

Introduction:

The communication process is a foundational element for institutions, serving a critical strategic role in achieving organizational objectives, driven primarily by the human factor through effective communication. The public relations practitioner leads this process within the public relations system, utilizing a range of duties, skills, characteristics, and tools to formulate and execute strategies. These efforts cultivate a positive institutional image, bolstering internal and external public trust, enhancing the institution's reputation, promoting its policies, and effectively managing crises and addressing challenges. Therefore, the most significant challenge facing a public relations professional nowadays is the need to adapt to all the new rapidly progressing developments in their profession, in an environment where stagnation has become an incompatible element with their roles and duties.

Tasks and functions of the public relations practitioner.

The primary foundation that institutions rely on is their connections with the internal and external environment, facilitated by specialists in the field. Communication with the public is a key function of the public relations practitioner, who is responsible for tasks that collectively contribute to achieving the institution's goals. These tasks and functions include (Zalata, 2007, p.145):

- 1- Participating in the organization of all internal and external public communication processes, including the coordination of events, communication manifestations, exhibitions, press conferences, seminars, and forums, while making strategic decisions to ensure their effective preparation.
- 2- Connecting the institution with its audience and stakeholders by providing essential information to strengthen internal and external relationships, and supplying the institution with insights about its audience and the types of communication that enhance understanding of these relationships. Additionally, the public relations practitioner

The Functional Dimensions of the Public Relations Practitioner: A Theoretical Study on Tasks, Skills, Tools, and Challenges

clarifies the institution's directions, policies, objectives, and decisions, while articulating its stance to public opinion.

- 3- Conducting research to analyze audience characteristics, enabling the identification of demographic categories that inform the development of objectives, services, products, and the needs and desires of the audience. This process is followed by coordination with the institution's human and financial capabilities, aligning with its short- and long-term goals, plans, and strategies.
- 4- Engaging with diverse audience categories to clarify messages, objectives, and content, thereby facilitating a successful and transparent communication process. This is accomplished by establishing clear terms, providing informed judgments, employing persuasive approaches, and presenting proposals to streamline interactions. By offering explanations and solutions, the public relations practitioner contributes to achieving the institution's overarching goals.
- 5- Building and strengthening interrelationships by connecting the audience with the institution and informing all parties of each other's perspectives to align viewpoints, satisfy the audience, and safeguard the institution's reputation and interests.
- 6- Identifying and implementing the most effective methods, techniques, and modern tools to enhance the communication process with the audience and public, by strategically selecting optimal approaches for message delivery.
- 7- Building a positive reputation for the institution and promoting its ideas and policies.
- 8- Preparing daily records to document and address issues, particularly those related to complaints, and responding to daily press publications (Al-Johary, 1994, p.35).
- 9- According to Al-Sardi (2011, p. 324), additional responsibilities of the public relations practitioner include developing visualizations and objectives that serve both the system and the public, presenting them to senior management for discussion and refinement, and

collaborating with senior management to define objectives, plans, and strategies.

- 10-Measuring, assessing, and interpreting public opinion trends to manage issues and crises, and implementing corresponding plans and programs.
- 11-Enhancing employees' skills, identifying their talents, providing incentives, and promoting continuous professional development.
- 12-Preparing correspondence, business reports, management reports, and financial reports.
- 13-Planning and developing strategies in coordination and integration with other management units within the institution.

Skills of PR practitioner:

To achieve the institution's objectives, public relations practitioners must acquire a diverse set of skills to fully execute their responsibilities. They are also required to continuously develop these skills and adapt them to the evolving demands of their environment, particularly in technical, technological, and professional domains. These skills include effective communication, which is essential for the communication process, requiring practitioners to leverage their knowledge and expertise. Effective communication directs the communication process, guiding the selection of the medium, message type, content, and language, as well as determining the appropriate approach for engaging diverse audiences, and identifying the optimal time and place to deliver the message in a manner that supports the institution's goals.

A skill can be defined as the ability to perform tasks and functions effectively, conveying ideas, messages, and emotions clearly through appropriate tools and approaches to foster understanding, alignment, and cooperation in support of the desired objectives of the communication process (Saleh, 2012, p. 123). The essential communication skills required for public relations practitioners include:

➤ Writing skills:

The Functional Dimensions of the Public Relations Practitioner: A Theoretical Study on Tasks, Skills, Tools, and Challenges

Writing is a critical productive skill for public relations practitioners, distinct from journalistic or audiovisual content writing due to its specific purpose. It aims to deliver messages designed to achieve objectives, such as influencing or modifying behavior and persuading audiences. This requires using clear, grammatically correct, and respectful language that ensures clarity and coherence. Writing in public relations encompasses various styles, including persuasive, literary, and academic writing (Ayash, Z. H. M. (2004 p112). Effective writing demands a clear understanding of objectives, awareness of the audience's nature and characteristics, and the ability to select appropriate ideas and writing styles for diverse activities, such as drafting reports, editing articles, preparing journalistic materials, and creating brochures and flyers (Omairat, 2019, p. 83). Thus, writing is an essential skill for institutions to achieve their goals effectively.

➤ Listening skills:

Listening is an acquired skill that can be refined through practice, and public relations practitioners must excel as attentive listeners who comprehend the speech and opinions of others. Taking note of audience feedback and experiences is crucial, as these interactions foster strong relationships with diverse audiences and facilitate the simplification of issues for communication to management, thereby advocating for public needs. Effective listening requires focused attention, precise observation, and sensitivity to non-verbal cues, such as gestures, facial expressions, and vocal tones, which reveal underlying meanings. These cues help practitioners craft messages that align with both their goals and the institution's objectives. Additionally, the ability to ask pertinent questions at appropriate moments encourages meaningful dialogue (Ahmed, p. 69).

➤ Dialogue and persuasion skills:

Dialogue skills encompass the ability to effectively influence audience opinions through clear, engaging, and articulate communication that reflects the speaker's ideas. These skills enable public relations practitioners to drive change, shape audience behavior, and align public perspectives with institutional objectives. Additionally, dialogue fosters knowledge acquisition, enhances audience capabilities, and nurtures their talents (Rahal, 2015, p. 256).

Persuasion and influence are achieved through honest and accurate information delivery, utilizing appropriate tools and methods while maintaining factual integrity. This involves providing scientific and practical evidence, avoiding procrastination, and adhering to optimal timing for message delivery to achieve the desired response. Timely and contextually appropriate communication, coupled with the ability to present exclusive or compelling information, is critical. These skills are fundamental for public relations practitioners, enabling effective communication with diverse audiences by creating impact, simplifying complex topics, and convincingly conveying ideas (Prank, 1993, p. 10).

➤ **Speaking skills:**

Speaking skills involve the use of verbal symbols and voice tones to enable public relations practitioners to effectively convey their ideas, messages, and opinions while aligning with their objectives. This essential and complementary skill requires thorough preparation, including crafting well-considered topics and phrases tailored to the message and suited to the target audience. Public relations practitioners must employ accurate language and an effective delivery style, avoiding ambiguous gestures that could hinder message clarity (Al-Qadi & Hamdan, 2010, p. 43).

A fundamental aspect of speaking skills is the practitioner's awareness of the speech and expressions used, ensuring they align with the intended message and objectives. Practitioners must adapt their communication to suit the context, mastering the art of interaction

The Functional Dimensions of the Public Relations Practitioner: A Theoretical Study on Tasks, Skills, Tools, and Challenges

during dialogue, managing discussions, responding to reactions, stimulating engagement, and documenting responses. Additionally, they should create an engaging and appropriate atmosphere that ensures comfort for the audience, regardless of their diversity.

➤ Reading Skills:

Reading and verbal comprehension are fundamental skills for public relations practitioners, utilizing verbal language as a symbolic tool to facilitate the communication process. These skills enhance knowledge acquisition, expand the linguistic and intellectual capacity of both the sender and receiver, and enable the exchange of opinions and ideas. They encompass the ability to analyze written words and phrases, identify key ideas within any topic, organize reading materials, improve reading speed, and strengthen verbal proficiency. Additionally, these skills involve critical analysis, problem-solving, and a deep understanding of content (Munier, 2012, pp. 191–192).

➤ Thinking skills:

Thinking is an essential skill for achieving successful, effective, and flexible communication. It represents an overlapping mental and intellectual process aimed at acquiring specific knowledge, which can be developed and enhanced through practice, particularly during crisis situations. A proficient public relations practitioner must master this skill to identify solutions and navigate problems and crises effectively (Shomar, 2011, p. 26).

The public relations practitioner must excel in innovative thinking, which introduces new knowledge and generates theories, ideas, and suggestions that provide practical solutions to challenges (Hameed & Muhammad, p. 68). Additionally, analytical thinking is crucial, as it involves deconstructing ideas, positions, objects, and relationships into precise elements for examination. This process generates lessons, axioms, and hypotheses, ultimately producing precise and dependable information and solutions (Al-Qadi & Hamdan, 2010, p. 120).

Communication media skills:

To achieve an effective communication process, it is essential to master the skill of selecting appropriate communication media, which requires considering factors that align with the audience's characteristics, message type, and available financial resources (Hasan, 2001, p. 187).

➤ **Social and emotional intelligence skills:**

These two social skills have a human dimension that facilitates interaction with internal and external audiences, which requires public relations practitioners to master them to the fullest. Dealing with different psychologies and mastering the psychological skills related to perception and emotion are among the most difficult skills of all. Clarifying the relationship between what one thinks and what one feels allows public relations practitioners to achieve integration in achieving personal performance. Understanding others, their feelings, emotions, and attitudes, and supporting and assisting them, helps build relationships with human dimensions that contribute to the effective performance of tasks and the achievement of goals (Awaj, 2017, p. 208).

Emotional intelligence for public relations practitioners enables them to recognize emotions and how to interact with messages, services, and content, to understand and interact positively with them. This essentially relates to balance and calm, especially in managing them well (Zaidan & Al-Imam, 2003, p. 25).

➤ **Digital communication skills:**

The accelerating technological development in communication means compels institutions and their personnel to keep pace by continuously developing their skills to achieve mastery. Public relations practitioners, in particular, must demonstrate flexibility and adaptability to technological advancements, as the communication process, information exchange, and the immense fluidity of information resulting from the continuous use of internet and

The Functional Dimensions of the Public Relations Practitioner: A Theoretical Study on Tasks, Skills, Tools, and Challenges

computers, and social media platforms have created a form of effective interactive communication between the institution and its audiences. This reality necessitates the possession of effective skills to ensure communication effectiveness, analyze emotions and behaviors, and process large datasets (Al-Shaer, 2015, p. 153). In addition to these core competencies, other essential skills include artistic sensibility, linguistic proficiency, administrative management concepts, accessibility provision, decision-making, alternative identification, and technological proficiency for public relations practitioners (Ajwa & Kareman, 2008, p. 35).

PR practitioners' tools:

The optimal selection of communication tools depends on several factors, including audience type, message content, level of urgency, speed requirements, data volume and fluidity, as well as available financial and human resources (Marwa, 2004, p. 28). Consequently, a systematic classification of the tools and means employed by public relations practitioners is essential, encompassing written means, audiovisual means, audio means, electronic and digital means, and personal oral correspondences. These tools are categorized into traditional, modern, direct, and indirect types (Tala't, 1970, p. 50). The following section provides a detailed example of these classifications:

- Direct media: lectures, meetings, telephone communication, seminars, conferences, interviews, forums, field visits, electronic means, and communication stations.
- Traditional media: television, radio, magazines, books, correspondence, cinema, museums, photographs, reports, video tapes, newspapers, exhibitions, broadcasting, periodicals, and correspondence.
- Modern media: the web network, email, digital archive services, browsing and publishing, online chat, social networking platforms, etc.

The internet is now regarded as a fundamental modern communication tool that public relations practitioners must utilize, serving as the foundational platform upon which other tools are built. Similarly, the computer provides rapid services to practitioners at all levels, enabling the development of diverse programs and strategies. As a pivotal instrument in their work, it is indispensable for public relations specialists (Wilcox et al., 2005, p. 266). Furthermore, the internet has given rise to the digital world in institutional communication, reinforcing the adoption of digital tools and media. Consequently, the dominance of interactive communication has generated new information and tasks, necessitating enhanced qualifications for public relations practitioners (Scott et al., 2000, p. 285). Among the most important modern digital tools are:

- Multimedia that represents the technological forefront of companies, a term describing software programs or hardware devices that enable public relations practitioners to benefit from them in editing text, photos, audio, and all computer software for data storage and interactive presentation (Musa, 2009, p. 46). Public relations practitioners utilize multimedia due to its significance and unique characteristics, which enable access to diverse audience segments by integrating audio, visuals, and text on a single platform. This combination enhances attraction, persuasion, and information dissemination. Additionally, multimedia facilitates audience analysis based on targeted demographic categories, allows for the storage of large volumes of information with easy updates, and supports downloading, previewing, editing, and modification in accordance with institutional objectives and the needs of the target audience (Ebola, 2004, p. 103).
- Satellites, which serve as sender and receiver devices at the outer space level, transmit signals to ground-based receiver sites. These satellites have facilitated the audiovisual communication process and represent one of the advanced modern technologies resulting from the technological revolution, providing an extensive communication

The Functional Dimensions of the Public Relations Practitioner: A Theoretical Study on Tasks, Skills, Tools, and Challenges

network capable of covering the entire world (Ali Aldeen et al., 2002, p. 143).

- Remote conferences, which public relations practitioners utilize due to their numerous benefits, including long-distance participation, time savings, rapid mission accomplishment, interactive discussions to achieve solutions that swiftly address issues, cost efficiency, and overcoming time and geographical barriers, while benefiting from the expertise of public relations consultants in large institutions (Fouad & Bushara, 1990, p. 294).
- Telex, an obsolete technology that enables the transfer of text from one institution to another via telephone signals using two printers, by decoding the data to display it on the receiver's printer in the form of a printed document. It is a technology utilized in urgent situations and incidents for informing and notification purposes (Al-Labban, 2005, p. 22).
- Videotex, an interactive computer-based system that allows access to databases storing large volumes of data, emerged in the 1970s in the form of the French Minitel system. In the 1970s, numerous practical applications increasingly emerged, particularly in advertising, by retrieving specific data from local and international databases. This enabled targeted access to audiences when promoting products or services. Videotex is specifically utilized in advertisements to address target audience preferences, describe products, and provide detailed information about services and commodities (Al-Labban, 2005, p. 22). Furthermore, this technology enables instant messaging services, billboards or news tickers, and chat functions, which represent a form of synchronous and interactive communication. Additionally, it supports public relations forums and news groups, which play a crucial role in the transmission, dissemination, and distribution of information, as well as leveraging these resources effectively (Al-Yadouni, 2011, p102.).

PR practitioners' techniques:

Techniques encompass the comprehensive collection of approaches, applications, ideas, and tools that public relations practitioners employ to execute tasks, enhance efficiency, improve performance, and achieve effective communication. These techniques facilitate the transfer of ideas, experiences, and information by leveraging various devices and available technologies. Communication technologies enable the utilization of all communication and information devices and systems for processing, transmitting, broadcasting, and storing information in all its forms (Al-Amoudi, 2018, pp. 12–24). Accordingly, the techniques of the public relations practitioner comprise all professional methods, procedures, and tools that enable the achievement of organizational goals, the construction of a positive institutional image, and the strengthening of relationships with the public. These techniques include:

- Strategic planning: it involves identifying the target audience, analyzing trends, and developing clear communication strategies. These strategies may incorporate research, competitor analysis, and the selection of appropriate media outlets (23/07/2025 - what is the public relation strategy).
- Crisis management: addressing sudden problems with a robust approach, ensuring effective containment and organized communication through immediate and coordinated responses.
- Strengthening media relations: this is achieved by issuing press releases and organizing conferences to disseminate official and reliable information about the organization, thereby preventing the spread of rumors. Additionally, hosting events and open days fosters stronger relationships with diverse audiences while introducing new products and offers (Curtis & Brown, 2022, p.).
- Digital marketing and content creation: a technique focuses on producing engaging digital content, particularly through social media and online platforms, with continuous monitoring of displayed material. It includes implementing sentiment analysis, response tracking, and opinion evaluation.

The Functional Dimensions of the Public Relations Practitioner: A Theoretical Study on Tasks, Skills, Tools, and Challenges

- Scientific research integration: this adheres to rigorous scientific research steps within the public relations department, conducting studies related to audiences or competitors.
- Internal communication: adopting organizational communication practices to enhance the performance of public relations practitioners.

Challenges and risks confronting PR practitioners:

The integration of advanced technological tools and techniques, particularly digital communication technologies with their extensive capabilities, alongside advanced artificial intelligence, has fundamentally transformed the public relations profession. Practitioners and department heads must now navigate the shifts imposed by these modern technologies, demonstrating flexibility and rapid adaptability to the resulting complexities in their roles. This necessitates continuous professional development through targeted training, innovative approaches to analyzing and interpreting big data, ongoing awareness of real-time developments at both institutional and societal levels, and sustained engagement with emerging digital technologies. Nowadays, public relations practitioners are required to engage in continuous learning and development by using online accessible applications to gain the needed skills that support their learning process. In addition, practitioners face continuous work pressure in an unstable and continuously developing environment, requiring ongoing skill development, requiring ongoing skill development, adoption of novel technologies, and satisfaction of audience expectations for more shared knowledge, which in return achieves the institution's objectives.

Hence, public relations practitioners should engage in digital literacy training to gain effective technological skills that align with current developments in communication technology within institutions and public relations departments. In addition, practitioners are required to enhance their understanding of current challenges and future obstacles imposed by new media in the field of public relations.

Research shows that digital communication tools have a significant impact on communication practitioners in institutions, particularly when there is a lack of professional mastery of these tools or misuse of them. Consequently, numerous future challenges and threats have been identified, prompting the development of training programs to enhance the job performance of this professional group. The skills required to adapt effectively to digital communication tools and technologies have been adopted across all Algerian institutions, ensuring that public relations professionals are fully prepared to perform their duties to the highest standard.

The transition from traditional to digital communication, along with mastery of its techniques, has introduced significant issues and obstacles for public relations practitioners, potentially serving as a barrier to acquiring roles and skills aligned with their tasks. This is particularly evident in the dimension related to artificial intelligence, which threatens the future of the profession and may lead to the relinquishment of certain tasks soon. According to statements by Meta's CEO, Mark Zuckerberg, communication practitioners and programmers are expected to be replaced by artificial intelligence. Furthermore, Zuckerberg anticipates that artificial intelligence capabilities will peak at various levels, potentially reaching the proficiency of mid-level experienced programmers within two years. This trajectory signals a radical transformation in the technical job market across multiple fields, shifting communication practitioners and programmers into supervisory roles over artificial intelligence, with even this supervisory function likely to be phased out over time, suggesting the eventual full management of institutions by artificial intelligence.

Considering the preceding discussion, the formidable obstacles confronting public relations practitioners are evident, necessitating mastery of technical and technological skills to align with advancements in digital communication technology. Consequently, this technological proficiency yields high productivity, enhances employee performance, and strengthens abilities in handling technology, digital materials, and audio content. It also improves research skills, internet utilization, database connectivity, data analysis, instant following-up on events, and the facilitation of individual and group

The Functional Dimensions of the Public Relations Practitioner: A Theoretical Study on Tasks, Skills, Tools, and Challenges

meetings, particularly online ones. This stems from the ongoing and continuous evolution of communication activities in our digital societies.

Conclusion:

The study concludes that the environment surrounding public relations practitioners, both within and outside institutions, along with the variety of advanced tools, techniques, approaches, and skills, and the dominant communication patterns within institutions, collectively constitute factors that influence practitioners' quality and the efficiency of achieving institutional objectives. These factors also impact practitioners' ability to develop strategies, plans, and programs that create a positive image representing the institution, maintain its reputation, and uphold its status. Collectively, these factors create obstacles and challenges that compel modern public relations practitioners to enhance their professional competence and technical skills to confront and address these issues effectively.

In addition, indicators suggest a shift in the scope of public relations work toward integrated marketing communications, which presents a promising prospect for improved training and education for public relations practitioners. This new trajectory emphasizes integrating communication arts, (marketing arts, public relations arts, research and foresight arts), as diverse factors, unified by their strategic purpose. For example, public relations, advertising, direct marketing strategies and promotion or personal selling, all serve as tools to formulate a comprehensive marketing strategy. By utilizing communication media to construct a unified message directed at external stakeholders and internal audiences, this approach enhances institutional loyalty and customer allegiance, increases awareness of the institution and its brand, fosters strong relationships with companies and institutions, and successfully achieves sales goals while enhancing the reputation of institutions and companies, and building a positive image.

References:

A great marketing. (2022). In *Great marketing textbook: Reading public relations*. Pressbooks Pub. <https://pressbooks-pub/great-marketing-textbook-reading-public-relations> - 15:44 2025 07 23

Al-Amoudi, M. S. (2018.). *Dawr al-taqniyat al-ma'lumat wa-l-ittisalat fi ta'ziz istikhdam al-turuq al-haditha fi tadris al-fiziya al-jami'ia* [The role of information and communication technologies in enhancing modern methods in teaching university physics]. International Information Network.

Al-Johary, M. (1994). *Dalil al-alawat al-amma li-l-mu'assasat wa-l-sharikat* [Public relations guide for institutions and companies]. Egypt: National Printing and Publishing House.

Al-Labban, S. D. (2005). *Al-sihafa al-iliktruniya: Dirasat fi al-tafa'uliya wa-tasmiyat al-mawqi'* [Electronic journalism: Studies in interactivity and website design] (1st ed.). Egypt: Egyptian Lebanese House.

Al-Qadi, A. M., & Hamdan, M. B. (2010). *Maharat al-ittisal* [Communication skills] (1st ed.). Amman: Al-Esar House for Publishing and Distribution.

Al-Sardi, M. A. (2011). *Al-ittisal wa-l-'alaqat al-amma fi idarat al-maktabat wamaraki' al-ma'lumat* [Communication and public relations in library and information center management]. Balkan: University of Balkan.

Al-Shaer, A. I. (2015). *Maharat al-ittisal* [Communication skills] (1st ed.). Al-Safaa for Publishing and Distribution, Amman.

Al-Yadouni, M. A. (2011). *Istikhdam al-taqniyat al-haditha fi al-alawat al-amma bi-sharikat al-ittisalat bi-l-yamaniya wa-in'ikasaha ala ada al-amilin* [The use of modern technologies in public relations in Yemeni telecommunications companies and their impact on employee performance] [Master's thesis, Assiut University]. Assiut: Assiut University.

Awaj, S. (2017). *Al-dhakaa al-atifi li-l-qa'im bi-l-alawat al-amma fi al-mu'assasa al-jazairiya: Dirasat maydaniya li-l-qa'im bi-l-alawat al-amma bi-mu'assasat baladiya Sitif anmudhajan* [Emotional intelligence of public relations practitioners in Algerian institutions: A field study of Setif municipalities]. Riyadh, Afak lil-Ulum, 8(2).

Ayash, Z. H. M. (2004). *Al-qa'im bi-l-ittisal: Al-waqia' al-sudani* [The communicator: The Sudanese reality]. Khartoum: Republican Press.

Fouad, K., & Bushara, E. (1990). *Dawr al-taknolojiya al-jadida fi al-alawat al-amma: Dirasat tatbiqiya ala al-muqawilun al-arab* [The role of new technology in public relations: An applied study on Arab Contractors] [Unpublished master's thesis, Cairo University]. Cairo: Cairo University.

Hameed, S. M., & Muhammad, M. A. (2019). *Maharat al-tafkeer: Bayna al-nazariya wa-l-tatbiq* [Thinking skills: Between theory and practice] (1st ed.). Amman: Amjad House for Publishing and Distribution.

***The Functional Dimensions of the Public Relations Practitioner: A
Theoretical Study on Tasks, Skills, Tools, and Challenges***

- Hasan, A. A. (2001). *Istratijiyat al-taswiq fi al-qarn al-hadi wa-l-ishrin* [Marketing strategies in the twenty-first century]. Cairo: Qeba House.
- Maher, A. (1997). *Al-suluk al-tanzimi: Madkhal bina' al-maharat* [Organizational behavior: A skills-building approach]. Alexandria: Alexandria University House.
- Marwa, F. (2004). *Al-ittisalat al-mihniya* [Professional communication]. Beirut: Al-Nahda Al-Arabya House.
- Muhahammed Mustafa Ahmed
- Munier, M. (2012). *Maharat al-ittisal li-l-ilami'in wa-l-tarbawiyin wa-l-du'at* [Communication skills for media professionals, educators, and preachers] (7th ed.). Cairo: Al-Fajr House for Publishing and Distribution.
- Omairat, A. (2019). *Maharat al-ittisal fi al-alaaqat al-amma* [Communication skills in public relations]. Amman: Osama House for Publishing and Distribution.
- Prank, J. (1993). *Presses and public relations* (3rd ed.). London: Blackie Academic et Professional LTD.
- Rahal, M. M. (2015). *Al-alaaqat al-amma min mantik nazari wa-amali* [Public relations: Theoretical and practical perspectives]. Amman: Amjad House for Publishing and Distribution.
- Saleh, N. M. (2012). *Maharat al-ittisal: Al-usus wa-l-nazariya al-ilmiya* [Communication skills: Foundations and scientific theory] (1st ed.). Amman: Al-Thaqafa House for Publishing and Distribution.
- Shomar, T. (2011). *Maharat al-tafki'r* [Thinking skills] (1st ed.). Amman: Azmena House for Publishing and Distribution.
- Tala't, I. M. (1970). *Al-alaaqat al-amma ka-adat li-l-tanmiya* [Public relations as a tool for development]. Cairo.
- What is the public relation strategy and why is it important? (2025, July 23). TimesPro. Retrieved from: <https://timespro.com> – Accessed on
- Wilcox, D., & others. (2005). *Public relation stratgies and tactics* (7th ed.). USA: Bacon; Partument.
- Zaidan, I. N., & Al-Imam, K. A. (2003). *Al-dhakaa al-anf'ali wa-alaaqatihi bi-ba'd asalib al-ta'allum wa-ab'ad al-shakhsiya* [Emotional intelligence and its relationship to learning styles and personality dimensions]. Cairo: Dar Tribe, Dirasat Arabiya fi Ilm al-Nafs, 1.
- Zalta, A. (2007). *Al-qa'im bi-l-ittisal fi al-sihafa* [The communicator in journalism] (1st ed.). World House for Publishing and Distribution.