

The Ability of Public Relations in Government Institutions to Enhance Transparency: Anti-Corruption Commission as a Case Study

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Abstract. This descriptive study aimed to identify the capacity of public relations in government institutions to promote transparency. The Anti-Corruption Commission was adopted as a case study. It, at main, endeavored to identify the impact of several independent variables [gender, scientific qualification, age, and the function] on the ability of public relations in governmental institutions to enhance transparency. Furthermore, the study aims to unearth the challenges of governmental public relations pertaining to applying transparency in the institution under scrutiny. A random sample of 385 citizens was selected from the Palestinian population of the West Bank. To triangulate the data, 8 public relations practitioners and 3 top managers from the Anti-Corruption Institution were interviewed. The analysis revealed that the concerned institution applies transparency in a great manner. It also showed a lack of statistically significant differences between the variables of scientific qualifications and province with regard to employing transparency within the public relations practice. Gender and age, however, illustrated the contrary. The study, as well, highlighted that great challenges face the public relations departments in Palestinian governmental institutions on the topic of transparency.

Keywords: Transparency, Anti-Corruption Commission, Public Relations, Government Institutions.

1 Introduction

Public relations is one of the very modern jobs in the Arab world, and in order to establish good and strong relations with citizens, many governments have established central agencies at the national level, providing them with the necessary information on the one hand and receiving their opinions, ideas and suggestions on the other hand, and public relations require understanding between individuals And groups, and understanding between institutions and society, and therefore it is like communication with everyone, and a tool for communication, which makes citizens feel satisfied with the authority when its owners, through the Public Relations Department, seek to provide the necessary clarifications for them to check on their interests, and feel comfortable with the services provided by the authority's administration to them [Aliwa, 2002, p. 88].

Free and direct access to information, processes and procedures by those concerned in any profession as stated by Mosleh [2007] is the essence of transparency, as they can obtain information that will help them understand and monitor their interests in easy and clear ways, where the two degrees of transparency and access to information are directly proportional. [Al-Rashidi, 2007, pp. 11-10].

Modern institutions that keep pace with change have set out to allocate a public relations department that works to organize their activities, popularize their message, and document their contacts with society, and various civil society institutions [Al-Adawy, 2010, p. 45]. Public relations represent the mirror of the institution in which the public and clients see its activities and works. Many departments that seek to reach comprehensive quality standards in the services they provide to the public have been keen on applying transparency standards to be clear about their activities and objectives, and public relations are their mouthpiece to communicate with the community and convey their message. With clear transparency, AMAN [2016] has addressed in its annual publications the reality of integrity and anti-corruption in Palestine on several levels, in which it addressed several indicators that represented challenges to integrity and transparency in Palestinian society, where there were no radical developments in the oversight mechanisms and the implementation of the provisions of the Code of Conduct, which The reference to civil work accountability is represented in a study conducted by the Palestinian NGOs Development Center [NDC, 2013]. The study stated that there is increasing competition, duplication of work, and fragmentation of efforts made between NGOs, which are characterized by poor integration among them, and that NGOs Weak in coordinating good governance practices and procedures, which gave a general picture of corruption and inefficiency of organizations, based on the foregoing, and given the lack of application of The principle of accountability, integrity and transparency in many institutions, the researchers identified the problem of the study with the following main question:

What is the ability of public relations at the Anti-Corruption Commission to enhance transparency from the perspectives of public relations workers in government institutions? In order to answer this question, it will be examined whether the Public Relations Department of the Anti-Corruption Authority has been able to enhance transparency from the point of view of public relations workers in government institutions through its functional role? Was the Public Relations Department of the Anti-Corruption Commission able to enhance transparency from the point of view of public relations workers in government institutions through its influence on public opinion? Was the Public Relations Department of the Anti-Corruption Commission able to enhance transparency from the point of view of public relations workers in government institutions through the services it provides? What are the challenges facing the promotion of transparency in the Anti-Corruption Commission?

2 Theoretical Framework

Franchise theory is a general theory of public relations that “identifies how public relations make organizations more effective, how they are organized and managed

when they contribute significantly to organizational effectiveness, the conditions in organizations and their environments that make organizations more effective, and how the monetary value of public relations can be determined. Excellence in public relations is the result of a transition from the stage of the four models to the dimensions, and this is another stage of transition carried out by "Grunge" and his team, as they developed the fourth model according to the four dimensions and tested it in different countries and cultures. [Al Mudefer, 2019, p. 326]. Al-Imtiaz "The Theory of Public Origins and Special Applications" is a combination of two concepts for two different schools, the first school believes that public relations must be central to maintain management strategies, while the other believes that centralization in public relations does not respond to cultural and communication differences. [Al-Mudiver, 2019, p. 326] Al-Mudiver [2019] considers that some researchers consider the theory as imaginary, ideal, and unrealistic in terms of balance in communication, and unsuitable for global generalization, and the unit of analysis that Dr. focuses on Excellence is still one country, Leichty added that fully collaborative PR is not feasible in some cases, and noted that PR practitioners' lack of authority within the organization further restricts cooperation [p. 329].

The current study considers that the objectives of public relations are embodied in the continuity of the activities of the authority by enabling bridges of trust and friendliness between the authority and its public and working to overcome the difficulties and challenges that prevent gaining the confidence of the public.

3 Concept of Transparency in Public Relations

Al-Ghamdi and Al-Fran [2020] indicated that transparency has two branches, internal transparency and external transparency, and the interior is concerned with organizing work and the relationship between senior management and employees by involving them in decision-making and drawing up the authority's policy in addition to dealing with them clearly without confidentiality, while external transparency is regulated The authority's relationship with the external public by disseminating correct information about the services it provides and the crises it addresses. The study considers that professional transparency is the clarity of decisions, goals, and laws in governmental and private institutions, which makes their audience feel satisfied and accepted.

3.1 Professional Transparency Requirements

Achieving transparency in institutions requires the creation of administrative development in the management of organizations, and there must be a clear policy in appointment and selection in accordance with the principle of efficiency, and the development of an information network between the administrative units in the authority, and the need to provide clear and specific communication channels, and enable the public to Reporting cases of deviation easily, focusing on improving the efficiency of administrative leaders through training and selecting the best, providing the necessary procedures to ensure integrity and accountability, rotating employees to give priority

to the public interest over personal interests, reviewing laws and regulations and addressing gaps in them, and the necessity of having systems that allow employees to have easy access to information that they need in their field of work, and opening channels of communication between employees, management and the public, and the door to appointment and promotion is according to efficiency [Al-Rahhala, 2010]. The study finds that the success of transparency is linked to credibility, professional honesty, self-monitoring, and accountability.

3.2 Transparency Indicators

There are several indicators of transparency mentioned by Mosleh [2010] related to the availability of documents about the authority's objectives and programs, their disclosure to the public, the provision of information related to the organizational structure to the public, plans and public involvement in the authority's plans, and the opportunity for them to attend periodic meetings of the organization.

Al-Shami [2007, p. 737] defines corruption as deviating from regulations and laws and not complying with them, or exploiting them for gain and private interests. As for the United Nations Convention, corruption is considered to be the practices that occur in reality and prohibited such as bribery, money laundering, illicit wealth, and illegal. This is an illegal practice. Based on the previous definitions, the current study considers that corruption is the abuse of office for illegal gain such as bribery and other illegal practices.

The topics of previous studies related to the role of public relations varied, for example, Bashir's study [2018], which dealt with the role of public relations in government institutions, the study of Nasr and Shalaby [2018], which dealt with the capacity of public relations in Palestinian non-governmental organizations, and Taha's study [2016], which dealt with the role of Public Relations in Addressing Administrative Corruption Issues: Most of the previous studies adopted the descriptive approach in its survey and analytical forms, and the study tool was the questionnaire and some previous studies mixed between the quantitative descriptive approach and the qualitative approach, and the study tools were questionnaire, interview and observation as Taha study [2016]: Previous studies are among the first recent studies - according to the researchers' knowledge - which dealt with the role of public relations in enhancing transparency in government institutions to reduce corruption, and the Anti-Corruption Commission as a model. The current study combined the descriptive and qualitative approach by preparing a questionnaire for quantitative data, and interviews for qualitative data.

4 Methodology

The researchers used the method of blending the descriptive-analytical approach with the qualitative approach, because the descriptive-analytical approach is best suited to describe the phenomenon in all its aspects, and describes it accurately and quantita-

tively, and gives us a numerical description of that phenomenon [Quantitative], and the qualitative approach [Qualitative, describes us phenomenon and its characteristics,

The study population consisted of all public relations workers in government institutions and a comprehensive survey of all employees in public relations departments that formed the study sample for the interview, and the following is a description of the characteristics of the study sample of public relations employees in government institutions according to their demographic variables:

Table 1. Distribution of the study sample for the first questionnaire [workers] according to its independent variables.

Variable	Rating	Frequency	Percentage %
Gender	Male	38	49.4
	Female	39	50.6
Qualification	Diploma	4	5.2
	Bachelor	50	64.9
	Postgraduate	23	29.9
Specialization	Media	30	39.0
	Public Relations	8	10.4
	Management	19	24.7
	Other specialties	20	26.0
Years of experience	Less than 5 years	12	15.6
	5-10 years	25	32.5
	More than 10 years	40	51.9
	Total	77	100.0

Table [1] illustrates the distribution of the study sample according to its independent variables, where the table shows the levels of each variable, the frequency of each level and its percentage. The questionnaire and the interview were used as study tools. The researchers distributed a questionnaire on citizens and employees, which included two axes: [the ability of public relations to combat corruption] in its fields [the functional role of government public relations, influencing public opinion, services provided by public relations, and public relations challenges in the Anti-Corruption Authority] and [transparency professional] in its fields [the ability of public relations to enhance professional transparency in the Anti-Corruption Commission, and the challenges of enhancing transparency in the Anti-Corruption Commission] in addition to demographic variables. The questionnaire consisted of two variables [see Table 2]. The stability coefficient of the tool has been extracted using Cronbach's Alpha equation [see Table 3].

It is clear from Table 3 that the stability coefficients for the fields of employee questionnaire for the first axis [the ability of public relations in combating corruption] ranged between [91.7- 94.6] for the second domains [influencing public opinion] and the first [the functional role of government public relations], while the stability reached The overall axis [94.2] and for the second axis [professional transparency] ranged between [89.1 - 94.2] for the sixth domain [challenges to enhance transparency in the Anti-Corruption Commission] and for the fifth domain [the ability of public relations to enhance professional transparency in the Anti-Corruption Commission] and the overall stability of the axis [93.9] While the total stability of the tool reached

[96.4], which is a high stability coefficient and satisfies the purposes of scientific research.

Table 2. Paragraphs of the first questionnaire [workers] according to their fields.

Num ber	Field	number of paragraphs
	The ability of public relations to combat corruption	
1	Job Role of Government Public Relations	6
2	Influencing public opinion	5
3	services provided by public relations	8
4	Public Relations Challenges in the Anti-Corruption Authority	5
	professional transparency	
5	The ability of public relations to enhance professional transparency in the Anti-Corruption Authority	10
6	Challenges to Enhancing Transparency in the Anti-Corruption Commission	7
Total		41

Table 3. The coefficient of reliability of the employee's own tool, using Cronbach's Alpha equation.

Num ber	Field	Number of paragraphs	Stability coefficient
1	Government Public Relations Job Role	6	94.6
2	Influencing public opinion	5	91.7
3	Services provided by public relations	8	92.8
4	Public Relations Challenges in the Anti-Corruption Authority	5	92.7
	Anti-corruption capacity of public relations	24	94.2
5	The ability of public relations to enhance professional transparency in the Anti-Corruption Authority	10	94.2
6	Challenges to Enhancing Transparency in the Anti-Corruption Commission	7	89.1
Professional Transparency		17	93.9
Tool overall stability		41	96.4

Statistical treatments: After unloading the answers of the sample members to the tool [the questionnaire], they were encoded and data entered using the computer, then the data was processed statistically using the Statistical Package for Social Sciences [SPSS]. Among the statistical treatments used are frequencies, percentages, arithmetic averages, and standard deviations, to estimate the relative weight of the questionnaire items. Cronbach's Alpha equation was used to test reliability. An Independent Sample T Test was used to find out the differences in the gender variable of the study sample from the public and employees. The analysis also relied on the One Way ANOVA test to find out the differences related to academic qualification, age, occupation, and conservatism for the study sample of the public, academic qualification, specialization, and years of experience for the study sample of employees.

5 Analysis and Findings

It turns out that the focus area [the ability of public relations in the fight against corruption] is all between medium and large scale, as the arithmetic averages ranged between [3.32] and [3.61], which are the domains [public relations challenges in the Anti-Corruption Authority] and [influencing public opinion]. The response on the total score for the axis was significant in terms of the arithmetic mean, which reached [3.51]. And that the areas of the [professional transparency] axis were all between medium and large, the arithmetic averages on them ranged between [3.38] and [3.49], which are the cases [challenges of enhancing transparency in the Anti-Corruption Commission] and [the ability of public relations to enhance professional transparency in the Anti-Corruption Commission], and the response on the total score for the axis was significant in terms of the arithmetic mean, which reached [3.43].

The results indicated that the paragraphs [functional role of government public relations] were all large, the arithmetic averages on them ranged between [3.44] and [3.70], which are the paragraphs [public relations, a clear strategy for its media role in the Anti-Corruption Authority] and [public relations work in The Anti-Corruption Commission is based on the support of the Commission's principles]. The response on the total score was significant in terms of the arithmetic average, which reached [3.57].

The results indicated that the paragraphs [influencing public opinion] were all between great, the arithmetic averages on them ranged between [3.44] and [3.76], which are the paragraphs [public relations in the Anti-Corruption Authority is committed to its integrated role in front of the public] and [public relations seeks In the Anti-Corruption Commission to create a positive public opinion among its audience]. The response on the total score was significant in terms of the arithmetic mean, which reached [3.61].

The results confirmed that the paragraphs [services provided by public relations] were all between medium and large, the arithmetic averages on them ranged between [3.33] and [3.70], which are the two paragraphs [public relations ensure through its media role the public's satisfaction with the Anti-Corruption Authority] and [Public relations work to build the reputation of the Anti-Corruption Authority inside and outside the authority]. The response on the total score was significant in terms of the arithmetic average, which reached [3.54].

The results showed that the paragraphs [challenges facing the enhancement of transparency in the Anti-Corruption Commission] were all between medium and large. The arithmetic averages on them ranged between [3.27] and [3.57], which are the paragraphs [lack of credibility between the administration in the Anti-Corruption Commission and the public in public relations] and [the Anti-Corruption Commission maintains the confidentiality of data and non-disclosure of it], and the response was on the total degree Medium in terms of the arithmetic mean, which amounted to [3.38].

According to the respondents, the public relations in the authority can enhance professional transparency and reduce administrative corruption as follows:

1. Special jobs in the commission are offered in cooperation with the Human Resources Department to receive applications and hold exams and interviews.

2. All the work of the commission, including conferences, seminars and workshops, is published, in addition to concluding agreements with government institutions in order to enhance cooperation to combat corruption and enhance integrity and transparency.

3. Reports are published and disclosed through the means of communication, the commission's websites, and official and local media institutions.

4. The commission allows those who complain about corruption to follow the complaint process, and they have the right to receive an official letter from the commission on the reported corruption case.

5. Whistleblower and Witness Protection System is a system through which the Commission protects whistleblowers and witnesses from any assault or harm against them in connection with the corruption case they reported.

The respondents stated a number of challenges that hinder the work of public relations in government institutions from enhancing professional transparency in the authority, including: the separation of the public relations department from the media and the absence of the titles of the departments and sections, as the media plays the role of public relations and protocol without a name. In addition to the negative mental impression of state institutions in general and the Anti-Corruption Commission in particular. Furthermore, the society's culture about corruption, the procedures associated with the process in which the issue of reporting corruption proceeds, which begins with reporting in the commission, as well as the division and partisan agendas, the occupation and the geographical division of the land, in addition to the financial crisis that countries as a whole suffer from.

The respondents mentioned that the public relations and the media department directly report to the senior management. The responses revealed that the majors of public relations workers are translation, journalism and media, social work, psychological counseling, and international studies.

The respondents revealed that the nature of public relations activities is to facilitate cooperation between the commission and other commissions. Some of these activities include coordinating conferences for the Anti-Corruption Department, holding workshops and establishing a partnership in curbing corruption by holding awareness-raising sessions and activities on issues of corruption and prevention and control of public money.

The ways, according to respondents, to meet the challenges facing the Public Relations Department in promoting transparency were as follows:

1. Research, planning, sufficient financial resources and the presence of real partners.

2. Unification of the Department of Public Relations, Media and Protocol under the name of Public Relations Department, with clear and specific powers.

3. Intensify efforts to spread awareness of combating corruption and enhance transparency, in addition to changing the stereotyped image taken of government institutions and of the Anti-Corruption Authority in particular.

4. Involving the public on a permanent and intensive basis in the activities and events of the Public Relations Department related to enhancing transparency.

5. Continuous communication with the public in all its forms and familiarizing them with the Commission, its functions and its work.

6. Increasing the number of employees of the Department of Public Relations and Information to intensify the activities that improve the Commission's image.

The respondents agreed that there is constant communication through conferences, workshops and awareness campaigns, in addition to attending official events and concluding agreements to enhance cooperation and partnership in combating corruption and enhancing transparency.

Some respondents mentioned that complaints are taken seriously, and once they are confirmed, they submit the file to the prosecution and the court, while others mentioned that complaints are taken by a competent department, we, as a public relations department, do not follow up on the complaints file.

6 Discussion and Conclusion

The results indicated that the degree of approval of the axis of [the ability of public relations in combating corruption] was between medium and large scale, with the highest being [influencing public opinion], followed by [the functional role of government public relations], then [services provided by public relations], and finally [public relations challenges in the Anti-Corruption Authority]. The response on the overall degree was great. This is due to the fact that the functional role of public relations in institutions in the first place is to influence the public and convey a good image of the authority to them. Therefore, the highest paragraphs came to influence public opinion by clarifying the objectives of the commission. The areas of the axis [professional transparency] were all between medium and large scale, and that the highest [the ability of public relations to enhance professional transparency in the Anti-Corruption Commission], and the lowest [the challenges of enhancing transparency in the Anti-Corruption Commission]. The response was great on the overall degree. This is due to the nature of the functional role of public relations in clarifying the objectives of the authority to the public, and conveying the image of the authority to them, thus making them feel comfortable, and this enhances the ability of public relations to enhance professional transparency in the Anti-Corruption Authority. This result differs with the result of the brick study [2019], which revealed that the availability of requirements for activating administrative transparency, from the viewpoints of administrators at the University of Hail, obtained a medium scale.

The results indicated that the degree of approval was [significant] on all paragraphs of the job role of government public relations, and the degree of total approval of the total degree was large, as it was the highest [public relations work in the Anti-Corruption Authority is based on supporting the principles of the authority], followed by [Public relations works to generalize the objectives of the Anti-Corruption Commission among the public], then [public relations in the Anti-Corruption Commission are able to gain the public's trust towards the Commission]. the lowest paragraph

were [public relations has a clear strategy for its media role in the Anti-Corruption Commission], then [Relationships The public employs scientific methods in implementing its activities and programs], followed by [public relations in the Anti-Corruption Commission are able to gain the public's trust towards the commission]. This result [public relations in the Anti-Corruption Commission is able to gain the trust of the public towards the Commission] is consistent with the result of Melvin Sharp's model of public relations ethics, which sees in continuous communication a role in building relationships with the public. This result is attributed to the important role played by public relations in the Anti-Corruption Commission and supports its principles through dissemination and disclosure in order to achieve the Commission's goal of fighting corruption. The media role of public relations in the Anti-Corruption Commission seeks to generalize and convey the authority's message to the public with the aim of raising awareness, not disturbing order, and trusting the work and principles of the authority. This media role is planned, organized and in a scientific manner because it addresses the minds of the public to believe and be convinced of the principles of the commission in the fight against corruption.

The results indicated that the degree of approval was [significant] on all paragraphs of influencing public opinion. The degree of total approval of the total degree was large, as it was the highest [public relations in the Anti-Corruption Commission seeks to create a positive public opinion among its audience], followed by [public relations enhances the public's confidence in the Anti-Corruption Commission through its various activities in the Commission], then [public relations influence the public through direct contact with them]. The lowest paragraphs were [public relations in the Anti-Corruption Commission is committed to its integrated role in front of the public], then [public relations provide clarifications to the public about the functions of the Anti-Corruption Commission].

This result is attributed to the nature of the tasks entrusted to public relations workers by virtue of the public relations function, which are: addressing the public, communicating with them and gaining their trust towards the authority, through what it provides of providing reassurance to the public about their interests, in addition to the services that the commission provides to them, such as providing the public with the clarifications they need about their inquiries, according to the powers and the extent of the powers granted to them, in order to gain the confidence and satisfaction of the public opinion towards the authority, which will develop it and raise its performance.

The results indicated that the degree of approval was between [medium and large] for all paragraphs of the services provided by public relations. The degree of total approval of the total degree was large, as it was the highest [public relations builds the reputation of the Anti-Corruption Commission inside and outside the Commission], Then [public relations convey to the public the activities of the Anti-Corruption Commission], then [working to link the partnership between the Anti-Corruption Commission and the public to curb corruption]. The lowest paragraphs were [public relations, through its media role, ensure public satisfaction with the Anti-Corruption Commission], and then [public relations enhance public cooperation with the Anti-Corruption Commission through its internal activities].

This result is attributed to the role of public relations in the Anti-Corruption Commission, which is, as evidenced by the results, a media role aimed at conveying the message and objectives of the Anti-Corruption Commission, its work, and the goal of its existence, which is to combat corruption. Therefore, there must be real cooperation from the public with the authority, and in order to do that, it needs the visual media represented by public relations and its media role in communicating with the public as a link between the public and the authority.

The results indicated that the degree of approval was between [medium and large] for all paragraphs of the challenges facing the enhancement of transparency in the Anti-Corruption Commission. The degree of total approval of the total degree was medium, as it was the highest [the Anti-Corruption Commission maintains confidentiality of data and does not disclose it]. , followed by [the specific circumstances of the internal system of the Anti-Corruption Commission prevent public relations from working in clarifying some regulations], then [the centralization of decisions in the Anti-Corruption Commission prevents it from delegating powers to public relations in communicating with community institutions]. The lowest paragraph were [lack of credibility between the administration in the Anti-Corruption Commission and the public in public relations], then [the failure to grant the Public Relations Department of the Anti-Corruption Commission the powers to publish the commission's periodic reports], followed by [the legalization of the role of public relations prevents the role of the anti-corruption commission in enhance transparency].

This is due to the fact that the Anti-Corruption Commission cannot publish some reports for security reasons that may defame some people who are suspected of corruption. Therefore, the role of public relations depends on the nature of these reports, as it does not have the powers authorized to publish special reports on the grounds that the Anti-Corruption Commission is central to its decisions, and it does not delegate to public relations powers to publish reports except within the public interest.

The results showed that the public relations in the commission works to enhance professional transparency and reduce administrative corruption through integrity in hiring, publishing the commission's work, such as conferences and reports, and listening to complaints with the presence of a protection system for whistleblowers.

The results showed that the challenges that prevent the role of public relations in government institutions from enhancing professional transparency in the commission are represented in the negative impression about state institutions and the anti-corruption commission, the separation of the public relations department from others, and the culture of society about corruption in addition to the procedures for running Corruption issues.

The results showed that the place of public relations in the senior management is that it follows the Media Department and that sometimes it reports directly to the senior management. This result is consistent with the principles of the theory of excellence, which sees that public relations workers have a direct functional link with senior management. This is due to the fact that the majority of the tasks entrusted to public relations in the commission are media tasks based on circulating and publishing reports, and opening channels of dialogue with the public, and therefore it receives

instructions from the senior management, which makes it derive two powers in its roles, an administrative authority and a media authority.

The results showed that the specializations of public relations workers are different, such as translation, journalism and media, social work, psychological counseling, and international studies. This result is consistent with the principles of the theory of excellence, which sees that public relations workers have knowledge and competence that qualifies them for the administrative role and for practicing balanced public relations.

The results showed that the budget of the Public Relations Department for the implementation of the activities is sufficient and that all the activities carried out by it are funded. This is due to the fact that public relations activities support the commission's tasks, generalize its principles, and create a positive opinion of the public. Therefore, its activities are covered within an adequate and well-thought-out budget.

The results showed that the nature of public relations activities is to facilitate co-operation between the commission and other commissions, to coordinate conferences for the Anti-Corruption Department, to hold workshops and to establish a partnership in curbing corruption by holding awareness-raising sessions and activities on issues of corruption and prevention and control of public money.

The results demonstrated that the decisions of the Anti-Corruption Commission are central, especially when they are sensitive and important issues, and not central when it comes to decisions related to the internal and external work of the department. This is due to the fact that the Anti-Corruption Commission is a body with a security system and it looks into corruption cases. Therefore, these cases are sensitive, especially when it comes to important data that may harm the suspect or expose him to defamation before ending a case and verifying that his file is free of corruption. In such matters, the Commission tightens its centrality and grants public relations limited powers within the scope of its tasks and principles.

The results demonstrated that the ways to confront the challenges facing the Public Relations Department in promoting transparency are through research, planning, finding an adequate financial resource, the presence of real partners, coordination between the authority, the media and the protocol, spreading awareness about anti-corruption, and engaging the public in the activities and events of the authority and communicating with it, and increasing the number of employees of the Public Relations Department. This is due to the fact that many groups of society, regardless of their areas of residence, work, and ages, do not have sufficient knowledge of the role of public relations in enhancing professional transparency in the Anti-Corruption Authority. Therefore, awareness campaigns and intensification of public relations activities to communicate with the public and various institutions are necessary.

The results showed that there is constant contact with institutions and the public through conferences, workshops and awareness campaigns, in addition to attending official events and concluding agreements to enhance cooperation and partnership in combating corruption and enhancing transparency. This result, public relations in the Anti-Corruption Authority is able to gain the trust of the public towards the agency, is consistent with the result of Melvin Sharp's model of public relations ethics, which sees in continuous communication a role in building relationships with the public.

This result is due to the fact that public relations are active in their communications with and addressing the public, and are intensifying their effectiveness in engaging with institutions and partners.

The results showed that letters or complaints submitted to the commission by governmental institutions or by the public are taken into account. This is due to the fact that public relations, through its role in addressing the public, listens to their complaints, and conveys them seriously to the Commission.

The results showed the existence of several roles for the Public Relations Department in the Anti-Corruption Commission: communicating with institutions and the public, training and exchanging experiences with other institutions, publishing news and reports, and preparing monthly reports. This result, public relations in the Anti-Corruption Authority is able to gain the public's trust towards the authority, is consistent with the result of Melvin Sharp's model of public relations ethics, which sees in continuous communication a role in building relationships with the public. This is due to the complexity of the public relations tasks governed by the nature of the commission, its size and relations, and the nature of its internal and external systems.

The results demonstrated that the employees of the Anti-Corruption Authority are involved in the activities of the Public Relations Department. This result is consistent with the principles of the theory of excellence that calls for the involvement of public relations in strategic management. This is due to the fact that the Public Relations Department is one of the important departments in the commission, and according to the nature of the role it plays and its importance, it is necessary to involve the employees in the commission in the activities of the authority so that they possess communication skills.

The results showed that public relations is not a mediator between the Anti-Corruption Commission and the higher administrations. This is due to the fact that public relations presents programs and activities and circulate the news of the authority within the scope of its work, but not as a matter of mediation between the public and the authority, but from the nature of the competence that imposes itself in opening channels of dialogue and communication with the public.

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