particular idea or product but a type of policy that aims to achieve development and success while considering others' interests (Ewing, Remund, & Dargay, 2019).This eventually leads to the success of Public Relations and earning the trust and support of the target audience (Bernays, 2015)

The organizational aspects of Public Relations are the foundation upon which the rest of the Public Relations efforts and activities are built. The Public Relations department is concerned with the organization's relationships with its target audience as well as the internal relationships among its employees, which are the foundation of the organization's success. It is well understood that no organization can develop its production in such a way that it satisfies its audience and outperforms its competitors unless its employees are happy ( (Johnston & Taylor, 2018).

Public Relations practitioners deal with the public on the perception they have about others. They manage to work for the benefit of their organization based on their perception. In the current case, it is worth noting that practitioners cannot always resist others' opinions entirely. Therefore, they must be flexible in making decisions and adopting strategies that benefit the organization to satisfy the public opinion of the

target audiences (Jefkins, 2019) This is one of the most vital aspects of knowledge they learn before being part of that system (Anggreni, 2018).

Increasing mutual understanding and consensus among the members within the organization is the main aim of Public Relations to raise awareness about the morale and ethics of Public Relations among workers and employees (Anthony, 2013). This is achieved by implementing education and extension programs to solve internal differences and improve working conditions (M. Mukhtar, 2018). Hence, the constant increase in the importance of Public Relations activity makes it an indispensable activity through which any organization under Public Relations has evolved into a modern administrative function.

## **2.7 Public Relations and Human Characteristics**

Globalization and the technological revolution have brought about rapid change in many aspects of daily life and international relations (Michael & Gorpe, 2017). These new trends enable communities to expand by spreading knowledge and access to information (Omondi, 2012). They also allow communities and entities to have good relations with one another, just as civil societies and non-governmental actors do, which has led to the emergence of the importance of Public Relations and contemporary diplomacy in convergent societies (Ramsey, 2015).

Public Relations have evolved in recent years from a variety of sub-fields within the framework of mass communication to specialized branches of social sciences such as business administration (Servaes, 2016). However, it evolved into an independent profession and specialized science with its origins, rules, colleges, training courses, studies, research, magazines, associations, and federations (Sommerfeldt & Taylor,

2011). If public relation is a managerial function, it is also a profession with specific rules, origins, and requirements. For example, in the United States, unions and associations began Public Relations in the late nineteenth century or earlier in some developing countries by establishing associations or clubs for Public Relations practitioners (Taylor & Kent, 2016).

Public Relations and humans share a historic bond. Such a bond describes the past of human beings and the events that help Public Relations to link with previous incidents for improving and maintaining a certain continuity (White, 2010). The role of Public Relations in gathering public opinions intrinsically facilitates both the work of service organizations, the role of good citizens, also the knowledge of strengths and weaknesses (Wilson & Supa, 2013).

Zhou (2019) emphasized that Public Relations emerged as an instrument of communication and understanding between neighboring human groups to help develop partnerships (Sommerfeldt & Taylor, 2011). This required the emergence of a diplomatic approach as an essential social behavior by understanding, cooperating, and sharing knowledge and benefit for a sense of sustained peace. This has eventually led to the emergence of Public Relations dedicated to improving and developing human relations. Therefore, public relation is the bridge of understanding between individuals to help them formulate a way to deal with each other and achieve the goal of communication (Servaes, 2016).

Researchers have conducted several studies on human characteristics and Public Relations, such as the study of (Michae & Gorpe, 2017) which indicated the Public Relations for the next generation: the Middle East Public Relations Association

(MEPRA) engagement's with students, the results of the study revealed that Public Relations could influence people's decisions and lifestyles. Furthermore, Public Relations encourage people to be creative, learn new things, and become more aware of their values.

## **2.8 Sources of Public Relations**

### **2.8.1 Online and Social Networking Websites**

Despite the fact that the internet is one of the greatest inventions in human history, the world has evolved significantly into more advanced communication platforms. The World Wide Web has created a plethora of new opportunities. However, it has created a number of challenges, particularly for the Public Relations industry, which has mastered communication with and through traditional media (Wright & Hinson, 2014) Whereas the Public Relations professionals had no competition in the age of traditional media, the liberal social media of the Internet has increased global rivalry. The Internet has given everyone the ability to share their thoughts on anything with the entire world in seconds. As a result, developing the ability to reach thousands or millions of people almost at any time (Taylor & Das, 2010).

Apart from providing Public Relations professionals with a powerful tool, the Internet has also made their jobs more difficult, particularly in the case of an attack on the integrity of their clients. Restoring a customer's reputation, for example, if the first page of a search engine's results contains potentially harmful content (Allagui & Breslow, 2016).

The digital agency, in the broad sense of Public Relations , is adapted to traditional Public Relations practices such as advertising writing, strategic communication,

graphic design, and modern digital technology (Kim Y. , 2020).It also includes incorporating cutting-edge practices into Public Relations campaigns, such as web design and development, SEO, and social media (Taylor & Das, 2010).

The use of social media has also enabled marketers and Public Relations employees to directly influence branding, customer engagement, and loyalty (Wang, 2015). Marketing and Public Relations officials can search for news on the Internet and social media sites and increase customer access. Not only that, but social media sites have become the best marketing tools because of the instruments used to evaluate the impact on consumers (Wright & Hinson, 2014).

### **2.8.2 Newspapers**

Public Relations are close to the press in terms of origin, public means, and partly functions, but there are differences among them (Allagui & Breslow, 2016).Besides, it must be pointed out that newspapers, radio, and television play a large role in solving media issues, Information, and public opinion (Kim Y. , 2020).However, the privacy of the media and the press profession itself does not allow full media and analytical functions, even though these functions are very important for the work of Public Relations in all various fields (Wang, 2015).

### **2.8.3 Radio**

Radio is the most popular media used to promote an organization's policy. Radio can also promote the organization's products and policies to spread advertising throughout the country quickly (Coombs & Holladay, 2022).Moreover, it provides room for repeating the advertising from time to time. In addition, it enables the audience to receive the broadcasting anywhere, even when performing any act or activity, such as sports or driving (Allagui & Breslow, 2016).

#### **2.8.4 Television**

Television allows Public Relations to enter all households and address all of the members of society quickly and clearly. Advertisement through television is characterized by the multi channel and media programs that can serve Public Relations in any organization (Yoon & Black, 2011).

### **2.9 Challenges of Public Relations**

Theoretically, this chapter highlights the challenges that limit Public Relations and cause difficulties in keeping up with development speed. The researcher in this chapter tries to explain these challenges to cover the related problem and barriers that face Public Relations perception.

#### **2.9.1 Communication Challenges of Public Relations**

Public Relations have developed and spread through creating societies' economic, administrative, political, social, and cultural environments (Thurlow, Sévigny, & Dottori, 2018). This development has increased the services and clients who benefited from it. This, in turn, has caused some issues and challenges that hindered both clients and service providers, as mentioned by (Anggreni, 2018). Therefore, Public interest in Public Relations has increased because of problems between organizations and their target audience due to poor communication and a lack of trust between the two parties (Bowman, Crookes, Ihlen, & Romenti, 2018)

In the Arab world, Public Relations still suffer from both the practical side and the induction one (Alanazi, 2013). As for the applied side, there is still a lack of application of scientific aspects in Public Relations through working in Public Relations (Al jenaibi, 2011). On the other hand, there is a misunderstanding in accepting this function strictly from the applied scientific side (Kirat, 2016)

The problematic nature of the current situation of the Public Relations apparatus is due to the early stages in which the Public Relations apparatus was founded in the Arab countries (Almahraj, 2017). In addition, there was no good administrative vision among the officials of some of the senior leaders in governmental and private corporations (Alanazi, 2013).

From Jordan (2021) point of view, the indiscriminate allocation of tasks to staff without specific competence is another challenge facing Public Relations. In this regard, it is necessary to have specific sections for each PR function, including writing content, social media, customer service, various information, and consulting services (Amuge, 2011). Each employee works within the specialization and focuses more on the tasks, achieving the best results for clients (Michnik & Matuszyńska, 2015).

It is indubitable that most Public Relations practitioners specialize in diverse areas of study as some of them have practiced journal social media, marketers, advertisers, graphic artists, psychology, etc. (Geremew, 2017). The fact is that they lack a comprehensive understanding of what it takes to be fully engaged in Public Relations (Dühning & Zerfas, 2015). These disciplines are related to experience enhancement in Public Relations, but such must be combined with introductory PR courses to achieve a complete experience in Public Relations. Some charlatans may be Public Relations practitioners, putting the profession in a crummy shape (Zhang, Luo, & Jiang, 2013).

The proliferation of social media is one of the most critical challenges facing Public Relations (Uzunoglu, 2012). Communication platforms provide a fast and easy way to spread messages to a target audience. Still, it may be challenging to keep up with the choice of appropriate communication channels for customers.

Although many social networking tools are free of use, even if they need to pay for some services, they are still suitable for use (Medvecky & Macknight, 2017). However, audiences have to invest time to reach the right audience, convey messages to them, and get the expected results (Shamsan & Otieno.D., 2015).

Duch (2012) argued that many organizations follow a policy that cuts budgets, resulting in poor funding in the PR department (Michnik & Matuszyńska, 2015). The tightening of the financial belt has stopped the flow of Public Relations budgets (Shamsan & Otieno.D., 2015). Companies are reluctant to spend a little of their revenue on improving the image of their media, which in turn contributes to weakening the role of Public Relations in organizations and societies (Zhang, Luo, & Jiang, 2013).

New technologies are constantly being developed and updated. However, keeping up with what is available and what is planned for future release is difficult for Public Relations practitioners (Benedict, 2020). Many strong Public Relations projects, such as national awareness campaigns or major international events, take a long time to complete (Dühring & Zerfas, 2015). Plans made two years after an event may require several revisions to accommodate trends in the use of new technologies among primary audiences (Garcia-Morales, Martín-Rojas, & Lardón-López, 2018).

The concept of Public Relations is still flawed in Arab countries (Kirat, 2016). Most institutions still minimize the work of Public Relations in reception, hospitality, and visitors' service only (Al jenaibi, 2011). Many institutions also reduce the budget spent on Public Relations of their ignorance of what Public Relations representative of the necessity for success and sustainability (Hackley, Dong, & Howard, 2006). There is also a great deal of misunderstanding about the activities and functions of Public

Relations, marketing, sales, and other communication activities (Lloyd & Toogood, 2015).

### **2.9.2 Management Challenges of Public Relations**

Public Relations as a profession stands high in all political, economic, social, and educational fields (Al jenaibi, 2011). Public Relations play a strategic role in clarifying the organization's objectives and strategies, whether governmental or private, profitable or non-profit, and strengthening its relationship with the target audience (Geremew, 2017).

Public Relations must be based on mutual respect between the organization and its target audience to achieve the highest level of success in the labor market (Okoh, 2022). Unfortunately, Public Relations in the current era face many difficulties, including what is related to the target audience or the beneficiary of the service or even the lack of professional experience of Public Relations officials (Ihlen & Fredriksson, 2018).

The difficulties faced by Public Relations in the current era can be illustrated as follows (Theaker, 2016):

- A lack of strategic planning: strategic planning has its own set of conditions, principles, and foundations, as it necessitates a qualified canvas, adequate material resources, and a culture that believes in the importance of information, statistics, and data in making decisions that ensure the organization's growth. Lack of emergency coping strategy: dealing with crises and emergencies needs studies, research, and strategic planning to ensure the success of Public Relations.

- A lack of communication between the organization and its target audience: If the democratic climate is not available and Freedom of expression and opinion are absent, it leads to a one-way connection between the organization and its audience (Culbertson & Chen, 1996)
- Misconception about Public Relations : Because of the audience's incorrect belief that Public Relations only seek to increase the organization's production and sales in any way possible (Spicer, 2015). This aims to gain the target audience's support and confidence by creating a climate of mutual understanding between the organization and its audience. (Abodohoui, Mohiuddin, & Su, 2014).
- The constant change in cultural elements: Public Relations deal with many types of internal and external audiences. However, these people are constantly changing because of scientific and technological progress. This continuous change makes it challenging to develop long-term or medium-term plans in Public Relations programs (Demetrious, 2013).
- The inability to predict the effectiveness of different means of communication with the target audience: Public Relations use various means of communication to influence public opinion (Macnamara, 2014). The effects of these methods vary depending on the extent of their impact on the target audience, which adds new burdens to Public Relations experts in choosing the appropriate means of communication (Ihlen & Fredriksson, 2018).

The main challenges facing Public Relations can be illustrated by the following:

- Strategic planning has its own set of conditions, principles, and foundations. It requires a qualified scope and significant material potential, as well as a culture that believes in the importance of information, statistics, and data in decision-making (Zhang, Luo, & Jiang, 2013). Public Relations planning requires an organization that believes in planning and implementing transparency, as well as respect for the individual and their opinion, thought, and freedom (Lloyd & Toogood, 2014). There is no reason to discuss the Public Relations agency if these requirements are not met (Dühning & Zerfas, 2015).
- **Lack of research and studies:** Research and studies need to have a strong faith in information and statistics and believe in the sound industry and scientific and rational decisions within the organization (Lloyd & Toogood, 2015). Moreover, without studies and meaningless research in the language of strategy, planning, and support decision-making, Public Relations begin with a research function and end with research (Michnik & Matuszyńska, 2015).
- **Lack of a crisis and emergency response strategy:** coping with crises and emergencies necessitates studies, research, and strategic planning; if these are lacking, then a crisis and emergency response strategy is required (Coombs & Tachkova, 2022).
- **Lack of adequate budget for Public Relations tasks:** In light of poor budget and poor staff, the Public Relations apparatus cannot perform its functions well and often has only operational, routine, and executive functions at the expense of core and strategic functions (Almahraj, 2017).

- **The lack of a balanced and equal two-way communication strategy and the dominance of the authoritarian patriarchal approach within the information and communication process between the organization and its public:** This is an inevitable result of misinterpretation of Public Relations, which in this case serves as an outplay for the institution at the expense of its strategic orientations (Al jenaibi, 2011). On the other hand, if the democratic environment is not enabled and the freedom of expression is banned within the organization, this eventually leads to one-way communication and a patriarchal relationship between the organization and the public (Hackley, Dong, & Howard, 2006).

## **2.10 Public Relations and Market Changes**

In times of economic slowdown, large corporations and companies reduce their operating expenses in several ways, including eliminating as many highly paid employees as possible (Aronczyk, Edwards, & Kantola, 2017). Thus, outsourcing all sub-activities that do not affect their core business to third parties at competitive prices. Reducing marketing and advertising budgets to replace them with Public Relations companies because they are less expensive, sustainable, and longer-lasting (Naumovska & Blazeska, 2016).

Ingram, (2016) argues that Public Relations are more important in the market than ever. It is necessary to maintain and strengthen good relations with different categories of the public, including customers, employees, suppliers, distributors, and shareholders.

As with marketing activity, the marketer must begin to study targeted markets to identify market needs. Public Relations operators should also develop an information system for different audiences to maintain and strengthen good relations (Tankosic &

Ivetic, 2016).Such could be initiated before taking place and taking preventive measures against audiences rather than having to deal with problems after the occurrence. Nevertheless, the organization may often have to address problems from which certain things may occur. It may sometimes require the company to change behavior optionally to maintain its position in the market rather than forcing the organization to change its behavior (Prindle, 2011)instantly.

Public Relations companies have taken more thoughtful measures in light of the current market volatility. They must rely on long-term strategies that take into account the radical shifts in the traditional media industry. Such market share is limited by the digital revolution represented by the birth of innovative media platforms. They also seek to attract tens of millions of readers and followers through sites, social media, blogs, applications of smartphones, and handheld devices (Aronczyk, Edwards, & Kantola, 2017).

Public Relations experts and marketing professionals cooperate to propose or discover new communication channels corresponding with the commodity's nature and market conditions (Tankosic & Ivetic, 2016).The company is well-known among the other competing firms, which raises the issue of positioning either within the leaders or challengers in the market. Additionally, a decision in marketing may affect the results of Public Relations. In other words, a decision to change the name of a commodity affects the relationships between the company and its consumers. It can be made positive if the new name is strongly suggestive and attractive (Ukaj, 2016).

Public Relations and marketing involvement in the vision and communication will provide a more effective and mature reception that will benefit the company's future.

It also lies in improving its current and projected position in the market (Prindle, 2011). Public Relations also help marketing managers to identify the public's reaction to the product or service. Public Relations can also improve marketing efficiency by enhancing the relationship with suppliers and retailers (Ingram, 2016).

According to Aronczyk, Edwards, & Kantola (2017) studies, Public Relations use public opinion research and scientific measurement as a tool to identify consumer needs for the different characteristics of the products offered. Public Relations also use advertising to promote the entire organization and show the most important achievements to society and the surrounding environment (Gilaninia, Taleghani, & Mohammadi, 2013).

According to Tankosic & Ivetic, (2016), Public Relations aim to improve the market, especially during distressful situations and unexpected changes by:

1. Help improve sales and maximize profits.
2. Assist in achieving the selling strategy by developing longer-term plans for penetration in the market.
3. Cooperation in uncovering the facts that pave the way for benefiting from market opportunities through public opinion research.
4. Contribute to commodity planning by introducing consumer opinion.

Several studies have been carried out to demonstrate the significance of Public Relations in market changes. (Ukaj, 2016), for example, conducted a study to identify Public Relations as Part of an Enterprise-Consumer Oriented Integrated Communication. The findings revealed that Public Relations deliver the right message, which influences demand and sales, resulting in a significant impact on the market.

Meanwhile, (Gilaninia, Taleghani, & and Mohammadi, 2013) carried out a similar study to determine the impact of Public Relations performances on firm market share. The findings indicated that strengthening and improving Public Relations through advertising, reputation management, and after-sales service would eventually reduce the risk of losing market share.

## **2.11 Public Relations, Media, and Society**

Serving the target audience is what Public Relations in any organization are about. Providing the best way while maintaining public confidence is the only way to sustain any organization (Wright & Hinson, 2014). Accordingly, the organization retains the satisfaction of individuals so that Public Relations media leverage the exchange of information with the public and get to acknowledge opinions about any new product or policy. On the contrary hand, media ensures that Public Relations in any organization is effective (Motion, Heath, & Leitch, 2019).

The main function of media in Public Relations in the current era is to present facts and messages about the company to gain the mutual benefit for the organization and the target audience (Wang, 2015). This removes harmful rumors that generate mistrust and affect the company's production and image. Thus, the media is responsible for explaining the organization's policy and guiding public opinion to cooperate and understand the general policy (Wright & Hinson, 2014).

The success of Public Relations depends on the optimal use of the media and the most influential impact on public opinion, which allows an effective delivery (Coombs & Holladay, 2018). Thus, there are tools used by Public Relations to reach out to the target audiences through which modern means of communication have developed in a

remarkable way, such as press releases, social media, earned media, and news wire, as highlighted by (Valentini, 2015). The graph below illustrates that fact:



Figure 3: Media in Public Relations and Functions

Media is an integral part of Public Relations and plays an indispensable role in providing the target audience with information and facts that help form a clear picture of the organization's strategies and policies (Valentini, 2015). Public Relations and media are cross-cutting areas where no organization can succeed in the labor market without good usage. In this context, many media experts consider it unreasonable for the organization to spend substantial resources on product advertising when the organization does not have credibility and reputation in the market (Theaker, 2016).

The success of Public Relations media in any organization depends on a welter of principles that must be followed (Strömbäck & Kiouisis, 2013):

- Firstly, a continuous understanding between the organizations and the target audiences for achieving coherence and cooperation among them.
- Secondly, preparing the target audience to accept different opinions and ideas.
- Thirdly, addressing to all audiences without distinction or preference.

- Fourthly, mutual trust between the organization and its audience by avoiding all fraud, misinformation, and false propaganda, and hence providing facts to its audience.

Public Relations use the media and communication to create a public opinion consistent with its objectives. Public Relations is an informed communication aimed at presenting facts and data to win the target audience's trust and public opinion (Wang, 2015). Therefore, all Public Relations programs should gain public confidence and support to serve the organization's objectives, policies, and achievements. Also important to mention are that honesty and dissemination of correct information are the foundations of Public Relations because the policy of non-concealment of facts generates mutual trust between the target audience and the organization. By doing so, the organization could follow the method of transparency in dealing with the target audience (Wright & Hinson, 2017).

Public Relations help society make decisions and exercise its functions more efficiently by helping reach a mutual understanding among the individuals, groups, institutions, and organizations within society (Wang, 2015). In the complex lives of people of modern society, especially in developed societies, Public Relations can help individuals, groups, and organizations adapt to rapid changes and developments. In addition, Public Relations contribute to eliciting public opinion on the attitude toward any new policy or product in the public interest (McDonald & Thompson, 2016).

The development of Public Relations in Jordan has depended on the development and history of Public Relations in the world (Alhadid & Qaddomi, 2016). As the European nations and the rest of the world developed and progressed in Public Relations, Jordan

was slightly slow in this development, considering that the country did not experience periods of crisis. As such, most countries started building their Public Relations by focusing on the factors that motivated the evolution of Public Relations, especially the European countries experiencing crises. On the other hand, Jordan did not have such experience, hence did not pay much attention to Public Relations. In other words, Jordan has less focus on including the press agent, rhetorician publicity and journalistic tradition, persuasive communication campaigns, building communication tradition, and developing Public Relations (Al- Zyoud, 2009).

### **2.11.1 The Use of Social Media for Organizational Communication**

Scholars have cited various reasons why organizations adopt SM for their operations. (Alexander & Gentry, 2014) report that organizations use SM to share their financial gains and losses; in their study of Twitter use in the airline industry, (Punel & Ermagun, 2018) concluded that airline organizations use SM to keep people informed as well as provide efficient customer service. In (Paniagua & Bolufer, 2014), it was established that having an SM presence increases an organization's share value. Similarly, SM presence was found to positively affect revenue and business growth (Ng, 2013). In their study of Twitter use by 227 companies, Ravaonorohanta & Sayumwe (2020) found a link between the organizational use of SM and organizational financial and operational performance.

The study is anchored on the (George & Zahra, 2002) reconceptualization of the absorptive capacity theory (ACT), which is an organizational theory (Ahmad & Ercek, 2018) that explains the ways in which knowledge is acquired, assimilated, transformed, and exploited (Kohtamäki, Heimonen, Sjödin, & Heikkilä, 2020) to elicit PR firms use SM in Turkey and Jordan to boost organizational performance through knowledge acquisition and sharing with both internal and external publics. Defining

acquisition, (Zahra & George, 2002) conceptualize it as the ability to obtain external knowledge essential to an organization's operation activities while they characterize assimilation as the firm's organizational practices that enable it to evaluate and interpret externally acquired knowledge. This theory is chosen for two reasons; knowledge is an essential asset to the PR practitioner. At the same time, imparting this knowledge in a practical way that facilitates understanding and produces consensus among the various publics of a corporation is critical to the success of a PR campaign (L'Etang, 2008). As a result, ACT is used to uncover the factors that may impact PR practitioners' application of new knowledge to improve organizational performance. Secondly, the theory's emphasis on the internal integration of externally acquired knowledge (Huo, Haq, & Gu, 2020) is relevant for PR because relationship-building can only be effective with disseminating relevant knowledge. As Gebremikael et al. (2020) argue, this type of action can be classified as competitive intelligence because SM allows organizations to access crucial information that would enable them to provide exemplary service that produces satisfaction in their customers. As such, the ability to recognize that new knowledge that is valuable and then have the ability to apply it to promote organizational performance (Qi, Jia, & Zou, 2021) can be crucial in PR practice.

Building on Zahra & George's (2002) four-component model, Butler & Ferlie (2019) re-examined the model within the framework of "co-creation, testing, metamorphosis, and diffusion." Their argument demonstrates the progression of ACT because it recognizes the relationship between individuality and institutional routines where PR practitioners can counter constraining routines with enabling practices that facilitate their ability to transcend from merely co-creating knowledge to spreading it.

Social media provides valuable tools for organizations to effectively communicate and interact with their stakeholders. Organizational communication in this context refers to the fusion between the knowledge and practice of communication in organizations (Preciado-Hoyos, Nivia-Flórez, & Correales-Rivas, 2017). Communication is effective in this sense because social media has created a platform for a 2-way interaction where the organization enjoys immediate feedback (Solis & Breakenridge, 2009). As more people have migrated to various social media platforms, they have become the preferred engagement platforms for organizations and their target public (Allagui & Breslow, 2016). This has resulted in one of the most visible impacts of social media on PR practice. Organizations are engaging more on social media with their public than on traditional mainstream media channels like newspapers and magazines (Wright & Hinson, 2013). (Navarro, Moreno, & Al-Sumait, 2017) explain that the external public trust this digital form of communication more than traditional media.

Lovejoy & axton, (2012) list various ways for organizations to use social media for organizational communication in their research, which established how nonprofit organizations use social media for advocacy. Such as providing relevant information to stakeholders, interacting with external publics that facilitate creating a supportive online community, and recognizing and appreciating public(s). Furthermore, acknowledging special events such as International Women's Day, Children's Day, World Earth Day, and so on, responding to public inquiries seeking more information or having a complaint, and engaging in trendy conversations with the public by asking questions that would elicit responses. Furthermore, mobilizing the organization's online community from being informed to actively participating in causes, promoting

events, appealing to donate, selling products or services, calling for volunteers, and advocating for causes relevant to the organizations.

Importantly, social media is an asset to organizations as they are not only enabled to communicate directly with their relevant public (Kwayu, Lal, & Abubakre, 2018) but also customers are given access to other customers (Scott a, 2012)), and their interaction with each other provides valuable information to the organization concerned. In addition to the interaction between customers, non-customers can also make their way into conversations regarding an organization (Himmelboim, Golan, Moon, & Suto, 2014)) even though a considerable percentage of organizations do not evaluate the texts generated about them on social media (Wright & Hinson, 2014). (Navarro, Moreno, & Al-Sumait, 2017) explained that PR practitioners decide what information to share based on their personal biases and assumptions rather than conducting a thorough review of stakeholder needs.

### **2.11.2 Social Media and Marketing Communication**

Marketing communication encompasses all media to foster dialogue between an organization and its public in a manner that will be valuable to all stakeholders (Porcu, Barrio-García, & Kitchen, 2017).

Studies on Public Relations (PR) have been as dynamic as the practice itself. PR encompasses a range of activities that involve internal and external communication between an organization and its different publics, building and maintaining the reputation of an organization in tandem with that organization's relationship with its publics, a managerial function that considers an organization's social responsibility, etc. (Antczak, 2018) within the confines of public interest (Brunner & Smallwood, 2019). Undoubtedly, PR practice connects the business world to the general public and

vice versa, thereby making the practice important. In fact, irrespective of the product or services it offers, every job needs PR (Johnston & Sheehan, 2020) because each organization needs to have a relationship with its publics (L'Etang, 2008). PR thrives on "relationships and relationship building" (Himmelboim I. , Golan, Moon, & Suto, 2014, p. 363). According to L'Etang (2008, p. 7), it stretches into other fields like "marketing, management, organization studies, communications, journalism, media studies.

Since an organization cannot thrive without its various publics, PR also influences organizational performance, mainly when it employs adequate structures to address its internal and external public needs (Ibrahim & Nguru, 2018). An organization's internal public ensures that the decision-making and operational processes of the organization run smoothly, while its external public is needed to build and maintain trust in the organization's product/service (Kim Y. , 2020). As bridges between organizations and their external publics, PR practitioners determine effective channels to sufficiently explaining an organization's mission, values, and policies to its publics and direct feedback from the public and the implications back to the organization's management (Johnston & Sheehan, 2020). Before the spread of SM, PR practitioners have had to use the available traditional media channels to communicate with various publics. As it has been witnessed in all spheres of human activity – government, corporate, individual – SM has broadened the ways we interact with ourselves and the environment. Now, managers can rely on information from SM to influence the decisions they make for their organizations. Thus, SM's competitive values organizations result from the information that SM enables them to accumulate, thereby enhancing competitive intelligence (Gebremikael, Szmerekovsky, & Enyinda, 2020). As such, PR practice has experienced a make-over.

Lower costs and the use of social media (SM) by various organizational target audiences have made different SM platforms valuable tools for organizations that want to increase their business value, thereby making them a part of the organizational strategy (Kwayu, Lal, & Abubakre, 2017). As a multifaceted profession that prepares organizations on how to confront social and corporate trends and manage how corporations communicate with diverse audiences (Johnston & Sheehan, 2020), the field of Public Relations practice has evolved over the years. Contemporary PR has been influenced by SM (Watson T. , 2012). With a highly informed public that expects more credible, accurate, honest, truthful, etc. information (Wright & Hinson, An updated examination of social and emerging media use in public relations practice: a longitudinal analysis between 2006 and 2013, 2013), the work of the PR practitioner has taken a more dynamic role as the understanding and ability to use SM become necessary skills for organizations (Pillet & Carillo, 2016) to inform, create community and act (Lovejoy & Saxton, Information, community and action: how nonprofit organizations use social media, 2012). Since SM empowers users to share thoughts and opinions on any issue, the spotlight is now placed on the public, thereby putting the 'public' back in PR practice (Solis & Breakenridge, 2009). This suggests that PR practice has over the years neglected the 'public' in its bid to increase the competitive value of the organizations that pay for its services. As Brunner & Smallwood (2019) suggest, early 20th century PR practitioners had neglected principles and social responsibility, thereby giving the practice a reputation crisis. The one-way communication employed by early practitioners of the profession (Berkowitz, 2008) further alienated the public from the practice.

SM brings diversity, and this diversity is evident in various debates about its relevance to PR practice. The various strands of the impact of this evolution in PR practice have

been noted in academic scholarship. As with the general debate about the benefits of SM, there appears to be enthusiasm for its benefits. However, the extent of its advantages is not set in stone, as debates between tech-optimists and tech-pessimists have shown. Reflecting on the goodness of SM in PR practice, (Valentini, 2015) faults the use of case studies to make generalizations about the benefits of SM for PR practice because it does not expand understanding of how the opportunities presented by social media benefit PR practice. However, it is believed that SM expands the social reach of organizations and improves customer relations, which has always been an important goal of PR, transform business practices (Zyl, 2009).

Business practices differ in countries due to the peculiarities of the culture inherent in societies (Gaganis, Pasiouras, & Voulgari, 2018) (eroğlu & Picak, 2011). Therefore the PR practice is expected to differ from country to country. Therefore, this study explores the use of SM for organizational performance in Jordan and Turkey as claims of universal practices cannot be supported. Both countries show similarities in collectivism, uncertainty avoidance, and power distance, unlike the business environment in the Western world where individualism is promoted above collectivism (Eroğlu & Piçak, 2011). Since these shared traits are entrenched in culture and culture influences business practices, the study seeks to extend PR research by determining how PR firms in both countries use SM to boost organizational performance.

Furthermore, in conducting this study, we are not only supporting the claim that PR practice varies from society to society due to the influence of culture on the business practices of countries, but we are also seeking to establish how peculiarities in the needs of the public in both Jordan and Turkey affect PR practice in both countries. As

Roux (2014) argues, conducting country-specific research matters because it can provide insights that would prove valuable to practitioners in other countries. For example, while there seems to be an optimistic view that the democratization of communication aided by SM positively impacts organizational communication, (Al-Kandari, Gaither, Alfahad, Dashti, & Alsaber, 2019) research shows that this may not always be the case. For example, banks in Kuwait use Instagram, which is the most preferred SM in the country, for one-way instead of two-way communication. Therefore, this study ultimately seeks to investigate how social media use among Public Relations practitioners influences the ultimate performance of the organizations they work for.

There is a relationship between an organization's marketing communication and brand awareness (Tritama & Tarigan, 2016). Research into this phenomenon has revealed the alternative use of personalized marketing to target individuals instead of the previous generic practice of marketing that thrived in traditional media (Strycharz, van Noort, Helberger, & Smit, 2019). Each strategic activity should recognize the need for a holistic organizational approach to benefit stakeholders and maintain a healthy long-term relationship with them (ibid). As the use of social media spreads rapidly around the globe, organizations have seized the opportunity to present messages about their products/services directly to active consumers (Tritama & Tarigan, 2016). This has given way to a consumer-centric type of marketing (Strycharz et al., 2019). The need for this type of marketing strategy is enabled by social media, which has replaced the one-way communication system with multi-way communication, thereby resulting in a shift from "companies to consumers, individuals to communities, nodes to networks, publishing to participation, intrusion to the invitation" (Berthon, Pitt, Plangger, & Shapiro, 2012, p. 262).

Because of the remarkable spread of social media, particularly among young people, engaging content that organizations disseminate about their products/services can be diffused by the consumers themselves, thereby expanding the reach of marketing (Duffett, 2017). When organizations partner with social media influencers with an impressive following, this boosts their marketing and exemplifies the multi-way communication that has replaced the practice of one-way communication (Veirman, Cauberghe, & Hudders, 2017). As such, organizations increase dependency on social media to create awareness about their brand and to sell their products or services.

### **2.11.3 The Use Of SM For Organizational Communication**

SM bears valuable tools for organizations to communicate and interact with their stakeholders effectively. Organizational communication in this context refers to the fusion between the knowledge and practice of communication in organizations (Preciado-Hoyos, Nivia-Flórez, & Correales-Rivas, 2017). Communication is effective in this sense because SM has created a platform for a 2-way interaction where the organization enjoys immediate feedback (Solis & Breakenridge, 2009). As more people have migrated to various SM platforms, they have increasingly become the preferred platforms of engagement for organizations and their target publics (Allagui & Breslow, 2016). This has resulted in one of the most visible impacts of SM on PR practice as organizations are engaging more on SM with their publics than on traditional mainstream media channels like newspapers and magazines (Wright & Hinson, An updated examination of social and emerging media use in public relations practice: a longitudinal analysis between 2006 and 2013, 2013) (Navarro, Moreno, & Al-Sumait, 2017) explain that the external publics trusts this digital form of communication more than traditional media.

In their research, which established how nonprofit organizations use SM for advocacy, (Lovejoy & Saxton, 2012) list various ways for organizations to use SM for organizational communication. Such as providing relevant information to stakeholders, interacting with external publics that facilitate creating a supportive online community, recognizing and appreciating public(s). Moreover, acknowledging special events like; international women's day, children's day, world earth day, etc., responding to inquiries from the public that seek more information or have a complaint, engaging in trendy conversations with the public by asking questions that would draw responses. Furthermore, mobilizing the organization's online community to go from being informed to actively participating in causes, promoting events, appeal to donate, selling products or services, calling for volunteers, advocating for causes relevant to the organizations, etc.

Importantly, SM is an asset to organizations as they are not only enabled to communicate directly with their relevant publics (Kwayu, Lal, & Abubakre, 2017) but also, customers are given access to other customers (Scott a, 2012) and their interaction with each other provides valuable information to the organization concerned. In addition to the interaction between customers, non-customers can also make their way into conversations regarding an organization (Himmelboim, Golan, Moon, & Suto, 2014) even though a considerable percentage of organizations do not evaluate the texts generated about them on SM (Wright & Hinson, 2013). As (Navarro, Moreno, & Al-Sumait, 2017) explain, PR practitioners, make decisions about what information to share based on their own personal biases and assumptions rather than conducting a thorough review of stakeholder needs.

## **2.12 SM And Organizational Performance**

With digital technologies enabling businesses to identify their publics, establish their needs as well as create content that would be valuable and create emotional bonds with the publics, (Navarro, Moreno, & Al-Sumait, 2017) suggest that the use of SM has the importance of increasing stakeholder loyalty, confidence, and positive brand perception.

Before a PR practitioner can use PR to boost organizational performance, Le Roux (2014) suggests that it is vital for the practitioner to approach corporate communication as a strategic weapon on an individual level. The practitioner must possess the proper skill set that grants them some level of influence while on the organizational level, the practitioner must recognize the need for proactiveness in addressing the diverse public and the ability to include all relevant stakeholders when addressing challenges.

Even though the distinctiveness of SM technologies is unclear, (Garcia-Morales, Martín-Rojas, & Lardón-López, 2018) argue that the participatory culture engendered by SM technologies also promotes up-to-date technical knowledge abilities can enable organizations to improve their performance. With SM technologies, information sharing is facilitated, which can be used, replicated, and exchanged with ease. Because of the affordances that SM brings to organizations insofar as they are used suitably and efficiently, Parveen et al. (2016) submit that managers are motivated to support the use of SM for official purposes.

Since organizations always find ways of improving their performance to maintain customer satisfaction and extant research on various countries suggest that SM may provide opportunities for this, we hypothesize that;

*H1: Social Media use by PR firms in Jordan and Turkey will significantly influence organizational performance*

### **2.13 SM and Organizational Image**

In their comparative study on brand equity in India and China, (Heinberg, Ozkaya, & Taube, 2018) submitted that the favorable Image an organization has is one of the critical indicators of reducing consumer mistrust. Using PR campaign strategies, organisations are said to target relevant publics to sustain this favourable Image. This is because customers can judge the products and services an organisations offer based on the Image the organisation projects (Connelly, Certo, Ireland , & Reutzel, 2011). An organisation's Image depends on the quality of product or service it has shown in the past (Ertug & Castellucci., 2013).

An organisation's Image will set it apart from other organisations because it encompasses its reputation, product and service quality/delivery, business operations, employees, and relationship to clients/customers,tc. (Almeida & Coelho, 2018). It is used to measure the organisation's performance (ibid). (Furman, 2010) defines it as the overall product of the public(s) knowledge about the organisation, thoughts, feelings, impressions of the organisation stored in the memory of their publics. Such memory may be positive or negative and as Abd-El-Salam et al (2013) suggest, can resurface anytime the name of that organisation is brought up. It has been argued that an organisation's image influence is the identification of its core values and assumptions by its relevant publics thereby facilitating organisational performance (Dhir & Shukla, 2019). Because an organisation's Image depends on the knowledge and impression its stakeholders have about it, communication becomes relevant if the stakeholders are to know enough to identify with its core values (Nistor, Plaias, & Radomir, 2014).

SM have provided organisations communicative platforms to transmit their values and directly interact with their publics. As we stated earlier, SM have transformed the way we ‘communicate, collaborate, create and consume’ (Garcia-Morales, Martín-Rojas, & Lardón-López, 2018, p. 345). This significantly strengthens an organisation's value because SM, which permits effective awareness about organisations to happen, can help build an organisation's image, which fosters trust (Chiang, Tu, & Wang, 2018). With more communication and collaboration enabled by SM between organisations and their publics, we hypothesize that;

*H2: Social Media use by PR firms will significantly influence organizational Image*

## **2.14 SM and Marketing Communication**

Marketing communication encompasses all media to foster dialogue between an organisation and its publics in a manner that will be valuable to all stakeholders (Porcu, Barrio-García, & Kitchen, 2017). There is a relationship between an organisation's marketing communication and its brand awareness (Tritama & Tarigan, 2016). Research into this phenomenon has revealed the alternative use of personalised marketing to target individuals instead of the previous generic practice of marketing that thrived in traditional media (Strycharz, van Noort, Helberger, & Smit, 2019). Here, each strategic activity should recognise the need for a holistic organisational approach that aims to benefit stakeholders and seeks to maintain healthy long-term relationships with them (ibid). As the use of SM spreads rapidly around the globe, organisations have seized the opportunity to present messages about their products/services directly to active consumers (Tritama & Tarigan, 2016). This has given way for a consumer-centric type of marketing (Strycharz, van Noort, Helberger, & Smit, 2019). The need for this type of marketing strategy is enabled by SM which has replaced the one-way communication system with multi-way communication thereby resulting in a shift

from "companies to consumers, individuals to communities, nodes to networks, publishing to participation, intrusion to invitation" (Berthon, Pitt, Plangger, & Shapiro, 2012, p. 262).

Because of the remarkable spread in the use of SM, particularly among young people, engaging content that organisations disseminate about their products/services can be diffused by the consumers themselves thereby expanding the reach of marketing (Duffett, 2017). When organisations partner with SM influencers with impressive following, this expands their marketing and exemplifies the multi-way communication that has replaced the practice of one-way communication (Veirman, Cauberghe, & Hudders, 2017). As such, as organizations increase dependency on SM to create awareness about their brand and to sell their products or services.

## **2.15 Implications of Public Relations in Government Policies**

PR is an important aspect of management in both business and government organizations (Antczak, 2018)). It is an activity that aims to gain the trust and support of various audiences for the Organization's goals, policies, and accomplishments, as well as to foster a sense of familiarity and cooperation between the Organization and its various internal and external audiences. All of this depends on sound policies and genuine public information (Omondi, 2012). As a result, the responsibilities and official goals of Public Relations are similar to those of industrial and commercial organizations and projects. They want to foster an environment of trust, respect, and mutual understanding (Sriramesh, Societal culture and public relations: Ethnographic evidence from India, 1992).

Graham & Avery, (2013) argued that Public Relations offices in government or semi-government departments are of exceptional importance because of many various aspects. The most important reasons are that these departments and public entities often deal with large numbers of beneficiaries. They often provide them with services that are in constant need of awareness and guidance. Such tasks are at the core of the work of governments, their agencies, and their various departments (Omondi, 2012).

Therefore, government departments need to continuously clarify their objectives towards the public by providing updated information and necessary guidance. There is also a need to comply with all changes related to the public and their needs (Stenberg, 2016). This cannot be achieved without the formation of a strong bridge with the public through Public Relations. Some departments, agencies, and governmental or quasi-governmental institutions are characterized by direct, intensive, and constant contact with the public. These departments are responsible for providing various services to the public daily, such as the civil status departments and the internal police departments. The various branches of civil defense vary from state to state (Omondi, 2012).

According to Achor & Okoye (2015), over the last 30 years, Public Relations has evolved as a management concept and a critical function within many governmental organizations in developed countries. This trend resulted from organizational business development, which increased the high complexity and linkages between the various organizational divisions within this organization. Governmental organizations recognized that implementing Public Relations leads to the creation of full cooperation between the organization and the surrounding environment on the one hand, and between individuals and groups within the organization itself on the other, so that the

concept of Public Relations is visible in the minds of many of these organizations and their clients ( (Sriramesh & Verčič, 2003).

Achor & Vincent (2021) argued that Public Relations in government organizations are intended to inform citizens about the laws and regulations of the government, the implemented projects or the routine activities of government officials, and government decisions in various areas.

The main function of Public Relations is to focus on breaking news and gather preliminary information about daily and recurring events via rapid public opinion polls. This action aids in identifying public attitudes from various perspectives and following up on what is published or discussed through various modes of communication (Castelli, 2007).

Public Relations are based on public satisfaction and support for common interests, especially those that derive their ability to continue exercising their authority to support people (Stenberg, 2016) Today, people are governed by their own will, guided by their views, not by the dictates of leaders (Sugiyanto, Sumartias, Yulianita, & Komala, 2020). It is essential today for any leader to accept those who lead them to continue supporting them. For governmental organizations to achieve their objectives, the public must understand the nature of their work and how to benefit from it (Graham & Avery, 2013).

Valentini, (2015) Identified the objectives of Public Relations in government agencies in such ways:

1. Achieve public support and build bridges of trust and communication between them and the government by providing them with accurate information and relying on honesty in communicating it to those who need it.
2. Clarify the objectives of the state's political, economic, and social systems.
3. Describe the new laws, as well as any changes or amendments to the laws, and the reasons for adopting such laws or amending them.
4. Create a sense of accountability among citizens through media such as newspapers, magazines, and television, such as directives on water, electricity, and energy sources.
5. Guide the citizens in their interest. For instance, the Ministry of Agriculture has instructions regarding the use of fungicides and insecticides for seedlings and instructions for harvest.
6. Improve relations with both internal and external audiences.
7. Strengthen relations with famous media outposts such as newspapers, magazines, television, and others.
8. Defend the position of the government department if exposed to any critical social media by others.

According to (Balaban & Iancu, 2009), there are many functions of Public Relations in the government institution, namely:

- Research and studies: It means all data, analysis, and interpretation, whether the research relates to the internal or external audience and whether it is about a good or service or an idea.

- This research is imperative for the management because it helps in the formulation of policies, plans, and programs aimed at achieving the goals of the institution effectively
- Information: This function is intended to inform the public of legislation, laws, and government instructions, as well as inform decision-makers of quick reactions to public opinion
- Correction of information and news: Public Relations defend the institution's activity and protect it from any media campaigns against it or, in the case of publishing false news about the use of appropriate media.

## **2.16 Public Relations in the Middle East Region**

This part will highlight Public Relations in the region, the Arab world, going more specifically into Public Relations in Jordan. It will give an overview of Public Relations in several sectors, such as; hospitals, hotels, universities, and banks.

### **2.16.1 Public Relations in the Arab World**

Public Relations entered the Arab world in the mid-fifties and was started in Egypt by the pioneer of Public Relations, Professor Ibrahim Imam (Sriramesh & Verčič, 2003). He began to teach science and art at Cairo University in the Press Department. He then spread until Public Relations became a private section in large companies and even entered Public Relations in the papers of governmental institutions, which became a subject taught in the faculties of administration and commerce (Kirat, 2016).

It has subsequently established Public Relations offices in various ministries and agencies and increased the growth of Public Relations in developing countries in general (Alanazi, 2013). As evidenced by such, countries have a clear interest in

improving services and simplifying procedures, but these efforts still need more knowledge and development (Allagui & Breslow, 2016).

In the Arab world, the concept of Public Relations is frequently misunderstood and misinterpreted. In the Arab world, Public Relations revolve around the dissemination of public information and propaganda (Kirat, 2005). The goal is frequently to portray those individuals and organizations whose primary functions are to provide secondary Public Relations , such as assisting clients and guests and performing hospitality functions, at the expense of professional Public Relations , strategic planning, research, and senior management advice (Stepanova, 2011). It would be confusing, however, to claim that there are no effective Public Relations in the Arab world. A few organizations, especially in business and marketing, practice high-quality professional Public Relations.

The Arab world has seen a significant increase in Public Relations in various economic, political, social, and cultural fields over the last two decades. This profession, however, suffers from poor performance as well as a lack of strategies and vision (Ghannam, 2011).

According to Vanc & Fitzpatrick (2016) the rise of Public Relations in the Arab world has never been more promising. With the rise of globalization, information technology, and the digital information society, private and public institutions are placing a greater emphasis on public opinion (Alanazi, 2013). The democratization process is currently under way, which necessitates greater transparency, communication, and two-way dialogue. Institutions adapt to a new environment in which strong and effective Public Relations departments are required (Wright & Hinson, 2017).

Universities and colleges respond to new labor-market demands. Throughout the region, there are schools and departments dedicated to the press, mass communication, and Public Relations. In the year 2000, the Middle East Public Relations Association was established in Dubai, United Arab Emirates. The International Public Relations Association (PRI) intends to hold its annual meeting in Dubai in December 2004 (Yang, Taylor & Saffer, 2016).

Al-Jenaibi (2016) stated that Public Relations are a science that politicians, businessmen, organizations, and institutions in the Arab world are interested in. The public is more demanding than ever. Those who want more information to make daily decisions. The new environment they live in necessitates new behavior, a new way of life, and new interactions between people and organizations. Most Arab countries strive for sustainable development in all aspects of life, including politics, the economy, health, the environment, and education (Wright & Hinson, 2017). Change is required for development, which necessitates effective, open, and democratic relationships between organizations and the public. Democracy cannot be realized without press freedom as well as adequate and responsible public information and Public Relations (Vanc & Fitzpatrick, 2016). Non-profit organizations in the Arab world require Public Relations to achieve their objectives and make them visible to the general public. Public Relations are critical to improving business in any industry, including manufacturing, agriculture, government, and professional communications (Allagui & Breslow, 2013).

Alanazi (2013) stressed that Public Relations in the Arab world are still young and growing. Most of the studies that have interpreted and analyzed Public Relations in Saudi Arabia, particularly, are mainly assistance from graduate students from

American universities. These and other studies have contributed to understanding the content and prevalence of Public Relations in countries such as Saudi Arabia.

The practice of PR in the United Arab Emirates has grown dramatically in the country's brief history. The United Arab Emirates' Public Relations industry has grown in tandem with the country's rapid growth. It is still doing so, albeit at a low growth rate in the current economic climate. The UAE's social, economic, educational, and cultural development has had a significant impact on the Public Relations profession (Al-Jenaibi, 2015).

After the fast economic development of the United Arab Emirates, Public Relations have witnessed increasing growth and tremendous development in all areas of life (Yang, Taylor & Saffer, 2016). Public Relations practice in the UAE has evolved over the last three decades to become effective in professional organizations, programs, and majors in journal social media and mass communication in colleges, universities, and other higher education institutions (Michae & Gorpe, 2017). In the 1980s, large international Public Relations firms such as Bates Pan Gulf PR, Bain Euro RSCG, Gulf Hill & Knowlton, and Headline PR were established in Dubai and Abu Dhabi. This later contributed to the development and expansion of the UAE's Public Relations sector (Al-Jenaibi, 2015).

During the mid-1980s, most government departments and various institutions in the UAE had Public Relations departments and offices (Yang, Taylor & Saffer, 2016). Other government institutions that did not have Public Relations offices assigned Public Relations to other functions within the organization or resorted to outsourcing to private-Public Relations agencies.

The United Arab Emirates' Public Relations landscape changed dramatically in the 1990s. The profession's popularity grew, and various governmental and private institutions recognized the value of Public Relations in their economic survival and success (Michael & Gorpe, 2017).

## **2.17 Country Profile of Jordan**

Jordan's population was estimated to be 11,110,936 people as of January 1, 2023. This represents a 3.05% (329,063 person) increase over the previous year's population of 10,781,873. The natural increase was positive in 2022, as the number of births outnumbered the number of deaths by 258,873. The population increased by 70,190 as a result of external migration. The global sex ratio was lower than the total population sex ratio of 1.058 (1,058 males per 1,000 females). The global sex ratio in 2022 was approximately 1,016 males to 1,000 females. (meters, 2022).

Amman, its capital and most populous city, has a population of approximately 4.3 million people. Since 1994, Amman's population has drastically grew from around 990,000. The city's capital also serves as its cultural, economic, and political hub. This is the only city with a population of more than one million people. Zarqa, with over 2 million people, is the second-largest city, followed by Irbid, with over 2.5 million people. Currently, 12 cities in Jordan have more than 3 million people, accounting for less than half of the country's population. (population, 2022)

Jordan's urban population accounts for approximately 91.4% of the total population. Jordan's urban population is expected to increase as the country grows.

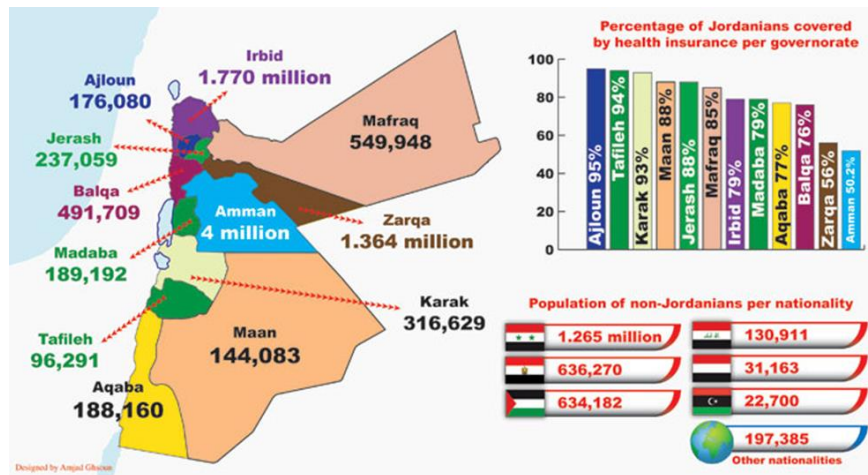


Figure 4: Jordan Population 2020

The country has experienced rapid population growth within the past 20 years; from 2000 to 2020, Jordan experienced an estimated 5 million increase in population, and observers have predicted a continually growing population in the following years. Between the years 2000 to 2020, an average percentage increment was between 1.37% to 5.00%. Between 2019 to 2020 alone, the country experienced an estimated 1.00% increment translating to 101,000 people (Statista, 2020).

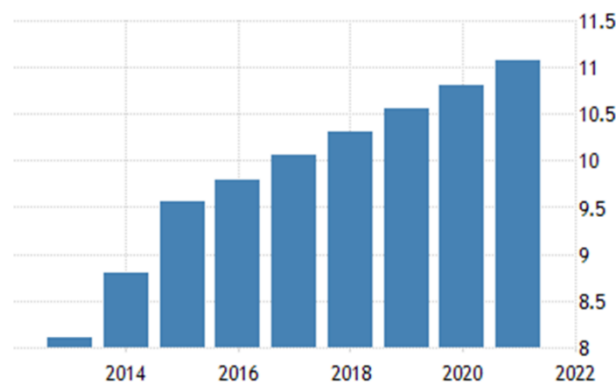


Figure 5: Jordan Population Growth 2013-2022

Some of the key indicators of such an increase in population are the country's positive fertility rate and net migration, recording a fertility rate of 2.77 births per woman if the country experiences a continuous increase in fertility rate and directly influences the

overall population growth (Statista, 2020). In addition to that, is the different refugee waves throughout the years, which eventually came part of the Jordanian population. Figure 6 below shows the population of refugees in Jordan for the year 2022 according to the UNHCR.

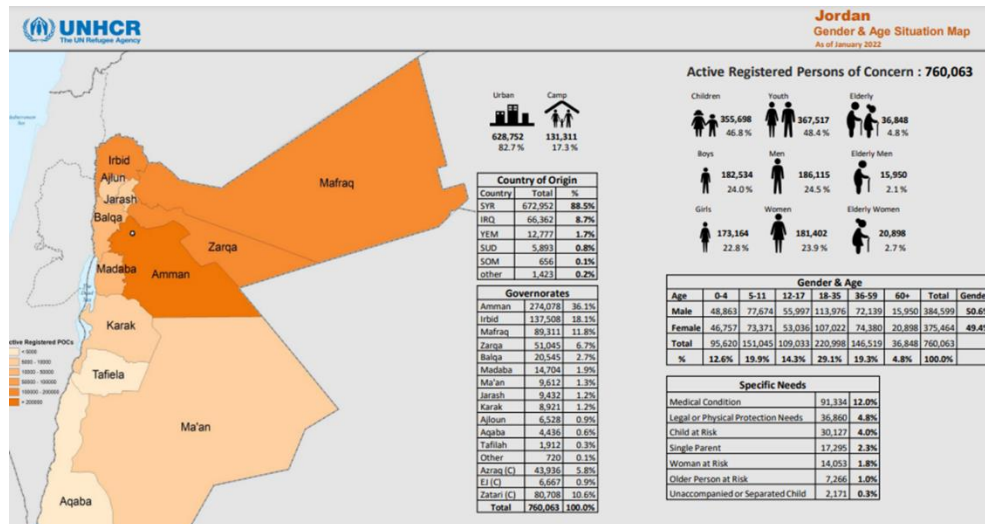


Figure 6: Refugee count and locations in Jordan till January 2022

### 2.17.1 Public Relations in Jordan

In Jordan, researchers and practitioners have paid close attention to the concept of Public Relations as the management of relationships between organizations and the public (Al-Adwan, 2013). Every organization recognizes the importance of Public Relations in its internal and external operations to achieve the goals it strives for (Al-Khasawneh, 2013). Public Relations allow organizations to become more effective by establishing relationships with the strategic audience, providing innovative perspectives within the organization, and maximizing their intangible assets to achieve corporate value enhancement objectives (Jarour, 2013).

This research did not focus on looking at PR practitioners in a specific sector. Despite the fact that the third phase of data collection expanded more on PR in universities.

The next sub-sections will give a glimpse on the how PR departments function in different sectors.

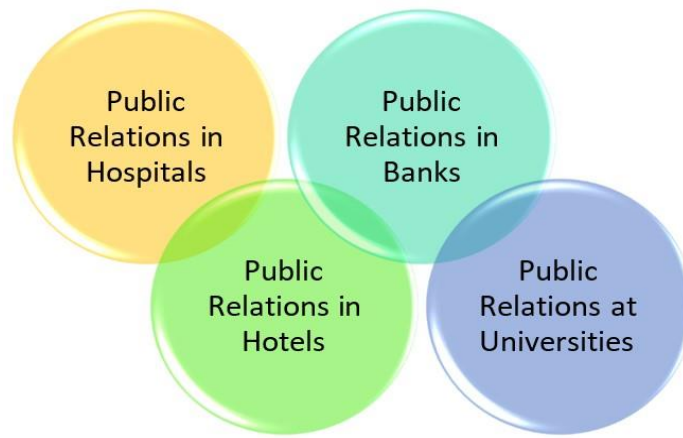


Figure 7: Public Relations in Jordanian sectors

Through the pilot study, practitioners drew a timeline for the evolution of PR in Jordan, of which there was no literature the researcher could find to document. The timeline will be discussed in the findings section of this research in chapters 4 and 5.

#### **2.17.1.1 Public Relations in Jordanian Hospitals**

Jordan's health sector is one of the most important contributors to the Jordanian economy. According to the Jordanian Investment Commission's report, “Medical tourism alone attracts at least 250,000 patients to Jordan per year, generating 66% of the country’s overall tourism revenues.” (Commission, 2019).

Jordan has 117 hospitals that serve both Jordanians and visitors. There are 69 private hospitals, 31 government hospitals, 15 RMS hospitals, and 2 university hospitals. Patients can seek treatment for cardiovascular disorders, neurosurgery, orthopedics, pediatrics, cancer treatment, infertility, ophthalmology, beauty, psychiatry, addiction, and other medical conditions at these facilities. (Jordan, 2021)

According to the Ministry of Health (2019), the role of Public Relations in hospitals is as follows:

- Preparing research and studies on various issues that require research and follow-up and presented to the local and international arenas.
- Continue to contact the service recipients and provide appropriate channels to complete their transactions.
- Monitoring all observations and inquiries published in the media related to the work of the Commission and respond to them in accordance with the directives of senior management.
- To cover all the activities and achievements of the Commission by sending press releases and pictures to various media.
- To maintain bridges of cooperation and communication with the concerned authorities at the local and international levels regarding the work of the Commission and its activities.
- Continuing the library's work to provide services to journalists, faculty members, and postgraduate students in the Kingdom.

The Department of Public Relations is one of the main departments in Jordanian hospitals (Al-Khasawneh, 2013). It is connected to several aspects, such as providing services to the auditors through the information office, organizing visits, taking care of the security aspects, receiving complaints and suggestions, supervising the advertisements inside the hospital, and coordinating visits to patients from volunteer associations to provide them with gifts (El-Tohamy & Raoush, 2015).

Therefore, it can be noted that the Public Relations office makes a great impression on patients (BÜYÜKDOĞAN, GEDİK, DERELİ, & TANYEL, 2017). In addition, the Public Relations department monitors the authorized persons who are violating the residency law and anonymous cases in coordination with the Ministry of the Interior (Al-Adwan, 2013). It also facilitates burying the dead and supervision of car parks and hospital entrances.

The public health sector in Jordan offers medical care services by establishing large hospitals that serve many citizens. Public hospitals are also interested in participating in community development (Panah & Shakeri, 2017). Nevertheless, the 30 public hospitals may not be sufficient for the large number of patients seeking medical services (Al Adwan, 2019). One of the main reasons for patients' lack of access to medical and therapeutic services is the poor quality of service, poor Public Relations practices, low quality, and poor performance of human resources in public hospitals (Al-Khasawneh, 2013). These factors unquestionably affect the functioning of public hospitals and create considerable strain on the image, identity, and reputation of the public medical sector (Al-Adwan, 2013).

From the customer's point of view, information and good relationships must work positively to obtain customer satisfaction in using the services provided (BÜYÜKDOĞAN, GEDİK, DERELİ, & TANYEL, 2017). Public Relations in Jordanian hospitals are an interactive form of communication in which the target audience is provided with information about medical and therapeutic services (Al Qudah & Al Momani, 2012). Unfortunately, some hospitals try to hide the truth when dealing with patients, which negatively distresses the hospital's reputation (Al-Ma'aitah, 2008).

According to Abu- Jarour (2016), the role of the department of Public Relations in the hospital is detailed as follows:

- Raise awareness of the importance of providing the best services among employees.
- Organizing exhibitions, ceremonies, seminars, and lectures.
- Organizing tours and awareness activities inside and outside the hospital.
- Dissemination of hospital news through communication with various media.
- Follow-up with everything related to the hospital in daily newspapers.
- Receiving committees in relation to the hospital.



Figure 8:Role of the Department of Public Relations in Jordanian Hospitals

Al Adwan (2019 ) emphasized that hospitals need to be more open in their patients' relationships to demonstrate their full commitment. In other words, it is a dual procedure in which the public and the organization must be open to one another (Dawani, Mansour, & Ajlouni, 2014).The largest role of hospitals in Jordan is to create

a public trust to reciprocate by being more respectful, open, and honest with the hospital (Abu- Jarour, 2016).

Moreover, (Büyükdoğan, Gedik, Dereli, & Tanyel, 2017) stated that there are basic components of Public Relations in hospitals:

- Counseling: This includes advising management about policies, relationships, and interactions.
- Research: formatting the public attitudes and behaviors to plan general strategies.
- Media Relations: working with the media in pursuit of publicity and responding to the interests of the hospital.
- Propaganda: dissemination of messages and visions through selected media to improve the reputation of the hospital
- Employee relationships: listening to their problems, responding to concerns, informing them of important decisions taken by the hospital administration, and motivating them to improve their performance.
- Community Relations: implementing activities designed with the community to maintain an environment that benefits both the hospital and society.
- Public Affairs: developing distinct participation in public policy and helping the hospital adapt to public expectations.

Within the same context, according to Al-Adwan (2013), the components of Public Relations in hospitals are as follows:

- Government Affairs: organize the relationship directly with legislative bodies and regulatory bodies on behalf of the hospital.

- **Issue Management:** Identify the general issues and challenges that affect the hospital and fix them.
- **Financial Relations:** establishing and maintaining investor confidence and building good relationships with the financial community, such as investors and shareholders.
- **Development/Fundraising:** encourage the public to support the hospital and improve its facilities and development through the provision of financial contributions in the first place and the promotion of voluntary work in the hospital.
- **Marketing communications:** providing a range of activities designed for a service or an idea, including advertising, promotion, direct mail, trade show, and special events.

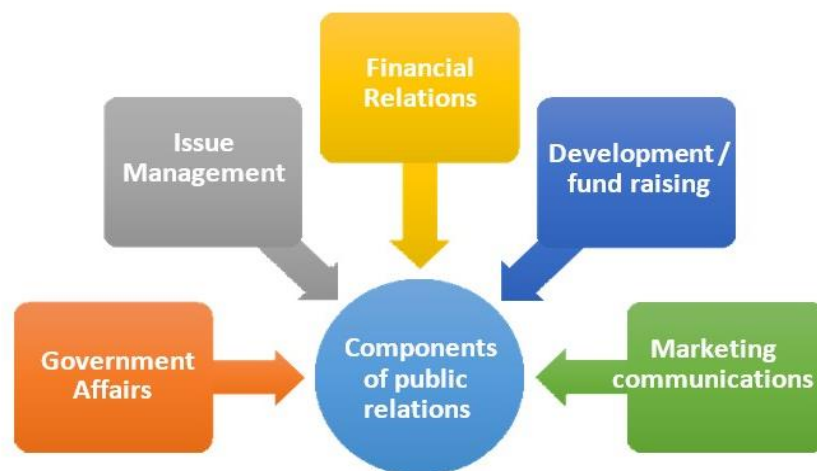


Figure 9: Components of Public Relations in Hospitals

One of the most important functions of Public Relations in hospitals is the presence of a particular department to respond to all correspondence regarding medical reports and consultations free of charge by fax, Internet, and e-mail (Dawani, Hamdan-Mansour, & Ajlouni, 2014). Public Relations allow patients to communicate with some of the

world's most famous medical centers specializing in medicine and surgery (Jarour, 2013) through the latest information networks to collect relevant advice (Panahi & Shakeri, 2017).

#### **2.17.1.2 Public Relations in Jordanian Banks**

The core of Public Relations in banks is to build relationships between banks and customers and create a mutual understanding (Ahmad, 2014). To fashion a strong relationship with stakeholders, banks should clarify the different services offered in a way as to match customer needs and wants (Al-Azzawi & Altmimi, 2015). This is achieved by educating consumers to become more aware of banking services rather than falling under competitive services (Alsamydai, Yassen, Alnaimi, Dajani, & Al-Qirem, 2014). The Public Relations department conducts a range of communication activities to attract customers (Alsharif, Qwader, & Al-Slehat, 2007). The impression and reputation provided by Public Relations stimulate the public to deal with the bank and invest money in it (Panahi & Shakeri, 2017). It also aims at communicating with the public to influence its behavior, thus gaining increased interest in dealing with the Bank (Alsamydai, Yassen & Alnaimi, 2014).

PR has a significant impact on increasing banks' market share (Al-Azzawi & Altmimi, 2015). The role of Public Relations involves using media to build a good image of the bank and seek the satisfaction of targeted customers (Al-Sharif Qwader & Al-Slehat, 2017). Ahmad (2014) stated that Public Relations support the Bank through its social, sports, environmental and health activities oriented to the community.

The Public Relations department is also interested in enhancing its communication activities by communicating with the customer and answering questions, sending text messages on national, religious, and personal occasions, and publishing all-new bank

activities through popular newspapers and magazines (Alsamydai, Yassen & ALnaimi, 2014).

It also organizes the level of competition involving clients with low bank accounts to encourage them to increase their deposits (Panahi & Shakeri, 2017). In addition to promoting the offers and prizes through the radio, television, and the Internet, there are lecture sessions and conferences involving people from the public administration (Al-Sharif Qwader & Al-Slehat, 2017).

According to Al-Azzawi and Altmimi (2015), the role of Public Relations in Jordanian banks includes the following:

1. Carrying out social, sports, and recreational activities at the bank.
2. Planning and implementation of information campaigns on the products or services of the bank.
3. Follow up on what is published in the various media about the organization and its presentation to the Department and prepare relevant responses.
4. Providing services, facilities, and data to a given company's customers and direct contact to solve problems.
5. Transferring a complete picture of the public's attitudes toward the bank's policy to the management
6. Studying the client's opinion when making any changes in the service method to see the customer's satisfaction with the new method.

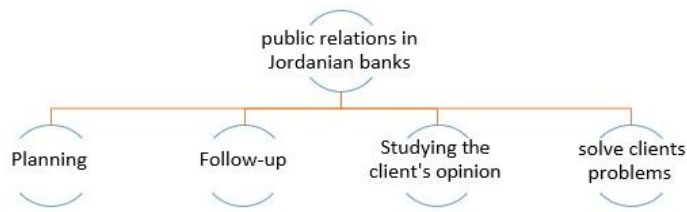


Figure 10: Functions of Public Relations in Jordanian Banks

### 2.17.1.3 Public Relations in Jordanian Hotels

The Technological development in Jordan has brought along the modern communication methods necessary to upgrade Public Relations in Jordan (Ibrahim, 2018). The progress of technology allowed Public Relations practitioners in Jordan to use the Internet and e-mails as communication and promotional tools to achieve their goals. By the end of the 21st century, Public Relations practices had become very large, whereas the organizations in Jordan used Public Relations to expand the sphere of work (Luo, Jiang, & Kulemekka, 2015).

The four tourism sectors in Jordan are considered one of the most important sectors that generate massive income for Jordanian society and contribute to its development and awareness (Pratiwi, Sri Astuti, & Astawa, 2019). The Hashemite Kingdom of Jordan has paid great attention to the tourism sector in the past few years by establishing the necessary infrastructure and facilities, such as roads, hospitals, parks, and luxury hotels, to improve the Jordanian social media sector (Diggs-Brown, 2011).

The social media sector is one of the main pillars of the Jordanian economy due to its significant contribution to the Gross domestic product. Where tourism income for the year 2018 was about 73.3 billion Jordanian dinars, about 16% of the Jordanian Gross domestic product, and generated approximately 50,000 jobs. Therefore, The Ministry

of Tourisocial media and the Jordanian Tourism Promotion Authority is developing the advantages of tourism and hotels in Jordan to become a national industry and a cornerstone of the national economy (Ministry of Tourisocial media and Antiquities of Jordan, 2018).

Hotels are one of the most essential tourism facilities that support and encourage the tourism sector in Jordan. Apart from its great tourism importance, the Hotel sector is considered one of the most profitable industries if it has the necessary technical and administrative skills (Al-Jenaibi, 2014). It is almost impossible for such an industry to fail due to poor management, lack of marketing strategy, and poor Public Relations (Grunig, 2013).

Effective Public Relations in hotels seek to strengthen their relationship with the internal and external audience and gain their confidence by disseminating truthful information and responding to customer inquiries (Adukia, 2011).

The Public Relations role in the hotel sector is oriented towards advertising services and targeting potential customers to get them used to services and activities organized by hotels (Turnbull, 2010).

The importance of Public Relations in the promotion of hotel tourisocial media can be illustrated as follows (Hunjet, Žerjavić, & Kozina, 2019):

- Introduce the product and the tourist service and provide the target audience with all the information regarding the hotel
- Catch the potential customer's attention by informing them about the hotel features and the services offered using different advertising media (Marsh, 2017)

- Create a mental image of the target audience about the hotel and educate them on the product or the tourist service.
- Increase the hotel's sales and revenue by attracting as many customers as possible.
- Public Relations form a link between the hotel management and the customers with great attention to customer satisfaction through the hotel's service.
- Facilitate the communication process between hotel employees and customer's tourist services.



Figure 11: The Importance of Public Relations in the Promotion of Tourist social media

Public Relations have an active role in creating good connections between hotels and customers by paying attention to satisfaction and the point of view formulated toward the service offered (Marsh, 2013). Public Relations in hotels aim to achieve a number of goals to ensure the quality of service and increase the competitiveness of the hotel (Diggs-Brown, 2011).

The objectives of Public Relations in the tourism promotion of the hotel can be illustrated as follows (Njeri, Kambona & Odhuno, 2015):

- Providing complete information on tourist products, clarifying the nature of tourism media activities, and providing tourists with the necessary information about the services offered.
- Convincing the customers with tourist services offers
- Reminding the clients of the tourist service provided by the hotel and getting them to re-apply for it.
- Stay in touch with customers and provide them with new information about the services offered.
- Facilitate the feedback process between the hotel's management and customers regarding the tourism services provided (YI, Thawornwiriyaatrakul & Bi, 2018).
- Increase customers' interest in the hotel by stating the advantages of the tourist offered tourist service using ads that contain detailed information about the hotel.

#### **2.17.1.4 Public Relations in Universities**

Whatever its activity and competence, any organization is interested in building mutual relations with other institutions to ensure progress and development in all fields (Nolte, 2016). Therefore, the importance of Public Relations has increased significantly in the current era as it occupies a central position in the organizational structure of all institutions (Popoola & Chinomona, 2017).

Universities are institutions that mainly need to develop Public Relations because it deals with many local and international institutions (Othman & Othman, 2014). Therefore, there is an urgent need to form a good relationship between universities and their internal and external audiences by establishing a Public Relations department

directed at explaining the university's goals and strategies to win the support and confidence of the target audience (Bucchi & Trench, 2014).

The Public Relations department is one of the most important departments in a university, and such an organization can maintain constant contact with its internal and external audience (Parsons, 2016). Through Public Relations, the university can build its public policy, and it can communicate and clarify its objectives and mission to its target audiences (Yepaneshnikov, et al., 2016).

Public Relations departments' effective performance helps universities understand the needs and requirements of target audiences such as students, faculty members, administrative staff, graduates, civil society organizations, professional institutions, government bodies, and private companies (Nolte, 2016). Therefore, effective university Public Relations help understand its target audience's changing needs and requirements (Yepaneshnikov, et al., 2016). Based on the findings of a study conducted at a private Jordanian university, a recommendation is made for Jordanian universities' Public Relations departments to focus more on involvement in order to improve service quality and provide students with greater satisfaction, as well as to improve their purchasing decisions regarding the university's services (Al Adwan, 2019 )

Public Relation aims to introduce the targets with the university's advantages, enhance its reputation and prestige within society, and strengthen the relations among its members (Sarah, Sang, & Ngure, 2018). Means that Public Relations in the university are one of the most essential functions of the President of the University and the Dean of the College to improve the educational level of the university and develop the spirit of responsibility among students (Shahid, Akram, Zulqarnain, & Hashmi, 2018).

Public Relations in universities use a number of different tools of communication to deliver its vision and objectives to the target audience. It is also using a large number of communication tools to guarantee the best possible interaction with the target audience (Asemah, Okpanachi & Olumuji, 2013). For example, wall posters, newspapers, magazines, newsletters, interviews, and proposals boxes (Shahid, Akram, Zulqarnain & Hashmi, 2018). Moreover, in Jordan, PR departments use nowadays social media platforms more often. Social networks have segmented the audience based on the content of Public Relations programs and the format in which they are presented. The diversity of forms of social awareness according to its levels in terms of the relationship of universities to societal institutions, and this is achieved through the internal Public Relations hip with the external audience based on social relations. PR professionals help to promote specific intellectual patterns, some of which reinforce what already exists (Shaqraan, 2018).

Using text images video clips and fixed and mobile drawings increased the desired impact among these networks' users and specifically targeted social fields.



Figure 12: Public Relations in Universities Means of Communication

The objectives of Public Relations in universities can be illustrated as follows

(Heath, 2013):

- Achieving harmony and integration between the different departments within the university.
- Explain the University's policy, philosophy, objectives, work plan, and activities to the target audience.
- Provide the university presidency with data, information, and developments in public opinion towards the university.
- Organizing mutual visits with scientific, cultural, and professional media institutions plus providing them with sufficient information on the university (Sarah, Sang & Ngure, 2018).
- Preparing press reports on the University's achievements in the development of new departments or laboratories or participation in international meetings or conferences.
- Participate in supervising the preparation of brochures, booklets, and films about the university.
- Coordinate with the competent authorities to provide for the needs of the various departments in the university.
- Distribution of invitation cards to participate in the events organized by the University.
- Build a good reputation for the university and create a positive image about it for the target audience (Asemah, Okpanachi, & Olumuji, 2013).
- Supervising the university's website and updating it with new information.
- Addressing any complaints or problems that may face students or the university's staff.

However, a study conducted at a public Jordanian university found that the level of work pressure on PR personnel was high. The results also showed that the level of job satisfaction was moderate, and there was no significant difference between work pressure and job satisfaction. In light of these findings, the researcher recommended that the number of employees in the Public Relations unit be increased, as well as that incentives and rewards for Public Relations staff be increased in order to improve their level of job satisfaction (Albazayaa, 2018).

## **2.18 Strategic Management and Public Relations**

The study of Li and Jin (2010) concluded that the strategic plan is a program of action to achieve the cohesion of the institution internally and determine its destination externally while strengthening its relations with environmental variables, especially its external audience. Thus, this will enable it to quickly diagnose its needs and desires, promptly respond to them, achieve them, build the highest satisfaction levels, and improve its image. According to studies of (Lynes & Andrachuk, 2008; Cameron & Reber2001), the institution and its reputation agree that strategic management contributes to increasing the effectiveness of Public Relations by studying and analyzing the external environment factors of the institution. It meets the aspects of its internal environment; to achieve the highest compatibility between them and invest it in. Moreover, gaining a competitive advantage and diagnosing the mutual influence relations between the institution and society is vital to understand its contribution to society's development and social responsibility achievement.

## **2.19 Crisis Management and Communication**

Using experimental designs, crisis communication has begun to systematically investigate how people perceive crisis response strategies. This is a significant step forward in crisis communication research (Coombs & Holladay, 2008).Crisis

management is defined as the planned and implemented strategies, processes, and countermeasures for dealing with crises (Glaesser, 2006). A strategic response should be used to deal with each crisis on its own. Situational Crisis Communication Theory, proposed by Timothy Coombs in 1995, prescribes crisis response strategies that should maximize protection from crises by utilizing organizational responsibility for crises as shown in image (13) below:

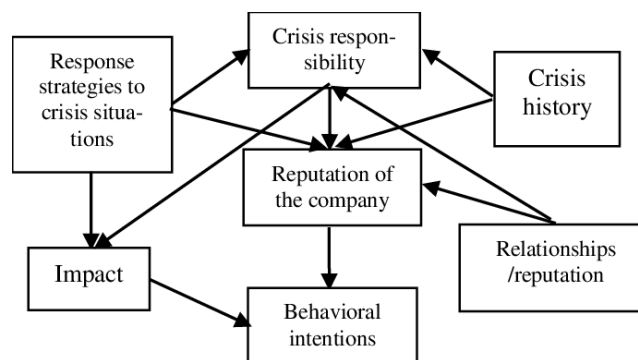


Figure 13: Coombs Situational Crisis model

An organization, according to Coombs, must inform crisis victims about the physical and psychological risks they may face; subsequent communication should focus on reputation protection. (Lauran, N. Kunneman, & & Wijngaert, 2019). He emphasized that each crisis has a distinct response strategy that has the potential to reduce the crisis's escalation (Mkamboi, Ndavula, & Mwangi, 2022). Crisis management techniques play a critical role in how a social media crisis is handled. Knowing which social media platform to use in a social media crisis is also essential in the crisis management process. Facebook and Twitter, for example, provide an excellent platform for universities to communicate with and maintain trust with students (Bouvier, 2015). Social media, especially in times of crisis, enables stakeholders to communicate directly and quickly (Mkamboi, Ndavula, & Mwangi, 2022).

The concept of threat is central to both general contingency theory and its specific applications to crisis communication. Researchers in contingency theory have noted that the concept of threat needs to be developed further. Increasing threat assessment improves the application of contingency theory to crisis communication, according to Coombs, and may be a factor to consider more broadly in terms of how threat is conceptualized within contingency theory (Coombs & Tachkova, 2022). Social media has gradually transformed crisis communication into a digital landscape, serving as channels for individual users to seek more relevant information or transition to user-generated content (Coombs & Holladay, 2022). As a result, during the COVID 19 era, social media and PR communication channels were critical for communicating with various publics.

## **2.20 Theoretical Background of PR**

There is no single theory that can explain all aspects of Public Relations. When deciding how to build successful relationships with their audiences, Public Relations practitioners consider several theories, including relationship theory, persuasion and social influence, mass communication, roles, models, and conflict resolution approaches and theories of Public Relations (Education, 2019).

In 1984, two of the earliest systems theorists, James E. Grunig and Todd Hunt, published *Managing Public Relations*, in which they presented a set of PR typologies based on observations of practice in the United States: Public information; press agents/publicists; two-way asymmetric and two-way asymmetric communications (Grunig J. E., 2008). While these models have been widely referenced by academics worldwide since their inception, it is important to note that they are culturally specific

and may not be applicable to Public Relations practice in other countries, it always depends on its norms, culture and other factors (Carl H & Vincent, 2010).

This research used several models throughout its phases. Each set of data collected was used for a purpose that satisfies a PR theory. Figure (14) below summarizes the theories used.



Figure 14: PR Theories Used in the Study

### 2.20.1 Two Way a Symmetrical and Symmetrical Models

Grunig's Excellence Theory describes a two-way symmetrical model of Public Relations that is primarily concerned with ensuring that an organization's decisions are mutually beneficial to both itself and its audiences. Grunig's symmetrical communication model (figure 15) values negotiation between organizations and their audiences while also fostering mutual understanding.

The symmetrical model of communication is a democratic framework for the PR practitioner to follow, and depending on the situation, it can be effective or detrimental. Because no one wants to be controlled, the overall goal of fostering mutual understanding between parties is much more appealing to audiences. When a person feels controlled or inferior to another person or organization, they are less likely to develop trust and are more likely to leave a relationship. The same can be said about the organizational-Public Relations hip. If we create a sense of open communication

and trust through the two-way symmetrical model, we are more likely to be in a positive position when a crisis occurs (Gregory, 2000). This type of Public Relations is based on persuasion and aims to generate agreement between the organization and its audiences by bringing them around to the organization's point of view (Carl H & Vincent, 2010). In this study, the first part of data collected intended to create a framework for the PR functions. Throughout the study, data collection and analysis, the researcher found that PR in Jordan has a two-way communication in general. However, the direction of information, interaction and feedback, depends on the organization itself.

### **2.20.2 Relationship Systems Theory**

The excellence theory is a broad Public Relations theory that emerged from a 15-year study of best communication management practices funded by the International Association of Business Communicators (IABC) Research Foundation. The research resulted in three books (Grunig J. E., 1992) (Dozier, Grunig, & Grunig, 1995); (Grunig J. E., 2006). This broad theory incorporates a variety of middle-range Public Relations theories, including theories of publics, Public Relations and strategic management, Public Relations models, Public Relations evaluation, employee communication, Public Relations roles, gender, diversity, power, activism, ethics and social responsibility, and global Public Relations (Grunig J. E., 2008) .

Systems theory provides useful insights into Public Relations practice. It provides a framework for illustrating organizations' relationships with the environment (Edwards, 2015). One of the dominant theoretical lines of thought that underpins much of Public Relations practice is systems theory. Mechanical, organic, and social systems (including organizations), according to the theory, can be defined by their interactions with their surroundings. In business, three main systems perspectives are commonly

used: mechanistic (also known as closed), organismic, and adaptive (the latter two are examples of open systems). All three offer valuable insights into Public Relations (Gregory, 2000). In this context, Ramsey (2015) points out that such theory shows how PR helps understand and manage the relationships between the institution, stakeholders, and the public that make up its environment.

Early systems theory shows that the organization's environment is separated by the boundaries of information and resources (Ramsey, 2015). Therefore, the extension of these boundaries has been considered essential for Public Relations practitioners, who provide environmental information about the organization and return information about the environment to regulatory decision-makers (Davidson, 2016).

In Luhmann's systems theory, the complexity of modern society is very much determined by the complexity of its social systems that can differentiate and distinguish themselves from the remainder of society through means of communication (Park, 2012). Yet, this idea that society is maintained by communication and constituted of communication is not novel as John Dewey, in 1916, also conceptualized society as being embraced with communication (Sissons, 2015).

There are a set of principles underlying the theory of Public Relations systems, and the most important are as follows:

**Monitoring:** monitoring developments and events in the environment and gathering information on the organization's challenges and potential opportunities that can be utilized (Omondi, 2012).

**Explanation:** It is the capacity to understand and interpret information collected to prioritize issues and audiences, as well as anticipate trends of change in the environment to determine what can help, present opportunities, or negatively affect and challenge the Organization (Gqamane, 2010).

**Advising:** It is intended to warn against environmental problems and help the organization solve these problems by making objective proposals for management (Jelen-Sanchez, 2017).

These three processes can be expressed as receiving data from the environment, studying, monitoring, and collecting information about them, then processing and interpreting such information to provide the necessary guidance and awareness from previous stages (Tench, Verčič, Zerfass, Ángeles, & Verhoeven, 2017). When related to Public Relations, the Systems theory, which forms the focal point of this study, provides a framework that can enhance the results of any Public Relations endeavor. While the systems theory has been historically explored in several different areas of study, it remains one of the most vital theories to unpack the notion of Public Relations or communications generally. Systems theory requires Public Relations practitioners to examine their organization as one part of a larger body which is interdependent on its stakeholders and other publics for its success.

### **2.20.3 Excellence Theory**

The Theory of Excellence is an integrated set of theories proposed and developed during the 1970s and 1980s by (Dozier, Grunig, & Grunig, 1995). This theory was released after a 15-year study at the International Business Communication Research Foundation. The theory was confirmed and tested by conducting interviews with "PR chiefs, executives, and staff at 327 institutions," including companies, non-profit

organizations, government agencies, and National Association in the United States, Canada, and the United Kingdom (DeGroot, 2015).

The Excellence theory is a general theory of Public Relations that specifies how Public Relations makes organizations more effective, how it is organized and managed when it contributes the most to organizational effectiveness, the conditions in organizations and their environments that make organizations more effective, and the conditions in organizations and their environments that make organizations more effective (Kenny, 2017). The significance of the Organization's relations with its components includes the value of the Organization's reputation to its public, in the sense that the Organization's reputation is determined by the quality of its relations with its constituent elements (Browning, 2015).

The excellence theory is the foundation theory of Public Relations. As a result, it seeks to identify Public Relations roles in organizations. The theory also explains

how institutions' internal and external environment management must maintain positive relationships stakeholders and employees with.

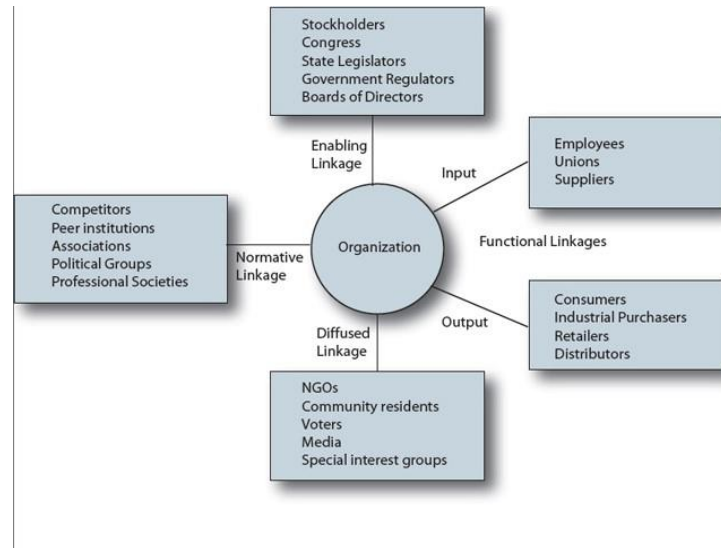


Figure 15: Excellence Theory by James E. Grunig et. al (2008)

#### 2.20.4 Mass Communication Uses and Gratifications Theory

If messages are seen or heard at all, Public Relations practitioners should expect them to be shaped, selected, and interpreted in a variety of ways (Education, 2019). As a result, the media uses and effects process is becoming increasingly complex, necessitating close attention to antecedent, mediating, and subsequent conditions (Ruggiero, 2000).

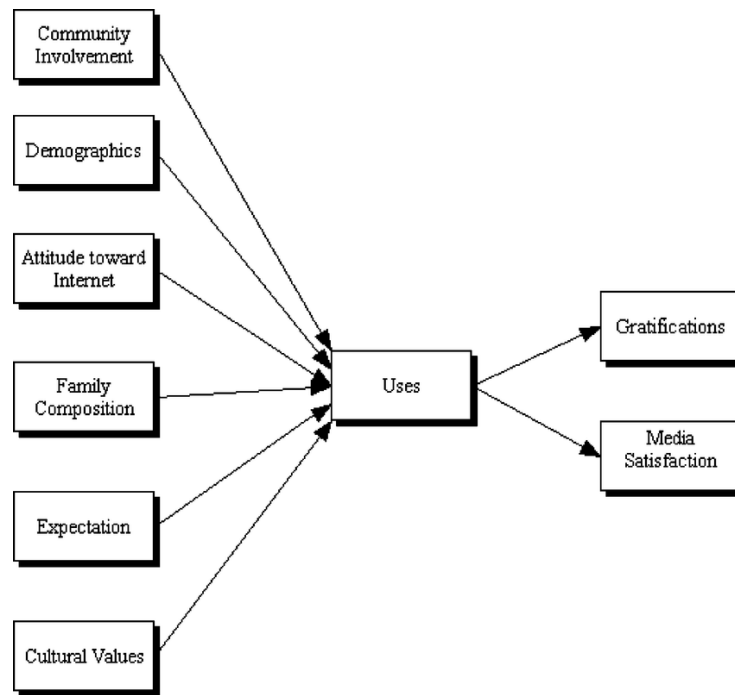


Figure 16: Uses and Gratifications conceptual framework

However, the fundamental questions for U&G scholars remain the same, both theoretically and practically. Why individuals would choose one type of mediated communication over another, and what benefits do they gain as a result? People's interactions have changed as a result of the increased use of the Internet as a new communication tool. This is especially evident in the development and use of social networking sites in recent years. The theory's goal is to comprehend how, why, and for what purpose people use media in their daily lives. The theory has provided numerous insights into how large audiences might use television, radio, and print media (e.g., newspapers, magazines, and books) (Weiyan, 2015). In the early stages of communications research, an approach was developed to study the gratifications that attract audiences to the types of media and content that satisfy their social and psychological needs. Much early effects research was carried out experimentally in order to discover general lessons about better communication or the unintended

consequences of messages. Other studies on media effects attempted to identify audience motivation and selection patterns for new mass media (Weiyan, 2015).

People's interactions have changed as a result of the increased use of the Internet as a new communication tool. This is especially evident in the development and use of social networking sites in recent years. The Internet's use, the amount of information available, and its online communication capabilities had grown over time. Recent research has begun to focus on how the Internet is used to build relationships. Online communication, according to research, promotes relationship building and improves communication between parties, and it consistently documents sex and generational differences in online communication (Raacke & Bonds, 2008)

## **Chapter 3**

### **METHODOLOGY**

This chapter focuses on the study's research methods and data sampling method. Furthermore, it illustrates the study entities as it seeks to investigate the evolution of Public Relations in Jordan. It also sheds light on how society perceives Public Relations. This study relied on primary data collected via a survey instrument for simple random sample.

#### **3.1 Research Methodology**

Methodology is a broad research strategy that defines how research should be conducted. It consists of a set of beliefs and philosophical assumptions that shape the understanding of the research questions and guide the selection of research methods. A dissertation or thesis' research methodology is an essential component that helps to ensure consistency between the tools, techniques, and underlying philosophy (Aleksandras, 2018). One method of developing research methodology is based on the conceptual notion of the "research onion" proposed by (Saunders, 2016).

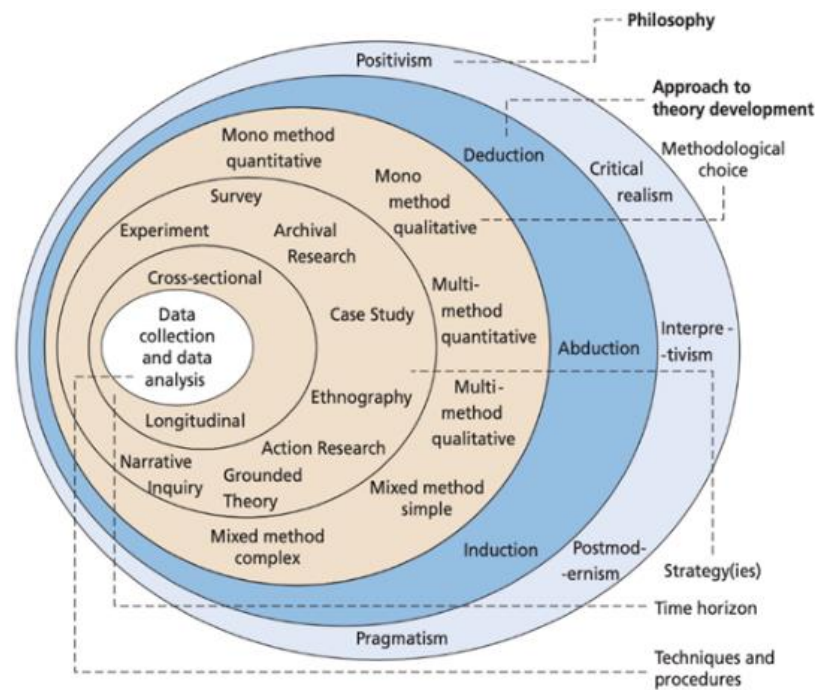


Figure 17: Research Onion by Saunders et.al 2016

This study employed a mixed research design. Secondary data was gathered to create the theoretical foundation. In 2017, it used a quantitative survey method. As cited in Creswell (2012), defined a survey as a technique that provides a quantitative or numerical description of a population's trends, attitudes, or opinions by studying a sample of that population. It includes cross-sectional and longitudinal studies that collect data through questionnaires or structured interviews with the goal of generalizing from a sample to a population. Because of the quantitative method used, a questionnaire was used as the instrument for this study.

### 3.2 Research Procedure

Firstly, a pilot study was conducted on PR professionals, where e-mail questions were sent to a list of professionals from Jordan (Questions in Appendix II). The aim was to have a better understanding of variables that should be tested in the survey.

Moreover, for the main study, a random probability sampling procedure was adopted for the study where the study instrument, a questionnaire, was distributed to citizens

living in Amman, Al Salt and Irbid as largest 3 cities in Jordan without any particular criteria. The questions were uploaded to the SurveyMonkey platform, and a link was distributed on WhatsApp and Facebook of the researcher. The researcher's acquaintances shared the link as part of peer interaction. Therefore, there was no particular incentives or promises for respondents. The questionnaire was administered in Arabic. Then the results were translated into English in 2017. However, to further test the development and evolution of PR as a profession. The study entitled with "A comparative exploration of how PR firms in Jordan and Turkey use SM for Organizational performance" which sampled 271 PR practitioners working for different organizations in Turkey and Jordan.

In order to examine further the effectiveness of PR departments in a given context, another study was conducted in 2022 on Middle East University -PR department in Jordan. The study sampled 179 Staff and 960 students from the University using an online questionnaire.

To ensure the freedom of speech and privacy of respondents in all studies, when doing the settings of the questionnaire, no personal data such as name or e-mail was requested. Moreover, at the beginning of the questionnaire, respondents clarified that data collected will be only used for scientific research purposes, no personal data will be collected, and participation is voluntary.

### **3.3 Research Design**

According to Kothari (2009), research design is the conceptual structure within which research is conducted. It constitutes the blueprint for the collection, measurement, and analysis of data. Choosing between quantitative and qualitative research designs is

frequently difficult. Social scientists may use quantitative or qualitative designs depending on the desired outcome of the research. Both are valid ways to evaluate a phenomenon in the proper context because they seek to explain events from different perspectives. The researcher can make a more informed choice and improve the study's reliability and validity by examining the current situation, the research question, and the critical factors of each design (Lowhorn, 2007). Quantitative research refers to a variety of methods for conducting systematic investigations of social phenomena using statistical or numerical data. As a result, quantitative research entails measurement and assumes that the phenomenon under investigation can be measured. Quantitative research aims to collect data through measurement, analyze that data for trends and relationships, and validate the measurements made (Watson R. , 2014).

The research design adopted for this study was the cross-sectional design, allowing the phenomenon to be studied at one point at a time with a particular sample.

### **3.4 Data Collection**

The study conducted in 2017 employed the quantitative survey method through the use questionnaire, which contains (52) items aimed at measuring the evolution of Public Relations in Jordan, particularly the perception of Public Relations in the society. The questionnaire was distributed through a random sampling of citizens in Amman, the capital of Jordan, and it also contains questions on the demographic profiles of the respondents.

Instrument formulated into benchmarks or objectives to reach into (8) fields as the following:

- Understanding of Public Relations roles: includes (6) questions.
- Public Relations and media relationship: covers (6) questions.

- Public Relations roles in Jordan and its relation to Globalization: includes (5) questions.
- Public Relations roles in Jordan and its relation with the gulf investments emergence, and economic expansion: comprises of (7) questions.
- Understanding of Public Relations functions: encompasses (9) questions.
- Public relation influence development of personal attributes: encloses (7) questions.
- Sources of knowledge about market change: includes (6) questions.
- Sources of knowledge about gulf investment: covers (6) questions.

### **3.5 Population and Sampling**

The study population comprised of employees from Jordanian citizens. The study consisted of a random sample of overall (1501) respondents who filled out the questionnaire through a link on WhatsApp or Facebook. The English version is attached in the appendix.

Moreover, in the second data set collection in 2021, the study sampled PR actioners in different organizations in Turkey and Jordan. Questionnaire were distributed withing a period of 63 days (January 5th- March 8th) after which a total of 301 samples were collected, however, due to missing data and non-responses among the returned surveys, a total of 271 cases were valid and included for further analysis. Questionnaires were distributed and filled in English Language

Finally, the last set of data was collected in 2022 within Middle East University staff and students. The study sample included all faculty members at the University, and their number (179) was purposefully chosen to represent (100%) of the total faculty

members at the university. The (960) students were picked randomly to account for (26%) of all university students. As a result, the final questionnaire consisted of (30) items split across five fields and was sent online to the study sample participants.

### **3.6 Research Tools**

The study used a number of research analysis instruments on different stages. For examining psychological concepts, a variety of measurement methodologies and scaling procedures have been proposed. In 1932, for example, Likert pioneered the summated rating scale. This scaling approach starts with a pool of items that are thought to be relevant to an object of interest (e.g., attitude, belief). Respondents indicate how much they agree or disagree with each statement. Positive values of 1 and 2 may, for example, correspond to "agree" and "strongly agree," respectively (Nowlis, Kahn, & & Dhvar, 2002). Therefore, after data was collected, Cronbach SPSS program was used. Cronbach's alpha is used to calculate the internal consistency of responses on multi-item bipolar scales.

Using text images video clips and fixed and mobile drawings increased the desired impact among these networks' users and specifically targeted social fields (Vaske, Beaman, & and Sponarsk, 2017) . When samples are drawn from a population with a specified sample size, the distribution of the sample mean should be normal. The distribution of statistics should be standardized as a normal distribution under the null hypothesis. When the population variance is unknown, however, replacement with the sample variance is possible. The statistics in this case follow a t distribution (n-1 degrees of freedom). For a comparison of means between two independent groups, an independent-group t test can be used, with a paired t test for paired data. Because the t test is a parametric test, samples must meet certain requirements, including normality,

equal variances, and independence (Tae, 2015). Therefore, a T-test was conducted on the study sample to compare answers of Research Questions 1 to 7 with the demographics of the samples. Furthermore, in order to decompose the answers further, ANOVA variance test was conducted. The ANOVA decomposition has been demonstrated to be an effective method for reducing the dimensionality of large-scale problems (Yijun, Lamine, & and Junbo, 2019) .Therefore, instead of the t test, one-way analysis of variance (ANOVA) is the appropriate method for comparing more than two groups. Because ANOVA is based on the same assumption as the t test, it is also interested in the locations of the distributions represented by means (Kim H. Y., 2014).

### **3.7 Validity and Reliability Test**

Validity is defined as the extent to which a concept is accurately measured in a particular study (Heale & Twycross, 2015). The validity of this research instrument was achieved through consulting literature and expert validity that was sought by having the project supervisor's approval after review. Moreover, the researcher verified the validity of the study tool using structural validity. To verify the validity of the construct using the internal consistency validity method, the Pearson correlation coefficient was calculated between the performance on the item and the total score for the domain of each item.

Moreover, for the validity of the compared results, AMOS software was used to ensure that data analysis was consistent. AMOS was designed specifically for covariance structure models, but it can also perform other types of statistical analyses, such as multiple linear regression and analysis of variance/covariance

(ANOVA/ANCOVA) (Barnidge & De Zúñiga, 2017).The next section explains further how the above tools were used.

Reliability, on the other hand, is the extent to which a measure yields the same scores across different times, groups of people, or versions of the instrument. It is simply the consistency of measure (Scott & Deirdre, 2009). To verify the stability of the study tool (resolution), the reliability coefficient was calculated using Cronbach's alpha coefficient and the half-segment stability coefficient was corrected by the Spearman-Brown equation

### **3.8 Data Analysis Methodology**

To examine the hypotheses formulated towards the evolution of Public Relations in Jordan, particularly the perception of Public Relations in society. Data was gathered through the survey method using the Likert measurement scales to elicit responses from the respondents. Statistical Package for Social Sciences (SPSS) was used for processing the following statistical techniques and tests in the data analysis:

1. Reliability Test intended for the Instruments of Measurement. This measure highlights the stability of the consistency of instruments.
2. Frequencies and percentages describe demographic variables.
3. Descriptive Statistical Techniques include means and standard deviations.
4. These techniques were used to illustrate respondents' attitudes toward the various study fields.
5. One-Way ANOVA for Independent Samples was used to examine the differences within the sample.
6. T-tests were used to examine the differences within the unit respondents, such as gender.

Respondents were asked to read each item and select one of the following options:

- Score 5: For the (strongly agree)
- Score 4: For the (agree)
- Score 3: For the (neutral)
- Score 2: For the (disagree)
- Score 1: For the (strongly disagree).

## **Chapter 4**

### **FINDINGS AND DISCUSSION**

This chapter presents the statistical results of examining hypotheses, analyzing the data to examine the evolution of Public Relations in Jordan, and getting to know the perception of Public Relations in society.

As mentioned earlier, data collection was on three stages; initial data collection was in the years 2016-2017, where a pilot study was conducted of which PR professionals were interviewed for an insight on what PR profession looks like in Jordan and its Evolution.

In 2017, simple random sample was collected of total (1501) respondent from three cities in Jordan, and the results will be discussed below. As a continuation to data collection, in 2021, further data was collected from (271) professionals in Jordan and Turkey. Finally, in 2022, another survey data was collected from university (179) staff and (960) students in Jordan. The below sections will present results of data collected respectively.

#### **4.1 Findings of 2017 Study**

The first section of the questionnaire is meant to collect demographical information about respondents.

### 4.3 Demographics: Gender of Sample Population

Table 1: Demographic Characteristics of the Sample (Gender)

	Percentage %	Frequency
<b>Male</b>	49.6	745
<b>Female</b>	50.4	756
<b>Total</b>	100.0	1501

From Table (1) of the sample distribution, it was recorded that gender scored 745 (49.6%) for the male category and 756 (50.4%) for the female category. Nearly both male and female scores were close to each other, as shown in figure (19):

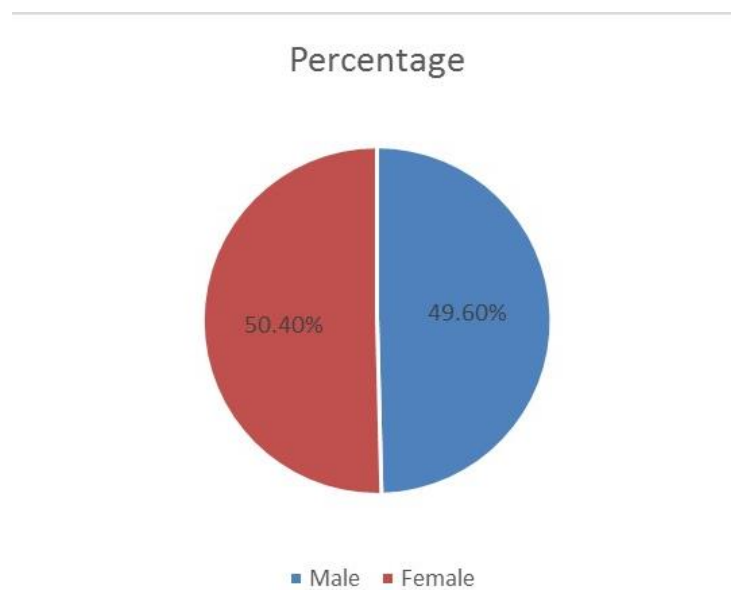


Figure 18: The Gender of the Sample

#### 4.3.1 Demographics: Sample's Educational Level

Based on the findings of Table (2) below, the sample distribution shows that respondents' level of education was 79 (5.3%), which represents the ones with education below the secondary level, 115 (7.7%) of the sample have a secondary level education, 331 (22.1%) of the sample have a diploma level education, 608 (40.5%)

have a Bachelor level education, 241(16.1%) of the sample have a Master level education and 127 (8.5%) of the sample have a Doctorate level.

Table 2: Demographic Characteristics of the Sample (Level of Education)

	Percentage %	Frequency
Less than secondary	5.3	79
Secondary	7.7	115
Diploma	22.1	331
Bachelor	40.5	608
Master	16.1	241
Doctorate	8.5	127
Total	100.0	1501

Results are shown in the chart below:

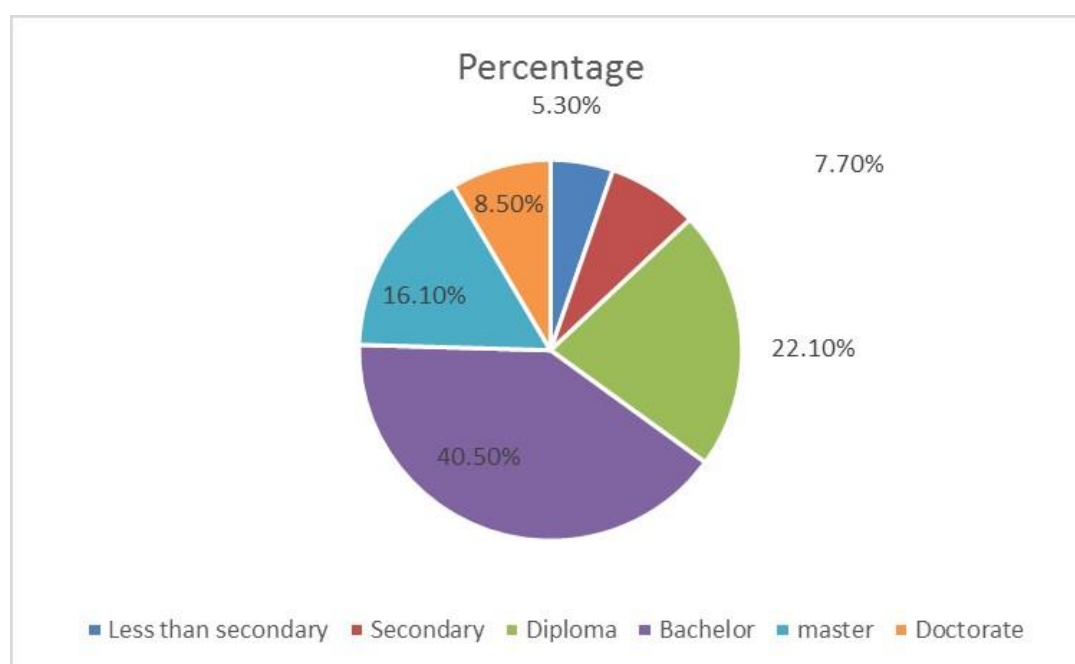


Figure 19: The Level of Education of the Sample

#### 4.3.2 Demographics: Nationality of Sample Population

Based on the below Table (3), the majority of the respondents are of Jordanian nationality by 1405 (93.6%), while the following nationality in the sample is Palestinian 32 (2.1%), Syrian and Iraqi have the same frequency, and percentages 21(1.4%), whereas, the Yemeni have scored the lowest percentage among the whole sample with 5 (0.3%) as shown in the chart below:

Table 3: Demographic Characteristics of the Sample (Nationality)

	Percentage %	Frequency
Jordanian	93.6	1405
Palestinian	2.1	32
Syrian	1.4	21
Iraqi	1.4	21
Libyan	0.7	10
Yemeni	0.5	7
Others	0.3	5
Total	100	1501

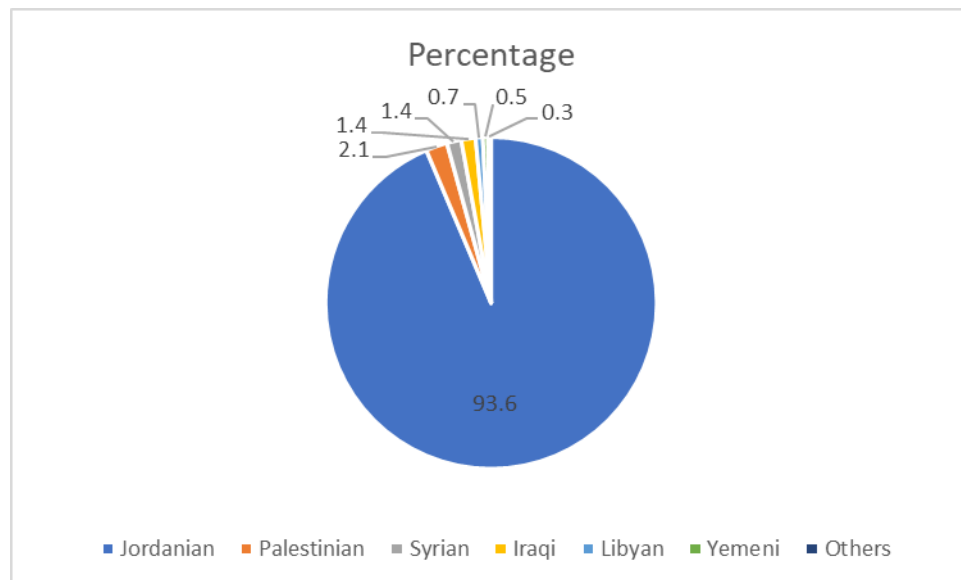


Figure 20: The Nationality of the Sample

### 4.3.3 Demographics: Job Level of Sample Population

According to the Table, the sample distribution pertaining to Job level was overall 147 (9.8%) students and 372 (24.8%) as government Juniors, 475 (31.6%) of the respondents were from the Middle Management, 278 (18.5%) of the sample are Seniors, and 58 (3.9%) of the sample are Owners, and 171 (11.4%) of the sample are in other levels as shown in the chart below:

Table 4: Demographic Characteristics of the Sample (Job Level)

	Percentage %	Frequency
Student	9.8	147
Junior / Intermediate	24.8	372
Middle Management	31.6	475
Senior Management	18.5	278
Owner/ Executive Level	3.9	58
Others	11.4	171
Total	100.0	1501

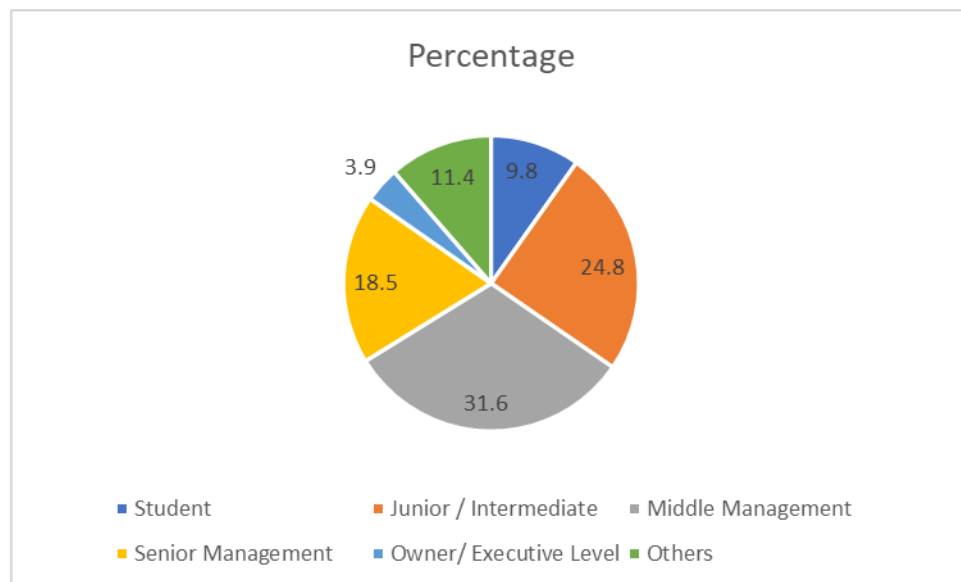


Figure 21: The Job Level of the Sample

#### 4.3.4 Demographics: Age of Sample Population

Based on Table (5), the sample distribution pertaining to the age category, 295 (19.7%) were from the age group of 18-24, 407 (27.1%) of the sample were from the age group of 25-34, 335 (22.3%) of the sample were from the age group of 35-44, 209 (13.9%) of the sample from the age group of 45-54, and 161 (10.7 %) of the sample were from the age group of 55-64 as shown in the chart below:

Table 5: Demographic Characteristics of the Sample (Age)

	Percentage %	Frequency
18-24	19.7	295
25-34	27.1	407
35-44	22.3	335
45-54	13.9	209
55-64	10.7	161
65-74	6.1	92
Others	0.1	2
Total	100	1501

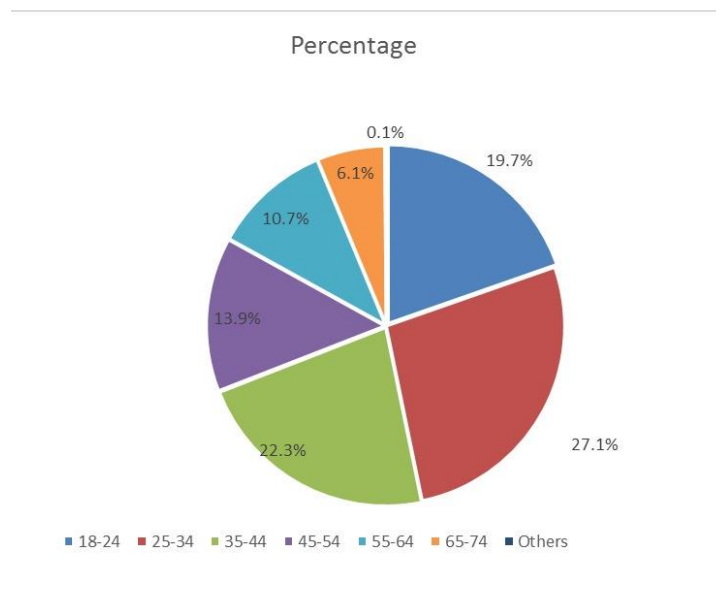


Figure 22: The Age of the Sample

## 4.4 Section 2: Understanding PR Roles

This section is made up of 6 questions to understanding PR roles. Where respondents were asked to answer 6 questions in this section, to gain a better understanding on how Jordanians understand PR roles. Results are shown in Table (6).

Table 6: Descriptive Statistics for the Understanding of Public Relations Roles field

Question No.	Question	Mean	Std. Deviation	Rank
5	The extent to which you are aware of media roles	3.60	1.18	1
6	The extent to which you are aware of the notion of PR	3.51	1.11	2
1	The extent to which media in Jordan affects reflecting the role and function of PR agencies	3.34	1.24	3
2	The extent to which you are aware of PR roles and functions	3.21	1.28	4
3	The speed and accuracy of news	2.97	1.41	5
4	The extent to which you make use of PR	2.5	1.32	6
	Understanding of Public Relations Roles	3.19	0.79	

As depicted in the above Table, the total mean for this field was (3.19), and with a standard deviation of (0.79), it was noted that the question (5), which is "The extent to which you are aware of media roles" ranked first with a mean that reached (3.60) and a standard deviation of (1.18). In the same line, question (4), which is "The extent to which you make use of PR," scored a mean of (2.50) and a standard deviation of (1.32), coming eventually at the final rank.

### 4.4.1 Public Relations and Media Relationship Field

The means and the standard deviation were calculated for each item that belongs to the Public Relations and media-related field. Results are shown in Table (7).

Table 7: Descriptive Statistics for the Public Relations and Media Relationship field

Question No.	Question	Mean	Std. Deviation	Rank
8	The media is involved with challenges and issues that face PR agencies	3.51	1.04	1
9	PR agencies contribute to highlighting Public Opinion (PO) and responding to its needs.	3.50	1.08	2
7	There is mutual cooperation and/or understanding between PR agencies and the public.	3.49	1.08	3
12	PR agencies are able to predict future events that may affect the relationship between governments and people and work as an early alarm system.	3.49	1.17	4
10	PR agencies are responsible for serving the public good.	3.48	1.13	5
11	PR agencies contribute to following up with changes going on, besides making an effective change.	3.47	1.13	6
	Public Relations and Media Relationship	3.49	0.70	

As seen from the above Table, the total mean for this field was (3.49) with a standard deviation that reached (0.70). Also, we can note that question (8), which is "The media is involved with challenges and issues that face PR agencies," ranked first with a mean of (3.51) and standard deviation of (1.04), whereas question (11) which is "PR agencies contribute in following up with changes going on, besides making an effective change." scored a mean that reached (3.47). A standard deviation of (1.13) came at the final rank.

#### 4.4.2 Public Relations Roles In Jordan And Its Relation To Globalization Field

Means and the standard deviation were calculated for each item that belongs to Public Relations roles in Jordan and its relation to the Globalization field. Results are shown in Table (8).

Table 8: Descriptive Statistics for the Public Relations roles in Jordan and its relation to Globalization field

Question No.	Question	Mean	Std. Deviation	Rank
15	The local Public Relations sector affects globalization outcomes negatively in Jordan	3.73	0.93	1
17	Current migrates from refugees change globalization's influence on Public Relations in Jordan	3.58	1.07	2
16	The Public Relations sector affects the integration of Jordanian society into the global community	3.54	1.01	3
13	I'm in favor of globalization in Jordan	3.49	1.03	4
14	Globalization affects communities and Public Relations positively	3.12	1.12	5
	Public Relations roles in Jordan and its relation to Globalization	3.48	0.69	

As seen from the above Table, the total mean for this field was (3.73) with a standard deviation (0.93). Also, it can be noted that question (15), which is "Local Public Relations sector affect negatively affects globalization outcome in Jordan," ranked first with a mean that reached (3.73). A standard deviation reached (0.93), whereas question (14), which is "Globalization affects communities and Public Relations positively," scored a mean that reached (3.12) and a standard deviation that reached (1.12), which eventually came in the final rank.

#### **4.4.3 Public Relations Roles in Jordan and Its Relation to the Gulf Investments Emergence and Economic Expansion Field**

Means and standard deviation were calculated for each item that belongs to Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion field. Results are shown in Table (9).

Table 9: Descriptive Statistics for the Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion field

Question No.	Question	Mean	Std. Deviation	Rank
22	I'm not aware of the market changes in Jordan	3.77	1.13	1
23	I'm not aware of the economic expansion in Jordan	3.71	1.14	2
19	Gulf investments emergence has no effect on Public Relations in Jordan	3.64	1.07	3
20	It's important that the public should be aware of the gulf investments in Jordan	3.63	1.12	4
18	I'm aware of the gulf investments emergence in Jordan	3.62	1.07	5
24	Neither market changes nor economic expansion had any effect on Public Relations in Jordan	3.60	1.18	6
21	I'm not aware of gulf investments campaigns and activities that took place in Jordan	3.57	1.17	7
	Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion.	3.65	0.70	

As seen from the above Table, the total mean for this field was (3.65). With a standard deviation of (0.70), we noted that question (22), which is "I'm not aware of the market changes in Jordan," ranked first with a mean of (3.77) and a standard deviation of (1.13). In contrast, question (21), which is "I'm not aware of gulf investments campaigns and activities that took place in Jordan," scored a mean of (3.57) and a standard deviation of (1.17), which came in the final rank. Results are shown in Table (10).

Table 10: Descriptive Statistics for the Understanding of Public Relations Function field

Question No.	Question	Mean	Std. Deviation	Rank
28	PR is a top management job.	3.55	1.23	1
32	Collecting and analyzing feedback is not a PR function.	3.54	1.19	2
25	PR is an administrative job.	3.52	1.22	3
26	PR is based on research per campaign.	3.49	1.23	4

33	The major role of PR personnel is customer service, reception, and front desk jobs.	3.48	1.09	5
27	PR interferes with the planning of organizations	3.40	1.24	6
29	PR is basically advertising.	3.10	1.26	7
30	PR is a form of Journalism.	2.89	1.37	8
31	Event management is a major role of PR.	2.54	1.31	9
	Understanding of Public Relations functions	3.28	0.69	

As seen from the above Table, the total mean for this field was (3.28). With a standard deviation (0.69), we can note that question (28), which is "PR is a top management job." ranked first with a mean of (3.55) and a standard deviation of (1.23). In contrast, question (31), which is "Event management is a major role of PR." scored a mean of (2.54) and a standard deviation of (1.31), which came in the final rank.

#### 4.4.4 Public Relations influence the development of personal attributes field

Means and standard deviation were calculated for each item that belongs to the Public Relation influence development of personal attributes field. Results are shown in table (11).

Table 11: Descriptive Statistics for the Understanding of Public Relations Function field

Question No.	Question	Mean	Std. Deviation	Rank
35	Personal views	3.50	1.04	1
36	Knowledge skills	3.47	1.08	2
37	Performance	3.47	1.11	3
38	Willingness to develop	3.47	1.12	4
39	Trust	3.47	1.14	5
34	Personal traits	3.45	1.06	6
40	Opinion change	3.45	1.06	7
	Public Relations influence the development of personal attributes	3.47	0.67	

As indicated by the above Table, the total mean for this field was (3.47). With a standard deviation of (0.67), we note that the question (35), which is "Personal views,"

ranked first with a mean of (3.50) and a standard deviation of (1.04). In contrast, question (40), which is "Opinion change," scored a mean of (3.45) and a standard deviation of (1.06), coming in the final rank.

#### 4.4.5 Sources of Knowledge about the Market Change Field

Means and standard deviation were calculated for each item that belongs to the Sources of knowledge about the market change field. Results are shown in Table (12).

Table 12: Descriptive Statistics for Sources of knowledge about the market change field

Question No.	Question	Mean	Std. Deviation	Rank
43	Online and Social Networking Websites	3.71	0.94	1
46	Television	3.58	1.07	2
45	Seminars/ Workshops	3.55	1.08	3
44	Radio	3.51	1.01	4
41	Magazines	3.46	1.03	5
42	Newspapers	3.10	1.12	6
	Sources of knowledge about market change	3.51	0.67	

As highlighted by the above Table, the total mean for this field was (3.51). With a standard deviation of (0.67), it can be noted that question (43), which is "Online and Social Networking Websites," ranked first with a mean of (3.71) and a standard deviation score of (0.94). In contrast, question (42), which is "Newspapers," scored a mean of (3.10) and a standard deviation of (1.12), ultimately coming in the final rank.

As depicted in the above Table, the total mean for this field was (3.19), and with a standard deviation of (0.79), it was noted that the question (5), which is "The extent to which you are aware of media roles" ranked first with a mean that reached (3.60) and a standard deviation of (1.18). In the same line, question (4), which is "The extent to

which you make use of PR," scored a mean of (2.50) and a standard deviation of (1.32), coming eventually at the final rank.

#### **4.4.6 Sources of Knowledge about the Gulf Investment Field**

Means and standard deviation were calculated for each item that belongs to Sources of knowledge about the gulf investment field. Results are shown in Table (13).

Table 13: Descriptive Statistics for the Sources of knowledge about the gulf investment field

Question No.	Question	Mean	Std. Deviation	Rank
49	Online and Social Networking Websites	3.69	1.14	1
50	Radio	3.63	1.14	2
47	Magazines	3.62	1.09	3
48	Newspapers	3.56	1.16	4
51	Seminars/ Workshops	3.51	1.18	5
52	Television	3.45	1.23	6
	Sources of knowledge about gulf investment	3.58	0.81	

As indicated by the above Table, the total mean for this field was (3.58), and with a standard deviation of (0.81), it can be noted that the question (49), which is "Online and Social Networking Websites" ranked first with a mean of (3.69) and a standard deviation of (1.14), whereas the question (52) which is " Television." scored a mean of (3.45) along with a standard deviation that achieved (1.23) coming in the final rank.

As illustrated in below Table, understanding Public Relations roles achieved a mean that reached (3.19) and the standard deviation reached (0.79). The Public Relations and media relationship achieved a mean that reached (3.49) and a standard deviation (0.70). Meanwhile, the Public Relations roles in Jordan and its relation to globalization achieved a mean that reached (3.48) and a standard deviation that reached (0.69).

#### **4.4.7 Summary of Study Fields Cronbach Alpha**

The below table, summarizes the answers from all 8 sub-sections of the study variables.

Table 14: Cronbach's alpha for the study Fields

No.	Field	Value of ( $\alpha$ )
1	Understanding of Public Relations Roles	0.685
2	Public Relations and Media Relationship	0.771
3	Public Relations roles in Jordan and its relation to Globalization	0.694
4	Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion	0.732
5	Understanding of Public Relations functions	0.717
6	Public Relations influence the development of personal attributes	0.725
7	Sources of knowledge about market change	0.714
8	Sources of knowledge about gulf investment	0.787

As shown in the Table above, the total Cronbach's alpha obtained for the study fields was above (0.60), which ultimately led to the stability of the results for this study.

Besides, the Public Relations roles in Jordan and its relation to the gulf investments emergence and economic expansion achieved a mean of (3.65) and a standard deviation of (0.70), and the understanding of Public Relations functions attained a mean reached (3.28) and a standard deviation that reached (0.69). Moreover, the Public Relations influence development of personal attributes field achieved a mean that reached (3.47) and a standard deviation that reached (0.67), and the sources of knowledge about market change achieved a mean that reached (3.51), and a standard deviation that reached (0.67). Meanwhile, the sources of knowledge about gulf investment attained a mean of (3.58) and a standard deviation of (0.81).

Table 15: Descriptive Statistics for the evolution of Public Relations in Jordan: the perception of Public Relations in society

F1	Understanding of Public Relations Roles	3.19	0.79	Medium
F2	Public Relations and Media Relationship	3.49	0.70	Medium
F3	Public Relations roles in Jordan and its relation to Globalization	3.48	0.69	Medium
F4	Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion	3.65	0.70	Medium
F5	Understanding of Public Relations functions	3.28	0.69	Medium
F6	Public Relations influence the development of personal attributes	3.47	0.67	Medium
F7	Sources of knowledge about market Change	3.51	0.67	Medium
F8	Sources of knowledge about gulf investment	3.58	0.81	Medium

#### 4.4.8 Study Hypotheses

*H01: Jordanians have a good Perception of Public Relations at the significant level of ( $\alpha \leq 0.05$ )*

In order to test this hypothesis, One Sample T-test was performed for each Perception of public relation fields at the middle mean of (2.6), and the T value was calculated.

*H1: Jordanians have a good Perception of Public Relations role at the significant level of ( $\alpha \leq 0.05$ )*

In order to test this hypothesis, One Sample T-test was performed for each perception of the Public Relations role at the middle mean of (2.6), and the T value was calculated.

The results are exhibited in the following Table:

Table 16: One Sample T-test was performed for the Public Relations role field

Field	Mean	Standard Deviation	T-Value	DF	Sig
	2.6	0.70	49.109	1500	0.000

Perception Of Public Relations and Media Relationship	3.49				
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The results above show that there is a significance level of ( $\alpha \leq 0.05$ ) for the study sample according to the (T-Value) of this field as it was (29.165) and the significance was (0.000). Therefore, there is a good perception of the Public Relations role at the significance level of ( $\alpha \leq 0.05$ ). Thus, we reject the null hypothesis and accept the hypothesis., which is “Jordanians have a good perception of Public Relations role at the significance level of ( $\alpha \leq 0.05$ )’

*H2: Jordanians have a good perception of Public Relations and media relationships at the significance level of ( $\alpha \leq 0.05$ )*

In order to test this hypothesis, One Sample T-test was performed for each perception of Public Relations and media relations at the middle mean of (2.6), and the t-value was calculated. The results are shown in the following Table:

Table 17: One Sample T-test was performed for perception of Public Relations and Media Relationship

Field	Mean	Standard Deviation	T-Value	DF	Sig
Perception of Public Relations roles in Jordan and its relation to Globalization	2.6	0.69	49.747	1500	0.000
	3.48				

From the results above, it can be stated that there is a significance level of ( $\alpha \leq 0.05$ ) for the study sample according to the (T-Value) of this field as it was (49.109) and the significance was (0.000). Therefore, we can conclude that there is a good perception

of Public Relations and media relationships with a significant level of ( $\alpha \leq 0.05$ ). Accordingly, we reject the null hypothesis and eventually accept the hypothesis., which is “Jordanians have a good perception of Public Relations and media relations” at the significance level of ( $\alpha \leq 0.05$ )’

*H-3: Jordanians don’t have a good perception of Public Relations roles in Jordan and their relation to globalization at the significance level of ( $\alpha \leq 0.05$ )*

In order to test this hypothesis, One Sample T-test has been performed for each perception of Public Relations roles in Jordan and its relation to globalization at the middle mean of (2.6), and the T value was calculated. The results are highlighted in the following Table:

Table 18: One Sample T-test was performed for perception of Public Relations roles in Jordan and its relation to Globalization

Field	Mean	Standard Deviation	T-Value	DF	Sig
Perception of Public Relations roles in Jordan and its relation to Globalization	2.6	0.69	49.747	1500	0.000

The results above illustrate that there is a significance level of ( $\alpha \leq 0.05$ ) for the study sample according to the (T-Value) of this field because it was (49.747) and the significance was (0.000). This means that there is a good Perception of Public Relations roles in Jordan and their relation to Globalization at the significance level of ( $\alpha \leq 0.05$ ). Accordingly, we reject the null hypothesis and accept the hypothesis, “Jordanians have a good perception of Public Relations roles in Jordan and its relation to Globalization” at the significance level of ( $\alpha \leq 0.05$ )’.

*H4: Jordanians have a good Perception of Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion at the significance level of ( $\alpha \leq 0.05$ )*

In order to test this hypothesis, a One Sample T-test has been performed for each perception of Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion at the middle mean of (2.6), and the T value was calculated. The obtained results are presented in the following Table:

Table 19: One Sample T-test was performed for perception of Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion

Field	Mean	Standard Deviation	T-Value	DF	Sig
Perception Of Public Relations roles in Jordan and its relation to the Gulf Investments	2.6	0.70	58.206	1500	0.000
	3.65				

From the above results, it can be noted that there is a significance level of ( $\alpha \leq 0.05$ ) for the study sample according to the (T-Value) of this field as it was (58.206) and the significance was (0.000). This means that there is a good Perception of Public Relations roles in Jordan and its relation to the gulf investments emergence and economic expansion at the significance level of ( $\alpha \leq 0.05$ ). Accordingly, we reject the null hypothesis, which is “Jordanians have a good Perception of Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion” at the significance level of ( $\alpha \leq 0.05$ )’ and thus accept the hypothesis.

*Ho1-5: Jordanians have a good Perception of Public Relations functions at the significant at the level of ( $\alpha \leq 0.05$ )*

In order to test this hypothesis, One Sample T-test has been performed for each perception of Public Relations functions at the middle mean of (2.6), and the T value was calculated. The results are illustrated in the following Table:

Table 20: One Sample T-test was performed for perception of Public Relations functions

Field	Mean	Standard Deviation	T-Value	DF	Sig
Perception of Public Relations functions	2.6	0.69	38.253	1500	0.000
	3.28				

The results above show that there is a significance level of ( $\alpha \leq 0.05$ ) for the study sample according to the (T-Value) of this field because it was (38.253) and the significance was (0.000). This indicates that there is a good Perception of Public Relations functions at the significance level of ( $\alpha \leq 0.05$ ). Based on that, we reject the null hypothesis, which is “Jordanians have a good Perception of Public Relations functions at the significance level of ( $\alpha \leq 0.05$ )’ and eventually accept the hypothesis.

*H-6: Jordanians have a good Perception of Public Relations and its influence on the development of personal attributes at the significance level of ( $\alpha \leq 0.05$ )*

In order to test this hypothesis, One Sample T-test has been performed for each perception of Public Relations and its influence on development of personal attributes at the middle mean of (2.6), and the T value was calculated. The results are exhibited in the following Table:

Table 21: One Sample T-test was performed for perception of Public Relations and its influence on development of personal attributes

Field	Mean	Standard Deviation	T-Value	DF	Sig
Perception of Public Relations and its influence on the Development of personal attributes	2.6	0.67	50.590	1500	0.000
	3.47				

The results above display that there is a significance level of ( $\alpha \leq 0.05$ ) for the study sample according to the (T-Value) of this field as it was (50.590) and the significance was (0.000). This means that there is a good Perception of Public Relations and its influence on the development of personal attributes at the significance level of ( $\alpha \leq 0.05$ ). Accordingly, we reject the null hypothesis, which is “Jordanians have a good Perception of Public Relations and its influence on the development of personal attributes at a significance level of ( $\alpha \leq 0.05$ )’ and therefore accept the hypothesis.

*H-7: Jordanians have a good Perception of Sources of knowledge about market change at the significance level of ( $\alpha \leq 0.05$ )*

In order to test this hypothesis, One Sample T-test has been performed for each perception of sources of knowledge about market change at the middle mean of (2.6), and the T value was calculated. The results are presented in the following Table:

Table 22: One Sample T-test was performed for perception of Sources of knowledge about market change

Field	Mean	Standard Deviation	T-Value	DF	Sig
Perception of Sources of knowledge about market change	2.6	0.67	52.253	1500	0.000
	3.51				

The results above show that there is a significance level of ( $\alpha \leq 0.05$ ) for the study sample according to the (T-Value) of this field because it was (52.253) and the significance was (0.000). This indicates that there is a Good Perception of Sources of knowledge about market change at the significance level of ( $\alpha \leq 0.05$ ).

Thus, we reject the null hypothesis, which is “Jordanians have a good Perception of Sources of knowledge about market change at the significance level of ( $\alpha \leq 0.05$ )’ and hence accept the hypothesis

*H-8: Jordanians have a good Perception of Sources of knowledge about gulf investment at the significance level of ( $\alpha \leq 0.05$ )*

In order to test this hypothesis, One Sample T-test has been performed for each perception of Sources of knowledge about gulf investment at the middle mean of (2.6), and the T value was calculated. The results are labeled in the following Table:

Table 23: One Sample T-test was performed for perception of Sources of knowledge about gulf investment

Field	Mean	Standard Deviation	T-Value	DF	Sig
Perception of Sources of knowledge about gulf investment	2.6	0.58	46.981	1500	0.000
	3.58				

The results above show that there is a significance level of ( $\alpha \leq 0.05$ ) for the study sample according to the (T-Value) of this field because it was (46.91) and the significance was (0.000). This statement can be interpreted as there is a good Perception of Sources of knowledge about gulf investment at the significance level of ( $\alpha \leq 0.05$ ). Accordingly, we reject the null hypothesis, which is “Jordanians have a

good Perception of Sources of knowledge about gulf investment at the significant at the level of ( $\alpha=0.05$ )' and accept the hypothesis.

*H-9: There is significant differences in Public Relations hip factors among Jordanian according to the variable of (Gender, level of education, nationality, Job Level, and age,)*

To test this hypothesis, two types of statistical tests were used, the independent sample T test for discovering the differences pertaining gender, while One-way ANOVA was used to find differences in connection with the rest of the variables, and the tables show the results.

#### 4.2.6 Gender Difference In Answers

T-test analysis was used to determine the differences between the pair groups, as shown in the table below:

Table 24: Results of the T-Test Analysis differences between the pair groups

Study Instruments	Gender	Mean	Std. Deviation	T	Sig.
Understanding of Public Relations Roles	Male	3.12	0.80	-	0.0
	Female	3.23	0.79	2.61	1
Public Relations and Media Relationship	Male	3.47	0.69	-	0.3
	Female	3.50	0.73	0.91	6
Public Relations roles in Jordan and its relation to Globalization	Male	3.47	0.72	-	0.9
	Female	3.47	0.72	0.06	5
Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion	Male	3.61	0.71	-	0.1
	Female	3.66	0.71	1.34	8
Understanding of Public Relations functions	Male	3.24	0.73	-	0.8
	Female	3.25	0.69	0.17	7
Public Relations influence the development of	Male	3.46	0.68	-	0.9
	Female	3.47	0.66	0.05	6
Sources of knowledge about market change	Male	3.50	0.69	1.09	0.2
	Female	3.46	0.72	-	8
Sources of knowledge about gulf investment	Male	3.60	0.82	1.68	0.0
	Female	3.53	0.82		9

Table (24) shows the means and SD of both males and females. The table illustrates that there is no significant effect due to gender as the level of significance is more than (0.05) for all fields, except for Understanding of Public Relations roles which was statistically significant. The female mean was higher compared to the male mean score.

#### 4.2.7 Level Of Education Difference In Answers

In order to test the hypothesis, the researcher used ANOVA analysis to know the differences between the research sample among the level of educational values, and the following table showed the following:

Table 25: Analysis Of Variance ANOVA of Level of Education Values

Dimensions	Source of variance	Sum of Squares	Degree of Freedom	Square means	F value	Si g.
Understanding of Public Relations Roles	Between groups	86.316	5	17.263	30.781	.000
	Within groups	838.459	1495	.561		
	Total	924.775	1500			
Public Relations and Media Relationship	Between groups	21.909	5	4.382	9.115	.000
	Within groups	718.641	1495	.481		
	Total	740.549	1500			
Public Relations roles in Jordan and its relation to Globalization	Between groups	20.481	5	4.096	8.740	.000
	Within groups	700.709	1495	.469		
	Total	721.190	1500			
Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion	Between groups	26.576	5	5.315	11.297	.000
	Within groups	703.373	1495	.470		
	Total	729.949	1500			
Understanding of Public Relations functions	Between groups	34.443	5	6.889	15.328	.000
	Within groups	671.880	1495	.449		
	Total	706.323	1500			

Public Relations influence the development of personal attributes	Between groups	11.672	5	2.334	5.325	.000
	Within groups	655.420	1495	.438		
	Total	667.092	1500			
Sources of knowledge about market change	Between groups	6.437	5	1.287	2.849	.014
	Within groups	675.475	1495	.452		
	Total	681.912	1500			
Sources of knowledge about gulf investment	Between groups	24.597	5	4.919	7.738	.000

Table (25) shows the Significance; in other words, the table illustrates a significant effect due to the level of education values as the level of significance is less than (0.05) in all fields.

To verify the resources of the significance, Scheffe Test was performed to check for which the differences belong, just as shown in the table below:

Table 26: Scheffe Test method to check the resources of the significance for which the differences belong

Fields	Streams	Mean	Less than secondary	Secondary	Diplo ma	Bachel or	Maste rs	Doctor ate
Understanding of Public Relations Roles	Less Than secondary	2.74						
	Secondar y	2.84	- .10631					
	Diploma	2.95	- .21242	- .10611				
	Bachelor	3.27	- .53382*	- .42751*	- .32140*			
	Master	3.46	- .7190	- .6127	- .506	- .185		

			3*	2*	61*	21		
	Doctorate	3.5 5	- .8090 9*	- .7027 8*	- .596 67*	- .275 27*	.090 06	
Public Relations and Media Relationship	Less than secondary	3.2						
		8						
	Secondar y	3.3 0	- .0183 2					
	Diploma	3.4 3	- .1481 2	- .1298 0				
	Bachelor	3.5	-	-	-			
		9	.3055	.2872	.157 41			
			4*	1*				
	Master	3.5 8	- .2983	- .2799	- .150	.007 23		
			0	8*	18			
	Doctorate	3.2 9	- .0013 3	.0169 9	.146 79	.304 20*	.296 97*	
Public Relations Roles in Jordan, and its relation to Globalization	Less than secondary	3.1						
		7						
	Secondar y	3.3 7	- .1982 8					
	Diploma	3.4	-	-				
		5	.2792	.0809				
			1	2				
	Bachelor	3.5	-	-	-			
		8	.4104	.2121	.131 21			
			1*	3				
	Master	3.5 6	- .3921	- .1938	- .112	.018 25		
			6*	8	96			
	Doctorate	3.3 2	- .1443 8	.0539 0	.134 82	.266 03*	.247 78	
Public Relations roles in Jordan and its relation to the gulf	Less than secondary	3.3						
		4						
	Secondar y	3.4 7	- .1300 5					
	Diploma	3.5 3	- .1893 1	- .0592 6				

	Bachelor	3.74	-.40469*	-.27464*	-.21538*			
	Master	3.79	-.45243*	-.32238*	-.26312*	-.04774		
	Doctorate	3.62	-.28137	-.15132	-.09207	.12332	.17106	
Understanding of Public Relations functions	Less than secondary	2.90						
	Secondary	3.08	-.18050					
	Diploma	3.14	-.23955	-.05905				
	Bachelor	3.35	-.44891*	-.26841*	-.20936*			
	Master	3.42	-.51854*	-.33804*	-.27899*	-.06963		
	Doctorate	3.46	-.56648*	-.38598*	-.32693*	-.11757	-.04794	
Public Relations influence the development of Personal attributes	Less than secondary	3.30						
	Secondary	3.26	.03567					
	Diploma	3.43	-.12945	-.16512				
	Bachelor	3.52	-.22471	-.26037*	-.09525			
	Master	3.56	-.26520	-.30087*	-.13575	-.04049		
	Doctorate	3.47	-.17361	-.20927	-.04415	.05110	.09159	
Sources of knowledge about market	Less than secondary	3.29						
	Secondary	3.42	-.13047					

	Diploma	3.49	-.20446	-.07399				
	Bachelor	3.54	-.25670*	-.12623	-.05224			
	Master	3.56	-.27765	-.14718	-.07318	-.02095		
	Doctorate	3.51	-.22324	-.09277	-.01878	.03346	.05440	
Sources of knowledge about gulf investment	Less than secondary	3.27						
	Secondary	3.39	-.12650					
	Diploma	3.47	-.20261	-.07611				
	Bachelor	3.62	-.35265*	-.22615	-.15004			
	Master	3.73	-.45862*	-.33213*	-.25602*	-.10598		

By using Scheffe Test, it has been found that the differences were as the following: The difference was for **Bachelors** in the fields such as:

- Public Relations and Media Relationship.
- Public Relations roles in Jordan and its connection with Globalization.
- Sources of knowledge about market change.
- The difference was also for master's and doctorate in the rest of the fields.

#### 4.2.8 Nationality Difference in Answers

In order to test the hypothesis, the researcher used ANOVA analysis to know the differences between the research sample among *nationality* values, and the following table (27) presented the results:

Table 27: Analysis of Variance ANOVA of nationality values

Dimensions	Source of variance	Sum of Squares	Degree of Freedom	Square means	F value	Sig.
Understanding of Public Relations Roles	Between groups	12.200	6	2.033	3.329	<b>.003</b>
	Within groups	912.575	1494	.611		
	Total	924.775	1500			
Public Relations and Media Relationship	Between groups	7.028	6	1.171	2.386	<b>.027</b>
	Within groups	733.521	1494	.491		
	Total	740.549	1500			
Public Relations roles in Jordan and its relation to Globalization	Between groups	10.806	6	1.801	3.788	<b>.001</b>
	Within groups	710.384	1494	.475		
	Total	721.190	1500			
Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion	Between groups	6.141	6	1.023	2.112	<b>.049</b>
	Within groups	723.808	1494	.484		
	Total	729.949	1500			
Understanding of Public Relations functions	Between groups	5.693	6	.949	2.023	<b>.060</b>
	Within groups	700.630	1494	.469		
	Total	706.323	1500			
Public Relations influence the development of personal attributes	Between groups	2.437	6	.406	.913	<b>.485</b>
	Within groups	664.655	1494	.445		
	Total	667.092	1500			
Sources of knowledge about market change	Between groups	4.675	6	.779	1.719	<b>.113</b>
	Within groups	677.237	1494	.453		
	Total	681.912	1500			
Sources of knowledge about gulf investment	Between groups	7.100	6	1.183	1.827	<b>.090</b>
	Within groups	967.943	1494	.648		
	<b>Total</b>	<b>975.044</b>	<b>1500</b>			

Table (27) shows the Significance. It also illustrates a significant effect due to the nationality values, as the level of significance is less than (0.05) in the first four fields.

To check the resources of the significance, Scheffe Test was performed to reveal which the differences belong, just as indicated in the table below:

Table 28: Scheffe Test to check the resources of the significance for which the differences belong

Fields	Streams	Mean	Jordanian	Palestinian	Syria n	Iraqi	Libya n	Yeme ni
Understanding of Public Relations Roles	Jordanian	3.68						
	Palestinian	3.66	- .4892 0					
	Syrian	3.33	- .1600 2	.329 18				
	Iraqi	3.37	- .2000 2	.289 18	.04 000			
	Libyan	3.17	- .3321 3*	- .256 02*	.35 062	.31 062		
	Yemeni	3.41	- .2333 5	.255 85	.07 333	.03 333	.27 729	
	others	2.80	.3743 6	.863 56	.53 438	.57 438	.88 500	<b>.60 771</b>
Public Relations and Media Relationship	Jordanian	4.07						
	Palestinian	3.83	- .3522 2*					
	Syrian	3.56	- .0864 7	.265 74				
	Iraqi	3.62	- .1431 4*	.209 08	.05 667			
	Libyan	3.65	- .1730 9	.179 13	.08 662	.02 995		
	Yemeni	3.48	- .5969 5	- .244 73	.51 048 *	.45 381	.42 386	
	others	3.50	- .0240	.328 13	.06 238	.11 905	.14 900	<b>.57 286</b>

			9			*		
Public Relations roles in Jordan and its relation to Globalization	Jordanian	4.06						
	Palestinian	3.86	- .3859 3*					
	Syrian	3.81	- .3392 0	.046 73				
	Iraqi	3.69	- .2153 9	.170 54	.12 381 *			
	Libyan	3.74	- .2696 8*	.116 25	.06 952 *	.05 429		
	Yemeni	3.47	- .5868 2	.200 89	.24 762	.37 143	.31 714	
	others	3.32	.1503 2	.536 25	.48 952	.36 571	.42 000	<b>.73 714</b>
Public Relations roles in Jordan and its relation to the gulf investments emergence and economic expansion	Jordanian	3.95						
	Palestinian	3.94	- .3023 3					
	Syrian	3.82	- .1822 8	.120 04				
	Iraqi	3.93	- .2903 8*	.011 95	.10 810			
	Libyan	3.44	.1918 6	.494 19	.37 414 *	.48 224		
	Yemeni	<b>3.63</b>	- <b>.3022</b> <b>8*</b>	<b>.000 04</b>	<b>.12 000</b>	<b>.01 190</b>	<b>.49 414</b>	

#### 4.2.9 Job Level Difference in Answers

In order to test the hypothesis, the researcher used ANOVA analysis to find the differences between the research sample and *Job Level* values. Based on that, the following table was exhibited:

Table 29: Analysis of Variance ANOVA of Job Level values

<b>Dimensions</b>	<b>Source of variance</b>	<b>Sum of Squares</b>	<b>Degree of Freedom</b>	<b>Square means</b>	<b>F value</b>	<b>Sig.</b>
<b>Understanding of Public Relations Roles</b>	Between groups	36.797	5	7.359	12.390	<b>.000</b>
	Within groups	887.977	1495	.594		
	Total	924.775	1500			
<b>Public Relations and Media Relationship</b>	Between groups	33.635	5	6.727	14.226	<b>.000</b>
	Within groups	706.915	1495	.473		
	Total	740.549	1500			
<b>Public Relations roles in Jordan and its relation to Globalization</b>	Between groups	39.335	5	7.867	17.249	<b>.000</b>
	Within groups	681.855	1495	.456		
	Total	721.190	1500			
<b>Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion</b>	Between Groups	40.776	5	8.155	17.691	<b>.000</b>
	Within Groups	689.173	1495	.461		
	Total	729.949	1500			
<b>Understanding of Public Relations functions</b>	Between groups	34.496	5	6.899	15.353	<b>.000</b>
	Within groups	671.827	1495	.449		
	Total	706.323	1500			
<b>Public Relations influence the development of personal attributes</b>	Between groups	32.008	5	6.402	15.069	<b>.000</b>
	Within groups	635.084	1495	.425		
	Total	667.092	1500			
<b>Sources of knowledge about market change</b>	Between groups	26.813	5	5.363	12.238	<b>.000</b>
	Within groups	655.100	1495	.438		
	Total	681.912	1500			
<b>Sources of knowledge about gulf investment</b>	Between groups	29.039	5	5.808	9.178	<b>.000</b>
	Within groups	946.004	1495	.633		
	Total	975.044	1500			

Table (29) shows the Significance and illustrates a significant effect due to the Job Level values, as the level of significance is less than (0.05) in all fields.

By using Scheffe Test, it has been found that the differences were for Jordanians in all fields.

#### 4.2.10 Cross Referencing and Job Level

In order to test the hypothesis, the researcher used ANOVA analysis to find the differences between the research sample and *Job Level* values. Based on that, the following table was exhibited:

Table 30: Scheffe Test to check the resources of the significance for which the differences belong Fields

Understanding of Public Relations Roles	Student	2.97						
	Intermediate	3.19	0.113008	0	0	0	0	
	Middle Management	3.27	0.225802*	0.112795	0	0	0	
	Senior Management	3.34	0.567451*	0.454443	0.341648	0	0	
	Executive Level	3.16	0.764329	0.651321	0.538526	0.196878	0	*
	Others	2.87	0.860063	0.159641	0.63426	0.292612	0.095734	
Public Relations and Media Relationship	Student	3.33	0	0	0	0	0	
	Intermediate	3.52	0.019474	0	0	0	0	
	Middle Management	3.55	0.157452	0.137977	0	0	0	
	Senior Management	3.66	0.324789	0.305304	0.167327*	0	0	
	Executive Level	3.37	0.317093	0.297619	0.159641	0.007685	0	
	Others	3.16	0.001414	0.01806	0.156038	0.323365	0.315679	
Public Relations roles in Jordan and	Student	3.31	0	0	0	0	0	
	Intermediate	3.52	0.210772	0	0	0	0	
	Middle Management	3.55	0.2968	0.086018	0	0	0	*

	Senior Management	3.68	0.4362 66*	0.2254 94	- 0.1394 8*	0	0	
	Executive Level	3.44	0.4168 66	- 0.2060 9	- 0.1200 8	0.0194	0	
	Others	3.13	0.1534 76	0.0572 96	0.1433 14	0.2827 9	0.2633 9	
Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion	Student	3.39	0	0	0	0	0	
	Intermediate	3.65	- 0.1382 4*	0	0	0	0	
	Middle Management	3.75	- 0.2012 4	- 0.0629 9*	0	0	0	
	Senior Management	3.82	- 0.4301 9	- 0.2919 4	- 0.2289 5*	0	0	
	Executive Level	3.58	- 0.3593 4	- 0.3426 9	-0.2797	- 0.0507 5	0	
	Others	3.33	-0.2991	- 0.1608 5	- 0.0978 7*	0.1310 89	0.1818 37	
Understanding of Public Relations functions	Student	3.15	0	0	0	0	0	
	Intermediate	3.30	- 0.1918 7	0	0	0	0	
	Middle Management	3.38	- 0.2546 4*	- 0.0627 7	0	0	0	
	Senior Management	3.39	- 0.4771 9*	- 0.2853 2*	- 0.2225 5	0	0	
	Executive Level	3.17	- 0.5512 1	- 0.3593 4	- 0.2965 7	- 0.0740 2	0	
	Others	2.91	- 0.6021 7	- 0.4103	- 0.3475 3*	- 0.1249 8	0.0509 6	
Public Relations influence the development of Personal attributes	Student	3.33	0	0	0	0	0	
	Intermediate	3.53	0.0379 17*	0	0	0	0	
	Middle Management	3.54	- 0.1376 1	- 0.1755 2	0	0	0	
	Senior Management	3.58	- 0.2388 7*	- 0.2767 7	- 0.1012 5	0	0	
	Executive Level	3.42	- 0.2819 1	- 0.3198 2	-0.1443	- 0.0430 4	0	
	Others	3.11	- 0.1845 5	- 0.2224 5	- 0.0469 3	0.0543 19	0.0973 6	
Sources of knowledge about market change	Student	3.32	0	0	0	0	0	
	Intermediate	3.57	- 0.1386 9	0	0	0	0	
	Middle Management	3.53	- 0.2173 4	- 0.0786 5	0	0	0	
	Senior Management	3.67	- 0.2728	- 0.1341	- 0.0555 3	0	0	

			7*	8*				
	Executive Level	3.51	- 0.29514	- 0.15645	- 0.07779	- 0.02227	0	
	Others	3.24	-0.23731	- 0.09861	- 0.01996	0.035568	0.057827	
Sources of knowledge about gulf investment	Student	3.40	0	0	0	0	0	
	Intermediate	3.63	- 0.13447	0	0	0	0	
	Middle Management	3.65	- 0.21537	- 0.0809	0	0	0	
	Senior Management	3.68	-	-	-	0	0	
			0.3748	0.2404	0.1594			
			7*		9*			
	Executive Level	3.59	-	-	-	-	0	
			0.4875	0.3530	0.2721	0.1126		
			1*	5	5	6		
	Others	3.25	-	-	-	-	0.0022	
			0.4897	0.3552	0.2743	0.1149	43	
			6*	9	9			

By using Scheffe Test, it was found that the differences were for the Job range “Senior Management” in all fields.

#### 4.2.11 Age

In order to test the hypothesis, the researcher used ANOVA analysis to know the differences between the research sample among *age* values, and the table below shows the following:

Table 31: Analysis of Variance ANOVA of age values

Dimensions	Source of variance	Sum of Squares	Degree of Freedom	Square means	F value	Sig.
Understanding of Public Relations	Between groups	35.465	6	5.911	9.930	.000
	Within groups	889.310	1494	.595		

Roles	Total	924.775	1500			
Public Relations and Media Relationship	Between groups	36.234	6	6.039	12.81	.000
	Within groups	704.315	1494	.471	0	
	Total	740.549	1500			
Public Relations roles in Jordan and its relation to Globalization	Between groups	37.709	6	6.285	13.73	.000
	Within groups	683.481	1494	.457	8	
	Total	721.190	1500			
Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion	Between groups	43.459	6	7.243	15.76	.000
	Within groups	686.490	1494	.459	3	
	Total	729.949	1500			
Understanding of Public Relations functions	Between groups	46.641	6	7.774	17.60	.000
	Within groups	659.682	1494	.442	5	
	Total	706.323	1500			
Public Relations influence the development of personal attributes	Between groups	25.996	6	4.333	10.09	.000
	Within groups	641.096	1494	.429	7	
	Total	667.092	1500			
Sources of knowledge about market change	Between groups	29.371	6	4.895	11.20	.000
	Within groups	652.541	1494	.437	8	
	Total	681.912	1500			
Sources of knowledge about gulf investment	Between groups	31.055	6	5.176	8.192	.000
	Within groups	943.988	1494	.632		
	Total	975.044	1500			

Table (32) shows the significance and illustrates a significant effect due to the age values, as the level of significance is less than (0.05) in the first four fields.

To check the resources of the significance, Scheffe Test was performed to evaluate which the differences belong, just as shown in the table below:

Table 32: Scheffe Test to check the resources of the significance for which the differences belong

Un der sta ndi	18-24	2.93					
	25-34	3.26	- 0.48				

			578					
	35-44	3.35	- 0.15 89*	0.326 876				
	45-54	3.27	- 0.19 862	0.287 156*	0.039 72			
	55-64	3.14	- 0.14 214*	0.207 616	0.348 166*	0.308 446		
	65-74	3.09	- 0.23 172	0.254 059	0.072 817	0.033 097	0.275 349	
	Others	2.17	0.37 1739	0.857 515	0.530 639	0.570 359	0.878 805	0.603 456
Public Relations and Media Relationship	18-24	3.28						
	25-34	3.50	- 0.34 975					
	35-44	3.70	- 0.08 586	0.263 88				
	45-54	3.58	- 0.14 214	0.207 616	- 0.056 27*			
	55-64	3.43	- 0.17 188*	0.177 876	0.086 014	0.029 74		
	65-74	3.27	- 0.59 277	- 0.243 02	0.506 907*	0.450 633	0.420 893	
	Others	4.25	- 0.02 392	0.325 833	0.061 943*	0.118 217	0.147 957	0.568 85
Public Relations roles in Jordan and its relation to Globalization	18-24	3.23						
	25-34	3.54	- 0.38 323					
	35-44	3.66	- 0.33 683*	0.046 403*				
	45-54	3.60	- 0.21 388	0.169 346	0.122 943			
	55-64	3.45	- 0.26 779	0.115 436	0.069 033*	0.053 91		
	65-74	3.31	- 0.58 271	0.199 484	0.245 887*	0.368 83	0.314 92	
	Others	3.60	0.14 9268 *	0.532 496	0.486 093	0.363 15	0.417 06	0.731 98
Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion	18-24	3.39						
	25-34	3.67	- 0.30 021*					
	35-44	3.84	- 0.18 1	0.119 2				
	45-54	3.82	- 0.28 835*	0.011 866	0.107 343			
	55-64	3.57	0.19 0517	0.490 731*	0.371 521	0.478 864		
	65-74	3.47	- 0.30 016	0.570 359*	0.119 16	0.011 817	0.490 681	

	Others	3.07	0.00 4826	0.305 04	0.185 83	0.293 173	- 0.178 74	0.304 99
Understanding of Public Relations functions	18-24	3.04						
	25-34	3.34	- 0.48 578					
	35-44	3.51	- 0.15 89*	0.326 876*				
	45-54	3.31	- 0.19 862	0.287 156*	0.039 72*			
	55-64	3.15	- 0.24 302	0.506 907*	0.348 166*	0.308 446		
	65-74	3.10	- 0.23 172	0.254 059	0.072 817*	0.033 097	0.275 349	
	Others	1.89	0.37 1739	0.857 515	0.530 639	0.570 359	0.878 805	0.603 456
Public Relations influence the development of personal attributes	18-24	3.28	0	0	0	0	0	0
	25-34	3.51	- 0.34 975					
	35-44	3.63	- 0.08 586*	0.263 88*				
	45-54	3.54	- 0.14 214	0.207 616	- 0.056 27*			
	55-64	3.40	- 0.17 188	0.177 876	0.086 014*	0.029 74		
	65-74	3.31	- 0.59 277*	- 0.243 02*	0.506 907	0.450 633	0.420 893*	
	Others	4.29	- 0.02 392*	0.325 833	0.061 943	0.118 217	0.147 957	0.568 85
Sources of knowledge about market change	18-24	3.28						
	25-34	3.55	- 0.38 323					
	35-44	3.70	- 0.33 683*	0.046 403				
	45-54	3.53	- 0.21 388	0.169 346*	0.122 943			
	55-64	3.46	- 0.26 779*	0.115 436*	0.069 033*	0.053 91		
	65-74	3.43	- 0.58 271*	0.199 484	0.245 887*	0.368 83	0.314 92	
	Others	3.50	0.14 9268	0.532 496	0.486 093	0.363 15	0.417 06	0.731 98
Sources of knowledge about gulf investment	18-24	3.35						
	25-34	3.63	- 0.30 021					
	35-44	3.73	- 0.18 1	0.119 2				
	45-54	3.68	- 0.28 835*	0.011 866*	0.107 343			

	55-64	3.51	0.19 0517 *	0.490 731	0.371 521*	0.478 864		
	65-74	3.42	- 0.30 016	0.115 436*	0.119 16*	0.011 817*	0.490 681	
	Others	2.67	0.00	0.305	0.185	0.293	-	0.304
			4826	04	83	173	0.178	99

#### 4.4.9 Hypotheses Summary for 2017 Sample

The tests were performed in order to test the hypotheses and see if they could be accepted or if, conversely, the use of the alternative ones was deemed. The table below shows the results of the test:

Table 33: Hypothesis Summary

Hypothesis No.	Hypothesis	Result
Ho1	Jordanians have a good Perception of Public Relations at the significance level of ( $\alpha \leq 0.05$ )	Reject the null hypothesis and accept the hypothesis.
H-1	Jordanians have a good Perception of Public Relations role at the significance level of ( $\alpha \leq 0.05$ )	Reject the null hypothesis and accept the hypothesis.
H-2	Jordanians have a good Perception of Public Relations and Media Relationships at the significance level of ( $\alpha \leq 0.05$ )	Reject the null hypothesis and accept the hypothesis.
H-3	Jordanians have a good Perception of Public Relations roles in Jordan and their relation to Globalization at the significance level of ( $\alpha \leq 0.05$ )	Reject the null hypothesis and accept the hypothesis.
H-4	Jordanians have a good Perception of Public Relations roles in Jordan and its relation to the gulf investments emergence, and economic expansion at the significance level of ( $\alpha \leq 0.05$ )	Reject the null hypothesis and accept the hypothesis.
H-5	Jordanians have a good Perception of Public Relations functions at the significance level of ( $\alpha \leq 0.05$ )	Reject the null hypothesis and accept the hypothesis.
H-6	Jordanians have a good Perception of Public Relations and its influence on the development of personal attributes at the significance level of ( $\alpha \leq 0.05$ )	Reject the null hypothesis and accept the hypothesis.

H-7	Jordanians have a good Perception of Sources of knowledge about market change at the significance level of ( $\alpha \leq 0.05$ )	Reject the null hypothesis and accept the hypothesis.
H-8	Jordanians have a good Perception of Sources of knowledge about gulf investment at the significance level of ( $\alpha \leq 0.05$ )	Reject the null hypothesis and accept the hypothesis.
H-9	There are significant differences in Public Relations hip factors among Jordanian according to the variable of (Gender, level of education, nationality, Job Level, and age)	Reject the null hypothesis and accept the hypothesis.

#### 4.4.10 Discussion of 2017 Study Results

The insights from the sample revealed that there is a good understanding of the activities and tasks that Public Relations involve, including the integration of communication activities. Moreover, this result highlights the fact that the sample is aware of the importance of reducing the influence of negative publicity but also improving the communication strategies and bringing mutually beneficial relationships for a better/clearer perception towards the understanding of Public Relations roles.

The subsequent analysis of the data collected revealed a strong perception towards the roles of Public Relations in Jordan and the existing relations with the gulf investments emergence and economic expansion. This confirms the awareness of the economic development of the gulf investment in Jordan as it has an influence on Public Relations in Jordan and the campaigns and activities that take place. This can be justified as the gulf investments in Jordan allocate substantial amounts of money invested in media and publicity for promoting all investments. Additionally, Jordan and Gulf countries have a strong strategic friendship that aims at enhancing commercial ties, which in

return sustains job opportunities. The sample also showed knowledge of the economic and political ties connecting Jordan and Gulf countries. Accordingly, Public Relations roles are seen to promote such cooperation and increase investments. Such could eventually explain hypothesis results showing a good and positive perception of the Public Relations roles in the gulf investment and economic expansion.

Our results also revealed that Public Relations has a moderate influence on the development of personal attributes. This result shows that the Public Relations field is rich in practical knowledge as it develops and enhances the personal skills of employees and workers. In other words, Public Relations as a field of work or study relies on improving and gaining personal skills and attributes in order to convince the target public of the message or the vision of the organization. Moreover, it is important to consider that the field of PR involves the learning-by-doing principle, which indicates that PR workers have a great chance to know how skills can be gained and shaped in a way that perfectly fits their working environment for purposely mastering it in the way of fulfilling their personal goals. Such a point could justify the rejected hypothesis as it is seen that PR influences personal attributes.

Another result shows Media and Public Relations working hand in hand to face the issues that PR agencies face, also responding to the needs and demands of Public opinion. This result indicates that the media addresses at a moderate level the challenges and requirements of PR agencies. It can be explained by the fact that media is considered a critical element PR needs to promote a certain image. Hence, a positive connection means the image of the organization is well-promoted and well-branded. Meaning the media takes seriously into consideration the PR agencies' issues and needs because of the importance given to Public opinion but also the level of inclusion

it has. This can be a great tool in bringing effective change, enacting good relations with governments, and working together to bring the system right to anticipate future events that might influence the system negatively.

Our findings revealed that there is a good perception of Public Relations roles in Jordan and their relation with Globalization. This part of the results indicates that the effectiveness of globalization on Public Relations roles helps enrich the cultural communication needed by organizations. It provides the chance to get more knowledge on diversity with integration into the political, media, and cultural systems. Henceforth, this indicates that professionals and PR professionals have in mind a certain level of readiness to discuss the complexity of the cultural, social, and media systems that is inherent to international PR.

Following that, another finding showed that the sample had a good understanding of Public Relations functions and the role that Public Relations play in economic and political development in Jordan. When it came to Public Relations functions, the sample showed a good understanding of the functions. As a reason for that, our sample worked in the field for a longer time. They have obtained the needed knowledge and experience to understand and analyze media content to obtain the correct information and get to know the way to gain success in media campaigns. This also explains the hypothesis of the sample having a good understanding of the Public Relations functions. The result tallies the findings of Muchilwa, Otieno, Oginda, & Oima (2014). All revealed the good understanding that Public Relations experts should have in order to exercise a good impact in strategic management and positive publicity.

Our sample showed positive and good knowledge about market change. This result means that the sample has collected good and positive knowledge about market change. In other words, the sample is aware of market change characteristics. This result can be explained as the sample in their work environment is aware of the impact that market change might have on the field of work as such change might include customers, employees, suppliers, distributors, and shareholders. As an involved part in that change, the sample must be aware of the circumstances and consequences of the market change, as it directly relates to their work progress and the sustainability of PR. Such a result may justify the hypothesis that the sample has positive and good knowledge about market change. This tallies with Wang's (2015) statement that good knowledge about PR marketers and Public Relations employees is essential to effectively influence branding, customer engagement, and achievement. So, PR specialists and employees must have good knowledge of the market change.

When it comes to the results of the demographics, the study has revealed that Females have a better understanding of the PR roles than males. As for gender, the results revealed that all the samples have a good and positive understanding of Public Relations but also have a positive perception of PR in general, regardless of their gender. Nonetheless, females might have better acquaintance with the PR roles than males. This result can be explained by the fact that Females are more dynamic, active listeners, updated with ongoing events, and more effective when it comes to group socializing. Therefore, they can connect pretty well to the detailed roles of PR as they are quite social and able to make a good connection.

On another level, results showed that the bachelor level plays a more influential knowledge in the various fields of Public Relations than the Master's and Ph.D. levels.

This clearly indicates that universities currently employ social media in education. The use of technology and social media provides Bachelor students the opportunity to hold live discussions with leading experts in various fields around the world. It also holds online conferences and organizes workshops to exchange experiences among international students. This enriches their skills and professional abilities in the field of Public Relations and expands their horizons of the functions and how to exercise Public Relations accurately and distinctly.

Within the same context, this finding can be explained by the fact that most universities are in a race toward globalization, highly impacting higher education. This takes many forms, such as sending overseas applicants to complete their higher studies, as well as the universities attracting talented foreign students and retaining the skills and know-how of Arabs and foreign faculty members. This allows bachelor students to recognize the impact of globalization on the field of Public Relations more than Ph.D. and Master's. When it comes to nationality, the results showed that Jordanians have, in fact, an extensive understanding of Public Relations. This may be due to the fact that our study is based on identifying Jordanians' views on Public Relations and also that the vast majority of the respondents were Jordanians. It also explains that Public Relations have rapidly grown in Jordan because Public Relations are one of the most important requirements of modern administrative systems and function of various roles in relation to the brand image of institutions and services exhibited to the community to serve as a communication link and an interactive tool inside and outside the organization.

Lastly, results related to Job Level showed that Senior Management has the ability to recognize and apply PR functions more than Executives, Students, and Intermediate

and Middle Managers. This may be attributed to the fact that senior managers have the expertise and skills that help acknowledge the importance of Public Relations and its key role in achieving a company's good reputation. Finally, when it comes to age, the results revealed that the respondents aged 35-44 have a greater knowledge of the impact of Public Relations on communities and institutions than other respondents of lower or higher age groups. This may be credited to the fact that the oldest respondents have been involved in works and seminars that show the importance of Public Relations and the extent of their positive impact on societies.

## **4.5 Data sample of 2021 Study**

### **4.5.1 Study Sample**

The study sampled PR actioners in different organizations in Turkey and Jordan. Questionnaire were distributed within a period of 63 days (January 5th- March 8th) after which a total of 301 samples were collected, however, due to missing data and non-responses among the returned surveys, a total of 271 cases were valid and included for further analysis. Questionnaires were distributed and filled in English Language.

### **4.5.2 Study Sections**

- a- Social Media Use:** Five items from Erhart et al.'s (2012) were used to assess the organization's general impression. Sample questions include, "Our company has a broad social media policy", "Our company monitors social media marketing usage", and "Our company frequently interacts with customers on social media" Items were measured on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.
- b- Organizational Marketing Communication:** Marketing components such as Advertisement, Direct Marketing, Personal Selling, Public Relations, Sales Support, and Digital Media were evaluated. This is based on the classifications

given by Labanauskaitė et al. (2020). The evaluation was conducted using the Likert scale with 5 points, very negative perception of the marketing communication component = 1 to very positive perception = 5

**c- Organizational Image:** to measure organizational Image, the study adapted the scale developed by Ehrhart, Mayer, & Ziegert, (2012). Questions used in the study include "My organization has a reputation as being an excellent employer", "My organization has a reputation for being a good company", and "My organization has been recognized for its good reputation". Items were measured on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree

**d- Organizational Performance:** Samson and Terziovski (1999) 's scale was adapted to assess organizational performance among PR practitioners. Amongst the items respondents were asked to rate include "defects as a percentage of production volume", and "Productivity", using Sometimes meet expectations = 1 and Expectant's exceeded delighted customers = 5

### 4.5.3 Participants' Demographic Characteristics

As reported in Table 34, the descriptive statistics of our respondents revealed that about 65% were Turks, Male and aged from 25 to 29 years. Our participants are pretty experienced as result showed that those with more than 10 years of practice represents about 36%, closely followed by those with 1 to 5 years of practice (34.3%), and those with 6 to 10 years of experiences were about 29%.

Table 34: Participants' Demographic Characteristics (n =271)

Categories	Participants	%
<i>Age (years)</i>		
18-24	-	-

25-29	66	24.4
30-34	176	64.9
29	10.7	
<i>Gender</i>		
Male	178	65.7
Female	93	34.3
<i>Length of Practice</i>		
Less than 1 year	-	-
1-5 years	93	34.3
6-10 years	79	29.2
More than 10 years	99	36.5
<i>Nationality</i>		
Turks	178	65.7
Jordanian	93	34.3

#### 4.5.4 Data Validity and Reliability

Before conducting any form of data analysis, we performed a diagnostic test on our data set to verify its validity for this study. First, we checked whether our data was normally distributed using Skewness and Kurtosis measures. As reported in Table 35,

the Skewness values ranged from -0.116 to 0.563, while the Kurtosis values ranged from -0.393 to 1.003. These results revealed that our data were normally distributed (Ogunmokun *et al.* 2020). Furthermore, we checked for multicollinearity using variance inflation factor (VIF) analysis. Our results, which ranged from 1.156 to 3.168, show no potential threats of multicollinearity in our data set (Lasisi *et al.*, 2020; Hairs *et al.*, 2017).

Table 35: Construct Validity and Reliability

Constructs and items	Loading	S	K
<b><i>Social Media Use</i></b> (AVE = 0.767; CR = 0.938; $\alpha$ = 0.930)			
SMU1 0.890	0.854	-0.641	-
SMU2 0.216	0.846	0.564	
SMU3 0.513	0.891	0.121	
SMU4 0.408	0.882	0.632	-
SMU5 0.026	0.918	0.365	
SMU6 0.457	0.861	0.525	
<b><i>Organizational Image</i></b> (AVE = 0.810; CR = 0.945; $\alpha$ = 0.940)			
OI1 0.809	0.875	0.432	-

OI2 0.441	0.895	-0.116	-
OI3 0.396	0.925	-0.882	-
OI4 1.003	0.915	-0.578	
OI5 0.854	0.888	0.369	-
<b>Organizational Marketing Communication</b> (AVE = 0.773; CR = 0.940; $\alpha$ = 0.935)			
OMC1 0.351	0.903	0.211	
OMC2 0.908	0.914	-0.217	-
OMC3 0.912	0.879	-0.123	-
OMC4 0.393	0.864	-0.401	-
OMC5 0.834	0.912	-0.701	-
OMC6 0.441	0.798	-0.173	
<b>Organizational Performance</b> (AVE = 0.765; CR = 0.926; $\alpha$ = 0.921)			
OP1 0.216	0.856	0.563	

OP2 0.174	0.932	0.107
OP3 0.242	0.816	0.457
OP4 0.505	0.891	0.255
OP5 0.111	0.874	0.061
<b>Notes:</b> All loadings are significant at the 0.01 level. AVE = Average variance extracted; CR = Composite reliability; $\alpha$ = Coefficient alpha; S = Skewness; K = Kurtosis.		

#### 4.5.5 Evaluation of Measurement Model

Given the predictive capabilities of partial least square structural equation modeling (PLS-SEM) over its covariance-based alternatives and its acceptance among social scientists (), we adopted PLS-SEM as the analytic approach the current study. A 5000 resampled nonparametric bootstrapping analysis with Smart PLS 3.2.9 (Sarstedt *et al.*, 2020) was used to estimate the convergent matrix of the study.

As depicted in Table 36, all of the external loadings were  $\geq 0.70$  and were statistically significant. Also, the average variance extracted (AVE) values of social media use (SMU), organizational image (OI), organizational marketing communications (OMC), and organizational performance (OP) were  $\geq 0.50$ . Specifically, AVE for SMU was 0.767, for OI was 0.810, for OMC was 0.773 and for OP was 0.765. In sum, these results revealed that there was convergent validity in the measurement model of our study data (Bagozzi and Yi, 1988; Fornell and Larcker, 1981).

Table 36: HTMT Ratio and Fornell-Larcker Criterion

Variables	SMU	OI	OMC	OP
1. SMU	<b>0.876</b>	0.538	0.604	0.596
2. OI	0.545	<b>0.900</b>	0.511	0.499
3. OMC	0.613	0.577	<b>0.879</b>	0.524
4. OP	0.632	0.519	0.534	<b>0.875</b>
<b>Notes:</b> SMU = social media use; OI = Organizational image; OMC = organizational marketing communications; OP = organizational performance; HTMT = heterotrait–monotrait; the square roots of all construct AVEs are reported in bold-face across the diagonal. Below the bold diagonal are the estimated correlations and above it are the HTMT ratios.				

The discriminant validity of the study was assessed using both the heterotrait-monotrait (HTMT) and the Fornell and Larcker's (1981)'s criterion. As reported in Table 36, the HTMT ratios were below the threshold value of 0.9 (Hairs *et al.*, 2017) giving the initial indication that our data attained discriminant validity. Second, we followed the requirement of Fornell and Larcker and compared the square roots of the AVEs and the inter-construct correlations. As shown in Table 35, the square roots of AVEs (shown in boldface across the diagonal) were more significant than the inter-constructs correlations (shown below the diagonal). Hence, discriminant validity is attained (Fornell & Larcker, 1981; Ukeje *et al.*, 2020).

Furthermore, the reliability of the construct was assessed using composite reliability (CR) score and Cronbach's alpha ( $\alpha$ ). The CR and  $\alpha$  for SMU, OI, OMC, and OP were more significant than 0.70. Thus, the measures were reliable (Bagozzi & Yi, 1988;

Ogunmokun *et al.*, 2020). Table 35 presents summary statistics for observed constructs and the associated correlations.

#### **4.5.6 Tests of the Hypothesized Linkages**

To assess the hypothesized structural model, we followed the procedure recommended by Henseler, Hubona, and Ray (2016), suggesting that structural model should be assessed for data fitness using the standardized root mean square residual (SRMR). The recommendation suggests that if SRMR is less than 0.1, the model is fit for estimation. At 0.067, the SRMR of our study revealed adequate model fitness. Furthermore, we investigated the predictive capabilities of our proposed model using the model's predictive power  $R^2$  and Stone-Geisser's  $Q^2$  values. The  $R^2$  for all the endogenous variables exceeded the minimum cut-off value of 0.1. Specifically, the  $R^2$  for OI = 0.548, for OMC = 0.618 and for OP = 0.713, while the  $Q^2$  for all the variables are 0.165 for OI, 0.169 for OMC and 0.181 for OP (Falk & Miller 1992; Hairs *et al.*, 2017).

Table IV detailed the results of the path coefficients for all direct inferences. As proposed, social media use yields organizational performance, indicating a strong effect ( $\beta = 0.438$ ,  $t = 7.59$ ,  $p < 0.001$ ). As postulated in hypothesis 2, social media use augments organizational image, yielding a significantly strong effect ( $\beta = 0.632$ ,  $t = 9.61$ ,  $p < 0.001$ ). Likewise, as hypothesized in hypothesis 3, social media use influences organization media communications, exerting a strong effect ( $\beta = 0.685$ ,  $t = 12.59$ ,  $p < 0.001$ ). Further, as hypothesized in hypothesis 4, organizational image predicted organizational performance, exercising a very strong impact ( $\beta = 0.701$ ,  $t = 18.43$ ,  $p < 0.001$ ). In hypothesis 5, we suggested that organizational media communications will impact on organizational performance. As suggested,

organizational media communications exerted strong effect on organizational performance ( $\beta = 0.483$ ,  $t = 6.09$ ,  $p < 0.001$ ). Thus, all direct relationships (hypotheses 1 to 5) received empirical support from the result of our data analysis.

Next, we used Cohen's (1988) determinants of effect sizes ( $f^2$ ) to verify the strength of the effects among our direct linkages. Precisely, Cohen provided thresholds value for strong effects (0.35), medium effects (0.15), and minor effects (0.02). As shown in Table IV, the  $f^2$  indicating the impact of our predictor variable on the mediating variables and predicted variable ranged from 0.310 to 0.437 demonstrating medium to strong effect of social media use on organizational Image, organizational media communications and organizational performance.

Table 37: Structural model test results

Hypothesis	Effects	Path t-value	$f^2$	Remarks
H1		Social media use $\rightarrow$ Organizational performance		
0.438***	7.54	0.374	Supported	
H2		Social media use $\rightarrow$ Organizational Image		
0.632***	9.61	0.397	Supported	
H3		Social media use $\rightarrow$ Organizational marketing communications		
0.685***	12.59	0.411	Supported	
H4		Organizational Image $\rightarrow$ Organizational performance		
0.701***	18.47	0.437	Supported	
H5		Organizational marketing communications $\rightarrow$ Organizational performance		
0.483***	6.09	0.310	Supported	

Organizational image:  $R^2 = 0.548$ ,  $Q^2 = 0.165$ ; Organizational marketing communications:  $R^2 = 0.618$ ,  $Q^2 = 0.169$ ; Organizational performance:  $R^2 = 0.713$ ,  $Q^2 = 0.181$ . **Notes:** T-values: two-tailed test  $t > 1.96$ ,  $p < 0.05$ ; and  $t > 2.58$ ,  $p < 0.01$ .

In Table 38, presents the indirect effect of social media use on organizational performance via organizational Image and organizational media communications. As previously stated, the mediating effects were assessed with product-of-coefficient approach with 5000 resampled case through 95% confidence interval bootstrapping analysis (Hayes and Scharkow 2013). Social media use was found to indirectly influence organizational performance via organizational image (coefficient = 0.44, 95% CI [0.157, 0.338]). However, the direct path from social media use to organizational performance remained statistically significant. Hence, a partial mediation hypothesis was confirmed thereby supporting hypothesis 6a. Similarly, social media use exerted indirect effects on organizational performance through organizational media use (coefficient = 0.331, 95% CI [0.278, 0.383]). Equally as the case in hypothesis 6a, the direct path from social media use to organizational performance remained statistically significant, suggesting a partial mediation. Thus, hypothesis 6b also received empirical support.

Table 38: Results of Mediation Hypotheses

Model effects	SE	95% Confidence Interval		Indirect
		Lower Boot	Upper Boot	
H6a: Social media use → Organizational Image → Organizational performance				
	0.443	0.054	0.157	0.338
H6b: Social media use → Organizational media communications → Organizational performance				
	0.331	0.065	0.271	0.383

Next we performed independent t-test to uncover any difference in social media use, organizational Image, organizational media communications and organizational performance for Turkish (vs. Jordanian) firms (Morais and Lin 2010). For social media use, we extracted a higher mean ( $M = 4.35$ ) for Jordanian (vs. Turks) ( $M = 4.14$ ). However, for organizational Image, organizational media communications and organizational performance, the mean extracted for Turks (vs. Jordanian) were higher. Specifically, for organizational Image, the mean ( $M = 4.92$ ) for Turks was higher than for Jordanian ( $M = 4.69$ ). For organizational media communications, the mean for Turks ( $M = 4.87$ ) was higher than for Jordanian ( $M = 4.12$ ). Lastly, for organizational performance, the mean for Turks ( $M = 4.96$ ) was higher than for Jordanian ( $M = 4.11$ ). Overall, our findings showed a statistically significant difference in mean of Turkish firms and Jordanian Firms (see Table 39).

Table 39: Result of t-Test

Constructs	Turks (178)			Jordanian (93)				
	Mean	SD		Mean	SD	t-value	p	Result
Social Media Use	4.14	1.06		4.35	1.02	2.50	0.022*	Significant
Organizational Image	4.92	0.98		4.69	1.38	3.31	0.000**	Significant
Organizational media communications	4.87	1.22		4.12	1.36	2.98	0.020*	Significant
Organizational performance	4.96	1.87		4.11	1.88	2.66	0.018*	Significant

Note: \* $p < 0.05$ ; \*\* $p < 0.01$ .

#### **4.5.7 Discussions and conclusions for 2021 study sample**

The study set out to establish the similarities or differences in SM use for organisational image, marketing communications and performance in Turkey and Jordan. As established in literature, there is evidence to suggest strong relationship between SM and organisational performance in both countries (Garcia-Morales, Martín-Rojas, & Lardón-López, 2018). This is because of the knowledge facilitation and sharing that is enabled by SM technologies.

Similarly, our findings support the hypothesis that SM use influences organisational image in both Turkey and Jordan. This is in tandem to the findings established by Heinberg, Ozkaya, & Taube (2018). Importantly, an organisation's image not only reduces consumer mistrust but it can also be used to measure an organisation's performance (Almeida & Coelho, 2018). Thus, our second hypothesis was supported. Furthermore, our results also supported our third hypothesis which predicted the influence of SM use on organisational marketing. This is because of the consumer-centric nature of SM messages (Strycharz, van Noort, Helberger, & Smit, 2019).

Even though the findings suggest strong use of SM among PR executives in both countries, there is an uneven distribution among variables between both countries. Expectedly, the degree of SM use is different between both countries as no two countries are expected to share the same degree of SM use due to various factors. In disparity to SM use, we gathered that PR professionals in Turkey had higher mean in organisational image, organisational marketing communication and organisational performance than PR executives in Jordan. This may be due to the fact that Turkey

In testing the indirect influence of SM use on all three variables, we found that SM influenced organisational performance by boosting organisational image even though the direct relationship between SM and organisational performance remained statistically significant. The results reiterate the significant place of SM in organisational practices. Our results confirm that SM boosts organisational performance, organisational image and an organisation's marketing communication all of which advance an organisation's competitive edge thereby confirming that SM helps expand an organisation's competitive edge (Gebremikael, Szmerekovsky, & Enyinda, 2020).

As previously stated, literature is replete with evidence of SM impact on transformations in the PR industry. The study extends the discourse by comparing the dynamic relationship between SM and PR practice in two emerging economies because country-specific research provides insights for practitioners in other countries (Le Roux, 2014). In light of this, our findings are important because they raise important questions that can be answered by further studies. However, the study is obviously limited by the fact that data used was gotten from two countries. This suggests the need for more studies. More research can be done to compare organisational performance in Turkey and Jordan to sufficiently determine the connection between SM use and the level of organisational performance in both countries. Furthermore, since the study is limited to Turkey and Jordan, both countries that share some similarities as Middle Eastern states (Hickey, 2021), further research can be conducted to compare data either of the countries with other countries to make broader points. This will further re-affirm the need for country specific research on PR practice in general.

## **4.6 Study Sample Collected 2022**

### **4.6.1 Study Sample**

The study aimed to investigate the role of Public Relations departments in private Jordanian universities in their social responsibility during the COVID-19 pandemic from the point of view of faculty members and students. The study sample consisted of (179) faculty members and (960) of both genders, using a questionnaire to collect data that consisted of (30) items distributed over five areas. Its validity and reliability were verified.

### **4.6.2 Study Questions**

This research was conducted to determine the function of Public Relations departments in carrying out their social obligations during the Corona epidemic. Thus, the research's problem was to look at the function of Public Relations departments of private Jordanian institutions in adopting their societal duties during the Corona pandemic: a case study on the Middle East University.

The research problem yielded the following sub-questions:

1. The first sub-question is: What is the role of the Middle East University's Public Relations Department in fulfilling its social duties from the perspective of its academic members?
2. The second sub-question is: What is the role of the Middle East University's Public Relations Department in fulfilling its social duties from the students' perspective?
3. The third sub-question is: Is there a statistically significant difference at the level of significance ( $= 0.05$ ) in the role of the Middle East University's Public Relations Department in assuming its societal responsibilities during the

Corona pandemic due to a variable for the study sample (faculty members, students

#### **4.6.3 Study Fields**

- a- Geographical Field:** It is reflected in the 18 private Jordanian institutions with Public Relations departments, with the Middle East University serving as a case study.
- b- Time frame:** The researcher picked the 2021-2022 academic year, which corresponded with the electronic distribution of questionnaires to Middle East University members and students. The surveys are then returned to the respondents when they have been completed, and they are organized for statistical analysis.
- c- The human domain:** The human sphere is represented by a sample of Middle East University staff and students.

#### **4.6.4 Methodology**

The study utilized the survey method, although it is the most commonly used approach in descriptive research since it is an organized scientific endeavor to acquire information, data, and descriptions of specific media phenomena.

#### **4.6.5 Population**

The study population consists of all private Jordanian universities for the academic year 2021-2022, which are (18) universities. Because all private Jordanian universities have the same capabilities, are exposed to the same conditions, and have Public Relations departments, the Middle East University was chosen to apply the study to it (as a study). In this case, the researcher is a student at the same university.

#### 4.6.6 Sample

The study sample included all faculty members at the University of the Middle East, and their number (179) was purposefully chosen to represent (100%) of the total faculty members at the university. The (960) students were picked randomly to account for (26%) of all university students.

#### 4.6.7 Study Tool

The questionnaire was designed and developed concerning the theoretical literature and the study instruments (Ayman et al., 2020; Morsi, 2021; Niazi., 2018). As a result, the final questionnaire consisted of (30) items split across five fields (Table 40) and was sent online to the study sample participants.

#### 4.6.8 The Validity of the Study Tool

The researcher verified the validity of the study tool using structural validity. To verify the validity of the construct using the internal consistency validity method, the Pearson correlation coefficient was calculated between the performance on the item and the total score for the domain of each item. Table 40 shows the values of Pearson's correlation coefficients and the statistical significance of each of them:

Table 40: Pearson correlation coefficient between the items of the questionnaire and the total score

Paragraph	Indication level	correlation coefficient	Paragraph	Indication level	correlation coefficient
1	0.002**	0.55	16	0.00**	0.60
2	0.00**	0.78	17	0.00**	0.84
3	0.00**	0.60	18	0.001**	0.56
4	0.00**	0.83	19	0.001**	0.56
5	0.00**	0.82	20	0.00**	0.78
6	0.00**	0.80	21	0.00**	0.78

7	0.00**	0.68	22	0.00**	0.78
8	0.00**	0.62	23	0.001**	0.56
9	0.00**	0.67	24	0.00**	0.78
10	0.00**	0.78	25	0.00**	0.98
11	0.00**	0.69	26	0.00**	0.78
12	0.00**	0.66	27	0.00**	0.98
13	0.00**	0.68	28	0.00**	0.79
14	0.00**	0.68	29	0.00**	0.79
15	0.00**	0.79	30	0.00**	0.79

\*\*Means: statistically significant at the significance level ( $\alpha = 0.05$ ).

It is noted from the results of Table 40 that the values of Pearson's correlation coefficients ranged between (0.55-0.98), and all the values of the correlation coefficients were statistically significant at the significance level ( $\alpha = 0.05$ ), and this indicates the availability of a high degree of sincerity of the internal consistency of the paragraphs The questionnaire and its applicability to the study sample.

#### 4.6.9 The Stability Of The Study Tool (The Questionnaire)

To verify the stability of the study tool (resolution), the reliability coefficient was calculated using Cronbach's alpha coefficient and the half segment stability coefficient was corrected by the Spearman-Brown equation. Table 41 shows the results of the analysis:

Table 41 Cronbach's alpha stability coefficient for resolution domains and total resolution

<b>The Main Fields of Resolution</b>	<b>Half-segment stability coefficient</b>	<b>Cronbach's Alpha Stability Coefficient</b>
The first axis: spreading culture and providing community support.	0.901	0.875

The second axis: is support for health initiatives.	0.805	0.917
The third axis: is community health awareness.	0.799	0.888
Fourth axis: Public Relations use digital means to manage the Corona pandemic.	0.989	0.929
The fifth axis: is the communication strategies adopted by the Public Relations Department.	0.864	0.862
total tool	0.941	0.932

It is clear from Table mentioned above 41 that all values of Cronbach's alpha stability coefficients and the half-fragment stability coefficients were high, and the value of Cronbach's alpha stability coefficients for the total tool was (0.932), while the value of the half-segment stability coefficients for the total tool was.(0.941)

Thus, it was possible to say through the calculated reliability coefficients that all the resolution fields enjoy high stability. Therefore, it is possible to rely on the study tool, including the fields it includes, to obtain accurate results and the applicability of the resolution to the final study sample.

#### **4.6.10 Study results and discussion**

Results related to the answer to the first question: What is the role of the Public Relations Department at the Middle East University in assuming its societal responsibilities during the Corona pandemic from the point of view of its faculty members?

To answer this question, the arithmetic averages, standard deviations, and ranks were calculated for the fields of the questionnaire, and Table 42 illustrates this.

Table 42: Arithmetic means, standard deviations, and ranks for the domains of the questionnaire.

Axis/ Domains	Paragraph No.	rank	standard deviation	SMA	Degree
The first axis: spreading culture and providing community support	1	3	0.56	4.30	great
The second axis: support health initiatives	2	4	0.56	4.28	great
The third axis: community health awareness	3	5	0.65	4.22	great
Fourth axis: Public Relations use of digital means in managing the Corona pandemic	4	1	0.52	4.51	great
Fifth Axis: Communication strategies adopted by the Public Relations Department	5	2	0.54	4.45	great
<b>Overall performance</b>			<b>0.50</b>	<b>4.33</b>	great

It is noted in Table 42 that the arithmetic mean values of the axes ranged between (4.22 - 4.51) with standard deviations between (0.52 - 0.65) and a significant degree of appreciation.

The total mean value was (4.33) with a standard deviation of (0.50) and a significant degree of appreciation. This result indicates that the Public Relations Department at the Middle East University, in assuming its societal responsibilities during the Corona pandemic, was highly appreciated from the faculty members' viewpoint.

Regarding the fields of the resolution, they were dealt with in the tables as follows:

The first area: spreading culture and providing community support. The arithmetic mean **T**.

Table 43: Arithmetic averages, standard deviations, and rank of the study sample's response to the first axis: spreading culture and providing community support.

Axis/ Domains	Paragraph No.	rank	standard deviation	SMA	Degree
The Public Relations Department is keen on the safety and health of all university employees	1	1	0.63	4.60	great
The Public Relations Department maintains the integrity of the local community environment	2	2	0.65	4.55	great
The Public Relations Department encourages all university employees to work as volunteers in local community organizations	3	7	0.91	4.22	great
The Public Relations Department provides seminars and community awareness programs in the field of local environmental service	4	4	0.82	4.26	great
The Public Relations Department implements seminars and community awareness programs in the field of preventing the Corona pandemic	5	3	0.78	4.27	great
<b>Overall performance</b>			<b>0.84</b>	<b>4.24</b>	great

It is noted from Table 43 that the arithmetic mean values of the paragraphs ranged between (3.99 - 4.60) with standard deviations between (0.63 - 0.97) and a significant degree of appreciation.

The total mean value was (4.28) with a standard deviation of (0.56) and a significant degree of appreciation. This result indicates that the Public Relations Department at the Middle East University, in assuming its societal responsibilities during the Corona pandemic in the field of (disseminating culture and providing community support) was highly appreciated from the viewpoint of the faculty members at the university.

In the first paragraph, "The Public Relations Department is keen on the safety and health of all university members." The first place, with an average of (4.60), while the eighth, "The Public Relations Department is working to establish specialized centers to provide consultations to members of the local community in all areas, including the Corona pandemic." The last place with a mean of (3.99). Overall, the score for all eight items was significant.

The second area: is support for health initiatives. The arithmetic means, standard deviations, and ranks were calculated, and Table 44 illustrates this.

Table 44: Arithmetic averages, standard deviations, and rank of the study sample's response to health initiatives support

Axis/ Domains	Paragraph No.	rank	standard deviation	SMA	Degree
The Public Relations Department prepares publications related to the Corona pandemic and ways to prevent it	1	2	0.65	4.42	great
The Public Relations Department collaborates with health institutions to	2	6	0.78	4.15	great

secure health care for community members.					
The Department of Relations provides media and awareness support to the University's Health Care Department	3	3	0.71	4.37	great
The Public Relations Department proposes healthy and cooperative initiatives that contribute to staving off the threat of the Corona pandemic.	4	5	0.64	4.30	great
The Public Relations Department supports health initiatives that serve the community on the issue of Corona and in all fields	5	4	0.72	4.32	great
The Public Relations Department directs scientific research toward the Corona pandemic	6	7	0.95	4.13	great
The outputs of scientific research at the university contribute to the dissemination of health culture	7	8	0.85	4.11	great
The Public Relations Department contributes to promoting the idea of the importance of taking the vaccine to maintain public health	8	1	0.88	4.44	great
<b>Overall performance</b>			<b>0.56</b>	<b>4.28</b>	great

It is noted from Table 45 that the arithmetic mean values of the paragraphs ranged between (4.11 - 4.44) with standard deviations between (0.64 - 0.95) and a significant degree of appreciation.

The total mean value was (4.28) with a standard deviation of (0.56) and a significant degree of appreciation. This result indicates that the Public Relations Department at the Middle East University, in assuming its societal responsibilities during the Corona pandemic in the field of (supporting health initiatives) was highly appreciated from the point of view of the faculty members at the university. The eighth paragraph was occupied by "The Public Relations Department contributes to strengthening the idea of the importance of taking the vaccine to maintain public health." The first place, with a mean of (44.4), while the seventh paragraph "contributes to the outputs of scientific research at the university in the dissemination of health culture." The last place with an average of (4.11). In general, the score was significant for the eight paragraphs

The third field: is community health awareness. The arithmetic means, standard deviations, and ranks were calculated, and Table 6 illustrates this.

Table 45: Arithmetic means, standard deviations, and rank of the response of the study sample to community health awareness

Axis/ Domains	Paragraph No.	rank	standard deviation	SMA	Degree
The Public Relations Department designs programs to develop the skills of workers in local community institutions in the field of preventing the Corona pandemic	1	1	0.83	4.27	great
The Public Relations Department organizes seminars to find solutions to some health problems of the local environment resulting from the consequences of the Corona pandemic	2	5	0.78	4.19	great

The Public Relations Department contributes to developing the infrastructure of the local community to serve public health	3	3	0.83	4.25	great
The Public Relations Department supports development opportunities for the local community	4	4	0.71	4.22	great
The university organizes meetings between faculty members and local community institutions to exchange experiences regarding the Corona pandemic	5	6	0.96	4.09	great
The Public Relations Department supports a culture of social solidarity among students	6	2	0.74	4.26	great
<b>Overall performance</b>			<b>0.65</b>	<b>4.22</b>	great

It is noted from Table 45 that the arithmetic mean values for the paragraphs ranged between (4.09 - 4.27) with standard deviations between (0.71 - 0.96) and a significant degree of appreciation.

The total mean value was (4.22) with a standard deviation of (0.65) and a significant degree of appreciation. This result indicates that the Public Relations Department at the Middle East University, in assuming its societal responsibilities during the Corona pandemic in the field of (community health awareness) was highly appreciated from the point of view of the faculty members at the university.

The first paragraph included, "The Public Relations Department designs programs to develop the skills of workers in local community institutions in the field of preventing the Corona pandemic." The first place, with a mean of (4.27), while it occupied the fifth paragraph, "The university organizes meetings between faculty members and local community institutions to exchange experiences regarding the Corona pandemic." The last place with an arithmetic average (4.09). Overall, the score for all six items was significant.

Fourth field: Public Relations use digital means to manage the Corona pandemic. The arithmetic means, standard deviations, and ranks were calculated, and Table 46 illustrates this.

Table 46: Arithmetic averages, standard deviations, and rank of the response of the study sample on the use of Public Relations and digital means in managing the Corona pandemic.

Axis/ Domains	Paragraph No.	rank	standard deviation	SMA	Degree
The Public Relations Department interacts quickly with the internal and external public in general, and about the Corona pandemic in particular	1	1	0.64	4.57	great
The Public Relations Department attends and arranges public meetings electronically	2	5	0.70	4.42	great
The Public Relations Department maintains contact with students and the external public in light of the electronic distancing policies and by various means	3	4	0.64	4.49	great

The Public Relations Department announces the decisions taken by the university and the dates of lectures and exams electronically	4	3	0.63	4.51	great
The Public Relations Department publishes the university's activities during the Corona pandemic through electronic means of communication	5	2	0.67	4.55	great
<b>Overall performance</b>			<b>0.52</b>	<b>4.51</b>	great

It is noted from Table 46 that the arithmetic mean values of the paragraphs ranged between (4.42 - 4.57) with standard deviations between (0.63 - 0.70) and a significant degree of appreciation.

The total mean value was (4.51) with a standard deviation of (0.52) and a significant degree of appreciation. This result indicates that the Department of Public Relations at the Middle East University in assuming its societal responsibilities during the Corona pandemic in the field of (Public Relations using digital means in managing the Corona pandemic) was highly appreciated from the viewpoint of the faculty members at the university.

In the first paragraph, "The Public Relations Department interacts quickly with the internal and external public in general, and concerning the Corona pandemic in particular." The first place, with a mean of (4.57), while the second paragraph "attends the Public Relations Department and arranges public meetings electronically." The last place, with an average of (4.42). Overall, the score for all five items was significant.

Fifth Domain: Communication strategies adopted by the Public Relations Department.

The arithmetic means, standard deviations, and ranks were calculated, and Table 8 illustrates this.

Table 47: Arithmetic averages, standard deviations, and rank of the response of the study sample to the communication strategies adopted by the Public Relations Department.

Axis/ Domains	Paragraph No.	rank	standard deviation	SMA	Degree
The Public Relations Department informs about the decisions and precautionary measures taken by the university to deal with the Corona pandemic electronically via multimedia	1	1	0.60	4.54	great
The Department of Relations uses all available social media to communicate with the community and students	2	2	0.61	4.53	great
The PR department uses persuasion to create a base for strategic relationships with audiences to influence attitudes and behavior	3	3	0.75	4.29	great
<b>Overall performance</b>			<b>0.54</b>	<b>4.45</b>	great

It is noted from Table 47 that the arithmetic mean values of the paragraphs ranged between (4.29 - 4.54), with standard deviations between (0.60 - 0.75), and with a significant degree of appreciation.

The total mean value was (4.45) with a standard deviation of (0.54) and a significant degree of appreciation. This result indicates that the Public Relations Department at

the Middle East University in assuming its societal responsibilities during the Corona pandemic in the field (communication strategies adopted by the Public Relations Department) was highly appreciated from the viewpoint of the faculty members at the university. The first paragraph, "The Public Relations Department informs about the decisions and precautionary measures taken by the university to deal with the Corona pandemic electronically through multimedia." Occupied the first place, with an average of (4.54), while the third paragraph, "The Department of Public Relations uses the persuasion strategy to create a base for strategic relations with the masses to influence trends and behaviors." The last place, with a mean of (4.29). Overall, the score for all three items was significant.

Results related to answering the second question: What is the role of the Public Relations Department at the Middle East University in assuming its societal responsibilities during the Corona pandemic from the students' point of view. To answer this question, the arithmetic averages, standard deviations, and ranks were calculated for the fields of the questionnaire, and Table 9 illustrates this.

Table 48: Arithmetic means, standard deviations, and ranks for the questionnaire fields.

Axis/ Domains	Paragraph No.	rank	standard deviation	SMA	Degree
The first axis: spreading culture and providing community support	1	3	0.63	3.98	great
The second axis: support health initiatives	2	4	0.66	3.96	great
The third axis: community health awareness	3	4	0.68	3.96	great

Fourth axis: Public Relations use of digital means in managing the Corona pandemic	4	2	0.68	4.07	great
Fifth Axis: Communication strategies adopted by the Public Relations Department	5	1	0.75	4.09	great
<b>Overall performance</b>			<b>0.57</b>	<b>4.00</b>	great

It is noted in Table 48 that the arithmetic mean values of the axes ranged between (3.96 - 4.09), with standard deviations between (0.63 - 0.75), and with a significant degree of estimation.

The total mean value was (4.00) with a standard deviation of (0.57) and a significant degree of appreciation. This result indicates that the Public Relations Department at the Middle East University, in assuming its societal responsibilities during the Corona pandemic, was highly appreciated from the students' point of view. Concerning the fields of the resolution, they were dealt with in the tables as follows:

The first area: spreading culture and providing community support; the arithmetic means, standard deviations and ranks were calculated, and Table (49) illustrates this.

Table 49: Arithmetic averages, standard deviations, and rank of the study sample's response to the first axis: spreading culture and providing community support.

Axis/ Domains	Paragr aph No.	rank	standard deviation	SMA	Degree
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The Public Relations Department is keen on the safety and health of all university employees	1	2	0.65	4.13	Great
The Public Relations Department maintains the integrity of the local community environment	2	2	0.78	4.13	Great
The Public Relations Department encourages all university employees to work as volunteers in local community organizations	3	4	0.71	4.00	Great
The Public Relations Department provides seminars and community awareness programs in the field of local environmental service	4	6	0.86	3.90	Great
The Public Relations Department implements seminars and community awareness programs in the field of preventing the Corona pandemic	5	7	0.79	3.85	Great
The Public Relations Department allows community members to use its facilities (stadiums, laboratories, and gardens) and its library	6	1	0.88	4.17	Great
The Public Relations Department informs members of the local community of the developments of the Corona pandemic	7	5	0.96	3.92	Great
The Public Relations Department is working to establish specialized centers to provide consultations to members of the local community in all areas, including the Corona pandemic	8	8	0.90	3.78	Great
<b>Overall performance</b>			<b>0.93</b>	<b>3.98</b>	Great

It is noted from Table 49 that the arithmetic mean values of the paragraphs ranged between (3.78 - 4.17) with standard deviations between (0.76 - 0.96) and a significant degree of appreciation.

The total mean value was (3.98), with a standard deviation of (0.63), with a significant degree of appreciation. This result indicates that the Public Relations Department at the Middle East University, in assuming its societal responsibilities during the Corona pandemic in the field of (disseminating culture and providing community support) was highly appreciated from the students' point of view at the university.

Where he occupied the sixth paragraph, "The Public Relations Department allows community members to use its facilities (stadiums, laboratories, and gardens) and its library." The first place, with a mean of (4.17), while the eighth paragraph, "The Public Relations Department is working to establish specialized centers to provide consultations to members of the local community in all areas, including the Corona pandemic." The last place with a mean of (3.78). Overall, the score for all eight items was significant.

The second area: is support for health initiatives; the arithmetic means, standard deviations, and ranks were calculated, and Table 50 illustrates this.

Table 50: Arithmetic averages, standard deviations, and rank of the study sample's response to health initiatives support

Axis/ Domains	Paragraph No.	rank	standard deviation	SMA	Degree
The Public Relations Department prepares publications related to the Corona pandemic and ways to prevent it	1	6	0.92	4.00	great
The Public Relations Department holds partnerships with health institutions to secure health care for members of the community	2	5	0.98	3.89	great
The Department of Relations provides media and awareness support to the University's Health Care Department	3	8	0.87	3.92	great
The Public Relations Department proposes healthy and cooperative initiatives that contribute to staving off the threat of the Corona pandemic	4	4	0.92	3.86	great
The Public Relations Department supports health initiatives that serve the community on the issue of Corona and in all fields	5	7	0.85	3.94	great
The Public Relations Department directs scientific research toward the Corona pandemic	6	2	0.93	3.88	great
The outputs of scientific research at the university contribute to the dissemination of health culture	7	1	0.88	4.04	great
The Public Relations Department contributes to promoting the idea of	8	6	0.81	4.16	great

the importance of taking the vaccine to maintain public health					
overall performance			0.66	3.96	great

It is noted from Table 50 that the arithmetic mean values of the paragraphs ranged between (3.86 - 4.16) with standard deviations between (0.81 - 0.93) and a significant degree of appreciation .The total mean value was (3.96) with a standard deviation of (0.66) with a significant degree of appreciation. This result indicates that the Public Relations Department at the Middle East University, in assuming its societal responsibilities during the Corona pandemic in the field of (supporting health initiatives) was highly appreciated from the students' point of view at the university.

The eighth paragraph was occupied by "The Public Relations Department contributes to strengthening the idea of the importance of taking the vaccine to maintain public health." The first place, with an average of (4.16), while the fourth paragraph, "The Public Relations Department proposes health and cooperative initiatives that contribute to staving off the danger of the Corona pandemic...." The last place, with a mean of (3.86). In general, the score was significant for the eight paragraphs.

The third area: is community health awareness; Arithmetic means, standard deviations, and ranks were calculated, and Table 51 illustrates this.

Table 51: Arithmetic means, standard deviations, and rank of the response of the study sample to community health awareness.

Axis/ Domains	Paragraph No.	rank	standard deviation	SMA	Degree
The Public Relations Department designs programs to develop the skills of workers in local community institutions in the field of preventing the Corona pandemic	1	3	0.88	3.97	great
The Public Relations Department organizes seminars to find solutions to some health problems of the local environment resulting from the consequences of the Corona pandemic	2	5	0.85	3.92	great
The Public Relations Department contributes to developing the infrastructure of the local community to serve public health	3	5	0.91	3.92	great
The Public Relations Department supports development opportunities for the local community	4	4	0.81	3.94	great
The university organizes meetings between faculty members and local community institutions to exchange experiences regarding the Corona pandemic	5	1	0.87	4.00	great
The Public Relations Department supports a culture of social solidarity among students	6	2	0.95	3.99	great
<b>Overall performance</b>			<b>0.68</b>	<b>3.96</b>	great

It is noted from Table 51 that the arithmetic mean values of the paragraphs ranged between (3.92 - 4.00) with standard deviations between (0.81 - 0.95) and a significant degree of appreciation.

The total mean value was (3.96) with a standard deviation of (0.68) and a significant degree of appreciation. This result indicates that the Public Relations Department at the Middle East University, in assuming its societal responsibilities during the Corona pandemic in the field of (community health awareness) was highly appreciated from the students' point of view at the university.

In the fifth paragraph, "The university organizes meetings between faculty members and local community institutions to exchange experiences regarding the Corona pandemic." The first place, with an average of (4.00), while the second and third paragraphs, "The Public Relations Department organizes seminars to find solutions to some health problems of the local environment caused by On the consequences of the Corona pandemic "&" The Public Relations Department contributes to developing the infrastructure of the local community in a way that serves public health, the last position with an average of (3.92). Overall, the score for all six items was significant.

Fourth field: Public Relations ' use of digital means in managing the Corona pandemic; The arithmetic means, standard deviations, and ranks were calculated, and Table 52 illustrates this.

Table 52: Arithmetic averages, standard deviations, and rank of the response of the study sample on the use of digital means in Public Relations in managing the Corona pandemic

Axis/ Domains	Paragraph No.	rank	standard deviation	SMA	Degree
The Public Relations Department interacts quickly with the internal and external public in general and concerning the Corona pandemic in particular	1	1	0.64	4.10	great
The Public Relations Department attends and arranges public meetings electronically	2	4	0.70	4.05	great
The Public Relations Department maintains contact with students and the external public in light of the electronic distancing policies and by various means	3	5	0.86	4.04	great
The Public Relations Department announces the decisions taken by the university and the dates of lectures and exams electronically	4	1	0.82	4.10	great
The Public Relations Department publishes the university's activities during the Corona pandemic through electronic means of communication	5	3	0.88	4.07	great
<b>Overall performance</b>			0.87	<b>4.07</b>	great

It is noted from Table 52 that the arithmetic mean values of the paragraphs ranged between (4.04 - 4.10) with standard deviations between (0.82 - 0.92) and a significant

degree of appreciation. The total mean value was (4.07) with a standard deviation of (0.68) and a significant degree of appreciation. This result indicates that the Department of Public Relations at the Middle East University in assuming its societal responsibilities during the Corona pandemic in the field of (Public Relations using digital means in managing the Corona pandemic) was highly appreciated from the point of view of the university students.

The first and fourth paragraphs were occupied by “The Public Relations Department interacts quickly with the internal and external audience in general and concerning the Corona pandemic in particular & “The Public Relations Department announces the decisions taken by the university and the dates of lectures and exams electronically. The first place and an average of (4.10), while The third paragraph was occupied by “The Public Relations Department maintains contact with students and the external public in light of the electronic distancing policies and by various means. "The last place, with a mean (4.04). In general, the score for all five items was significant.

Fifth Domain: Communication strategies adopted by the Public Relations Department; The arithmetic means, standard deviations, and ranks were calculated, and Table 53 illustrates this.

Table 53:Arithmetic averages, standard deviations, and rank of the response of the study sample to the communication strategies adopted by the Public Relations Department.

Axis/ Domains	Paragraph No.	rank	standard deviation	SMA	Degree
The Public Relations Department informs about the decisions and precautionary measures taken by the university to deal with	1	1	0.86	4.18	great

the Corona pandemic electronically via multimedia					
The Department of Relations uses all available social media to communicate with the community and students	2	2	0.83	4.12	great
The PR department uses persuasion to create a base for strategic relationships with audiences to influence attitudes and behavior	3	3	0.93	3.99	great
<b>Overall performance</b>			<b>0.75</b>	<b>4.09</b>	great

It is noted from Table 53 that the arithmetic mean values of the paragraphs ranged between (3.99 - 4.18) with standard deviations between (0.83 - 0.93) and a significant degree of appreciation.

The total mean value was (4.09) with a standard deviation of (0.75) and a significant degree of appreciation. This result indicates that the Public Relations Department at the Middle East University in assuming its societal responsibilities during the Corona pandemic in the field (communication strategies adopted by the Public Relations Department) was highly appreciated from the perspective of university students

The first paragraph, "The Public Relations Department informs about the decisions and precautionary measures taken by the university to deal with the Corona pandemic electronically through multimedia." The first place, with an average of (4.18), while the third paragraph, "The Department of Public Relations uses the persuasion strategy to create a base for strategic relations with the masses to influence trends and

behaviors." The last place, with a mean of (3.99). Overall, the score for all three items was significant.

Results related to the answer to the third question: Is there a statistically significant difference at the level of significance ( $\alpha = 0.05$ ) in the role of the Public Relations Department at the Middle East University in assuming its societal responsibilities during the Corona pandemic due to the variable of the study sample (faculty members, students)?

To answer this question, the values of the arithmetic means and standard deviations of the fields of the questionnaire were extracted, and to clarify the statistical differences between the arithmetic averages, the "t" test for two independent samples was used, known as the Independent Sample t-test, and the Table (54) illustrates this:

Table 54: Arithmetic averages, standard deviations, and t-test for the responses of the study sample

Field	Sample	Sample size	SMA	Standard deviation	T value	Degrees of freedom	Indication level
The first area: spreading culture and providing community support	Academic Staff	179	4.30	0.56	6.237	1137	0.00**
	Students	960	3.98	0.63			
The second area: is support for health initiatives	Academic Staff	179	4.28	0.56	6.119	1137	0.00**
	Students	960	3.96	0.66			

Domain Three:	Academic	179	4.22	0.65	4.725	1137	0.00**
Community Health Awareness	Staff						
	Students	960	3.96	0.68			
Fourth field:	Academic	179	4.51	179	8.130	1137	0.00**
Public Relations use of digital means in managing the Corona pandemic	Staff						
	Students	960	4.07	960			

\*\*Means: statistically significant at the significance level ( $\alpha = 0.05$ ).

It is noted from the results of Table 54 that there is a statistically significant difference at the significance level ( $\alpha = 0.05$ ) in the role of the Public Relations Department in private Jordanian universities in assuming their societal responsibilities during the Corona pandemic due to a variable for the study sample (faculty members, students), where it was All values of (T) are statistically significant ( $\alpha = 0.05$ ). The difference was in favor of the sample of faculty members, where the arithmetic means of their responses in all areas was higher compared to students, and this indicates that the role of the Public Relations Department at the Middle East University in shouldering its societal responsibilities During the Corona pandemic, it was higher from the point of view of the faculty members compared to the point of view of the students.

## **Chapter 5**

### **CONCLUSION AND FUTURE SUGGESTIONS**

In this chapter, the researcher presents the main findings along with a brief interpretation of each result. Then, the chapter provides a discussion of the results based on logical arguments derived from the related literature.

#### **5.1 Conclusion**

This study conclusion comes on different levels. As each phase of the study with-holds a set of conclusions.

##### **5.1.1 Pilot Study**

For a start, PR in Jordan evolution has been affected by a number of factors. Such as, franchise opening in Jordan early 90's, the Gulf war, Iraqi- American conflict, Gulf investments in Jordan, Social media emergence as well as COVID 19 pandemic.

There is no literature that was found to precisely document the evolution. Therefore, this research has concluded with a preliminary timeline for the PR evolution in the country, according to the pilot interviews with the professionals.

Below figure (19), summarizes the evolution of PR in Jordan from 1980's till 2023.

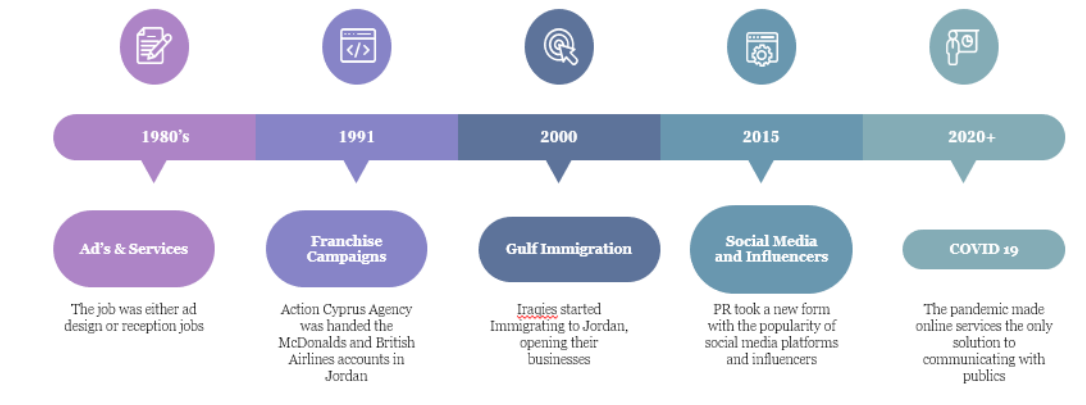


Figure 23: PR Evolution in Jordan

### 5.1.2 Study of 2017

PR professionals and practitioners in Jordan have a good knowledge of PR roles but eventually lack knowledge about how to use Public Relations. Also, the media and Public Relations work hand in hand to face issues and challenges that encounter Public Relations agencies and respond to the needs and demands of public opinion. Generally, there is a good perception of Public Relations roles in Jordan, which is connected to globalization. By implication, there is awareness of the Public Relations roles in the gulf investment and economic expansion by employees in Jordan.

### 5.1.3 Study of 2021: Jordan vs Turkey PR professionals

According to the study's findings, social media has a significant impact on how well an organization performs. Organizational Image and organizational marketing communication were also found to be significant mediators between social media use and organizational performance. The mean of Turkish firms and Jordanian firms differed statistically significantly, where Turkish firms were more aware of PR roles and functions than Jordanian firms.

## 5.2 Summary of Research

As the researcher conducted the first study and sample was collected in 2016, the data might have outdated. Therefore, the researcher conducted two further studies in 2021 and 2022 that have been applied for publishing.

The first, under title *“A comparative exploration of how PR firms in Jordan and Turkey use SM for Organizational performance”*(Appendix C) using a Survey of 26 Questions using Likers scale (1-5 Agree/Disagree) distributed between Jan – March 2021 with a Sample of 271 Professionals from Jordan & Turkey. The questionnaire was distributed electronically and voluntarily. Findings of this research showed that social media has a significant influence on how well an organization performs. Findings also revealed that organizational Image and organizational marketing communication are significant mediators between social media use and organizational performance. Comparative findings showed a statistically significant difference in the mean of Turkish firms and Jordanian Firms.

Second research was conducted in 2022 *“Public Relations Social Responsibility role in Jordanian Universities during COVID 19 Pandemic: A Case Study on Middle East University”* (Appendix D) collected in Sep- 2022 with responses from 179 University Faculty Members and 960 Students from different faculties. It was a Survey of 50 Questions using Likert scale (1-5 Agree/Disagree).

Findings in the study showed that Public Relations Department in the University in assuming its societal responsibilities during the COVID19 pandemic is highly valued. As It had many different roles, such as utilizing the university's facilities while protecting the safety and health of all university members and the environment,

encouragement of all workers to volunteer in local community organizations, support for health activities and means of prevention. On a different level, they had a very important role in diversifying means of communication with staff and students, whether announcements, decisions, awareness or even tutorials for e-learning portals.

all (T) values were statistically significant ( $\alpha= 0.05$ ), and the difference **was in favor of the faculty sample**, where the arithmetic mean of their responses in all areas **was higher compared to students**, and this indicates that the role of the Middle East University's Public Relations Department in carrying out its societal responsibilities during the Corona pandemic was higher from the faculty members' point of view compared to the student's point of view.

This outcome may be linked to the fact that **faculty members are more cautious and aware** than students for everything that comes electronically from the Department of Relations and is relevant to all areas of the teaching-learning process. They act as guides to their students, and they are the ones who cast about and see their learning needs and fulfill them.

Findings revealed that the advancement of digital technology in recent years has **resulted in changes in Public Relations research** and that university closures due to the Corona pandemic require **Public Relations departments** in universities to **assume societal responsibilities** and **switch to digital in communication** with their different audiences, particularly students and members of teaching bodies, highlighting the significance of this study.

The study's findings revealed the presence of a statistically significant association between the university's involvements in raising its members' understanding of societal responsibility in the face of the Corona epidemic.

### **5.3 Recommendations for Future Research**

Overall, this study has provided answers to the questions elicited by the researcher. More research on Public Relations roles, perceptions, functions, and the related aspects that influence the economy and media perspective is needed as there is a lack of studies on that.

The current study is based on its empirical part on a survey made to collect data from PR professionals and workers to identify the perception of Jordanian society about PR. Meanwhile, the theoretical part is based on related studies and articles that addressed the perception of Public Relations in Jordan, focusing on the PR professionals and workers in such a field. The study faced some challenges while collecting evidence from the related literature, as a limited amount of research tackles such variables. The researcher sees a need for calls to investigate and conduct further research on PR.

The findings of such a study would offer beneficial insights for PR professionals, PR workers, PR instructors, and all the related fields of work as long as PR is a part of the organizational structure. The current study has employed different data collection methods, such as statistical methods, surveys, books, and published articles related to the study matter.

The need to **focus more on transforming the Department of Relations into a fully electronic (digital)** department in carrying out its societal responsibilities and in interactive communication with its students, faculty members, and the general public,

**relying on digital electronic communication to maximize the return on its investment in modern communication technology.**

Shifting to relying on **multi-platform electronic media** to publish university content that considers every audience's characteristic on those platforms.

**More field studies** to find out the actual reality of the problems and dilemmas that impede the effectiveness of the work of Public Relations departments in universities and their communication with their audience

Encouraging young researchers to research and **investigate tools and skills for employing digital Public Relations** in academic work in a way that benefits universities and improves their reputation and mental image among different types of audiences.

## **5.4 Summary of Findings**

The understanding of Public Relations roles in the field reached a moderate level, with a total mean of (3.19) and with a standard deviation of (0.79). This result means that PR professionals and practitioners have a good knowledge of PR roles and eventually lack knowledge about how to make use of PR.

Public Relations and media relations in the field have reached a moderate level, with a total mean of (3.49) and a standard deviation of (0.70). This result means that media and Public Relations work hand in hand to face the issues and challenges that encounter PR agencies and respond to the needs and demands of public opinion.

Public Relations roles in Jordan and its link with the globalization field have reached a moderate level with a total mean of (3.73) and a standard deviation of (0.93). This

result means that there is a good perception of PR roles in Jordan and its connection with Globalization.

Public Relations roles in Jordan and its relation to the gulf investments emergence and economic expansion field have reached a moderate level with a total mean of (3.65) and a standard deviation of (0.70). This result means that the sample is aware of the PR roles in the gulf investment and economic expansion.

The understanding of the Public Relations functions field has reached a moderate level, with a total mean of (3.28) and a standard deviation of (0.69). This result means that the sample has a good understanding of PR functions and the role of Public Relations in Jordan's economic and political development.

Public Relations influencing the development of personal attributes field did score a moderate level with a total mean of (3.47) and a standard deviation of (0.67). This result means that Public Relations has a moderate influence on the development of personal attributes.

Sources of knowledge about the market change field scored a moderate level with a total mean reaching (3.51) followed by a standard deviation reaching (0.67). This result apparently means that sample has positive and good knowledge about market change.

When it comes to gender, the results revealed that all the respondents have a good and positive understanding of Public Relations and a positive perception of PR in general,

regardless of their gender. However, females have a better understanding of the PR roles compared to males.

Bachelor is more knowledgeable in Public Relations in those fields compared to Master's and Ph.D. education levels. Public Relations and Media Relationship field, Public Relations roles in Jordan and its connection with Globalization, and Sources of knowledge about market change.

The results showed that Jordanians have extensive information about Public Relations.

Senior Management has the ability to recognize and apply PR functions more than the Executive Level, Student, Intermediate, and Middle Management.

The respondents were aged 35-44 have a greater knowledge of the impact of Public Relations on communities and institutions compared to other respondents from other age groups.

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## **APPENDICIES**

## **Appendix A: Practitioners Sample Pilot Questions 2016**

This was a sample of answered Interview via e-mail for a Jordanian PR agency called TRACCS

*“Dear Professional colleague,*

*Thank you for agreeing on helping me.*

*My study basically was following the historical time-line of PR in Jordan, which I could trace back to 1991 -1992 (away from Royal court). Through that period I was following all kinds of changes (economic, political, demographic...etc) that was leading to growing and downfalls of the profession.*

*I need you to kindly help me out with the following questions as a PR practitioner. Some may be not appropriate or do not fit. Some may need modifying according to your own professional knowledge. You can amend, comment. Do whatever you find suitable. Sorry and thank you for your time.*

### **1- Demographics:**

- Age: 41
- Gender: female
- Nationality: Jordanian
- Academic status: Bachelor Degree
- Social status (married/single)
- Academic certification major: Business Administration
- Professional Level (senior, junior, officer...etc)

## **2- About the Agency**

- Year of establishment: 2003
- Local or branch: TRACCS Jordan is a local agency and a member of the TRACCS network
- Number of full-time employees: 6
- Number of part-time (outsourced): 3
- Number of clients per month/year: we have retainer based clients and their contracts are renewed yearly, we currently have 8. Project based clients are the event based clients that require our services for a specific period of time or task, in 2015 we had more than 30, both local and regional.
- The name registered under in ministry of Trade and Industries
- Services you provide: News bureau and media relations, corporate content, event management, media surveys, CSR initiatives, social media support, training and crisis management

## **3- Public Relations as a profession**

- **How do you define Public Relations as a profession?** PR and communication are vital to every organization and /or public figure, and should be part of the overall strategy
- **What are the functions of Public Relations ?** PR is everything that has to do with an organization's sending out key messages to its external and internal audiences. Any organization's communication plan should include key messages, target audiences, communication outlets and platforms, timeframe and parties involved

- **Where you able to fulfill all the above functions?** (yes/no which will have to explain the major factors that helped/limited the performance)
- **What are the factors that helped/ limited fulfilling your goals/functions?** Unfortunately in many cases in Jordan and more in the recent years, many organizations have put PR as a second in line task, giving the light and first priority to the more obvious choice of the marketing spectrum; the paid advertising. Others, slashed their budgets to the basic PR functions of mere press releases and press announcements. Another limitation is the lack of real understanding of what a fully-fledged PR campaign can be reaped from.
- **What is the number of PR agencies you know of in Jordan?** A few years ago many PR agencies/freelance PR consultants emerged in the Jordanian market, causing a flood in a not-so-mature market and shaking the ground a bit. Currently, many of these new comers have been filtered out by the economic crunch causing them to financial erode, leaving the strong one on ground. I'm not sure how many there are right now, however, I know of at least 10 reputable agencies.
- **In your opinion, What percentage these agencies are functioning professionally?**
  - (10%, 20%, 40%, 60%, 80% ) it is varying honestly
- **What are the internal challenges that you face in the profession in Jordan (within your agency)?**
- **What are the external challenges that you face in the profession in Jordan (this is the market)?** Mainly the economic crunch has hurt many organizations and has left the PR profession as a second line activity, in

addition many organizations need to be educated on what PR can do for their companies and how the involvement of social media can be benefited

- **If you are to arrange the PR profession growth, how would you arrange the following years from best to worse**

(90-98, 99-2002, 2003-2006, 2007-2010, 2011-2014) oh the worse would definitely be between 2008 – 2014. It's getting better now, slowly but surely.

- **In your opinion, what is the image of PR in Jordanian Market? (how do they perceive you and/or your profession)** Some companies truly believe in its impact and benefit in supporting their company and products, others look at it for specific projects; the hit and run approach, or in times of crisis.

- **In ur opinion, what could be done to support the business?** A lot of education and awareness. PR and communication should be taught at universities in an evolving and dynamic way, as the profession itself is evolving and developing.

- **What would be suggested solutions to help the Public Relations Profession flourish in Jordan?** Education and awareness and long term planning

## **Appendix B: English version Survey – 2017**

### Perception of Public Relations in Society Survey - Questionnaire

Through this brief survey, your answers will be helpful in enhancing our knowledge of aspects related to Public Relations and communication in Jordan in relationship to your needs and aspects we intend to test. Your response will only be used for survey purposes.

#### **Part 1 : Demographics**

To start with, we will ask few questions related to you:

1. Gender

- ☒ Female
- ☐ Male

2. Education

- ☐ High school
- ☐ Diploma
- ☐ Bachelor
- ☐ Masters
- ☐ PhD

3. Nationality

- ☒ Jordanian
- ☐ Palestinian

- ☐ Syrian
- ☐ Iraqi
- ☐ Libyan
- ☐ Yemen
- ☐ Other , please specify

4. Which of the following best describes your current job level?

- ☐ Student
- ☐ Junior / Intermediate
- ☐ Middle Management
- ☐ Senior Management
- ☐ Owner/ Executive Level
- ☐ Other (please specify)

5. Age

- ☐ 18-24
- ☐ 25-34
- ☐ 35-44

- ☐ 45-54
- ☐ 55-64
- ☐ 65-74
- ☐ other
- ☐ Other (please specify)

### Part 2-1: Public Relations and Media Relationship

*note: The abbreviation "PR" will be used when referring to "Public Relations ".*

#### 6. What do you think of the following sentences?

	Weak	Good	Do not know	Very good	Excellent
The extent of which media in Jordan affects reflecting the role and function of PR agencies					
The extent of which you are aware of PR roles and functions					
The speed and accuracy of news					
The extent of which you make use of PR					
The extent of which you are aware of media roles					

The extent of which you are aware of the notion of PR					
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## 2-2: Public Relations , Media ,and Society

**7. To what extent you agree or disagree with the following statement, based on your understanding to PR roles in Jordan and its relation to media?**

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
There is mutual cooperation and/or understanding between PR agencies and the public.					
The media is involved with challenges and issues that face PR agencies					
PR agencies contribute in highlighting Public Opinion (PO) and responding to its needs.					
PR agencies are responsible of serving the public good.					
PR agencies contribute in following up with changes going on, beside making an effective change.					
PR agencies are able to predict future events that may affect the					

relation between the governments and people and work as an early alarm system.					
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**8. To what extent you agree or disagree with the following statement, based on your understanding to PR roles in Jordan and its relation to Globalization?**

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I'm in favor of globalization in Jordan					
Globalization affect communities and Public Relations positively					
Local Public Relations sector affects negatively globalization outcome in Jordan					
Public Relations sector affect the integration of Jordanian society in the global community					
Current migrates from refuges change globalization influence on public relation in Jordan					

**9. To what extent you agree or disagree with the following statement, based on your understanding to PR roles in Jordan and its relation to the gulf investments emergence, and economic expansion?**

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I'm aware of the gulf investments emergence in Jordan					
Gulf investments emergence has no affect on Public Relations in Jordan					
It's important that the public should be aware of the gulf investments in Jordan					
I'm not aware of gulf investments campaigns and activities that took place in Jordan					
I'm not aware of the market changes in Jordan					

I'm not aware of the economic expansion in Jordan					
Neither market changes nor economic expansion gave any affect on Public Relations in Jordan					

**Part 3-1: Questions in this part talks about PR work environment and Organization policies**

**10. To what extent you agree on the following sentences from your understanding to PR functions in Jordan?**

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
PR is an administrative job.					
PR is based on research per campaign.					
PR interferes with planning of organizations					
PR is a top management job.					
PR is basically advertising.					
PR is a form of Journalism.					

Event management is a major role of PR.					
Collecting and analyzing feedback is not a PR function.					
The major role of PR personnel is customer service, reception, and front desk jobs.					

**11. To what extent do you think Media and PR agencies influenced the development of the following?**

	Weak	Good	Do not know	Very good	Excellent
Personal traits					
Personal views					
Knowledge skills					
Performance					
Willingness to develop					
Trust					
Opinion change					

**12. To what extent do you think the following affected your knowledge and aptitude regarding market changes in tandem with Public Relations ?**

	Weak	Good	Do not know	Very good	Excellent
Magazines					
Newspapers					
Online and Social Networking Websites					
Radio					
Seminars/ Workshops					
Television					
None of the above					

**13. To what extent do you think the following choices of media provided you with the latest news and information regarding what's happening in the society concerning gulf investment in relationship to Public Relations ?**

	Weak	Good	Do not know	Very good	Excellent
Magazines					
Newspapers					
Online and Social Networking Websites					
Radio					
Seminars/ Workshops					
Television					
None of the above					