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The Impact of Job Satisfaction on the Performance of Public Relations Female-Practitioners in Jordanian Companies

Manal Hilal Mazahra¹

Abstract

The article aimed to identify the job satisfaction of female public relations practitioners in Jordanian companies and its impact on their job performance. The article adopted the descriptive approach by surveying the opinions of a sample of (72) female practitioners of public relations. The results indicated that the level of job satisfaction of female practitioners in terms of (work environment, job tasks, job growth, incentives, salaries) was medium, while job performance was high. The results also showed a low dimension of equality based on gender compared to other dimensions of job satisfaction. As for the most prominent difficulties facing female practitioners, the administrative hierarchy is governed by personal relationships.

Keywords: Job Satisfaction, Job Performance, Public Relations Practices, Jordanian Companies.

Introduction

The commercial sector is one of the most vital sectors in the country because of its major role in the national economic activity, its contribution to the gross domestic product, the promotion of development and the creation of job opportunities for citizens. However, the success of any sector depends on the effectiveness of employees' performance and their commitment to tasks and duties, which is based on their level of satisfaction, and their institutions' interest in them through social, psychological, and functional compatibility. The success of organizations in achieving their objectives depends primarily on their human resources, as they are the basis of their wealth and competitive advantage. Job satisfaction is mainly a measure of performance effectiveness because it affects employees' willingness to share their skills, knowledge, and experiences with others. Management and human behavior scholars have paid much attention to job satisfaction because they believe that there is a relationship between employee satisfaction and productivity.

The productivity of individuals and the fulfilment of their professional duties are related to the degree of their loyalty to their profession and their satisfaction with it. Job satisfaction is dependent on performance, which is considered one of the basics of administrative operations, and one of the important issues that companies that develop their business should focus on, which leads to a positive impact on the attitude of employees towards their work in companies and institutions (Arnold & Pulich, 2003). Job satisfaction occurs through the combination of basic factors, related to employees and the work system within the company, such as promotions, incentives, and salaries, which thus affect performance (Irum, 2011).

¹ Pusat Pengajian Citra Universiti, Universiti Kebangsaan Malaysia, Dr. zulmadani@ukm.edu.my.



Public relations is one of vital pillars in companies, as they have an important role in enhancing the reputation and image of companies in the minds of the masses and enhancing the means of trust between them and them. In addition, it is the most important and influential tool in marketing, sales, and promotion, which is the backbone of the commercial sector. Accordingly, most commercial companies set up specialized departments to carry out public relations tasks, as it has become one of the main indicators of success. Thus, human resource is the cornerstone of public relations work, which companies must pay sufficient attention to and seek to satisfy, because the essential public relations task is to form and create a good image among the masses. Accordingly, the job satisfaction and good behavior of employees with the external and internal audiences effectively affects the formation of a positive image of the company, as well as reflects their loyalty and commitment towards work and the company alike.

The transformations that led to a change in the prevailing social structure in societies in general and in Jordanian society, including a change in the status of women, higher management in companies realized the importance of involving women in the field of business management. Women are an essential part of society just like men, because they have an important role in various economic, political, and social fields. These roles depend on various matters, the most important of which is women's satisfaction with their job in the public relations sector, because this job requires the skills and experience that qualify women to deal with external audiences, and therefore the job satisfaction of these women leads to effective performance and thus achieving corporate goals.

According to these considerations, we try during this article to shed light on the reality of job satisfaction and its impact on the performance of public relations practitioners in Jordanian companies, as well as to identify the level of the equality dimension based on their gender and its relationship to some of their personal variables.

Problem Statement

Public relations practitioners, male and female, are considered the main pillar for the success and achievement of corporate goals, as public relations develop strategic plans, contribute to decision-making, and seek to create strong links between companies and internal and external audiences. Public relations undertakes the task of dealing with the masses and building a positive image about the programs, activities and services of companies.

The importance of the public relations function has increased along the digital developments that allowed interaction between companies and their audiences, which necessitated the owners of companies to pay attention to the job satisfaction of practitioners in these departments, given that they are affected by the material and moral conditions at work, and thus their performance changes accordingly.

Job satisfaction is one of the vital issues facing the labor force, and perhaps female public relations practitioners are the most demanding of job satisfaction in order to feel job safety, as it is noted that the majority of studies conducted on job satisfaction were conducted on workers of both sexes in both the public and private sectors in general, while the public relations female-practitioners did not have a suitable coverage in these studies. Hence the article to explore the level of job satisfaction of female public relations practitioners in Jordanian companies and its impact on their performance.

So, in this article, we try to answer the following questions:

1. What is the level of job satisfaction for public relations female - practitioners in Jordanian companies and the factors affecting them according to (career growth, job tasks, incentives, work environment)?
2. What is the level of the job performance of public relations female - practitioners in Jordanian companies?
3. What do public relations female - practitioners believe in equality and justice in Jordanian companies regarding gender?
4. 4What are the difficulties facing public relations female - practitioners in Jordanian companies?

The Importance

The importance of the article stems from the importance of job satisfaction for public relations female-practitioners, as it is reflected in their performance in dealing with external audiences. The article also contributes to determining the level of job satisfaction for female-practitioners in Jordanian companies, which benefits the officials of these companies in exploring scientific indicators related to job satisfaction and its impact on performance. This will facilitate the development of appropriate programs and policies that contribute to raising the level of satisfaction of those female-practitioners, and ways to increase the effectiveness of their performance and thus achieve the objectives of the companies. In addition to the novelty of the topic.

The aims

The article aims to identify the level of job satisfaction of public relations female practitioners in Jordanian companies, and its impact on their job performance, as well as to explore the extent to which public relations female practitioners believe in equality and justice in Jordanian companies concerning gender, and finally to know the difficulties faced by public relations female practitioners in Jordanian companies.

Terminology

- **Public Relations:** It is a planned effort to influence the public's opinions and attitudes through outstanding performance based on social responsibility and mutual communication from the institution to the public and vice versa(Broom & Dozier, 1986,56)
- **Job satisfaction:** employees' positive feelings about a particular job, environment, or organizational commitment in the company(Thanos et al., 2015).
- **Professional performance:** the individual efforts and behaviors that are abilities and awareness of the role or tasks (Hassan, 2004, 13)
- **Practitioner:** an individual who practices a profession, job or any specialized work(AICSR, 2002). here means PR female practitioner .

Theoretical Framework

The Porter & Lawler model - which came as a development of Vroom's model (Vroom, 1964) - is one of the models that helped measure job satisfaction that reflects on performance, as well as the relationship between reward and achievement(Al-Adwan & Halim, 1995, p.12) .The quality

of performance and the effectiveness of the motivation of the employees depends on the extent of their satisfaction, and their conviction in the justice of the reward/return (Kreitner & Kinicki, 2012). The article is based on this model in measuring job satisfaction by linking it to both achievement and return to identify the extent to which Jordanian commercial companies adhere to their responsibilities to achieve a certain level of job satisfaction among female public relations practitioners.

In 1965, Stacy Adams introduced the Equity Theory to explain human behavior in organizations in general and job satisfaction particularly. The theory assumes that job satisfaction depends on the employee's feeling of fairness between efforts and returns (Adams, 1963). The theory contributes to identifying the extent to which public relations practices believe in promoting equality and justice in companies concerning gender.

The Two Factor Theory, which Herzberg's came up with, is one of the most important studies that dealt with stimulating job performance and job satisfaction for employees (Herzberg, 1982).

The first is health factors such as the fairness of enterprise systems, adequate financial income, good social relations at work, and appropriate working conditions (Teck-Hong & Waheed, 2011). The second is a set of incentives, including appreciation, development opportunities, assuming responsibilities, and achievements (Reinardy, 2009). This theory was relied on to identify the extent to which each of the basic factors (stability, fairness, appropriate status, and sufficient income) are applied. The second factor is the set of incentives that companies provide (appreciation, opportunities for growth and training), which lead to job satisfaction, which is reflected in the performance of female employees. Public relations in Jordanian companies.

Literature Review

Job satisfaction and public relations

Job satisfaction is one of the most important administrative issues that management experts and business owners are interested in, as it is related to performance, productivity, loyalty, and organization that lead to increased productivity, progress, and growth within institutions that are looking for success and continuity in light of the great competition made possible by modern technology. However, this concept is shrouded in ambiguity because of its connection with the concepts of organizational psychology, in the sense that it is an emotional state that is difficult to measure and study objectively. This is what Locke indicated in 1976 by the multiplicity of research and studies on it, considering job satisfaction sometimes as an independent variable affecting the behavior of workers, such as performance, absenteeism, and formal and informal communication, and at other times as a dependent variable affected by salary, grants and rewards system, power structure, and decision-making system (Albaroudy, 2015).

Job satisfaction is defined as employees' reaction and feelings resulting from their work and job experiences, and it is an attitude towards their work conditions or environments that affect their desire (Kreitner & Kinicki, 2012). It was also defined as a positive feeling emanating from the employee about a specific job or environment, or an organizational commitment in the organization in which he works (Thanos et al., 2015).

Most economic, social and other institutions focus on achieving job satisfaction for their employees, as they are the basis for any work, and investing in these forces contributes positively to the implementation of the plans that these institutions set and thus achieve their goals (Rajput et al., 2016). This is consistent with Al-Darsi (2023) which concluded that job satisfaction is

shaped by several factors, including satisfaction with the job itself, opportunities for job enrichment, satisfaction with wages and their supplements, satisfaction with work relationships (with colleagues and supervisors), as well as satisfaction with the physical work environment and services provided to employees, Its also agrees with (Almajthoob et al., 2020) who showed that employees and workers are satisfied with the job and the nature of their work. However, they are not satisfied with the work environment, wages, salaries and material incentives, as they are not commensurate with the type of tasks they perform and therefore will not lead to job satisfaction, likewise with

Public relations is the most important department in companies, as it is concerned with dealing with the external public, creating strong links between it and the company, and improving the company's image and position in light of the great competition in the commercial sector. Public relations is defined as the art based on scientific foundations to search for the most appropriate ways of successful mutual interaction between the organization and its internal and external audiences to achieve its goals(Al-Mazahrah, 2020 a ,.29). Public relations is responsible for assisting senior management in making decisions and policies for influencing the public. Public relations is characterized as the link between the company and its fans, so it focuses on creating communication and interaction between the company and its fans, creating a positive image in the minds of these current and prospective audiences, raising the company's status, promoting its services and obtaining the public's trust(Lesly, 2005) .

The success of public relations practitioners requires achieving job satisfaction for them, as it affects performance and productivity, thus the achievement of goals. Many main factors lead to job satisfaction for public relations practitioners: job growth, job tasks, incentives, work environment, and salaries, Accordingly, job satisfaction is reflected in performance, and this was indicated (Ishaq, 2020) concluded in his study that the level of satisfaction The job in terms of wages and rewards is fair and appropriate, but the public relations practitioner must be evaluated based on the effort he provides and not on personal and social relationships, As well as Wang's (2024) study explored the factors influencing job satisfaction at both the organizational and individual levels. The findings revealed that organizational environment, salaries and benefits, career path planning, and leadership style were all factors associated with individual-level job satisfaction.

an exploratory study, Al-Darsi (2023) investigated job satisfaction in organizations and its importance, The study concluded that job satisfaction is shaped by several factors, including satisfaction with the job itself, opportunities for job enrichment, satisfaction with wages and their supplements, satisfaction with work relationships (with colleagues and supervisors), as well as satisfaction with the physical work environment and services provided to employees. The study also demonstrated that higher levels of job satisfaction lead to increased ambition among employees in various institutions and that there is a strong relationship between job satisfaction and productivity—higher satisfaction levels lead to increased output, As indicated by Agung Trisliatanto et al.(2018) stay that there is a relationship between workers' acceptance of the job and the level of job satisfaction towards it and that there is a relationship between the prevailing culture in the organization and the level of achievement by the workers in the organization. Trisliatanto et al. (2018) focused on the factors affecting the job satisfaction of female public relations practitioners in Jordanian companies and its impact on their performance, the level of equality based on gender, and the difficulties faced by these practitioners. It has been shown that the most important factors affecting job satisfaction are organizational policy, infrastructure and working conditions, financial benefits, training and development, recognition, and respect,

working hours, complaints and grievance handling procedures, and social work. This is also found (Randhawa & Narang, 2018). Hussein's (2023) study also found that the most important factors of level satisfaction are the exchange of opinions and suggestions between employees and their supervisors and the rewarding of employees by administrative superiors which significantly affected employee attitudes toward their job satisfaction.

Rayalaxmi, (2023) study concluded that "Job security" emerged as the most significant factor contributing to job satisfaction among employees of commercial banks in Nepal, also Albil heed (2014) found that female employees at Princess Noura bint Abdul Rahman University are dissatisfied with the provision of opportunities to participate in training courses that are counted in promotion, lack of an effective incentive system for administrative female employees based on their needs, also it's necessary for the management of the institutions consider clear job satisfaction factors related to work quality, productivity, and leadership traits (Wasaf, Khan (2021).

With regard to equality based on gender, a number of studies have found that demographic factors do not have a statistically significant effect on job satisfaction for public relations practitioners, except for the gender of the respondents, which was found to have a relationship with job satisfaction among public relations practitioners for males (Ayyad, 2017). It has been shown that female workers demand systems for promotion and compensation in their place of work(Mansour & Achoui, 2012). The work climate and distinguished personal relationships are factors that achieve job dissatisfaction with the nursing staff, and feelings of anxiety, fear of the future, and stress are among the factors that achieve job dissatisfaction(Wallin et al., 2012).

Methodology

Method

This study is a descriptive one that focuses on examining facts related to the nature of a phenomenon, situation, group of people, group of events, or group of situations(Al-Mazahrah, 2020b). It adopted the Survey method as an organized scientific effort to extract data, information, and descriptions of the media phenomenon in its current state, and to know the various aspects of the topic and explain the results (Abdulhamid, 2015).

Population and sample

The population is represented by female public relations practitioners in Jordanian companies, while the sample was chosen purposively. The study sample consisted of (72) female public relations practitioners in Jordanian companies in Amman, which are shown in the following table:

Variable	Categories	frequency	ratio
Age	less 30 yrs.	8	11.1
	30- less 40 yrs.	31	43.1
	40- less 50 yrs.	14	19.4
	50 yrs. and more	19	26.4
	Total	72	100.0
Educational Qualification	diploma or less	6	8.3
	Bachelor	50	69.4
	high studies	16	22.2

	Total	72	100.0
Experiences	less 5 yrs.	8	11.1
	5- less 10 yrs.	27	37.5
	10- less 15 yrs.	11	15.3
	15 yrs. and more	26	36.1
	Total	72	100.0
marital status	Single	21	29.2
	Married	45	62.5
	Divorced	6	8.3
	Total	72	100.0

Table 1: Sample Demographics

Data Collection

The questionnaire had been adopted as a data collection tool. It consisted of two parts, the first one included the demographic data of the respondents (age, marital status, work sector, educational qualification, years of experience, and job), and the second one consisted of the main axes of the study. The third Likert scale was used.

The Results

Job Satisfaction

work environment	mean	s. derivation	satisfaction level
The company provides general safety for employees	2.56	0.690	high
The administration provides all work requirements	2.39	0.742	high
The work environment is comfortable, quiet and clean	2.31	0.725	middle
I feel satisfied with the place assigned to my work in the company	2.19	0.762	middle
Total mean of work environment	2.36	0.545	high
functional tasks	mean	s. derivation	satisfaction level
I feel satisfied with the nature of my work because it is commensurate with my abilities	2.43	0.784	high
I am satisfied with my current job duties in the company	2.33	0.732	middle
I feel independent when carrying out my duties in the company	2.22	0.736	middle
I feel good about my ability to make decisions	2.19	0.762	middle
Total mean of functional tasks	2.30	0.637	middle
functional growth	mean	s. derivation	satisfaction level
Flexibility in vacations and family circumstances	2.58	0.599	high
The nature of my work is commensurate with my educational qualification	2.57	0.709	high
I have a desire to stay in my job in the company	2.24	0.880	middle

Promotion opportunities are available to all employees	1.89	0.761	middle
The company provides adequate training for me to do my job effectively	1.81	0.705	middle
Total mean of functional growth	2.22	0.540	middle
Incentives	mean	s. derivation	satisfaction level
The company provides me with job safety	2.17	0.732	middle
I have enough powers to get my job done	2.08	0.707	middle
Material incentives encourage me to do my duty to the fullest	1.96	0.777	middle
The administration provides all rights and benefits to all employees without exception	1.96	0.778	middle
Promotion opportunities are available and fair	1.85	0.685	middle
Feel good about the fairness of rewards and incentives	1.85	0.763	middle
Total mean of incentives	1.98	0.569	middle
Salaries	mean	s. derivation	satisfaction level
My salary commensurate with the living conditions and provide me with a good life	1.97	0.712	middle
My salary is commensurate with the work I do	1.88	0.749	middle
I am satisfied with the salary I get	1.78	0.736	middle
Salary commensurate with my qualifications and work experience	1.76	0.796	middle
There is fairness in salaries among all employees of the company	1.72	0.697	middle
Total mean of salaries	1.82	0.648	middle

Table2:

The sample responses about the dimensions of Job satisfaction of female public relations practitioners in Jordanian companies

The results of the table above show that the sample responses about the dimensions of Job satisfaction of female public relations practitioners in Jordanian companies are different, and they are descending as follows; work environment (2.36). functional tasks (2.30), functional growth (2.22), incentives (1.98) and salaries (1.82).

The work environment dimension has come in a high level of satisfaction with a mean of (2.36) with a standard deviation of (0.545). The item "The company provides general safety for employees" ranked first with a mean (of 2.56) and a standard deviation (of 0.690), followed by "The administration provides all work requirements" with a mean (of 2.39) and a standard deviation (of 0.742), and finally "I feel satisfied with the place designated for my work in company" with a mean (2.19) and a standard deviation (0.762).

The functional tasks dimension has come in a middle level of satisfaction with a mean of (2.30) with a standard deviation of (0.367). The item "I feel satisfied with the nature of my work because it is commensurate with my capabilities" ranked first with a mean of (2.43) and a standard deviation of (0.784), followed by item "I feel satisfied with the tasks of my current

work in the company” with a mean of (2.33) and a standard deviation of (0.732). Finally, "I feel satisfied with my ability to make decisions" came with an arithmetic mean of (2.19) and a standard deviation of (0.762).

The functional growth dimension has come in a middle level of satisfaction with a mean of (2.22) with a standard deviation of (0.540). The item “Flexibility in Leaves and Family Circumstances” ranked first with a mean of (2.58) and a standard deviation of (0.599), followed by the item “The nature of my work commensurate with my academic qualifications” with a mean of (2.57) and a standard deviation of (0.709), and finally the item “The company provides adequate training to do my job effectively" came with a mean (1.81) and a standard deviation (0.705).

The incentives dimension has come in a middle level of satisfaction with a mean of (1.98) with a standard deviation of (0.569). The item "The company provides me with job safety" ranked first with a mean (2.17) and a standard deviation (0.732), followed by the item "I have sufficient powers to accomplish my work" with a mean (2.08) and a standard deviation (0.707). Finally, the item "opportunities for promotion are available and fair" came with a mean (1.85) and a standard deviation (0.685).

The salaries dimension has come in a middle level of satisfaction with a mean of (1.82) with a standard deviation of (0.648). The item “My salary is commensurate with the living conditions and provides me with a good life” ranked first with a mean (1.97) and a standard deviation (0.712), followed by the item “My salary is commensurate with the work I do” with a mean (1.88) and a standard deviation (0.749). Finally, the item "There is fairness in salaries among all employees of the company" came with a mean of (1.72) and a standard deviation of (0.697).

Job Performance

discipline at work	mean	s. derivation	performance level
I abide by the laws and systems of the company	2.90	0.381	high
I abide by work schedules	2.74	0.581	high
I abide by working hours	2.72	0.562	high
Total mean of “discipline at work”	2.79	0.466	high
accomplishing tasks	mean	s. derivation	performance level
I achieve the additional tasks that required	2.89	0.396	high
I do most of the work required	2.86	0.421	high
The company facilitates my attendance at conferences and seminars	2.26	0.769	high
Total mean of “accomplishing tasks”	2.67	0.413	high
relations with superiors	mean	s. derivation	performance level
The relationship between employees and superiors is characterized by mutual respect	2.46	0.649	high
Bosses support and consolidate relations at all levels	2.22	0.697	middle
The bosses adopt the methods of discussion and	2.21	0.649	middle

dialogue			
Total mean of “relations with superiors”	2.30	0.599	middle
relationship with colleagues	mean	s. derivation	performance level
I help my colleagues complete their tasks if they need me	2.83	0.375	high
My relationship with my colleagues is respectful and affectionate	2.82	0.387	high
I exchange experiences with colleagues	2.69	0.464	high
Each colleague is committed to performing the duties assigned to him/her	2.43	0.709	high
Total mean of “relationship with colleagues”	2.69	0.347	high

Table3:

The sample responses about the dimensions of Job performance of female public relations practitioners in Jordanian companies

The results of the table above show that the sample responses about the dimensions of Job performance of female public relations practitioners in Jordanian companies are different, and they are descending as follows; discipline at work (2.79), relationship with colleagues (2.69), accomplishing tasks (2.67) and relationship with superiors (2.30).

The discipline at work dimension has come in a high level of performance with a mean of (2.79) with a standard deviation of (0.466). The item “I abide by the laws and systems of the company” ranked first with a mean of (2.90) and a standard deviation of (0.381), followed by item "I abide by work schedules" ranked second with a mean of (2.72) and a standard deviation of (0.562). Finally, the item "I abide by working hours" came with a mean (2.72) and a standard deviation (0.562).

The accomplishing tasks dimension has come in a high level of performance with a mean of (2.67) with a standard deviation of (0.413). The item "I accomplish the additional tasks that are required of me" ranked first with a mean of (2.89) and a standard deviation of (0.396), followed by item "I accomplish most of the tasks required of me with a mean of (2.89) with a standard deviation of (0.421). Finally, the item "The company facilitates my attendance at conferences and seminars" with a mean (2.26) and a standard deviation (0.769) came last.

The dimension of “relations with superiors” has come in a middle level of performance with a mean of (2.30) with a standard deviation of (0.599). The item "Relationship with superiors is characterized by mutual respect" ranked first with a mean (of 2.46) and a standard deviation (of 0.649), while the item "The bosses adopt discussion and dialogue methods" came last, with a mean (of 2.21) and a standard deviation (0.649).

The dimension of “relations with colleagues” has come in a high level of performance with a mean of (2.69) with a standard deviation of (0.599). The item "I help my colleagues accomplish their tasks if they need" ranked first with a mean (2.83) and a standard deviation (0.375). Finally, the item "Each colleague is committed to performing his duties assigned to him" with a mean (2.43) and a standard deviation (0.709) ranked last.

Equality in Job Satisfaction Based on Gender

item	mean	s. derivation	satisfaction level
Focusing only on:			
Qualifications and skills that meet employment requirements	2.14	0.657	middle
Qualifications and skills in distributing job duties among employees	2.03	0.671	middle
Qualifications and skills in performance appraisal for all employees	2.00	0.650	middle
Qualifications and skills that meet the requirements for assuming senior positions	1.94	0.729	middle
Qualifications and skills that meet promotion requirements	1.92	0.706	middle
Qualifications and skills that meet wage requirements	1.92	0.707	middle
equality in job satisfaction for female public relations practitioners based on gender	1.99	0.619	middle

Table4:

The sample responses about the level of equality in job satisfaction for female public relations practitioners based on gender.

The above table shows that the total mean of the dimension of equality in job satisfaction for public relations practitioners based on gender is (1.99) with a standard deviation of (0.619), which represents a middle level. The item “focusing only on qualifications and skills that meet the requirements of employment” ranked first with a mean of (2.14) and a standard deviation of (0.657), followed by item “focusing only on qualifications and skills in distributing job tasks among employees” with a mean of (2.03) and a standard deviation of (0.671). Finally, the item “focusing only on the qualifications and skills that meet wage requirements" with a mean (1.92) and a standard deviation (0.707).

The Difficulties

Item	mean	s. deviation	agreement level
Administrative hierarchy depends on personal relationships	2.18	0.924	middle
Superiors don't properly appreciate a job well done	2.11	0.662	middle
Lack of training	2.10	0.695	middle
Lack of discretionary incentives	2.00	0.769	middle
Inability to apply my ideas and convictions in the field of work	1.97	0.855	middle
Lack of development of the necessary equipment to complete the work	1.72	0.755	middle
Total mean of difficulties axis	2.01	0.556	middle

The sample responses about the difficulties facing public relations female - practitioners in Jordanian companies.

The above table shows that the total mean of the difficulties faced by public relations practices in the field of public relations in Jordanian companies has reached (2.01) with a standard deviation of (0.556), which represents a middle level. The item "Administrative hierarchy depends on personal relationships" ranked first with a mean (2.18) and a standard deviation (0.924), followed by the item "superiors don't properly appreciate a job well done" with a mean (2.11) and a standard deviation (0.662). Finally, the item "Lack of development of the necessary equipment to complete the work" came with an arithmetic mean (1.72) and a standard deviation (0.755).

Discussion

Job Satisfaction

The results of the study revealed that the factors affecting the level of job satisfaction for female public relations practitioners came at a moderate level. This result is attributed to the fact that Jordanian companies do not pay sufficient attention to enhancing the desire for creativity and innovation to achieve job satisfaction among female practitioners of the public relations function, as work in the field of public relations is often characterized by routine and repetition of work, as well as a lack of interest in providing an incentive and salary system that encourages them to make more effort and increase level of loyalty and corporate affiliation. This result contradicts Almajthoob et al.(2020) who showed that employees of the Agricultural Research Authority are satisfied with their job and the nature of their work, and Ayyad(2017) who concluded that public relations practitioners in the United Arab Emirates are satisfied with their job to a good level.

The results of the influencing factors dimensions (work environment, job tasks, job growth, incentives) are as follows:

A- The satisfaction of work environment came with a high level. This result is attributed to the fact that Jordanian companies are interested in providing facilities, services and facilities in the work environment, which reflects positively on employees' appreciation of the work environment, enhances their integration with their work and increases their loyalty and belonging to their organization, which makes them feel positive feelings about their job, and this result differs with(Almajthoob et al., 2020) which indicated the dissatisfaction of researchers in research institutions with their work environment.

b) The functional tasks came at a middle level, and its highest items were: "I feel satisfied with the nature of my work because it is commensurate with my capabilities," followed by "I feel satisfied with the tasks of my current work in the company in the second place, and this result is consistent with the study (Agung Trisliatanto et al., 2018) which They confirmed that there is a relationship between workers' acceptance of the job and the level of job satisfaction towards it. This result is attributed to the fact that the field of public relations in Jordanian companies is concerned with achieving a balance between the functional tasks that it requires from employees and their abilities and skills. However, this is not sufficient to achieve job satisfaction on the part of female practitioners who constantly need a training and development process to enable them to complete the tasks required by the job.

c) Job growth came at an intermediate level, the highest of which were: flexibility in vacations and family circumstances, followed by the nature of the work commensurate with the academic qualification, and that the company provides promotion opportunities for all employees. This result is attributed to the fact that many Jordanian companies pay attention to female employees to provide promotion opportunities, and to grant salaries and incentives that are compatible with the percentage of achievement and level of performance, but it still requires more attention to raise the level of female practitioners' satisfaction with career growth. This result is consistent with the results of the study of (Albilheed, 2014), which concluded that female employees are not satisfied with the provision of opportunities to participate in training courses that are counted in promotion, and the lack of an effective incentive system for administrative female employees based on their needs.

While it differs with the results of the study of (Almajthoob et al., 2020) who indicated the dissatisfaction of researchers in research institutions with the system of incentives, promotion, and salaries in their work.

d) The incentives dimension came at an average level, as the highest item came: "The company provides me with job safety," followed by "I have sufficient powers to accomplish my work."

This result is attributed to the realization of the senior management in the Jordanian companies of the importance of developing the incentive system, providing job safety and giving them the necessary powers to complete the work, which reflects positively on the employee's positive feeling towards his work. This result differs from what was shown by (Almajthoob et al., 2020) who indicated the dissatisfaction of researchers in research institutions with the system of incentives, promotion and salaries in their work.

e) The salary dimension came at an average level, as the item "salary is appropriate to living conditions and ensures a good life" ranked first, followed by "salary is appropriate to the work the employee does." Finally came "There is fairness in salaries among all employees of the company." This result is attributed to the fact that Jordanian companies try to make the salary scale commensurate with the tasks required of female practitioners with the amount of effort, skills, and knowledge that they possess. These companies also realize that the worker's satisfaction in general with his salary is a basic driver for increasing his loyalty and belonging towards his job. This result differs from what was found by (Almajthoob et al., 2020) who indicated that researchers in research institutions are not satisfied with the system of incentives, promotion, and salaries in their work.

Job Performance

The results revealed that the level of job performance of public relations practices in the field of public relations in Jordanian companies was at a high level, and its dimensions were as follows:

a) It appeared that the dimension of discipline at work was high, as the item "I abide by the laws and regulations of the company" ranked first, and "I abide by work schedules" ranked second, and finally "I adhere to working hours" came. This is due to the fact that female public relations practitioners are aware of the importance of discipline at work and its great role in building a good relationship with their superiors, and they always seek to adhere to working hours and adherence to company regulations, laws and working hours. This result is consistent with the study of (Dimas Agung Trisliatanto & et al, 2018) who proved that there is a relationship between employee acceptance of the job and the level of job satisfaction towards it and adherence to the company's systems (Agung Trisliatanto et al., 2018).

b) The results also showed that accomplishing tasks came in a high level. The item "I accomplish the additional tasks that are required of me" ranked first, followed by "I feel that I accomplish most of the work required of me," while "The company facilitates my attendance at conferences and seminars" ranked last. This result is attributed to the commitment of female practitioners to accomplish the required tasks and always striving to do more to serve the company due to their realization of the importance of their role in the company and the need to commit to carrying out the tasks required of them. This result is consistent with the study (Agung Trisliatanto et al., 2018), which concluded that there is a relationship between the prevailing culture in the organization and the level of achievement by its employees.

c) The relationship with the superiors came in a middle level. The highest item is "The relationship between employees and superiors is characterized by mutual respect", followed by "The relationship between employees and superiors is characterized by mutual respect". In the last place, the item "Chiefs in the company adopt the methods of discussion and dialogue." This result is attributed to the fact that management and chiefs seek to apply the modern administrative approach, which is based on the importance of building good relations and strengthening communication channels between chiefs and employees, to increase communication and enhance the worker's self-confidence and empower him administratively. Which makes him more inclined to serve the institution.

d) The results showed that the level of the relationship with colleagues is high. Where the item "I participate with my colleagues in completing their tasks if they need me" ranked first, followed by "My relationship with my colleagues is respected and affectionate", and finally the item came "Every colleague is committed to performing his duties assigned to him". This result is attributed to the fact that the public relations sector provides a work environment that allows employees to cooperate with each other, exchange experiences and skills, provide an environment where respect and affection prevail, and develop a spirit of help among colleagues to increase their level of performance and orientation towards teamwork, which increases the loyalty of employees and their loyalty towards the company. This result is consistent with what came in a study (Mansour & Achoui, 2012) that female employees feel comfortable working with their colleagues.

(3) The level of equality based on gender is medium, as the qualifications and skills that meet employment requirements appeared first, followed by focusing only on qualifications and skills in distributing job tasks among employees. The focus was only on qualifications and skills that meet wage requirements in the last ranking. This result is attributed to the fact that the equality of the Jordanian companies depends on the qualifications and skills that are commensurate with the job requirements and the granted wages, the requirements for promotion and assuming senior positions, and the requirements for employment, envisaging in that justice and equality between the genders, as the joint is the qualifications and skills. This result differed from the findings of the study (K. M. Ayyad, 2020), which showed that demographic factors had no statistically significant effect on the job satisfaction of public relations practitioners, with the exception of the gender of the respondents, which was found to be related to job satisfaction among public relations practitioners on the male side.

4) Female public relations practitioners in Jordanian companies face a number of difficulties at an average level. The most important of these difficulties is the administrative hierarchy dependent on personal relationships, followed by a lack of training, lack of discretionary incentives, and the inability of female practitioners to apply their ideas and convictions in the

field of work. The most prominent difficulties that came in the last ranks are: “Not appreciating the good performance of the work by the superiors” and “Not developing the equipment necessary to complete the work.”

This result is attributed to the fact that the public relations sector in Jordanian companies faces many difficulties that may reduce the level of satisfaction and job performance, most notably the lack of interest in holding training programs and workshops, nepotism, and the weakness of the incentive system. This result is consistent with what was stated in each of the study(Almajthoob et al., 2020), which concluded that employees are not satisfied with the wages and salaries, and the study(Ishaq, 2020), which recommended that the public relations practitioner be evaluated based on the effort he provides and not on the personal and social relationships.

Conclusion

Job satisfaction is one of the most important foundations on which the achievement of corporate goals and success is based. Productivity and quality are affected by the level of job satisfaction of its employees, whether they are male or female. This article came to reveal job satisfaction and its impact on the performance of public relations practices in Jordanian companies, which concluded that they enjoy a medium level of job satisfaction and that the work environment is among the factors affecting their job satisfaction significantly because of the interest of Jordanian companies in providing good facilities and services to employees. However, the practices revealed their dissatisfaction with the salaries because it was not suitable for their qualifications and practical experience. The results also revealed that the level of the job performance of female public relations practitioners in Jordanian companies was high in terms of (discipline at work, task completion, relationship with superiors, and relationship with colleagues). Although these factors are different, they have led to an increase in their performance. As for equality based on gender in companies, the results revealed a low level of this dimension compared to other aspects of job satisfaction. Female public relations practitioners in Jordanian companies also face several difficulties, most notably lack of training, lack of discretionary incentives, and nepotism.

Recommendations

According to the results, the author recommends the management of Jordanian companies adopt a fair incentive system and salary scale commensurate with skills and academic qualifications because of its significant role in enhancing job satisfaction for public relations practices. It also recommends identifying the training needs of female practices to develop female workers in a way that is in line with environmental and modern technological developments, holding training programs and workshops, as well as pursuing justice and integrity and avoiding nepotism in opportunities according to the administrative hierarchy.

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Conflict of Interest:

The author certifies that he has NO affiliations with or involvement in any organization or entity with any financial interest (such as honoraria; educational grants; participation in speakers' bureaus; membership, employment, consultancies, stock ownership, or other equity interest; and expert testimony or patent-licensing arrangements), or non-financial interest (such as personal or professional relationships, affiliations, knowledge or beliefs) in the subject matter or materials discussed in this manuscript.

Author ORCID: <https://orcid.org/0009-0001-2543-6535> .

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