

## **MEASURING PUBLIC RELATIONS AND COMMUNICATION A CASE STUDY OF JORDANIAN HOTELS**

**A. H. Alhroot**

Department of Marketing, Collage of Economics and Business

Alzaytoonah University of Jordan, Amman, Jordan

alhroot2007@googlemail.com

### **Abstract**

*Measuring public relations and communications in the hotels is among the most prominent issues. Currently, organizations measure contributions of public relations and communications to the gross national production. Usage of public relations and communications has potential to contribute to the competitive advantage of Jordanian hotels. Accordingly; managers at Jordanian hotels realize the importance of public relations and communications, especially in globalized market. Therefore, the study measures public relations and communications in the Jordanian hotels as a case study. Study on the basis of Jordanian hotels surveyed, found that public relations and communications strategy builds loyalty to customers. Study suggest Jordanian hotels to actively focus on publication relation and communication so that hotels customers receive outstanding service because of organizations workers' communication tool and personal characteristics.*

*Keywords: public relations, communications, customers, Jordanian hotels, competitive advantage*

## INTRODUCTION

Nowadays, human resources and their communication strategies are considered the most important competitive advantage in the organization. This competitive advantage is gained in the light of knowledge and due to decline in the relative importance of the traditional sources of competitive advantage (Alam, 2009). Organizations attract workers whom are capable of communicating as it is included in organization work specifications (Charles, 2013).

Many areas had been studied to measure public relations and communications in the Jordanian hotels, such as: employee effective communication skills at work (Erman and Tirrand, 2003), employees effective communication skills in challenging tasks and Job requirements, and distinguished effective communication of the regulatory environment. The environment includes business environment, supervision, organizational structure, administrative regulations and the abundance of resources (Noel, 2010). As a result, this study measures employee with effective communication skills who are capable of performing their duties in accordance with rules and job specification. Also, the study measures knowledge and behaviour of workers in institutions which is consisted with institutional goals (Kotler, 2006). Particularly, institutions aspires compatibility of workers functions and responsibilities. The compatibility is pursued through institutional quality and efficiency (Algebr, 2002). As a result, institutions measure workers performance, relationships with their colleagues and superiors, and their modern communication tools. In addition, institutions measure workers behaviour during the process and workers capacity to fill future senior positions in hotels through communication (Blalock, 2005). As staff performance is evaluated by the president who guides for knowledge of the surrounding environment. Therefore, the process performance of employees on a regular basis to assess the extent of within a certain period of time and then directing subordinates (Barbara, 2011). Also, the performances of the individual and collective workers on the base measure the achievement of the objectives (Rachel and Angelopoulos, 2005).

Accordingly, parties occupied in highly interactive communication use the response cycle to reach mutually beneficial decisions by the individual workers of the public relations. When communication happens across different levels of public relations within an organization, the type and time frame of the feedback rotation can determine that organization's overall effectiveness. As a result, the staff of organizational decisions related to public relations and their communications, such as promotion or bonuses on the basis of merit and effort in the execution of the action and the homogeneity of goals (Hilal, 2005). However, the conclusion leads to evaluate the performance of employees working in public relations and their communications on creating trust between leaders and subordinates (Miller, 2013). Also, the relationship on the root of shared considerate between management and workers based on the

appearance, which directs to encourage and raise spirits in the practical evaluation of public relations in the organization (Heath, Robert, 2006). Thus, it is proposed to consider the concern of employees in public relations as one of the effective tools for management decision-making in the following areas: transport, help and enrolment, finding training needs, classification of motivations and funding bonus (Jacquie, 2012).

## LITERATURE REVIEW

The definition of public relations and communications in the organization is identified by scholars of directorial different perspectives (Asheimat, 2005). Some of them care about the legal side of social, economic or administrative (Moyer, 2011). Thus, successful public relations and communication have direct work of government and government responsiveness to requirements, needs and aspirations of the public. According to the (Lawrence & Weber, 2014), public relations is the work of the organization management, which influences the sights of the audience. Also, public relations with a good communication are important function of administration demands, which analyses the behaviour of the public (Masri, 1998). However, the trends in this behavior that is working on the development of programs communications of public relations , which are consistent with the public interest to meet these needs. Teams can also mix different types of communication in the public relations written and spoken to endorse change in the directorial structure of the organization (Moyer, 2011). For instance, written note of communication indicate less urgency, but sometimes more importance, than email. Email not often takes priority over direct spoken communication, except when a company's culture promotes continuous email observing and nearly immediate responds. Speaking on the phone increases the urgency of communication, but a face-to-face meeting imbues a chat with meaning.

These definitions of public relations and communication are summed that represent the followings:

- 1- The administrative job of the association,
- 2- The influence of the organization's employment by communication sights of the public,
- 3- The orientation of government deed principles,
- 4- State management for the needs and requirements of the public response,
5. Needed information flow for programs of public relations and communications as a function of the tasks that are consistent with the public interest of organization.

According to The British Institute of Public Relations defined (BIPR, 2012), efforts planned and drawn by public relations is intended to establish a mutual understanding continuous between the organization and their audiences. But, this common explanation does not attend to the

nature of those efforts in the organization of their own errands, as it does not clarify the intended audience (Durra, 2003). As a result, the public relations need to be a helpful means of communication to reach a joint sympathetic healthy relation between the association and its audience (Edward, 2013). Also, these relations based on aware of home and abroad through the publication of the media and personal contact to be compatibility between the institution and its audience in accomplishing the aims.

Therefore, public relations are estimated through the aspects of communication (Alshwareh, 2005), which are to:

- 1- Assess the value of public opinion by measuring the information in and out the organization.
- 2- Evaluate flows of the communication in the public information programs.
- 3- Utilize successful methods and communication tools to affect public opinion.

The public relations mission is related with its media in the organization and spreading of correct information about them to the public (Al-Tai, 2006). Thus, it is used to spread news, images, data radio, applications and films. Also, the use of propaganda techniques in the emotional impact on the audience is to be in terms of the cost and means of communication (DF de 2001). It can include this activity telecommunications companies in the field of public relations, education and rationality from within outside the institution (Chinowth, 2010).

However, the public relations in all organizations have one key objective that is to attain the aims of the organization itself (Hammoud, 2007). So the picture is different in terms that reflect the public relations and communications in organizations for objectives (Arman and Tirrand, 2003). In order to accomplish this aim; there is a group of sub-conductive targets to reach such goals (Algebr, 2002):

- 1- Distinguish the tendencies of public opinion toward the real activity of the organization in order to study the importance and usefulness to complete the organization's goals.
- 2- Advise the public actively organization's programs and aims down to persuade the public to increase the trust and cooperation.

Moreover, judgments and knowledge useful public opinion trends and the ability of communication are to inform the public (and James. Horton 2013). Consequently, the public relations and communications attain sympathetic and reconciliation between the organization and its audience. Thus, it eliminates the interests of the public notice and shared agreement (Khatib, 2001). The public relations with a social philosophy of humanity are to achieve these goals within the media that define the role of the individual in the group's work. Therefore, public relations and communications play an active role with direct social value on behaviours and ethics as a whole for all of the organization (Al-Najjar, 1998).

## RESEARCH METHODOLOGY

For the study purpose, descriptive design is adopted. Selection of samples from of Jordanian-rated hotels was done and sample included 30 hotels from all over the Kingdom. A questionnaire was distributed to 50 managers and staff of the Jordanian hotels.

The sources of data collection were:

1- The primary sources: A questionnaire was spread to a sample study illustrates from research, bulletins, books and orientations applicable to the required study. Then, the data is statistically analysed down to the desired results.

2- Secondary sources: These are derived from the research, periodicals, books and locations relevant to the study required.

Table 1 Number of employees

The Number of Employees in Hotels	Repetition	Percentage
Less than 100 employee	16	32%
101-150 employee	12	24%
151-200 employee	18	36%
201 workers or more	4	8%
Total	50	100%

Table 2 Number of Rooms

The Number of Rooms in Hotels	Repetition	Percentage
Less than 100 room	16	32%
101-150 room	15	30%
151-200 room	11	22%
201 room or more	8	16%
Total	50	100%

Table 3 Educational background of the employees

The Scientific Level of Redundancy	Repetition	Percentage
Secondary	11	22%
Diploma	13	26%
Bachelor	15	30%
Graduate	11	22%
Total	50	100

Table 4 Years of Experience

The Number of Years of Experience	Repetition	Percentage
4 Years or Less	10	20%
5-8 Years	5	10%
9-12 Years	27	54%
13 Year	8	16%
Total	50	100

Table 5 Specialization of the employees

Scientific Specialization	Repetition	Percentage
Marketing 1326%	10	16%
Business Administration 1428%	7	14%
Hotel Management 2346%	25	50%
Not so - -	8	16%
Total	50	100

As such, Table (1) is described the number of employees, while Table (2) is shown the number of rooms in the hotels. Also, table (3) is illustrated the scientific level of redundancy. However, table (4) has revealed the number of years of experience, and finally, table (5) is exposed repetition and ratios to allocate a percentage of the scientific.

### The degree of Reliability

In this context test was used (Cronbach's alpha) to measure the stability of the measurement tool, as the value of (alpha) 87%, which is very good being higher than the rate at which an acceptable return of 60%.

### ANALYSIS & FINDINGS

In order to extract the arithmetic mean and standard deviation, the quantitative research is utilized that statistical methods used descriptive statistics. Thus, the data was analysed using a range of statistical analysis packages (SPSS) composed from a sample of the study as shown in table (6). Therefore, the findings of statistical analysis are as follows:

1. Frequencies, percentages, which represents the number of events of the answer to one question about the study sample and then the percentages.

2. Find the standard deviation and the arithmetic mean, which is the standard deviation of greater or less than the number of values and 3. Thus, this standard is a response to a negative or positive question asked in the questionnaire compared with hypotheses.
3. Analysis of T- test for the hypothesis.

Table 6 The Arithmetic Mean and Standard Deviation  
Variables Concerning the Public Relations and Communications

Item No	Variables	Arithmetic Mean	Standard Deviation
1.	The customer is the foundation of a process of evolution for good services by communication tools	4.00	0.91
2.	The needs and wants of the customer are to be followed-up by all means of public relations and communications	3.98	1.04
3.	The management of the hotels take care of customer's proposals, complaints and works to resolve	3.75	1.17
4.	Well qualified of training workers are dealt with the guests properly by providing outstanding service.	3.88	1.01
5.	Marketing of long-term work will bring permanent customers.	3.95	1.09
6.	Prospective customers can be contacted through communication channels pre-planned.	4.10	.969
7.	The reaction of customers will be after having service	3.85	1.11
8.	The hotel's management confirms on the importance of positive relationships and communications with customers	3.90	.893
9.	Payoff working employees is to build a relationship with customers by achieving the aims of the homogeneity for all	3.87	0.969
10.	Customer's communications is to clutch the chances for boosting mutual trust	4.21	.959
11.	Tangible high quality service hotel's will attract clients to repeat their visit	3.64	1.022
12.	Developing good programs of communications and are to found relations with the customers permanently	3.68	1.07
13.	Prevailing competition stimulates communication in the organization to build a lasting relationship with customers	3.66	1.09
14.	Communication methods of media (print media, visual and audible) are used to strengthen relationships with customers	4.16	0.948
15.	Moving communications system in hotels around activate integration with the community is to consolidate relations	3.60	1.10

Table 6 is shown that tendencies in the research sample was positive all the questions about the study, because the arithmetic averages greater than the average measurement tool 3. Also, the variables are ranked between a low of mean 3.60 (*Moving communications system in hotels around activate integration with the community is to consolidate relations*) to a high average of 4.21 (*Customer's communications is to clutch the chances for boosting mutual trust*).

Table 7 The Arithmetic Mean and Standard Deviation  
Variables Related to the Level of Performance of Hotel Services

Item No	Variables	Arithmetic Mean	Standard Deviation
1.	Distinguished performance of communication service puts the hotel in a better competitive position	3.70	1.05
2.	Premium Service of communication is contributing to the growth and development of the hotel	3.68	1.07
3.	Good service of public relation and its communication is contributed in better decisions	4.15	0.959
4.	These variables of good performance are the directing collective effort towards the desired results	3.65	1.11
5.	Good public relation in hotel's management can benefit from external occasions	3.79	1.06
6.	Qualified training for workers of public relation helps in providing human resources at the right time	3.92	1.19
7.	Good performance hotel's public relation provides money by best conditions	3.87	.978
8.	Communication performance in the hotel brings his customers to it	3.64	1.22
9.	Improved the performance of individuals communication in the hotel gives it a competitive advantage	4.11	.890

Table 7 above is illustrated that variables related to the level of performance of hotel services are ranged between a high average of 4.15 (*Good service of public relation and its communication is contributed in better decisions*) to a low of mean 3.64 (*Communication performance in the hotel brings his customers to it*). Also, those propensities in the research sample were positive to all the questions about the study, because the arithmetic means is greater than the average measurement tool 3.



Table 8 Regression Testing of the Hypothesis

Item. No	Regression testing	Rustles
1.	The level of significance	.0234
2.	Coefficient selection of R2	0678
3.	Connectivity	0.915
4.	Favouritism	2.231
5.	Tabulated	1.987
6.	As a result of hypothesis nihilism	Rejection

Therefore, the results of statistical analysis in table 8 showed that the presence of a statistically significant effect. Therefore, that the correlation coefficient R is (0.915), while the coefficient of determination R2 reached (0.678). Thus, this effect is enhanced significantly up the value of favouritism, which amounted to (2.231), the largest of tabulated value (1.987). Also, statistically significant on the level of (0.0234); the level is less than the specified value of 0.05. Thus, the alternative hypothesis accepts and rejects the hypothesis negativism. This means that there is the impact of public relations and communication on the performance of the Jordanian hotels.

## CONCLUSION

This study has been able to draw the following conclusions:

1. There is trace of public relations and communication on the performance of Jordan hotels.
2. There is no trace of the personal features of the workers in Jordan hotels on the application concept of public relations and communications.
3. Customers' motives were positive to build relationships through communication with the Jordanian hotels institutions.
4. Public relations and communication contribute in building loyalty for customers' respondents.
5. The Jordanian hotels management consider that the customer is a base in the process of the services evolution by public relations and communication.
6. Administration of Jordanian hotels is trying to contact potential customers through communication channels and public relations that initial planned in advance.
7. Typical 'quality of the communication' is the strategy of the Jordanian hotels in building relationships with customers.
8. Widespread competition in the field of public relations and communications stimulates Jordanian hotels to build trust with the customer relationship.
9. Jordan hotels uses better communication means in public relations such as visual and audible to consolidate its relations with customers.

## RECOMMENDATIONS

This study has concluded the following recommendations:

1. The responsibility of building and maintaining relationships is to serve customers in all sections of the Jordanian hotels to attain the objectives.
2. The building relationships with customers should be considered from the jurisdiction of the strategic marketing departments in the hotels, which needs to be long-term planning.
3. Hotel service departments should realize that the use of the media and non-traditional approaches in dealing with customers that they are receiving services is greater than the value they paid.
4. The administration's proposals and complaints from customers' perspective are to be developed by effective solutions that carried out by the process of concrete team to submit its recommendations to the decision-makers.
5. Current information system development of the public relations is the foundation of building a database of customers and constantly updated to expand them. Hence, hotel should focus on it.

## REFERENCES

- Abu Rumman, Asad Hamid Musa. (2005). The Effectiveness of the Marketing Strategy in Building Ties of Loyalty to the Customers in the Hotel Organizations. *Muta for Research and Studies, Volume 20, Issue 4*.
- Alan R. Freitag; Ashli Quesin; berry Stokes. (2009). Global Public Relations: Spanning Borders, Spanning Cultures. Rutledge. p.18. ISBN978-1-134-06129.
- Algebr, Zainab Ali. (2002). School Administration from the Perspective of Modern Science Systems. Library Falah United Arab Emirates.
- Alhroot, A.H.(2014). Launching Marketing of Facilitated Tourism to Access Them Globally by Jordan. European Journal of Business and Management [www.iiste.org](http://www.iiste.org). ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online). Vol.6, No.12, 2014
- Alshwareh, Mohammed.(2005).Marketing Services as Part of the Entrance Relations: A Study of 5 Star Hotels in Jordan. *Studies Managerial Sciences, Volume 32, Issue 1*.
- Al-Tai, Mohammed. (2006). Hotel Management and Tourism. Treasures of knowledge House for Publication and Distribution, Amman, Jordan.
- Asheimat, Yassin Khalf. (2005). Time Management and Obstacles to Use from the Standpoint of Employees in the Administrative Service Agencies in the Governorate of Karak. *Muta for Research and Studies. Volume 20, Issue 4*.
- Attiyah, Majah.(2003). The Behavior of the Organization: the Behavior of the Individual and the Group. *Sunrise House for Publication and Distribution, Amman-Jordan*.
- Bakri, Abdel Moneim. (2004). Public Relations Touristic. Library of The World of Books, Cairo.
- Barbara Diggs-Brown. (2011). Strategic Public Relations: Audience Focused Practice, 1st ed.: An Audience-focused Approach. Cengage Learning. ISBN978-0-534-63706-4.
- Blalock. J. E. ( 2005). The Immune System As the Sixth Sense. *Journal of Internal Medicine*. DOI: 10.1111/j.1365-2796.2004.01441.x Volume 257, Issue 2, pages 126–138, February 2005.
- Charles Marsh. (2013). Classical Rhetoric and Modern Public Relations: An Isocratic Model. Rutledge. pp. 4-. ISBN978-1-136-24263-2.

Chinowth, Emily .(2010).The History of Public Relations, Global Alliance for Public Relations and Communication Management, retrieved February 11, 2013.

DF du Plessis . (2001). Introduction to Public Relations and Advertising. Juta and Company Ltd. ISBN978-0-7021-5557-4. Retrieved July 27, 2013.

Durra, Ibrahim Abdul Bari. (2003). Human Performance Technology in Organizations, Foundationsand Theoretical Implicationsin the Environmentof Contemporary ArabAmishArab Administrative Development, Omnipotent.

Edward L. Bernays. (2013). Public Relations. University of Oklahoma Press. p. 23. ISBN978-0-8061-8982-6.

Erman, Adolf; H. M. Tirrand. (2003). Life in Ancient Egypt, 1894. Kiesinger Publishing. ISBN978-0-7661-7660-7.

Hammoud, KhudairKazemAthysanus, Yassin earner. (2007). Human Resource Management, 1st Floor, House March for Publication and Distribution, Printing, Amman-Jordan.

Heath, Robert (2006). Today's Public Relations: An Introduction. SAGE Publications. ISBN978-1-4129-2635-5. Retrieved July 27, 2013.

Hilal, Mohammed Abdul GhaniHassan. (2005). Management Skillsof Public Relations, Trends and modern concepts.Cairo.

Jacque L'Etang. (2012). 423%Public Relations: Critical Debates and Contemporary Practice. Psychology Press. p. 35. ISBN978-0-8058-4617-1. Retrieved February 10, 2013.

James Oliver Horton; Lois E. Horton (2013). Slavery And Public History: The Tough Stuff of American Memory. New Press. p. 53. ISBN978-1-59558-7442.

Khatib, Ahmed. (2001).University Administration: Recent Studies. *Hamada Foundation for University Studies, Publishing and Distribution, Irbid Jordan.*

Kotler,Philip. (2006). Marketing and sales: Successful peacekeeping, ReutlingerDiskussionsbeiträgezu Marketing & Management, No.2011-11, <http://nbn-resolving.de/urn:nbn:de:bsz:21-opus-58285>

Lawrence, A. T., & Weber, J. (2014). Business and Society: Stakeholders, Ethics, Public Policy (14th ed). New York, NY: McGraw-Hill. p. 429. ISBN9780078029479.

Masri, Ahmed Mohamed. (1998). Hotel Management.UniversityYouth Foundation, Alexandria.

Miller, Stephen (2013). "Public-Relations Pioneer Began with 'Toni Twins' Stunt". *The Wall Street Journal*. Retrieved July 25, 2013.

Moyer, Jennifer. (2011). Ethics and Public Relations. The SCIENCE Beneath the ART of PUBLIC RELATIONS: Issues ManagementEthics and Public Relations . Posted on January 7, 2011

Najjar. (1998). A Unique of Management Systems and Marketing. *The Arab World, Youth University Foundation, Alexandria.*

Noel Turnbull (2010). How PR Works, but often doesn't, ISBN978-0-646-53625-5

Rachel Barker; George Charles Angelopoulos. (2005). Integrated Organizational Communication. Juta and Company Ltd. p. 194. ISBN978-0-7021-6664-8.

The Chartered Institute of Public Relations (BIPR) is a professional body in the United Kingdom for public relations practitioners. From Wikipedia (2012).