

T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES



**REPUTATION MANAGEMENT IN THE DIGITAL AGE: THE ROLE OF
PUBLIC RELATIONS IN FRAMING PUBLIC OPINION AND ITS IMPACT
ON BUSINESS CONSISTENCY**

MASTER'S THESIS

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Department of Business
Business Administration Program

MARCH, 2023

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APPROVAL PAGE



DECLARATION

I hereby declare with respect that the study “Reputation Management In The Digital Age: The Role Of Public Relations In Framing Public Opinion And Its Impact On Business Consistency”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the References. (02/06/2023).

Oumaima BEN FARHAT

FOREWORD

I want to thank my supervisor, Dr. Akin Marsap, for his assistance in carrying out this thesis and give him special praise for his support and guidance throughout the process and development of this project. He was always helpful and welcoming whenever I needed any help.

In addition, I want to thank Istanbul Aydin University for the opportunity and the services provided for the students' assistance and for providing all necessary sources for success.

I want to express a special gratitude to my friends and family who gave moral support throughout the conduct of this project.

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March, 2023

Oumaima BEN FARHAT



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ABSTRACT

Companies examine the interests and requirements of their target audiences when developing effective communication plans their target audience. The relationship between an organization and its public is crucial because it significantly impacts the success and reputation of the organization. It is the heart of the communication process, as it takes care of community engagement, crisis management, and the corporate image at both the internal and external levels. The nature of the shared relationship between an organization and its public has a significant impact on business in several ways; therefore, it is crucial to maintain business consistency.

This study includes methodological data collection strategies, such as quantitative and qualitative data collection and secondary data from previously validated surveys and study cases of PR professionals and academics. It goes through the development of public relations over the years and explains its components and importance in the corporation's life cycle. It reveals the basics of the communication process. This study undertakes two surveys and a case study to investigate the conformity of the theoretical investigation on the link between public relations, public opinion, and business consistency.

The first survey was conducted through emails sent to public relations practitioners and public relations associations. The second survey was conducted through emails and messages to Facebook users. Results were extracted with the help of SPSS software. Seeing the results of the surveys and the case study, the bond between the three variables is very critical, the relationship between the public and the business entity is essential to this business's consistency, and public relations

management is the key to having successful reputation management that will help to create the bond between the business organization and the public.

Keywords: Communication process, Public Relations, Digital Age, Business consistency, Reputation Management.



DİJİTAL ÇAĞDA İTİBAR YÖNETİMİ: KAMUOYU ÇERÇEVESİNDE HALKLA İLİŞKİLERİN ROLÜ VE İŞ TUTARLILIĞINA ETKİSİ

OZET

Etkili iletişim için planlar geliştirirken, şirketler hedef kitlelerinin ilgi alanlarını ve gereksinimlerini incelerler. Bir kuruluş ile paydaşları arasındaki ilişki, kuruluşu başarısını ve itibarını önemli ölçüde etkileyebileceği için çok önemlidir. Halkla olumlu bir ilişki kurmak ve sürdürmek, halkla ilişkiler ekibinin üzerinde çalıştığı misyonlardan biridir. Hem iç hem de dış düzeylerde topluluk katılımı, kriz yönetimi ve kurumsal imajı ilgilendirdiği için iletişim temel sürecin en önemli parçasıdır. Bir kuruluş ile halkı arasındaki paylaşılan ilişkinin doğası, iş üzerinde çeşitli şekillerde önemli bir etkiye sahiptir; bu nedenle, iş tutarlılığını korumak çok önemlidir.

Bu çalışma, halkla ilişkilerin yıllar içerisindeki gelişimini ele almakta, bileşenlerini ve kurumun yaşam döngüsündeki önemini açıklamakta ve iletişim sürecinin temellerini ortaya koymaktadır. İşletmenin tutarlılığını değerlendirmede ana faktör, hedef kitle veya genel kamuoyudur, bu faktörler şirketin pazardaki varlığını kontrol eden anahtar olcutlerdir. Anketler ve durum çalışması sonuçlarına bakıldığında, bu üç değişken arasındaki ilişki oldukça önemlidir.

Bu çalışma, halkla ilişkiler, kamuoyu ve iş tutarlılığı arasındaki bağlantıya ilişkin teorik araştırmanın uygunluğunu araştırmak için iki anket ve bir olgu çalışması yürütür. Anketlerin ve olgu çalışmasının sonuçlarına bakıldığında, üç değişken arasındaki bağlantı son derece kritik bir rol oynamaktadır. İşletme varlığı ile halk arasındaki ilişki, işletmenin tutarlılığı için oldukça önemlidir ve başarılı bir itibar yönetimi için halkla ilişkiler yönetimi, işletme organizasyonu ile halk arasında bağ kurmaya yardımcı olan anahtar faktördür.

Anahtar Kelimeler: İletişim süreci, Halkla İlişkiler, Dijital Çalışma Tutarlılığı, İtibar Yönetimi.



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LIST OF ABBREVIATIONS

ANOVA	: Analysis of variance
BLS	: Bureau of Labor Statistics
CIO	: Chief Information Officer
CIPR UK	: Chartered Institute of Public Relations in the UK
GDPR	: General Data Protection Regulation
ICO	: UK's Information Commissioner's Office
IPR	: Institute of Public Relations
IPRA	: International Public Relations Association
IPRRC	: International Public Relations Research Conference
LSPR	: London School of Public Relations
NYT	: New York Times
OECD	: Organization for Economic Co-operation and Development
PDA	: Personal digital assistant
PESO	: Paid, Earned, Shared, Owner media
PHD	: Doctor of Philosophy
PO	: Public Opinion
PR	: Public Relations
PRSA	: Public Relations Society of America
UK	: United Kingdom
USA	: United States of America



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I. INTRODUCTION

A. Objective and Scoop

The public's reaction to individuals and organizations depends on how they perceive and think of them. Therefore, companies can no longer ignore the importance and necessity of the prestigious image and message they deliver to the public, as they are delicate and under regular review. With the tense competition in the market, organizations tend to create a differentiation between themselves and competitors. The way to out-stand the market is to be recognized and be in the favorable opinion of the public. Vincent price considered public opinion as the concept of the communication process and its outcomes. Price is a global pioneer expert in public opinion (PO), who wrote an entitled book Public Opinion back in 1992. He won the “World Association for Public Opinion Research's Robert M. Worcester and the "American Association for Public Opinion Research's Award of Recognition (president.duke.edu, 2017). He believed that PO is a vital dynamic part of social science and plays a massive role in sociology, social psychology, and political science. In Business life, public opinion is one of the veins that bring life to corporations and affects their internal system indirectly. The effect and importance of PO cannot be touched, yet its impact can be seen in the development and financial status of the corporation (Ohiagu, 2009:1).

Now, even public opinion has different connotations depending on the use of the term and its applications. As media becomes a crucial factor in setting backgrounds and the basis for public opinion, it influences the judgments and attitudes of the public toward a particular topic, organization, and even individual.

In recent years, PO specialists started investigating the link between the beliefs and thoughts of people and market consistency. Among the topics that were on the round table of discussion was the influence of individual psychology, will, and perspective over the fluctuation of the stock market of a brand, which is what this research tries to track, its relation to the brand image of the organization and its

impact on the business consistency.

B. Corporate Reputation

Reputation is the bigger image that the public sees about organizations, individuals, and institutions. Stakeholders build an overall image concerning an organization based on previous actions and reactions of the last. Companies shall never take a reputation for granted as it is very delicate and critical to manage. Minor mistakes and miss-understanding can cause significant damage to the reputation status. It changes within a matter of minutes. The public is the one who sets the reputation status (Kitching, 2021:34). Academics and professionals within the PR field affirmed that corporate reputation depends on two (2) key factors that are essential in sustaining a public figure.

- Interaction of the company with the public (Public Relations activities).
- Media coverage.

..“ a good corporate reputation could be one of the most valuable contributors to a sustainable business” (Adeosun and Ganiyu, 2013:222, Doorley and Garcia, 2015:3, Firestein, 2006:25, Helm, 2011b:3, Kitching 2021:1)

These key factors also depend on the technical strategies applied in the corporate communication process (Kioussis, et al., 2007:161). When a company provides an identity that differs from the perspective of its public, it highly risks its reputation tarnishing and degradation. It jeopardizes credibility, trust, and loyalty. Over the years, companies started paying attention to their corporate reputation (Kim, 2001:2). How do they deliver the right messages to the public? How do the media cover the company's course of action? Corporate reputation is highly significant as it influences one way or another corporate performance within the market. It needs orientation and guidance at the managerial level that will work on the brand positioning not only in the market but in the mindset of the target clients (Polonsky, 2010:8). How do you influence the client with specific ideas and perspectives concerning the image of your corporation?

C. Corporate Communication

People love to label things and give them different definitions. The corporate

communication concept, like all concepts in the business field, has different interpretations. Some would define it as a valuable communication method that empowers the organizational status in the marketplace and gains public support. The values promoted by the organization should comply with its actions. Riel and Fombrun, in their book “Fame and fortune” published in 2007, defined it as well-planned external and internal activities that form the common ground between the organization and the stakeholders (public). This common ground depends on well-managed and planned marketing, internal and external communication, brand positioning, and identity-setting (Riel, Fombrun, 2007:98). Wilcox stated that corporate communication contains public communication, community relations, advertising, public affairs, employee communication, and all communication activities of the organization (Wilcox, et al., 2012:36). All the previous are part of corporate communication mechanisms. It is all the entire mentioned above techniques. Grunig and Dozier argue that it is a major that includes all the planning, execution, and evaluation of all other subsidiary fields at the internal and external levels of the organization (Grunig et al., 2002:2; Zerfass and Koehler, 2013:3).

D. Communication Process Laws of Motions in the business field

- 1st law; “objects do not change their motion until a second party applies an external power to them”.
- 2nd law; “the force of an object equals its mass times its acceleration.”
- 3rd law; “when different objects connect, they conduct forces equal to magnetite and in the opposite direction.”

In the Laws of Motions, Newton stated that, the first law explains the necessity of applying force and taking action. He explained that particular power or action must be forced up on an object so that it changes its path or movement. The second law insists on the need for acceleration and non-stopping movement. The third law clarifies the process of the first and second laws. It shows the action and reaction forces. Every action or "force" applied to an object result in a counterforce going in the opposite direction (Seanhopwood.com, 2021).

As in physics, to better understand and go deep into the business field, you need to break it into minor parts, test their actions and reactions, and investigate how

they interact with each other. In the first law, if you want to achieve goals in your business, you need to take action. You want to raise sales, make ads, and have marketing plans. You want loyalty; provide credibility. You want recognition; work on your business reputation and branding. In the second law, once you start your action, never back down or rely on immediate results. In the third law, you will receive the reactions depending on the effort and quality you provided in the first two steps.

This study goes through the application of previous laws in the business field, specifically in reputation management through public relations, and how it impacts the business situation in the market. Business owners wish to grant recognition, loyalty, and success; they need to plan to promote their business reputation and brand as a start. The key to promoting a business, image, brand, and reputation is to having clear idea on with whom you are working. Who are the targets? What are their needs and desires? Set a communication process that ease the exchange of information and collect feedback from the clients. Communication can be verbal or nonverbal interaction, in which there is an exchange of ideas, feelings, messages, and information between two or more parties. This transfer of information is a necessity in business. The service providers interact with humans. Humans need to express themselves internally and externally through different communication methods. This exchange of information between the receiver and sender helps create a sustainable working environment.

Communicators apply different strategies within the communication process to ease the exchange of information between the institution and its public. They channel information through images, videos, photos, and articles. Public relations practitioners choose which method to apply when setting strategies depending on the needs of the business owners. What sort of messages do they want to promote? If practitioners aim to boost the launching of a product, they set a marketing plan for the product or the service they wish to launch. If they seek to promote their brand name, they use branding strategies. If the aim is to promote the product even before its launch and make potential buyers notice its existence, companies go for the advertisements. One of the preferred strategies for communicating messages and conveying ideas is the public relations strategy. Companies and researchers spend lots of time and money implementing different systems and programs that reflect

effectiveness in achieving business goals and objectives. Each of the programs and systems faced the problems of effectiveness measurement. To secure consistency of these programs, professionals implied different measurement tools and techniques based on each specific part or process of the system separately, such as media evaluation, commercial performance, and consumer behavior. The focus became more on the evaluation itself. The Institute of Public Relations (IPR) supervised and financed studies and research to measure the effectiveness of public relations. The Institute launched three booklets, suggesting guidance on the measurement techniques that help understand and assess the value of public relations activities. For better transfer of information, the sender needs to set straightforward and accurate messages in a simple communication strategy.

This study goes through the development of PR implications in business. It investigates how PR reflects the main business idea and tests the power of its influence over the receivers of the information. It focuses on Public Relations as a communication strategy, its theories, and practices by answering questions of whether it is a method of communication or a tool of manipulation. How do Corporations use public relations as authority and press power over their audience? The third guidance booklet of the Excellence study will help us investigate the efficiency of public relations in framing public opinion.

E. Corporate Public Relations

Chapter II dives into the role of the public relations department in developing and building a corporate reputation. How can public relations shape the company's image within the mindset of its audience? As stated before, PR is a dynamic field that holds different disciplines and sectors. It upholds what the company wants to be known for and gives instruction based on that purpose. Commonly known, communication and PR are methods to reach tangible results and discuss the obvious. However, public relations activities fall beyond that. It creates a special bond between a corporation and its audience. It is a method not only to catch attention but a weapon for those who know how to use it to set a unique print in the mindset of the receivers.

Corporate public relations are organized depending on the size of the corporation itself. For example, a large multinational corporation will have a variety

of departments depending on the nature of the business, its course of actions and events, its audience, and managerial competence to manage media and relations. They prioritize public relations efforts and operations based on their needs and desired outcomes. The issue here is to determine and clarify the link between public relations and corporate public relations. They are the same concept and similar function, as corporate PR is a department that is part of the public relations field. Some people named corporate PR as the inner department that links all other departments, as it arranges the transfer of information at the interdepartmental level of the organization. It provides information for public relations that control and organize the external relationships with the public.



II. CONCEPTUAL FRAMEWORK

A. Communication within Public Information System

The public information system is a factory displaying sequences of information systems that benefit the use of the public. Professor Levent V. Ormanis is a professor of management information systems at the Johnson Graduate School of Management. He described the public information system as a commercial information system because of the similarity in usage, implementation, and research (Orman, 1989:69). The Public information system is the system that collects, stores, retrieves, treats, and processes the needed information to display it to the public when requested. The information at the display can relate to social life, political life, economy, business, or jurisdictions related to whatever the public requests from the source (Orman, 1989:69; Burch et al., 1983; Sundgren B., 2005:81). Orman identified three (3) main generations of the information system:

- Information packaging: Easy, small, and inflexible data dedicated to particular users that share the exact needs. It collects information into specific packages provided as one unit (Phone books and airline reservation systems).
- System of Information retrieval: Considerable collections of non-treated information meet the needs of a diversity of users. This system emerged because of the necessity of duplicating efforts of collecting, storing, and maintaining data, as the request for information constantly increased for each level of management within one organization.
- Information processing system: the broadest and most flexible data collection system, it is usually the hardest to use. It treats data meant to meet the needs of a variety of users. Most managers apply this system within large organizations that need to serve each department and sector separately.

All the previous systems are open-source for information to the public. Treated or not, these data provide the users with the information needed, especially within an era of technology and digitalized information. The digital generation can

be beneficial in collecting, storing, treating, and maintaining data. It can also be a strategy of manipulation, distortion of information, and damaging the truth (Orman, 1989:70-75; Sundgren, 2005:81-82). Examples of the implication of digitalized information systems: E-government, e-democracy, e-commerce, and digital communication.

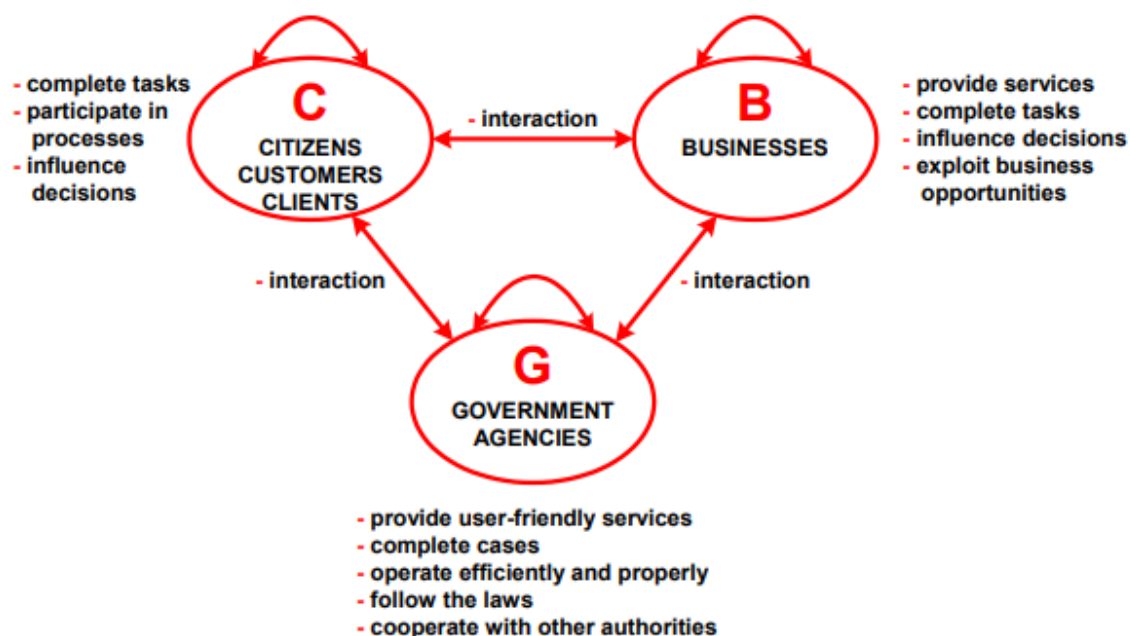


Figure 1: Interactions within Public Information System

Source: SUNDGREN, 2005:85

The figure above summarizes how a public information system works within a society. Information circulates between three (3) main factors: Public, Government, and Business Organization. Each of these factors has inner information systems that organize the information passing and facilitate the interaction process between its parties (Sundgren, 2005:85). These systems are part of both the private and public sectors. In the business field, companies and organizations are not only in the system as receivers of services but also as service providers for customers and other business usages.

This study focus on the information exchange process shared between companies and the public through the public relations department. The information system is vital for facilitating the collection and storage of information to be displayed to support actions of the business or decision-making process. The public information system supports the involvement of society or the public in decision-

making. (The decision-making can even be the approval of particular actions of the organizations). Public relations communicate the stored information correctly to the public to support decisions. (Orman, 1989:2; Wiencierz, 2019:2). (further explanation in B.2 Public Relations: Function).

B. Public Relations

1. Public Relations: Focal Concepts and Negative Connotations

In the book *Unseen Power: Public Relations*, Scott M. Cutlip described PR as an unnoticed power. It was one of the first books that put light on the importance of public relations based on primary data and interviews collected by the author himself with the father founders of PR: John Price Jones, William Baldwin III, Ivy L. Lee, John W. Hill, Harry Bruno, and Earl Newsom. In this book, he refers to PR as an under-estimated weapon, and its importance and impact go unnoticed.

The researcher and assistant professor of journalism at the University of Wisconsin-Oshkosh, Julie K. Henderson, made a study of over 100 articles and stories from popular press releases between 1995 and 1996 related to different topics, among them the business (27 stories). The aim was to test the uses of the word Public relations by the public press. The study revealed 254 diverse applications of the word and eight (8) different categories. Only 5% used the correct application of the word (Henderson, 1998:45). The negative understanding of the word goes back to the timeline of its origin. The concept was usually mistaken for other similar professions or tools of the public relations profession. Some people would refer to it as propaganda, marketing, or publicity. These words may hold the same occupation in communicating with the public and are related to the profession, yet they do not define nor represent PR. In 1995, Rex F. Harlow, a pioneer in the Public relations field, generated a study that ended in finding 500 words that defined the concept of public relations (Henderson, 1998:46). The previous example reflects the different implications of the public relations that the media promoted to the public during that time. The various definitions included some false perceptions of the term. The Henderson study showed that 37% had a negative reflection, and only 7% had a positive expression of the word (Henderson, 1998:45).

The Public Relations field interferes with various ranges of activities. People

usually define it based on the understanding and applications of practitioners and the worldview. It generated a different perception of the concept along the way (Henderson, 1998:45-46). Christopher H. Spicer and Kevin L. Keenan also conducted a study that reflected the misuse of the word by the press. Keenan's study for 73 stories showed 19 items related to war, 18 to disaster, and 14 to distraction. Spicer's analysis of the 84 stories showed 83% of negative references, such as distraction (19) and disasters (16) (Henderson, 1998:47).

One of the salient features humans had along with their life and existence is talking–communicating. It is an innate and congenital skill that humans have had since birth. Edward Bernays (1891-1995) was the founder of modern public relations. Ivy Ledbetter Lee (1877-1934), Dan Edelman (1920-2013), Harold Burson (1921-2018), and Herbert Schmetz (1930-2018) are the top four (4) influencers that reshaped the concept of the public relations profession. They worked on clearing paths for the profession since some practitioners used to refer to the public relations profession depending on their job description, which sometimes may not be related to public relations.

If you ask people about the origin of public relations, some would say America has the most common PR, the “American PR”. Mark Williams Sheehan mentioned in his edition of the public relations theory and practice of Jane Johnston that public relations in Australia existed before American public relations. Others would say it started with WWI (Johnston, 2021). Scott Cutlip is a journalist and educator of public relations who likes to give the profession a much more profound meaning and credibility. He related it to the beginning of the earliest human civilization; (Buttrick, 2011:8) He even referred to public relations as the communication of information. He explained they found a “bulletin” in Iraq that showed the farmers “how to sow crops and irrigate”. The bulletin goes back to 1800BC (Butterick, 2011:8)

"The communication of information to influence viewpoints or actions can be traced from the earliest civilizations. Archaeologists found a farm bulletin in Iraq that told the farmers of 1800 BC how to sow their crops, how to irrigate. Public relations was used many centuries ago in England, where King's maintained Lord Chancellors as 'Keepers of the King's Conscience.'" (Cutlip et al. 2000:102; Buttrick, 2011:8)

- The International Association of Public Relations (IPRA) in 1982 stated the need for an adequate public relations definition that adapts and unites the field and all theories concerning it. For the past years, public relations practitioners and researchers have been working on providing a unified concept that would give the correct value of PR (Grunig and Hung, 2015:2), as its definition has been changing accordingly with every new sector added where PR can be part of it.
- James Grunig and Todd Hunt in 1984, defined it in their book; “Managing Public Relations” as “the management of communication between an organization and its public. (Grunig and Hunt, 1984:6)
- Richard E. Crable and Steven L. Vibbert in 1986 described it as the multi-functional communication that research, influence, analyzes, and evaluate relations (Ozgen, 2017:476).
- Vincent Hazleton and Larry W. Long in 1987 defined it as a communication function of management that facilitates the expenditure and implementation of the organization into its surrounding changes to serve its needs. (Hazleton and Long, 1987: 3).
- Dan Lattimore in 2012 stated that PR is the management that helps an organization adapt to changes to achieve its goals at an internal and external level to develop and extend positive relations (Ozgen, 2017:476).
- The Public Relations Society of America (PRSA) in 2016 stated that public relations are a strategic communication process for mutually beneficial relations between organizations and their public ((prsa.org, 7-10-2016, 2017:6).

According to the previous definitions, PR is a communication management strategy based on research and analysis of information to evaluate, process, and display it to influence the receivers. It is a technique that helps organizations achieve their goals and adapt to the surrounding environment by facilitating the interaction between them and the public.

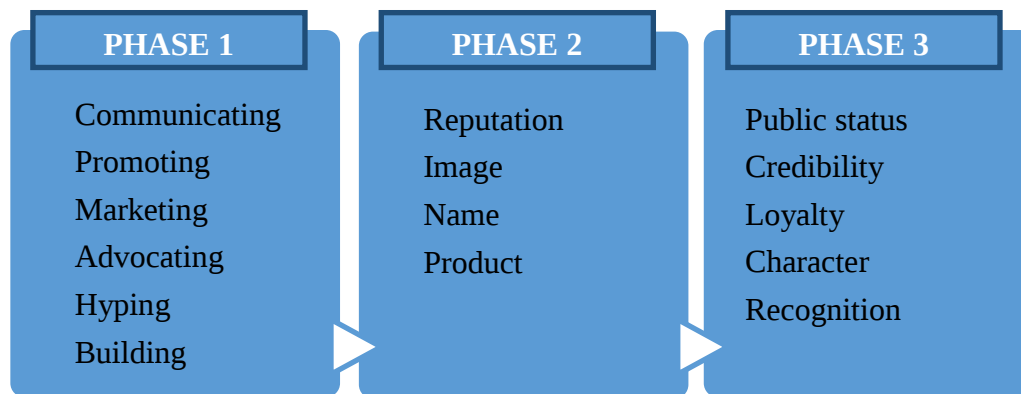


Figure 2: Phases of PR

The figure 3 summarizes the displaying stage and the purpose of its usage. PR communicates, hypes, and promotes the information to serve the launch of a product, brightening an image, clearing reputation, granting loyalty, attention, and recognition or set character, and building a business status.

2. Public Relations: Function

From an early age, companies were in the role of giving orders and imposing on whomever with whom they communicated. The communication process with the public goes in one direction; from companies to the public. No feedback, no Mutual understanding.

By the 20th century, the public made a print in society as it grew big. Companies can no longer ignore it. Media became powerful, and words spread wide and fast. Mutual communication and understanding became a must and a necessity. Companies also grew big, and so did their audience. Managers needed help to understand the public and define their needs. They called for the support of communication professionals. They even created a communication system to facilitate the mutual communication process. With the creation of this system, both parties started affecting each other. If part one (1) behaves in a certain way, part two (2) reacts to it. It is a mutual cause and consequence relation reflected by the arrow at the bottom of figure 3.

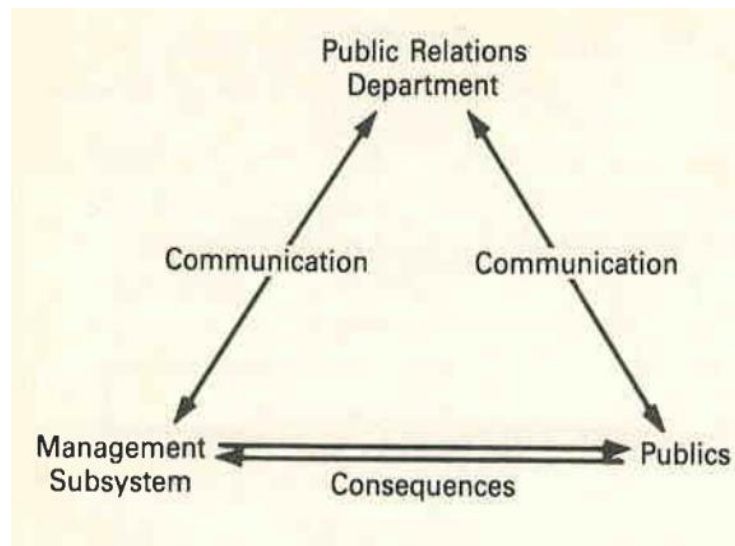


Figure 3: A Model of the Public Relations Function within the Organization

Source: vv:6

Figure 4 explains how to apply the law of motion in business, especially the third law. Public Relations Department eases the interactions and links between actions and reactions by communicating the ideas and feelings between both parties better comprehensively (Grunig and Hunt 1984:6).

Maximum Behar stated that the word public relations may not accurately describe the job of a Public Relations specialist as they are not related to a place, an occupation, a task, it goes way beyond that, for him PR is an entire industry that serve the benefits of the corporation at first (Behar, 2019: 35-37). Public Relations practitioners can be presidents of corporations, heads of departments, part-time employees, full-time employees, or voluntary workers with organizations or charities (Grunig and Hunt, 1984: 6-7). If you ask these people about the main activities of their job, some of them would say treating information, writing articles, press releases, and stories. Others would say organizing meetings and events and dealing with the press. These people exist in all aspects of the business, health sector, voluntary organizations, educational systems, governmental institutions, markets, churches, and media. Therefore, it is hard to define the function of public relations. What is typical among all these is the act of management of whatever activities exist; writing, organizing, setting (Grunig and Hunt, 1984: 64-66).

M. Behar, in his book *The Global Public Relations Revolution*, mentioned a situation with a taxi driver. The driver Mr.D asked Mr. Behar about his occupation;

Mr. Behar said he was in the public relations business. The driver referred to him as a "creative liar". This sentence reflects how some people perceive the notion and function of public relations. He thought not only those public relations professionals manipulated the facts but were also creative in doing it. Mr. Behar explained that this negative idea within society about the function of PR is more likely because people related public relations to propaganda, politics, and the wrongdoing of some practitioners (Behar, 2019:21).. Practitioners that miss understood the field reflected such misbehavior under the name of public relations. Or if it is possible to say that they did understand how it works very well yet decided to imply their own will.

However, now with modern public relations and the existence of digital information available to all, the risk of getting exposed when doing wrong is very high. PR is everything and everywhere. It is the king and the "slave".

“PR is everything and everywhere. PR is the king and the slave, the Game Changer and the Boss, the revolution! Indeed, the Global PR Revolution” (Behar, 2019:xi)

Behar referred to PR as “king and Slave”. It is a profession that needs PR itself. That is how some people describe it. Unfortunately, a striking number of the public believe in the negative connotation of public relations. Cutlip describes the function of Public Relations in three sentences.

PR is about:

- Helping organizations respond to their public by helping them understand their needs through channeling feedback between both parts.
- Articulating correct critical information to the public in a proper manner and form. (PR professionals are subjected to ethical and social responsibility control.)
- Channeling valuable and concrete information through all media channels.

3. Public Relations: Strategies

Ivy Ledbetter Lee was one of the first public relations pioneers that defined PR:

“PR is the art of getting people to believe what you claim”.

To this day, PR professionals still struggle to have a specific definition of their course of action. The definitions vary depending on the field, the type of work, and who is doing the job. With time, companies started crossing the regional boundaries to the international level, and so did public relations, depending on the company's community (Grunig and Hung, 1992:6-8). The recent phenomenon of international public relations brought up a debate on how public relations operate at the international level.

The dispute started between people with polycentric perspectives and ethnocentric perspectives. The polycentric group defended; that PR practices should adapt to the host country's culture and living concepts to create a better mutual understanding between the company and its different public within that country and fit in with the society. Ethnocentric advocators argued that there is no use in changing PR activities. You can still manage people with the same technique from one place. By 1995, some other practitioners and pioneers came up with a study to test a third opinion “Geocentric perspective”, which advocated a unified international PR perspective that everyone would understand (Huang, 1997:15-16).

The study ended by proving that this concept of global PR would reflect strength, good quality relations, and stability wherever the place or country the company is operating at. The features of the geocentric perspective advocate having a separate public relations department headed by a PR professional with knowledge of the information to run and manage the internal and external relations of the company. It needs to focus on mutually beneficial communication methods that serve the company and its public and act based on ethical and social responsibility standards (Huang, 1997:16-17).

When preparing a PR campaign plan, practitioners consider beyond the stated and obvious problems (Heath and Coombs, 2006:167). It goes through considering meeting social values, having mutual benefits for all parties, and delivering clear, accurate information.

After all, it is a two-way symmetrical communication system. These are parts of the tactics used to build a strategy to cover the company's goals and social responsibility.

4. Public Relations: Role and Importance

a. Role

Confirmed in the Global Alliance occurred in 2010-Stockholm, that the effectiveness and value of communication and public relations within an organization lies in the process of management and decision-making aimed at establishing sustainability in both internal and external relationships (Global Alliance 2012:1). The authors emphasized the importance of having a core and identity that reflects a character to distinguish the corporation from its competitors advocating the theory. This character is a unique fingerprint for the corporation. Corporations build their character when they set values that reflect their intention and working system to guide their behavior and decisions. Leadership is the second factor. The company must have leaders that stand by its value. They are role models for the rest of the employees to follow their steps. Leadership and values help to create a culture within the corporation. It helps set work and structure the organizational life within the corporation (See the figure below).

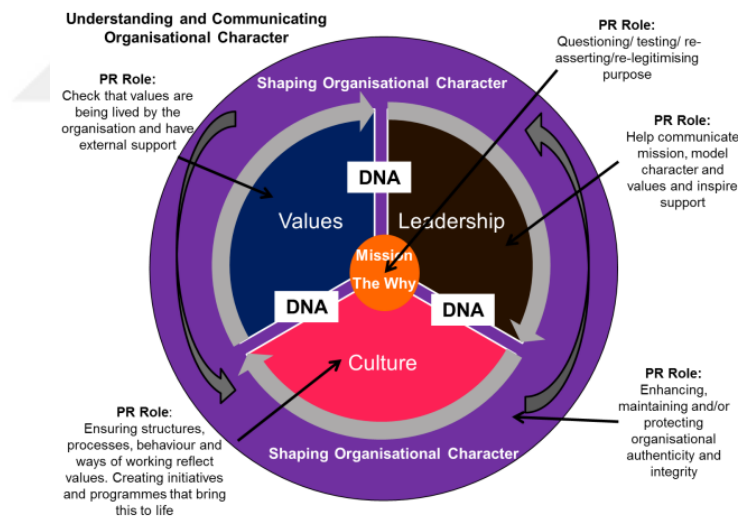


Figure 4: The Core Structure of Organizational Character

Source: The Global Alliance World, 2012

The figure above reflects the structure of the inner core of an organization. All these three primary factors—value, leadership, and culture—shape the character of an organization. They influence each other. They form the core of the corporation and its DNA. The figure also reflects the role of public relations. PR eases the circulation of information. Public relations ensure that the organization lives up to its

values and beliefs. It communicates information between the different components of the corporation's character. To improve corporate integrity, it is the leader who guides by values and ensures that his community is on the right track. The Global Alliance report summarized the role and importance of public relations:

- Public Relations shape the organizational character by maintaining authenticity, and enhancing reputation.
- It must always be honest and work on getting people to trust the corporation.
- PR acts as a guardian of value and character when it presents a corporation to the public.
- It works on creating quality relationships with external and internal parties. It ensures that the working environment conforms to the company's values.

Public relations department is the key factor that holds the corporation's core together and builds a reputation that stands on these bases.

b. Importance

Reputation is a common belief held by the public (Cambridge dictionary). Reputation management is a vital in business and personal status in society; it depends on how people perceive you.

i. Mini Case 1: VOLKSWAGEN-GOLF8

Volkswagen is a brand famous for its mischievous scandals. Almost at yearly basic, Volkswagen faces a deeper problematic scandal (France 24, 2019).

- 2014: Diesel Scandal
- 2015: Cheating in diesel emission test for around 11 million car
- 2016: Loss of 14 billion\$ as buyback and 500 thousand in cash
- 2018: CEO jailed for fraud
- 2019: Scandals related to Porch and Audi (a subsidiary of Volkswagen).
- How does Volkswagen cope with all these scandals every time? The PR team of Volkswagen knows no rest. In 2019, Volkswagen launched the new GOLF 8 car with a remarkable series of Instagram ads that promoted the new Golf8. However, this ad did not even last a day on social media. The duration of the

ad is 10 seconds, yet it contains three massive racist images;

- A small-figured man with dark-skinned checking the new GOLF 8 when a big white hand comes pushing him around to flick him at the end into a coffee shop in the background. The audience read it as white supremacy. The big white hand maneuvered the little man like a puppet.
- The coffee at the background hold the name of “Petit Colon” in French, which in English means “small colony”.
- At the end of the ad, letters appear slowly written in German “DER NEUE GOLF” meaning in English “The New Gold”. The first letters to appear are “NEGER”. The word itself in Germany is a racial insult that means in English the n-word.
- The scandal went viral within less than 60 minutes (Communication Media, 2020).

Volkswagen was in a very critical situation. Managers were to either take immediate actions to solve the issue or wait for the public to calm down. The CEO gave an instant press release on the advice of the PR team, saying the wrong reading of the advertisement shocked the company as it never meant to deliver a racist message. Jürgen Stackmann, a brand board member, and Elke Heitmüller, the group head of diversity, said they were ashamed of the incident and understood the public resentment (Volkswagen-newsroom.com, 2020). They made a public apology and removed the ad before it went viral. After that, they opened an immediate investigation into the case. The quick response gave a heartfelt gesture of caring and responsibility.

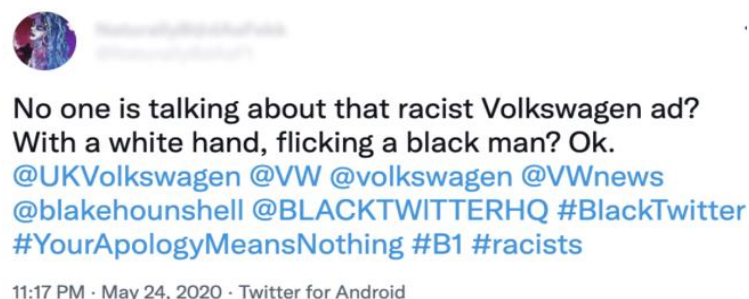


Figure 5: Reactions to Golf8 Campaign

Source: Youscan.io, 2020



Figure 6: Screen Shot of Golf8 Campaign

Source: foxbusiness.com, 2020

ii. Mini Case 2: BURGER KING – WOMEN BELONG IN THE KITCHEN

Woman's international day of 2021, Burger king celebrated it differently. Burger King launched a new campaign on Twitter to encourage and empower women to be Head-chefs. The campaign was one of the worst ever. Burger King wanted to provoke women to be indulged more in the field since only 20% of the head chefs are women. The purpose was to get attention and go viral (usatoday.com, 2021; marca.com, 2021; washingtonpost.com, 2021) However, the written title made people overlook the rest of the tweet and go mad over it.



Figure 7: Burger King Campaign 2021

The above mini cases reflect the effectiveness and strength of communication within the organization system. Having a department for managing communication is a fundamental matter as having people who know what to say and do to have effective communication and interaction. Both situations were critical. Both reflected racism, a very delicate issue in today's society.

In the case of Volkswagen, the public relations department was more than ready to respond in accuracy and sincere manners that made the public believe that their mistake was, in fact, ignorance and was unintentional. However, with Burger King Case, the slogan “Women belongs in the Kitchen” is, unfortunately, known and used over the years to silence women and discriminate against them. Burger King announced they wanted attention and wanted the ad to go viral. However, the people behind the campaign forget an essential element; to be considerate and sincere to the public. The ad needs to have proper attention, not a random one.

These cases reflect the importance of understanding the public. They need to set a common ground based on the beliefs and values of both parties and mutual respect. The PR department handles communication and interaction management with the public. It helps both parties understand each other. During the '90s PR field witnessed growth in expenses, budget, and market demand. Between 1997-1996, the PR budget reached up to a 30% rise at the global level (Kim, 2001:2). Thomas L. Harris and the Impulse research agency conducted a yearly survey that records the movement within the PR field and its expenses, budget, and ranking. 1995's survey, the response rate was only 17%. One year later, it increased to 33.8%. By 1997, 51% of 4000 companies responded to the survey. The importance and role PR plays within the business field dragged more the attention of companies to understand the

sector. They showed a significant interest in it. (Kim, 2001; Thomas L. Harris Impulse Research Agency survey, 1997).

PRovoke Media is a platform that provides up-to-date information, studies, and statistics concerned to the PR field. It conducts research and yearly surveys that follow up with PR performance at the international level. In 2012, they launched an annual study that measures the public relations agencies' and departments' budgets, expenses, and effectiveness at the international level. Within the first year, the total budget for the PR field reached \$6.8bn. By 2018, it dropped to \$3.8bn. One year later, it started recovering and reached \$4.8bn. Unfortunately, it did not last long by 2020, and because of the international health crisis, the budget fell by 13% (provokemedia.com, 2020).

By the end of 2019 and the beginning of 2020, the world faced one of the deadliest pandemics, Covide-19, which spread widely. Office work has changed to working from home as the pandemic forced radical changes to many life aspects, including education, the business sector, and the financial states of social institutions and organizations. Most companies were operating at a distance. Influence100 is part of PRovoke Media's platform that includes the world's most influential in-house communicators. It provides research, surveys, and articles related to PR. Influence100 conducted a study in 2020 to have a deeper insight into the activities of public relations practitioners during the Covide-19 Pandemic (PRovoke Media, 2020).

- 24% of participants said they kept over \$100Mn as the budget for PR, which is lower than the previous year when \$ it was 31%.
- 26% of the participants set a budget of \$10m to \$25m for PR, while in 2019, 40% of participants had the same budget.
- 13% provided \$50m up to \$75m. (Taylor and PRovoke Media, 2020)

56% of participants stated that the budget cut was due to the pandemic crisis. Managers said they believed the budget cut and the pandemic were opportunities to develop creative techniques to find solutions for the business field. 39% of participants strongly trusted the resilience of the PR sector and its capability to adapt to new circumstances. 45% said they had confidence in their creative skills to cope with the current working conditions, and 16% somehow believed they could work

with the situation, while none said that it caused problems working under these new circumstances (Taylor and PRovoke Media, 2020).

PRovoke Media and NowGoCreate, in cooperation with FleishmanHillard, surveyed over 300 agencies and executive communicators to investigate the impact of the pandemic on their activities in the PR field and how they are coping. The study revealed that 70% of the agencies stated the pandemic was a challenge and an opportunity to change the public relations sector and set new measurements for solving business management-related issues (Sudhaman, 2021).

In mid-2021, the world restored its balance, and life got back to ordinary living standards. The PR field also started gaining balance again. Buman Media is a Russian agency concerned with pursuing the communication market in Russia, researched over 100 communication leaders within the sector to investigate the shape of PR within the country. Over half of the participants affirm the restoration in the PR budget, only 18 percent with a budget cut, while in 2020, 34% with a budget cut. 55% of the samples stated that there is an extensive demand from many companies and sectors for the public relations field after the code-19 pandemic (PRovoke Media, 2021).

5. Public Relations: Models

Researchers and scholars of public relations distinguished four main models that categorize practices of the last. Grunig considers the PR models as scientific models. Although they may not duplicate reality, we cannot understand the reality of things without models, as they give an approximation or reflection of the existence of objects. George Box, the statistical mindset of the 20th century, stated, “all models are fake” yet come in handy when we need them. In 1976, James Grunig published a study that investigated the similarities and differences of PR practitioners to follow up on the results and influence of the last on the target audience and to see their reaction to it.

This study gave the first step to understanding the relationship between public relations practitioners and the public. The setting of these models was a map to draw a pattern for setting PR programs and campaigns (Grunig, 1976:46). In 1984, Grunig and Hunt started the theory of identifying the model of public relations practices. They began with two categories named the one-way model and the two-way model,

in which they concentrated on one direction of communication going from the organization to the public (Grunig, 1992:289). After a while, Grunig decided to adapt to purpose and direction of communication based on Lee Thayer's synchronic and diachronic communication theory in order to synchronize organizational and public behavior and have mutual benefits (Huang, 1997; 18, Grunig 1992:287).

At the beginning of this study in 1976, Grunig investigated 216 organizations to test the efficiency of his theory. The testing ended in distinguishing 16 different activities of practitioners, from consulting to writing a press release, evaluating, and planning. They divided these activities into two (2) dimensions: Synchronic–Diachronic. In the end, Grunig decided that these two (2) dimensions are too vague and too large to reflect the reality of the practices, and the terms synchronic and diachronic cannot express the difference in practicing PR, and they switched to symmetrical and asymmetrical.

- Press-Agency (publicity): Grunig and Hunt 1984 identified the four (4) models of public relations. For them, people such as Daniel Boone and Andrew Jackson. People who practiced traditional publicity/ agency were the first to practice PR. They were the press agents practitioners of the press agency model (Grunig, 1992:290-292).
- Public information in the 20th century, journalists started campaigns to attack the government and large companies. This late event created the urge to fight back as propaganda and traditional publicity were ineffective against the new waves of attacks, and companies turned to journalists of their own. They hired journalists that speak of their good deeds. These journalists are practitioners of the public information model (Grunig, 1992; 290-292).
- Two-way asymmetrical models (Persuasive communication) with both methods going in the same direction from organization to the public researchers were interested in studying the versed version. Edward L. Bernays studies social science and behavior. The new researchers were investigating two-way communication and transferring information. The study ended by discovering that some practices relied on persuasion, propaganda, and seeking public approval, as Bernays described it. This

model depended on affecting the public and their mindset.

- Two-way symmetrical model: After following up with the previously mentioned models, all aim to impact public opinion and mindset. They are one-way communication that goes from the organization to the public. Researchers wanted to establish a way that goes in both directions and serves both parties. Grunig and Hunt 1984 named this model a two-way symmetrical model, which is based on mutual understanding.

6. Public Relations: Types and Areas of activities

The Public relations field is one of the most vivid disciplines and dynamic departments. PR practitioners have a motivational spirit that helps them cope with different situations. According to the PR Society of America (PRSA), public relations are essential features that bring harmony to society. It serves the diverse components of the social institutions, whether private or public, governmental agencies, associations, religious institutions, business institutions, and the public. These institutions carry social responsibilities toward their public, respecting their different backgrounds and cultures to achieve their goals. PR practitioners provide guidance and counseling on the communication process with the public. They assure conformity of content to the public values and the companies' social responsibilities (PRSA, 1991). According to PRSA, public relations practitioners need to:

- Analyze actions and reactions between both parts.
- Interpret the behavior of the public toward certain decisions.
- Based on the interpretation and analysis, they provide guidance and counseling.
- Drawing lines to the next step for the organizations to achieve their goals.

Though the legitimate mission of public relations is not only these actions, it goes deep into creating managerial plans that help make critical decisions. It is faith and hope put in the hand of these people not only to draw the lines and roads but to set a system that will help managers reach their long-term plans. Practitioners must determine which strategy to implement in the communication process with the public. They need to conduct market research on the needs of target receivers. It is all about creating and maintaining effective relations and keeps working on developing

them. But how does that work?

To have healthy, effective communication, communicators need to be well aware of their target. They need to know how to read them and what they want and need. How to satisfy them? The amount of data on social media and websites made it hard to manage and control the public. The limited control over the information available on digital resources causes a high risk of data manipulation. It can drag the targets away from organizations. PR practitioners work not only on the logical part of the receiver's brain but also set plans that communicate and affect the subconscious part of the brain. Public relations work on long-term plans. Setting long term-plans depends on the quality of information presented to the public. Practitioners are now taking training and courses related to consumer behavior and psychology.

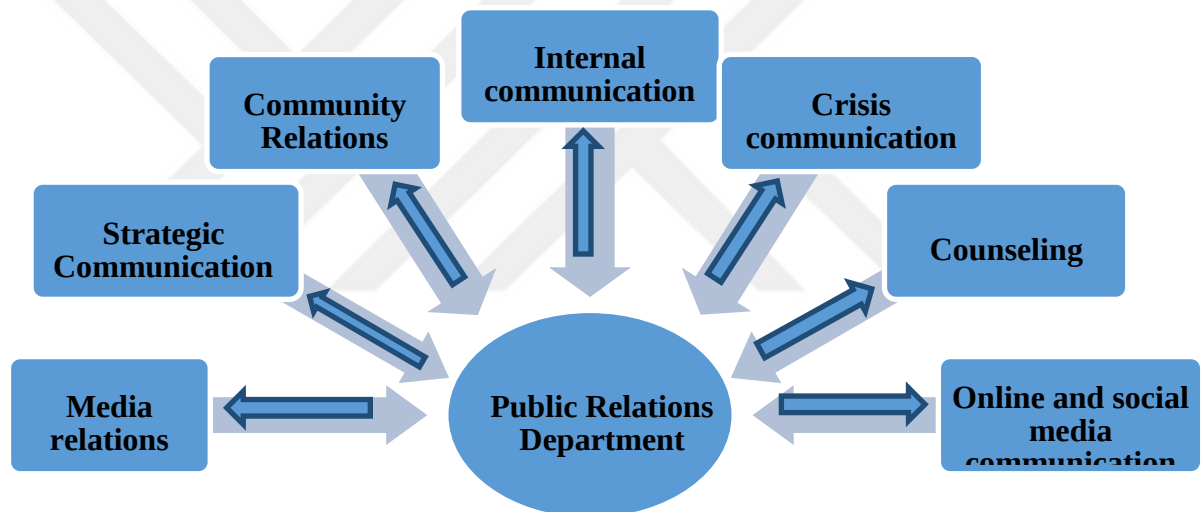


Figure 8: Area of Activities for PR Department

C. Organizational Public Relations

Public relations became a non-separable part of the organizational system as it guides within almost all related fields. PR is the bond connecting the public to corporations. The organizational system incorporates several internal and external subsystems that impact each other's: Production, Disposal, Maintenance, Adaptive, and Managerial subsystems. These systems influence each other as they are directly and indirectly related.

The public relations department is the liaison, a link between these subsystems and the entire organizational system. It creates the right environment for

information exchange and usage within the organization and delivers it to the external environment surrounding it. It helps in setting the management of the organizational system. Public relation is the ground base that holds up the rest of the departments. Public relations department holds together the consistency of mutual understanding and beneficial relations between the organizations and their key public.

1. Effectiveness and Value of PR within the Organizational System

The human brain relies on emotions and the need to feel secure and safe. A good PR practitioner relies on these techniques and will get a hold of the receiver's thoughts. Here comes the use of the term neural science. Harrel, E (2019) said that the key to securing a successful campaign is to ensure its conformity with the need of the target audience. How is that? He explained; that experts need to study consumers' behavior and follow up with their attitudes, to be one step ahead (Harrel, E. 2019).

Neuroscience proved its efficiency in setting decisions related to interacting with customers and potential clients. Tracking the likes and dislikes of the target helps to make the right decisions when creating the strategy and tools of communication. It gives an implicit chance of control, where practitioners can secretly control the thoughts of their receivers. The variety and fierce competition make it harder to follow through with the needs and desires of the clients. Neurologists and marketers got together to draw the link between their targets' thoughts, emotions, and intentions (Hsu, 2017:5). We live in an age of consumer orientation in the business field. In 1913, Hugo Münsterberg, the founder of organizational psychology, advised that business owners must realize that target clients are merely a mental state that can be affected.

Psychology plays a substantial role in determining the need and desires of a person. Being able to state the needs and wants of your target, you need to follow through with their path of actions and reactions to events. Joseph LeDoux, a neuroscientist, believes that emotions and psychological states have a tremendous impact on the decision-making and behavior of individuals. These factors are non-controllable as the surrounding environment affects them highly. So how can public relations practitioners keep track of their target? How do they work on building beneficial relationships? These relationships depend on solid direct and indirect

communication and interaction with the target audience. What kind of direct and indirect interactions between a corporation and its target audience? What are the methods and techniques applied for these interactions? Are these techniques helpful for a PR campaign? How can PR affect the company?

a. PR: Key focus within organizational system

Defining PR has been the primary research of scholars and Professionals for centuries. They have been trying to set a specific identification for the term. To identify its meaning, scholars tried to verify its value and purpose within the organization (Yang S. 2005: 2-3). However, the public relations field is diverse and rich that stands on non-tangible features. Measuring intangible elements cannot be easy. Different terms and vocabulary entered the PR field regularly, such as image, identity, marketing, branding, and publicity. Each time the PR field adopts a new word makes it harder to set keys to the measurement of its value (Yang S. 2005:7).

Now, PR is more related to relationships and reputation management. According to scholars, PR is building and sustaining relationships with the audience. Kim wrote in his article "Measuring the economic value of public relations," in the journal of public relation research that the proof for the efficiency and accuracy of setting PR as a necessity within the organizational system is through verifying the effects of reputation management on financial status and the financial performance of the organization. Hutton et al., 2001 stated that practitioners and professionals refer to reputation management when speaking of their position as their job depends on measures and research on reputation management. To value the effectiveness of the PR, Scholars launched the IABC Excellence study.

The International Association of Business Communication founded the Excellence study, headed by Professor Emeritus James E. Grunig. This study is a benchmark in the PR field as it stated how to organize, manage and practice PR to be more effective. Scholars worked on diverse theories related to the value and efficiency of Public Relations with live testimonials, surveys, literary reviews, and statistics of professional practitioners of the field and CEOs within different countries such as Canada, the USA, South Korea, and the UK. The study spanned approximately 15 years to end in 2002 (Grunig, et al., 2002:1). James E. Grunig and his fellows of the excellence study insisted on the importance of the implication of the PR field with the educational system for future business practitioners as PR is a

profession that has the same value as that of medical, educational, and economic occupations. According to the Excellence study, PR should be part of the educational system as an ideology of a strategic managerial function rather than a technical supporter of other functions (Huang, 1997:1; E. Grunig, et al., 2002:2-3).

The principles of PR teaching programs are a solid base to build upon, not only for public relations but also within different subject materials, such as public affairs, international relations, business management, etc. The authors of the excellence study believed that if public relations practitioners can properly apply the principles of the excellence study, they would have the public and organizational support that will help them exceed expectations in their profession (Yang, 2005:20, Grunig, et al., 2002:4).

The study depends on two (2) fundamental questions related to the effectiveness and excellence of the PR field within the organizational system.

- How can PR help to improve effectiveness within an organization? The effectiveness theory.
- Which part of the PR would support the effectiveness of organizations and become the key to excellence? The excellence theory.

i. Effectiveness in Public Relations

What is the X factor for organizational success? Some people consider effectiveness the "X factor" that can put an organization on the edge of success or failure. Professionals were unable to find a proper identification of how to determine an organization's effectiveness or on what terms the organization can be effective. Professional practitioners and researchers mostly agreed that effectiveness is defined by goal achievement, strategic planning, and setting resources in compliance with the company's mission. The research group in charge of the study's effectiveness section stated various approaches to identifying and measuring the value of effectiveness.

- Goal Attainment
- The System
- The Strategic Constituency
- Competing Value

Seeing the previous approaches, the goal attainment and the system approaches are merely effective on their own, as they are limited approaches that include different goals (short-term and long-term goals) or not knowing which environment to pay attention to it. The 3rd approach gave instructions on the elements of the environment that affect the organizational status on both internal and external levels. The fourth approach states that merging the organizational goals with the existing environment can affect the organization's position in the market.

Level of analysis

- Program level: The personal communication program. It influences the relationship and interactions between organizations and the public.
- At the level of Function: The Effectiveness and efficiency of departmental communication and function and to what extent it conforms to the general norms and principles of society and communication.
- At the level of Function: The organization's effectiveness depends on the efficiency and effectiveness of both individual communication programs and departmental functions.
- At the Society level: Every organization and institution bear social responsibility for the public and other organizations and institutions. Society will consider companies effective if they apply and fulfill their social responsibility toward society (the public and other institutions).

We cannot limit the measure of the value of public relations in the success of organizational effectiveness within the previously mentioned levels of research to the success or failure of one part. At the organizational level, its value lies in the quality relationship the organizations build and maintain with their public for a long-term plan (Yang S. 2005:23-25).

ii. Excellence in Public Relations

The Excellence research team also conducted research that resulted in 14 characteristics of PR that make an organization effective. The second book of the excellent study published in 1995 by J. Grant all 1995 outlined the 14th characteristics into three (3) significant factors:

- Departmental professional communicators.

- Common expectations when communicating at the level of decision-making within an organization. A common sense between the dominant coalitions.
- High-quality environmental work and culture.

14 Characteristics of the PR excellence program:

At the program level:

- To have a strategic management

At the function level:

- To have a PR department (separated or integrated)
- Distinguishing PR from other departments.
- To report directly to it to the senior PR manager.
- Applying the two-way symmetrical models.
- Having senior of the PR department in the management team
- To have knowledge about models of PR To understand the managerial role, and to have PR training in order to have PR professionals.

At the organizational level:

- To have gender equality in practices
- Applying a world view of the two-way symmetrical model
- To make the PR director part of the dominant coalition.
- To have an organizational environment that encourages employees to be part of the organization of life.
- To have internal communication based on a symmetrical system to ensure mutual benefits for the organization and its public.
- To have an organizational structure organic in which it provides a decentralized environment.

You have an activist group controlling the working environment.

b. Importance of PR for Corporation Development

i. Reputation Management

The public relations effectiveness and excellent studies are primary references for setting the importance of PR within the organization's development. We can trace the value when programs meet the communication goals when there are lower working pressure and expenses and satisfied employees (Baesecke et al. 2021:6; Yan, 2005:28; Grunig et al., 2002:9).

Reputation is a very delicate matter to deal with as it reflects the general idea about the corporation in the market. Within this extreme digital change, organizational reputation takes the lead on the top priority list for companies to nourish their success. Professor emerita Bronn S. P. of Communication and Culture, described reputation as a magnet that drags the attention of the public, including investors, competitors, consumers, and governmental associations (Bronn, 2007:3). It is the key to standing in the market, differing from the rest, and being unique. You cannot buy it or imitate it. It results from a course of actions and decisions. For companies to manage a respectable reputation within the market, an army of excellent communicators that deal with critical circumstances must always be ready to interfere. The role of those people is to leverage the corporate reputation.

The neuroscience field is the key to decoding the tools to control the subconscious through impacting psychology. Freud once said that we are not the masters over thoughts and minds. There are external forces that leave a mark on our subconscious. These minor scratches would affect our awareness. The human brain holds zillions of hidden traits of the past in the background of the mind that may come out to the public unconsciously. The key to having successful relations with the public is for the dominant coalition to have the key to access the subconscious of their target, where they can put a trace of their will in it. Many scholars investigated the link between psychological attachment and organizational reputation and consider it a source for the corporation, the same as for relationship marketing (Ahmadi and Ataei 2022:3; Laroche et al.2012: 1756). Pawle and Cooper advocated that emotional attachment is the most reliable measurement for managing the importance and the brand name as it sets a ground base for the Loyalty of the customers (Ahmadi and Ataei 2022:1-2).

All the features mentioned above are keys for public relations practitioners for their campaigns, as they must pay better attention to building everlasting, strong-based relationships. The Chartered Institute of Public Relations in the UK (CIPR UK) insists on the importance of reputation management for PR practices. Agreeing with CIPR UK, The London School of Public Relations (LSPR) said that PR is the system that covers and shapes reputation. Schreiber stated in his article "Reputation" that if PR practitioners focus on reputation management, they can put value to the organization's relations and communication. That can bring better results (Schreiber, 2011).

ii. Impact of Public Relations on the Market Value

The theory in PR for reputation management is that public relations can influence the economic state of the corporation through its reputation management (Yang S. 2005:12).

Scholars have investigated the link between reputation management and the economic status of the corporation by examining the relationship between the company's reputation and its financial returns. To testify if spending on public relations affects the returns of the company through reputation management, scholars and practitioners went through different paths to confirm their point of view. Some of them worked on proving the PR value in setting the economic status of a company by testing the relation between spending on PR and the financial returns. According to Milgrom and Roberts, reputation depends on the information released to the public based on previous acts and behavior of the person. The best example to prove the connection between financial value and reputation management is the athletic footballers (soccer players) (Milgrom and Roberts 1982:283-284). The financial value of the players depends on how the public sees them and how they promote themselves and their talents. Does this law apply to business?

A good reputation always serves the best interest. When we speak of reputation, we articulate the image, brand, internal and external relationships, values, quality of services and products, consistency, and creation. It is the part that reflects this kind of information about the corporation through public relations (Anginer et al., 2011:7). The question here is how does this impact the business value? Naturally, investors are interested more in financial statements quality related to the financial movement and performance of the business they take part in or are interested in

(northone.com, April 20, 2022).

The statements record the financial activities, position, and status within the corporation to disclose the financial information related to the performance and financial health. It helps understand where the corporation is coming from and where it is heading. It also helps predict issues and triggered violations along with the help in setting decisions to protect the company. Most importantly, it is the key for investors and banks to decide which company they prefer to work with (northone.com, April 20, 2022; Anginer et al., 2011:5). Thus, the quality of the reports is essential to have an adequate assessment of the corporation's financial state (Anginer et al., 2011:2-5). Ying Cao and her fellow researchers conducted a study based on observation from 1995 to 2009 to identify the relationship between annual financial reports and reputation management. They used two (2) measurement methods on over eight (8) thousand samples. Both measurement strategies confirmed that reputable corporations have the best quality financial reports with the lowest breaches number (Cao et al., 2012:3).

The quality of the financial reports is essential for the dominant coalition, as they know it is worth it as it serves business development and decision-making. The same study by Cao, Omer, and Myers proved that managers of companies with the highest-quality financial statements are the ones who choose to pay for their company's image and leverage its reputation (CAO et al., 2012:2; Anginer et al., 2011:2). According to the Jeffries-Fox Associates 2000b report of the common understanding of the corporate reputation concept, the financial value is recognized by the following features (Grunig and Hung, 2002:9-10; Jeffries-Fox Associates 2000b; Yang S. 2005:50).

- Having lower market and distribution costs.
- Charging a premium.
- Being able to loosen up the over-regulation.
- Tolerating hard times.
- Significant alignment between employee and productivity.
- Attracting skilled employees.
- Attracting investors

- Gain access to new global markets.
- More convenient media coverage.

Previous studies proved the importance of the corporate reputation for pricing and market entrance, but here we are talking about consistency and resistance within the market. Cao and her fellows also proved the importance of reputation management in the most influencing reports on the most significant decisions in the company life cycle. Reputation management itself is the main core of public relations. Some others believe that the value of PR and reputation management is not limited to financial returns. Yang S. believed in the connection's value and relationships with the surrounding environment (Yang S. 2005:414). James Grunig and Hung C advocated the non-financial importance of relationships by insisting on the value of quality relationships in building strategic communication programs (Grunig et al., 2002:100).

The relationships with the public help organizations in setting a behavioral path for their community (stockholders, consumers, employees, media, and competitors). This path impacts financial returns. However, external factors will be part of this path, such as the economic state, the market size, competition, etc. Having a managerial public relations team that is always ready to interfere in crisis management, publicity crisis, and litigation would lower future costs on the previously mentioned issues (Grunig and Hung, 2002:15, Grunig et al., 2002:100).

As mentioned before, the Excellence study resulted that public relations are a managerial function more than a linkage tool. J. Grunig described reputation as a "surrogate" to relationships, as the value of reputation is part of the value of relationships. The only difference here is reflected by two (2) types of public relations community, professional practitioners and scholars. Practitioners believe that the goal of PR is to have a bright, glamorous image, and scholars believe the goal is to nourish relations for futuristic long-term plans. In both cases, PR affects, directly and indirectly, how the counterparty will perceive the information sent by the company and how this information is treated. It plays a significant role in shaping the attitude and behavior received from the public and how they react to the events and acts of the corporation.

2. Channels of Public Relations

Public relations comprise various communication strategies and techniques to establish and sustain relationships between the corporation and its public. Therefore, spending on communicating practices with the public is one of the most substantial investments the corporation can make. This kind of investment has significant direct and indirect effects on the corporation for both long and short terms through a combination of modern and old-school communication tools. PR professionals work to build and maintain positive relationships with an organization's stakeholders, including customers, employees, investors, competitors, suppliers, and society. They use a variety of tactics, such as media relations, social media, content marketing, and events, to reach and engage these audiences.

a. Traditional Public Relations

Traditional PR depends on old-school communication channels, such as print and broadcast media, to reach and engage stakeholders. In traditional PR, practitioners need a 3rd party to communicate, like broadcasters, journalists, and news editors. PR professionals must always pay attention to the quality of relationships with a third party that will affect their company's promotion and reputation. Traditional public relations usually require practitioners to have face-to-face communication with the 3rd party, which helps them control the quality of their relationships with them.

- Press releases: Written statements issued to inform the public concerning news or events related to an organization.
- Media Relations: the 3rd party that works as a mediator, such as broadcasters, editors, and journalists. It facilitates delivering the information to the public. (TV, Radio, Newspapers, Magazines).
- Planning Events: Such as trade shows and press conferences to promote the corporation's image or the launch of a new product or service.
- Crisis management: PR professionals work on easing hard times and damage dilution.

According to the Muck Rack statistics for the annual public relations report for 2021 on building relationships, measuring success, and leverage technology, the

massive problems PR practitioners deal with is having a 3rd party or medium in the communication process. 59% of a sample of 1,618 PR practitioners voted that Getting responses from journalists is the .biggest challenge they face. This proves the struggle public relations practitioners still facing even in era of digital media when they interact through a 3rd party(Mack Ruck, 2021).

PR's biggest challenges: getting journalist responses and measuring impact

Which of the following challenges does your PR/communications team face? (select all that apply)

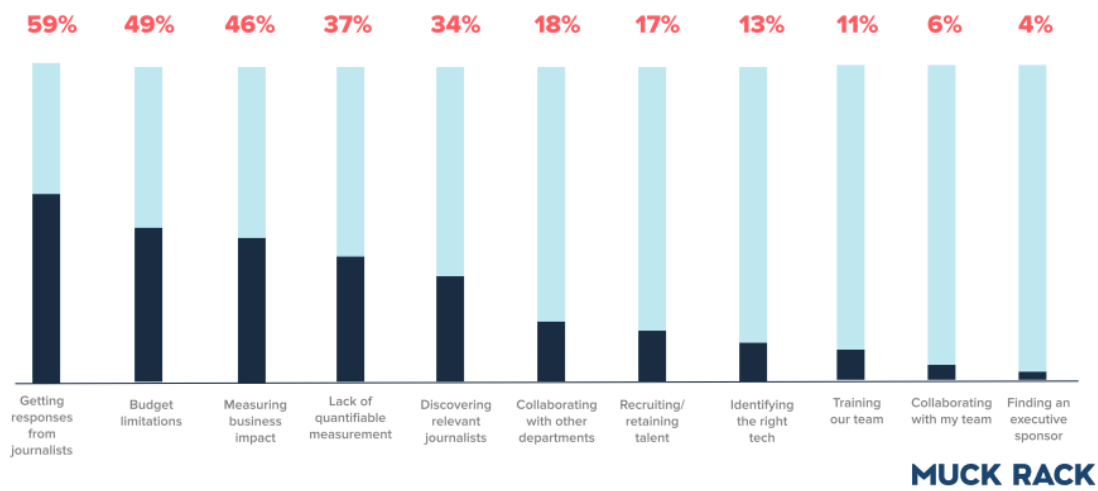


Figure 9: Challenges within PR Field

Source: Muck Rack, 2021

b. Modern Public Relations

The digital revolution made the public relations field adopt more up-to-date communication techniques and tools. Now it depends on a vivid online presence and the use of social media to reach and engage stakeholders. Professionals must be skilled in digital communication and can adapt to new technologies and platforms as they emerge. Thanks to these digital developments, the need for a third party to deliver the information is limited to traditional old-school practices. The companies have social media and upgraded communication tools that help in direct interaction with their customers, investors, and the general public. The information can flow easily between the parties without external interference, which grants a mutual understanding. This article deals with the most commonly used strategies, tools, and gates used to communicate with the public in the PR field, such as social media management, media relations, corporate social responsibility, crisis communication,

and more. Nora DePalma is the CEO and founder of DIALOGUE and Spin-Sucks, a website that works as a PR online agency. She described modern PR practices that drive actions (Dialogue.com, 2022).

Modern PR brings corporations and the public close together as their communication becomes direct. To make this communication successful, professional communicators must know the need of their target, what they want to solve and what motivates them. Here, we highlight the value of modern PR. Having direct and instant feedback allows the public relation team to have a concrete analysis of their target, understand their views and work on providing a solution for their issues with immediate interference (DePalma, 2022). Here are some trends in the PR market up to 2022:

- Influencer partnership / Content creators: Word of mouth and speaking to someone who experienced a product or a service leave a mighty fingerprint on the listener. It can be related to curiosity, jealousy, and having the speaker as a role model. All these help back up the corporation's brand name in the market and give more credibility.
- PESO model: Paid, Earned, Shared, Owner media. Gini Dietrich founded this integrated program that most PR practitioners adapted to it. This program grants practitioners the authority, credibility, and the chance to measure performance and see if the results align with their goals. Merging these media techniques creates a working harmony that eases the strategic planning to achieve the goals. PR professionals are talented storytellers, meaning they can adapt to the combination of the PESO (SMITH, 2021:19; prsa.org, n.a, spinsucks.com, Nov 10, 2022).
- Owned media: The status of the owned media and its meaning in the market now differed from several years ago. It developed with all the changes that came into the world. Now corporations can create their content directly with no intermediates.
- Shared Media: here refers to social media. It became an essential means of communication. It can help create partnerships, investments,

promotions, and marketing.

- **Earned media:** I believe this is the tool that did not encounter major changes. It still relies on the existence of a third party for printed ads and publicity.
- **Paid Media:** This method became simpler. It goes for paying for email marketing, sponsored content, and social media ads.

Both of the previously mentioned trends in the PR field depend on embracing the new flow of social media and its importance in triggering the right audience. The list goes long for the new modern technics and methods of contemporary public relations. In the first survey, we will see which channels PR practitioners prefer to use in different fields and sectors. Even though traditional PR channels are suppressed by the new media and its various modern channels, they still hold their value within society for particular categories of the public. Each of the previously mentioned channels still affects the target public as long as the practitioners apply it to the correct target. Neither of the techniques eliminates the other.

3. Limits and Control

a. Limits of Public Relations

The Public relations department is a discipline that manages the flow of information between an organization and its public. Its goal is to create a positive image for the organization and to build trust and credibility with its stakeholders. Organizations need to be transparent, responsive, and accountable in communicating with stakeholders, as this can help create solid connections and foster a positive reputation. It also works on creating a mutual understanding between the organization and its public. Nevertheless, the public relations field has been suffering an understatement of value and role, miss identification, and even misuse due to the two (2) reasons mentioned above. The PR field faces limits that may impact its effectiveness in achieving its goals and restrict its movement. PR is responsible for managing the relation and development of the company at different levels, as has been proved in the literary review and explanation of this study. It works on delivering the best positive image and works on finding solutions, yet it cannot control 100% of how people understand these messages.

Public relations practitioners face people from different backgrounds, especially if the work involves an international corporation; the mission becomes harder. Therefore, PR practitioners must be efficient and able to adapt to the environment surrounding them. One of the other obstructions PR has to face is the miss leading information. In the digital age, where technology is the best friend that helps you reach the world, it is the same biggest nightmare you can face. Along with that comes the media. When media work as an intermediate, it becomes responsible for delivering the message to the public. It is well-known that media works with its agenda, meaning it will not always work on providing cover stories in favor of the corporation.

People now have access to almost all information, even the top-qualified ones. The tiniest mistake can become the gossip of the entire world due to rumors and misleading information. Once the rumor is out on social media, it goes viral immediately.

b. Code of Ethics

Throughout history, the public relations field has been called with different accusations: such as being the angelic face of propaganda, being accused of polishing the truth to give a brighter image, and even spin-doctoring. Criticizers call PR practitioners and storytellers and accuse them of dishonesty and being unethical. The Center for Public Integrity is one of the biggest opponents of PR. They even accused practitioners of lobbying. What makes the situation harder is the misuse of authorities, the manipulation, and the malpractices of some public relations practitioners.

Since the emergence of public relations, people have raised questions about enforcing the code of ethics in PR as ethical concerns have occurred. These concerns were related to the used tools, strategies, and PR goals. John W. Hill, a public relations executive, was one of the first practitioners who called for ethical practices. Hill worked with a philosophy based on ethical beliefs in managing corporate responsibility. This philosophy made him one of the best in his field (Heath and Bowen, 2002:240).

The codes of ethics are guidelines that ensure professionalism and make practitioners hold responsible and ethical manners. They are references for

professional practitioners who aim to sustain a positive credible figure. Grunig and his fellow of excellence study named ethics as part of the principles for excellence in public relations (Bowen, 2022:240-241). There are a lot of differences when it comes to the code of ethics set for public relations. Each association has its theories and ethics. Most of the theories of codes of ethics in PR agree with the following principles:

- Honesty and credibility: Truth and transparency must always be first in communication process. Public practitioners must not involve misleading information.
- Responsibility: PR professionals are responsible for the integrity, quality, and validity of the information they present and the result that comes after it.
- Dealing with the information at hand: PR professionals must be aware of the importance of the information they have and how to deal with it. Some information can cause disturbance and dissemination.
- Professionalism: If a practitioner can hold to the principle of PR to guarantee integrity, respect, and honesty would have professional manners that can guarantee sufficiency and excellence.

With all the previously mentioned obstructions to public relations success, the misidentification of the role of public relations is the most challenging for public relations professionals to overcome. Especially that sometimes, practitioners are the ones who misidentify their role.

D. Public Opinion

1. Conceptualization

Being in a democratic, healthy environment depends on having a mutual understanding of different points of view to create a shared ground base that gathers everyone under the same roof. Many researchers and authors have been working on proving the linkage between individual behavior and attitude in the opinion of the public (Glynn et al., 1995). Glynn, in her book *Public Opinion* published in 2015 as 3rd edition, she explained that PO is an interdisciplinary approach that studies the

general will, how it comes together, and the factors of Divergence (Glynn et al., 2015). Public opinion, as Price described it, is a "vital and enduring concept" for social science. Its roots go deep within every aspect of social life, from sociology, political life, social communication, and even scientific and economic life (Price V.1992:1). It presents the views and beliefs of a community toward a particular case. People would react to various events depending on their principles and point of view toward a corporation.

Aristotle's writings - Renaissance literature - 18th-century philosophy. All of them reflected public opinion, if not directly mentioning it. The word PO itself is even older than the previously mentioned literature. The trace of the historical line of existence and development of public opinion goes back to the 15th century, when Michel De Montaigne first used the French word "Opinion Publique" in the second edition of his book "Essai" in 1588 (De Montaigne, 1588, Speier H., 1950: 378). In the mid-18th century, Rousseau revived the word "public opinion". Since then, the term has gone viral in different parts of life. Rousseau described PO as a modal and measurement for a free society (Speier H., 1950: 378).

Charles Gravier, also known as count Vergennes, was a French foreign minister who served during the period of Louis XVI. When the old French regime collapsed, Vergennes warned the king that the balance would break if public opinion took part in social and political life. He explained that people with authority to command would obey, and the ones to follow would command. Seeing the circumstances of the event back then, Speier explained that the admission of this statement by Vergennes would mean that people standing behind the public opinion theory gained more power and became a threat to the people in charge, unless the once who truly value it (Speier H., 1950:379). Napoleon Bonaparte once said about public opinion:

..''the thermometer a monarch should constantly consult.''

We can see the strength and power that public opinion may offer to the people who know how to control it. The mixture of both words "public" and "opinion" goes way back in time. Each of the terms has several connotations that still stand today. Price V. explained that public opinion as an entire concept has two primary meanings, before evolving to the democratic and liberal thinking. The first meaning is the knowledge or "epistemology", and the second is the common

understanding of modern public opinion, the moralities and manners within a society (Price V. 1992:5-7).

Back in the 18th century, Rousseau revived the utility of the word public opinion. It started with social critics to influence democratic theories and social psychology (Bryce, 1888, Price, 1992:1; Lippman:8). Until the 20th century, the research and results of PO were bent and refined, so they adapted to the age, circumstances, concepts, and theoretical notions. There have been many controversial concepts and visions regarding public opinion (Price, 1992:1). Some professionals used to call it the aggregation of points of view and attitudes toward specific topics, individuals, or organizations. Vincent described the origin of public opinion as the outcome of liberal philosophies of the enlightenment ages of the 17th and 18th centuries and the democratic ideas of the 19th centuries.

“Connecting the concepts of public and opinion represent a liberal-philosophical attempt to unite the “one” and the “many”...” (Price, 1992:2)

"The concept of PO is largely a product of the Enlightenment. The idea is closely wedded to liberal political philosophies of the late 17th and the 18th Cs ... and especially the 19th C" with the " democratic theory" (Price, 1992:5)

At its early emergence of the words public and opinion reflected collective judgments frequently applied in courthouses and political life. The application was in line with the will, spirit, and conscience of the public (Speier, 1950, Price, 1992:8) as it was very limited to the discussions related to political affairs among the well-cultured and civilized community. Price explained that during the utilitarian-liberal philosophers' period, PO started taking the shape we know today. During their time, there were lots of conflicts on the theory and the use of public opinion. People used public opinion for their welfare, unlike its original purpose. To set an end to the arguing, people had to think about the common rather than individual interests. They created the ideas marketplace, where people can vote on which idea they favor (Price, 2007:13).

Over the years, many activists took part in changing the concept of PO and its power without even realizing it. Once the government realized the importance of accepting the general will and the status it gained in political life and international affairs, it became essential to building international relations.

By the 19th century, in Europe, public opinion meant freedom of expression. In USA PO was regarded as a moralities' safe keeper. People trusted that governments of public opinion were a way to keep the world safe. Unfortunately, starting World War I, these beliefs were shaken to the bottom. All governments used all sorts of means in the name of victory. By the end of WWII, the faith and beliefs in public opinion were almost entirely faded away. Public opinion became the enemy of ultimate power. After the war, only a few countries kept depending on public opinion in framing their foreign policies. They kept public opinion as a control unit for their actions. Monroe describes public opinion as a distribution of personal preferences or the sum of private opinions about a specific case. Others believed it was the combination of common beliefs of the majority toward an issue that concerns their community, while others regarded it as the shared attitude and behavior toward politics or government.

The evolvement in meaning and utility of public opinion among the Utilitarian and Enlightenment philosophers made it easy to take a step toward democratic governance. This situation opened a door for the democratic theory of public opinion. Even though the concept of public opinion is now well-settled, some people are still struggling to identify it.

2. Practices of PO

Public opinion is the collective viewpoints of a community, the prevailing general opinions of the public on particular issues. In sociology, the term "public opinion" refers to the combination of individuals' ideas, attitudes, and beliefs on a subject conveyed by a sizeable fraction of a community. Some academics sense this aggregation as a combination of the similar opinions of a community, while others view it as a mixture of various points of view.

The fact that the governmental and legal entities did not institutionalize public opinion may restrict the PO authority and not give it any legitimation. Yet it shows no control over its borders. Public opinion can refer to the local, national, regional, international, or global public, depending on the corporation and the issue at hand. It is an elusive and transient force than public policy (at least in its narrow legalistic interpretation). Hence Public opinion, unlike public policy, is not a regulatory force. It can influence, but cannot determine, corporate decisions (or public policy

decisions). It implies a particular analytical emphasis on the rhetoric, symbolic, and socially constructed aspects of responsiveness.

In a globalized economy, the force of public opinion can highly pressure corporations that governmental regulations cannot reach. Public opinion does not need policy implications to make a difference in the corporate sphere, as it isn't a mere reflection of other entities. It has its own identity and force that are not dependent on governmental promises or threats. Caplan and Stringham (2005) noted that some people consider public opinion one of the most significant features in determining policies and institutions within the standard public choice. Therefore, companies need to learn to be responsive not only to policy refinements but also to the public opinions, and researchers must accordingly be aware of it (Vallentin et al., 2009:62).

Public opinion's initial form has been changing over the years. Alexis de Tocqueville noted that within a democratic country, once an idea is shared and agreed upon by the majority, it needs no further interference to prove its existence. It has a self-reinforcing cycle. Once the public accepts a particular belief, no one can stand against it. There is a common hypothesis when accepting public opinion if the uniformity of opinions accords with our own beliefs, we can call it an expression of the public conscience. Yet, if it runs against our beliefs, it is a manipulation by imposing the public sense and bending it into insidious propaganda. Uniformity in public opinion is, in fact, natural and only partly artificial. Public opinion may be a source of "insidious propaganda" depending on the parties and the external factors trying to interfere with it (Bernays, et al 1923, p.69).

..." [If] this uniformity accords with our own beliefs, we call it an expression of the public conscience. [...] however, it runs contrary to our beliefs. We call it the regimentation of the public mind and are inclined to ascribe it to insidious propaganda."(Bernays, et al 1923, p.69).

a. Political Level

Depending on the communitarian notions of Rousseau and other "developmental republicans," democratic theorists argue that political autonomy arises from collective engagement in political action and discussion.

.."The essential need [is] improvement in the methods and conditions of

debates, discussions, and persuasions.” (Allport, 1937,p. 14)

Various researches on public political behavior investigated the reasons behind the preference when it comes to a public issue, evaluations of government performance, and attitudes toward political figures. It is interesting to learn about the determinants of attitudes and preferences. It is also significant to discover the underlying principles that give consistency and meaningfulness to public opinion. Research in public opinion and the study of mass belief systems resulted in a wealth of information on the structure of the public's social beliefs and attitudes and its general degree of political intelligence. Converse's research in 1964 on the mass belief ideology showed that public political thinking could not be ideological. Most individuals do not organize their views in an ideological framework. Some researchers as Kinder said that the research helped understanding how people do not think and react when it comes to politics, however, it did not help on discovering how the public build their attitudes and preference toward the political life. He said that the study clarified the boarders of political ideology (1983, Ferldman, 1983:417).

Following the Steps Converse, some other research adopted the ideological theory. They argued that the political elites are the ones behind the political preference and attitudes of the public. They organize political statements for the purpose of public consumption. Other literary research that studied American politics and public opinion argued that choices were not only made because the societal elites know how perfectly adjust attitudes to the preferences of the public; they need to conform to certain beliefs and values of the targets. These studies on this subject have limited application in illuminating the path by which people build their orientations and convictions in political life. In addition, research affirmed that people draw on their principles and deep convictions to congregate attitudes and beliefs (Feldman, 1983:417).

From this perspective, political attitudes and opinions are not simply accepted on the basis of their packaging by elites, but generally are consistent with certain core beliefs and values (Feldman, 1983:417).

The political evaluation depends on several criteria. Individuals choose preferences depending on their viewpoint on either candidates or performance assessments and judgments. Feldman insisted on understanding how the evaluation

process work and on which basis is built. In the course of action for judging and choosing, Bernays stated that the surrounding environment plays a massive role in setting preferences.

"The mental equipment of the average individual consists of a mass of judgments on most of the subjects which touch his daily physical or mental life. These judgments are the tools of his daily being, and yet they are his judgments, not on a basis of research and logical deduction, but for the most part, dogmatic expressions accepted on the authority of his parents, his teachers, (...) his church, his social, (...) his economic and other leaders."

b. Social Level

Creating public opinion is a communicative and interpersonal process. Therefore, the social milieu in which the public discusses problems related to the general interest influences the public attitude. Media reports usually activate the three-stage model that was developed by studies on social identities and inter-group conduct in group conflicts. It contains visual, cognition, and behavioral process. Even though the general opinion is a communicative and social process, the broader context of public discussion has a significant impact on the shape and substance of individual opinions. Communication-based social signals reflect how others think and act. When people pick a side to support in a public issue, they aren't so much choosing a specific side; they apply what they understood from their connections with larger social organizations and groups that aim to develop a public opinion on particular issues.

PO framing is a process that depends on the structuration of an individual's opinion and gradually gets lined with similar and different views of different people. When interpersonal conversations happen, the persuasion of having similar points of view brings these beliefs together either to assist each other or to resist opposing ideas (Price and Roberts, 1987). Harold D. Lasswell said that it is believed that public opinion has a significant effect on personal decisions making of the public. He had a futuristic view that its impact would grow powerfully with time (Lasswell, 1957:32). Seeing the events for the past few years until 2023, yeah, it confirms with Lasswell's theory. James Madison, the 4th US president, once described the public opinion as contagious.

"Nothing is so contagious as opinion..." (Madison, 1867:510)

When someone looks from the outside into a group of people that he does not belong to and they will seem wired to him. It is the same for a man outside the current predominant public opinion, who sees the mainstream media as a force to assert control. However, some other authorities hold that public opinion is stubborn regarding media, and it does not have much impact on it.

“...the public mind is stubborn in regard to the press and that the press has little influence upon it. ” (Bernays, 1923:71)

Bernays and Boorstin imposed the question of stubbornness and malleability of the public mind as there was a vast divergence in belief whether public opinion is active or passive toward the information received from others (the press). They argue that there are graphic instances of stubbornness from the social point of view. There are glaring examples of the public's intransigence. To start with, as an example, is the reelection of Mayor Mitchel back in 1917, when only two newspapers backed him up. Prior to that, in 1909, the election of Gaynor as Mayor of New York is worth noting as it was out of expectation, especially since he won even with the resistance of the press (except for two) is a fascinating case in point (Bernays et al., 1923:71).

Opinions and positions on politics may not result from philosophical thinking, but they are real and must be considered. It has traditionally been hypothesized that fundamental ideas and values shape people's political choices and behaviors. Although acceptable assessments of core beliefs have been considered in key studies of public opinion, the links between these attitudes, behaviors, and dispositions have not been studied systematically (Feldman, 1988:437).

c. Business Level

Analyzing public opinion is quite tricky, not only for cases that depend on diverse points of view that are complicated but also at the level of principles, attachments, convictions, and welfare. They are all features that people express in cases of public matters. Researchers were able to establish causal relationships between cultural characteristics and performance outcomes, except this work may oversimplify the importance of culture in the performance of organizations. Corporations usually try to reflect a cultural blend when dealing with the public.

The Culture researchers Yilmaz and Ergun (2008) highlighted the paradoxical

character of different cultural orientations, such as internal communication and outward adaptation. They explained organizations must tackle conflicting difficulties (Cameron, 1986; Denison, 1990). Companies should be cautious when working with governmental authorities to set political and economic relationships. They must adjust their tie use to the developing institutional and commercial growth. Companies would usually adapt to the corporate social responsibility system (CSR). The impact of CSR efforts on public opinion was proved by a study based on campaigns promoting CSR to inform the public about its beneficial actions with the expectation of favorable responses from the public (Pfau, 2008:1).

Wood and Logsdon, in *Theorizing business citizenship* in 2001, advised on the importance that corporations contribute more in sustaining a just, balanced, healthier society (2001:84, Pfau, 2008:146). David, P., Kline, S., and Dai, Y. defined CSR as follows:

‘ a citizenship function with moral, ethical, and social obligations’ (David et al., 2005: 293, Pfau, 2008:146).

Matthew Amengual, Rita Mota, and Alexander Rustler called it the ‘Court of Public Opinion’. They advocated the public opinion saying that their pressure motivates corporations to be more respectful and cooperative at the level of human rights conduct listed in the soft-law instruments such as the Guiding Principles on Business and Human Rights by the United Nations (UN) (Amengual, 2022:1).

With the absence of an international treaty that regulates the relationships between human rights and business entities, public opinion plays the role of the judge that unifies the codes of respecting human rights at international levels. These soft laws go more with multinational enterprises (MNEs), as they are not limited to one jurisdiction. They work at a global level where each place has its own rules. Having soft-law instruments keeps companies under control and reminds them of their obligations toward society. Since these soft laws are guidelines, technical manuals, and resolutions, they are informal and non-legally binding. Corporations must adapt to these soft-laws if they want to uphold a reputation and name in the market. Public opinion toward the activities of these corporations is the judge in these cases (Amengual, 2022:1).

"Although MNE human rights conduct does not exclusively depend on public judgments, public opinion is nevertheless a central element in theories of human rights governance because companies are concerned about their reputations (Diermeier, forthcoming) and public opinion provides a political resource for activists" (Soule 2009, Amengual, 2022:2)."

E. PR vs. PO: Understanding the Link Between PR and PO in Business Field

Public opinion and public relations within the business field are tools to bring harmony within the work environment and help build mutual understanding between the organization and its public. PR works on creating a connection and suitable communication environment between a corporation and its audience. Therefore, if public relations professionals do not accept and embrace the ideology of public opinion, they cannot stand in the market. There has to be a direct and indirect combination of both parts. PO reflects the individual and group mindsets public relations practitioners will build decisions target.

Public relations practitioners build decisions based on the information that PO reflects of individuals and group mindsets. They try to work with the slightest details they extract from it. They analyze it and try to identify it in a chance to understand this mixed composition of attitudes and behavior of different individuals gathered as one. What makes it harder for public relations practitioners to have accurate results is facing this mixture as one judgmental attitude toward the corporation. This one judgmental attitude combines different people with different backgrounds. They are women and men of a varied age range of diverse races and nationalities (Bernays, 2019:61).

'Public opinion is a term describing an ill-defined, mercurial and changeable group of individual judgments. [It] is the aggregate result of individual opinions- now uniform, now conflicting of 'the men and women who makeup society or any group of community.'"(Bernays, 2019:61).

The job of public relations practitioners is not limited to receiving information. Their job goes beyond analyzing and understanding the origin of that behavior and attitude. It searches for the background it stands on and the factors surrounding it.

Burney once advised that for a PR counselor to be successful, he needs to understand how individual thoughts and behavior to impact social and public opinion (Bernays, 2019:62). He explained that, as humans, all our choices are based on different beliefs and ideas that can affect each other. For him, it is not an accident that one person may prefer religion over another, a political party over another, or even food. How did all that come apart? It all started with one or multiple individuals sharing the same or close ideas gathered in forming a union. Public relations departments work on analyzing the form of public opinion and its origin in order to be able to make decisions that, by the end of the day, will affect the framing of public opinion.

F. Corporate Digitalized Information

Digitization: is the act of changing over physical records or printed material into computerized records.

Digitalization: is a lot deeper transformation of a business model as it converts to digitalized system processes rather than written or printed ones.

The Gartner report on 2018 CIO Agenda Industry Insights stated that digital transformation is a must within every business, as it ranked among the top three priorities for business development. Being part of the current global market made it mandatory for corporations to adjust to the current state of the world as it keeps growing toward the digitalized system, information, management, education, communication, and so forth. It lies within every part of our lives. Being part of the digitalized era conveyed lots of changes to our world. It presented a cultural shift in the system. We cannot argue that technology and digitalized information simplify life and make it easier to track events surrounding us. However, things cannot be taken for granted, as things are not always as easy and safe as they seem. Digital information is a two-edged sword. Hundreds and thousands of companies witnessed a rough time due to the digital hacking of their system that caused them to suffer and risk their public image. When it comes to the power of information and its impact, Bruce Schneier, a security technologist, once reflected that information can be harmful by admitting that it “possess more of the problem”. He said that the more society is involved with technology, the more it increases the security gap. With hardware, it is easy to save and protect your information, but in the digital system,

once the data is on, it can be the biggest threat as it can transform within parts of seconds to all over the world (Henriquez, 2021). 2021 is the year of record-breaking data breaches. It passed 2022 by 17%. ITRC Identity Theft Resource Center stated that in 2022 only 1108 cases of data breaches were announced, while in 2021, there was 1291 case leaving 48.29 million victims behind in the manufacturing and utility sector, seven (7) million in the healthcare sector, 1.5 in the professional field, and 1.4 million in the governmental sector (Henriquez, 2021).

One of the high-pitched cyber-attack incidents occurred between the end of May and the beginning of June 2021. Diachenko of securitydiscover.com, a cyber-threat director, discovered a leak of information within Cognyte Software Ltd. It is a company that provides companies with security against cyber-attacks. Cognyte stores its client's data as part of its intelligent service. On May 28th, the company registered its data into the system. One day later, the irony of the universe, Bob Diachenko, alerts the Cognyte of a breach of information from their system, exposing 5,085,132,102 accounts to the public, including names, passwords, email addresses, and data sources. The leak lasted four (4) days until the company gained its composure and secured its system (Henriquez, 2021). This example reflects the importance and the threats cyber-attacks and digital information can bring upon users. This example shows that cyber-attacks threaten companies using digitalized systems. Here where the importance of credibility with the public matters as they can have direct access to information or covered truths (Henriquez, 2021; Secureblink, 2021; Bischoff, 2021).

1. Digitalized Information and Media Importance in the Organizational System

Claude Shannon and Warren Weaver are the creators of the information code that changed the concept of information and led to the creation of the information revolution. It is a theory where information can be measured and transmitted. Because of this theory, humans developed technical information and digital information (including the invention of computers) (JHA and the guardian, 2017). The late events showed a thin light on the existence of a new era and age of living. “The digital era”.

The digital revolution / The Third Industrial Revolution is the technological

development and the shift from analog and mechanic to digital information. From the invention of computers until the emergence of the internet, lots of changes occurred in the business world (Pariona, 2017). The Gartner CIO Agenda Industry report of 2018 stated that digital transformation within the business environment ranked as one of the top management priorities. (Mentsiev, 2020:1) As digital life develops daily, corporations tend to follow the trends and be up to date. With the development of digital technologies, companies adopted the concept of a digital economy, such as e-commerce, data research, consumer behavior, and information technology, as indexes for the digital economy (Mentsiev, 2020:2).

With the emergence of the internet, the business world witnessed a revolutionary state that helped in economic growth as they discovered the importance of communication technology. In 2023, no industry can stand still in the local or international market without the usage of Information and Communication Technologies (ICTs). There is a difference in dependency, but they all need it for at least the promotion and communication process. These new technologies facilitate the communication process between corporations and their target. They give a chance for one-to-one communication that enables the corporation to get closer to its audiences. With these technologies, the target audience grows wider, meaning corporations have more responsibilities and higher risks. Any misunderstanding can cause massive damage to the corporation (James, 2007:3).

2. Media and Public Opinion

Technological development caused notable changes in our lives at different levels: personal, educational, political, social, and economic or business level. These changes brought new conceptual working theories that helped corporations be more involved with the surrounding environment. Among technological development that occurred in the world with a significant impact on business development and consistency was the invention of the internet and digitalization. It started with the written press, audio media, and visual one. The world that humans knew it changed with every invention. It changed from a world of printed information to a digital numeric one. The emergence of the last caused, as every time, a gap between people who advocated because they had hope in it and the people who feared it. The question here is this fear and hope built on what basis (Mutz, 2011:1018).

Back in the old days, people had limited access to information. They had access only to the ones they saw or heard from the traditional media. Now, it is one click away and within reach of everyone. Since access to data and information was bounded because of the limited tools, the government, corporations, and different institutions had the chance to twist facts. Media has always been a puzzling topic. When it first emerged, people accused it of being objective, as they all broadcast the same programs and mainly being a duplication of one another. Some scholars even accused journalists of being superficial. They argued that TV shows and programs are vague. (Mutz, 2011:1021-1022). There was also a time when the public blamed the media for being biased. People knew what they would find in the newspaper or hear on TV or radio because they believed that whatever they would encounter reflected the perspective of the people who fund and stand behind that media channel. Burnett explained that, in both cases, people argued about the quality of the information received. Is it trustworthy or not? How were they supposed to deal with it (Bennet, 1996:147)? Thinking about the old and the new shared relationship between media and public opinion has not changed. It is a relation based on delivering information and the public deciding to believe it or not.

The development of new technologies helped in spreading the digital sharing of information. It grew widely. The shared relationship between the media and the public did not witness a radical change. It matured and became more reliable. People are no longer limited to what they hear or see in the media, and the media knows there is control over what is shared. Media no longer has limitless control over information. The public can find the information on their own, not only for sourcing but also to check credibility.

People are no longer passive receivers. The good side of technological and digital development is that it did not kill traditional media. The new media did not take over the traditional one. It provided traditional media resources like newspapers, TV channels, and radio, with more advanced methods and tools to connect and communicate with their target public. In the old days, the information had only one destination; from the media source to the public. People had limited access to media depending on the timing, place, and culture. Thanks to these evolutions in technology, people from all over the world, at different timing, can read the same news at the exact moment it happens, and they can react to it immediately. The

development brought the people closer to each other, even if they were hundreds and thousands of miles apart. The information now goes both ways. It goes from media to the public and versed. The media also takes information from the public.

The New York Times (NYT) was established 172 years ago. It is an American daily newspaper that can communicate with the entire world. How is that? On social media, NYT has 54.8 million followers on Twitter (Twitter, 2022). According to the last financial press release of “The New York Times Company Reports Second-Quarter 2022 Results” of the newspaper made by Danielle Rhoades and Harlan Toplitzky on the 3rd of August 2022. NYT has 91,108,000 subscribers. Only 780,000 are print subscribers. The rest are digital subscribers from all over the world (The New York Times, 2022). The newspaper is no longer limited to location or timing.

Public opinion is the backbone for building a balanced community. It portrays the general will (Mc. Gregor, 2019:1071). Some people believe the media has power over public opinion and can control it. Others believe that public opinion controls and guides the media (Huang, 2021:2). The mass media and specifically social media are a stage that gives the public a chance to be present, investigate and express their will. It breaks the boundaries and limitations of public access to information and freedom of expression. Mass media has the power to shape public opinion. It seems to be most significant when framed within the perspective of these public perception processes (Noelle-Neumann, 1974).

In 2023, society became dependent on digital technology's existence, mainly digital media. Generation X was the first to embrace technology development and digital media. This development massively impacted their lives as they were the first to use computers, cell phones, and the internet. The millennials are famous for being the Digital Generation. They are the first generation that came of age with the widespread of digital technology and the internet. Gen Z is the generation born in a world with technological and digital omnipresence. They are digital natives called the "i.generation", as they were born in it, they have grown up with technology as an integral part of their daily lives. The new concept of public opinion became heavily reliant on digital media with access to vast information with just a button. This made public opinion more engaged and more active in various issues, including social and political issues. The usage of digital media led to profound changes even in the

business market and the way organizations advertise themselves and their products. Public opinion is highly connected, informed, and engaged. Accordingly, digital media has the power to shape it through the information it disseminates and how it presents it.

Bernays advocated that the public has power over the press, the same as the press has over public opinion and the public. He explained media is subjected to a judgmental public on whatever they present and publish for them (Bernays, 1923:80). In the 3rd chapter of his book, “Crystalizing Public Opinion” insisted on the importance of paying attention to the medium and external factors that interfere with public opinion. He recommended that public relations counselors be aware of the external factors and accurately evaluate their power to influence the PO. PR should be responsible for arranging the interaction between the public and the medium, such as the media, as they both form public opinion.

3. Media and Public Relations

This age witnessed periodic changes that affected the daily life, and the surrounding parts had to adapt to these changes. As media became a non-separable part of daily activities, professionals had to adapt to these recent developments and include more of them in their practices. Media has been the voice of public relations practitioners over the years. They share a history that goes back hundreds of ages ago. Since 1923, Bernays and other researchers have insisted on the importance of cooperation between public relations and the media. Back in the day, people did not think that new technologies may bring people together, and most notably, they did not have faith in media. Many others feared these technologies might bring more cracks to society and that they could bring the world closer (Ji, 2013:17). When it comes to communication, the media made the distance seem like nothing. It even created communities (Molana, 1996). They used to say that to build a community, people must be able to act together (Ji, 2013:17). Well, now, people can still act together but are no longer limited to geographical areas. People from different countries, races, and ethnicities are creating communities now. Media helped in creating multi-national communities.

The term media refers not only to social media, TV, radio, or newspapers. It includes all social networks.

Media invaded the life of people and took them to another dimension. Valentini and Kruckberg were among the few people who believed in the power of social media and that it can build a community because of its communicative nature (Ji, 2013:18). These digital platforms stand by their users and their participation in the last. These developments in the technological field brought organizational communication into a new dimension at the strategic and implementation levels. It became a priority for the corporation to be part of these trends and be up-to-date.

Business consistency and digital media are closely related, as digital media plays a crucial role in an organization's ability to communicate and maintain operations during a crisis. Digital media networks, such as websites, social media, email, and blogs, allow for quick, direct, and effective communication with the public. This help improves mutually beneficial relationships between corporations and their public as it eases the interactions between both parties. It also facilitates the missions of public relations practitioners, especially when it comes to dealing with the public, such as in international relations, customer service, community relations.

Digital media changed a lot of the organizational landscape in public relations. It enforced the practices of public relations as it presented a revolutionary state within the field. It helped strengthen and maintain connections. Due to the changing nature of the new digital media, public relations must figure out a way to build and keep a bond with the public (James, 2007:6).

According to statistics from the Muck Rack study for the statistical report on the public relations field for 2022, 73% of public relations practitioners said they prioritize digital tools on behalf of their clients as they were asked "What media type was their clients' or companies' top priority?" (MackRuck, 2021).

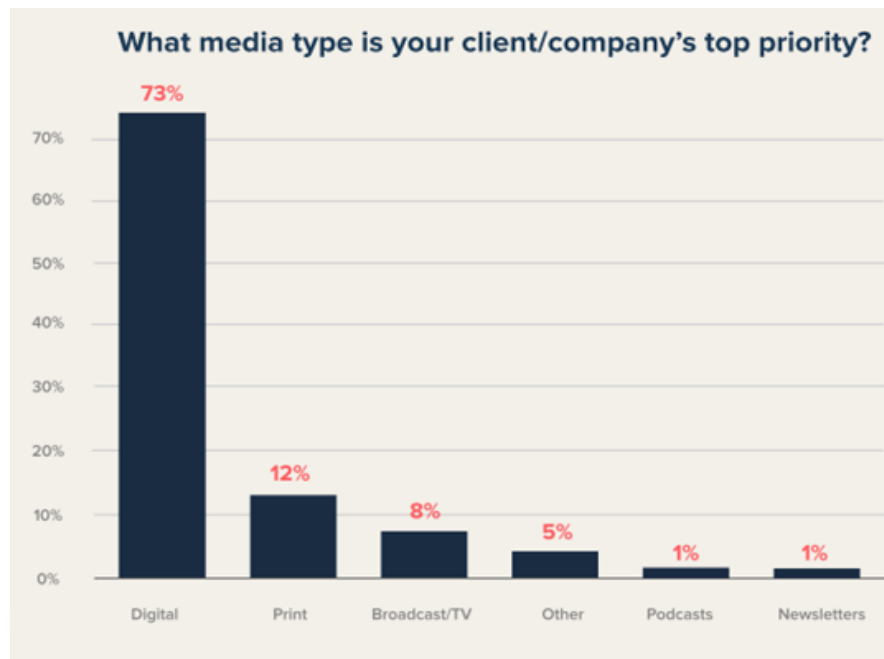


Figure 10: Prioritize Media Type

Source: Muck Rack, 2022

At The International Public Relations Research Conference (IPRRC) in 2013, Yi Grace Ji and her fellows described public relations practitioners as the leaders of social media. Media has different channels that help in the interaction and exchange of information process. Public relations practitioners set which medium or channel should be used depending on the target they want to reach. These channels also grant observations that help in evaluating their performance. When receiving feedback, practitioners can evaluate better and have the chance to enhance their performance. It also gives unique opportunities to monitor the public.

95% of a sample of 1,618 PR practitioners from the same report, chose digital online media as the most commonly used media tool to pitch, (91% of public relations practitioners that work for brands and non-profit organizations and 97% of agencies' practitioners). Newspapers ranked second, followed by magazines third and TV fourth, and Podcast fifth (Muck Rack, 2021).

The most common types of media to pitch are online, newspapers, and TV, with podcasts and newsletters on the rise

Which types of media do you commonly pitch? (Select all that apply)

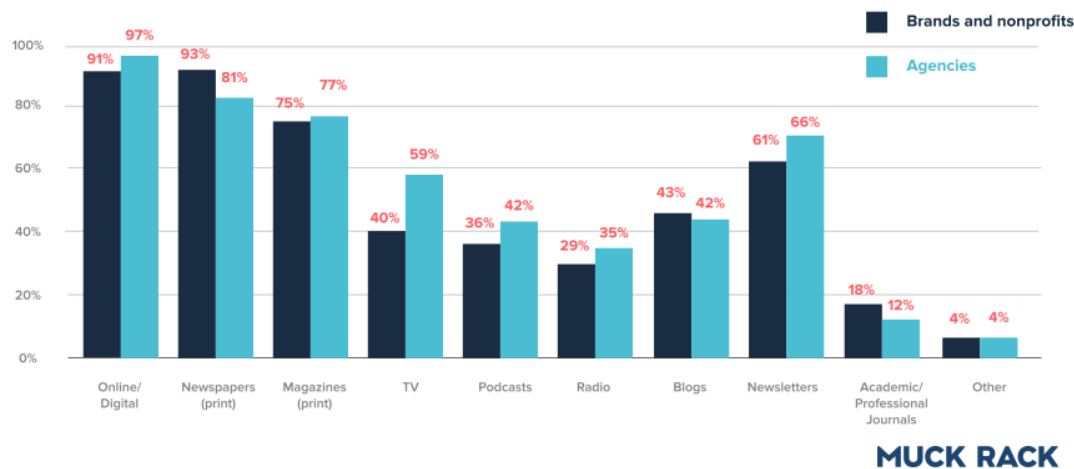


Figure 11: Common Types Media to Pich

Source: Muck Rack, 2021

The world of communications has been going through tremendous dimensional change over the past years because of globalization as the first factor and digital technology development accompanying it. Public relations underwent a vital transformation as a result of globalization. Media, communication, and public relations primarily focused on local or regional audiences. Public relations practitioners relied on traditional methods, such as press releases, media relations, and public events, to reach their target audiences. The majority of public relations campaigns were designed to provide information about a particular product, service, or organization to a limited audience within a specific geographic area. With digital media giving new lenses for practitioners, the public, and business entities to see public relations, it gave the PR new shapes and dimensions for a larger working environment and bigger target.

In line with the strategic view of corporate legitimacy, Public Opinion emphasizes on how corporations can affect what is being perceived as public opinion through corporate communication. The public and the press, or the public and any force that changes public opinion. Action and interaction are continually going on between the forces projected out to the public and the public itself. The public relations counsel must understand this in its broadest and most detailed implications. He must understand not only what these various forces are, but he must be able to

evaluate their relative powers with fair accuracy (Boorstin, et al 1923: 77). The budget set aside for public relations helps businesses monitor public discourse regarding their business. Their corporate statements frequently have the ability to overrule other perspectives, giving a corporate spin to particular issues (Christensen and Cheney, 2000: 262).





III. REASEARCH AND METHODOLOGY

A. Theoretical Frame Work

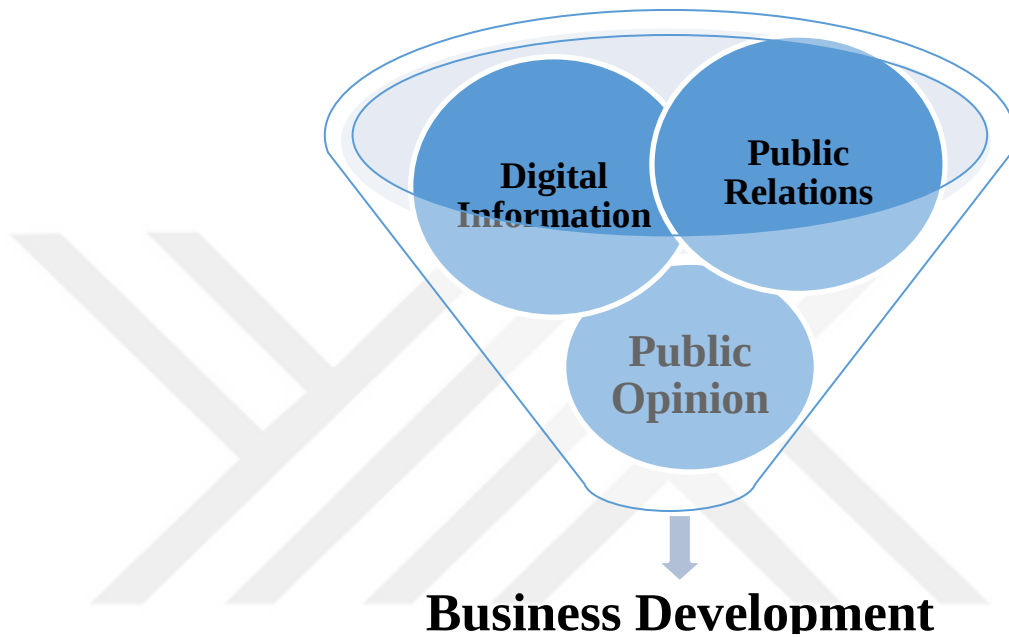


Figure 12: Business Model

1. Hypothesis

H1: Public Relations have a significant impact on the consistency and development of the business.

H2: Business consistency depends on how the public perceives the brand image and how it reacts to its events.

2. Questions

Q1- According to public relations practitioners which tools and channels are the most effective in communicating with the public and has better impact on business consistency?

Q2- Digital information plays a massive role in framing the public opinion through strategic public relations?

Q3- How effective can, public relations, be in framing public opinion?

Q4- What kind of relationship is built between companies/organization and their public due to public relations management?

B. Significance of The Study

This study looks at the topic of public relations as a management tool for boosting economic success. It examines the historical adoption, evolution, and significance of the public relations department in organizational growth. The research follows the historical progression of communication and its tactics across time. It focuses on public relations as a communication process, its ideas, and its activities by examining whether it is a communication technique or a weapon of manipulation. How do companies use public relations to have power over their target audience?

The research investigates the credibility of public relations and examines its impact on public opinion. It aims to test the accuracy and effectiveness of public relations in framing public view within the digitalization age. It concludes their influence on business development, the company's market position, and stock value.

C. Methods and Research Data

This study's four primary variables are public relations, public opinion, digital information, and the market value of the business. The study is based on the structural equation modeling technique (SEM). It entails comparing the substance and purpose of the variable provided to conclude the link connecting the variables. Multiple measurements and deductive studies of previous theories on practice concerned with implementing public relations and its practices in corporate growth were used to collect data for this study. Methodological data collection strategies were applied, including quantitative and qualitative data collection and secondary data from previously validated surveys and study cases. Two surveys and a case study will be used in collecting the final data to test the hypothesis and questions of the research. The surveys depend on web-based methods such as emailing potential participants and sharing links. They include questions related to the above variables and their interconnections. The study case investigates the impact of public relations

and public opinion on business consistency.

Social media and digital information play a massive role in the communication strategy between organizations and their public. The first questionnaire includes 2 parts; the first is for general information and consists of six questions and the second part is for testing the adaption of PR practitioners to social media with a total of 24 questions based on a Likert scale from 1= lowest to 5=most used. The second part is divided as follows: 18 questions for the utility of social media in the PR field and 5 questions for futuristic expectations for the PR field. The survey investigates the adaptation of social media to the communication process by public relations practitioners. Dr. Aliklç created the questionnaire in 2012 to investigate the adoption of social media in the Turkish public relations community and to examine the level of application of digital media tools at the internal and external levels by PR professionals.

The study case reflects the importance of communication and interactions between the companies and their customers, corporate reputation, and the significant effect digital information and social media can drag on business consistency and value in the market through public opinion.

The second questionnaire looks into the influence of public relations on the established relationships between organizations and their public. It determines the efficiency and success of public relations. IT questionnaire includes 2 parts; the first is for general information and includes five questions and the second part is for measuring relationships and includes 6 parts with a total of 46 questions based on a Likert scale from 1 for strongly disagree to 5 for strongly agree and 3 is neutral. The survey is part of the Institute for Public Relations (IPR) study. They published a guidebook developed by Dr. Hon and Dr. Grunig in 1999. The Institute for Public Relations pamphlet provides information on measuring and evaluating the efficacy of public relations.

D. Sampling

Sampling is the process of selecting a subset of individuals from a larger population to study or make inferences about the population. Both surveys use random sampling to reach out to various groups related to the chosen subjects. The

selection of the sample size for both surveys is based on the sample size equation listed below.

$$\text{Sample size, } n = N * \frac{\frac{Z^2 * p * (1 - p)}{e^2}}{[N - 1 + \frac{Z^2 * p * (1 - p)}{e^2}]}$$

Figure 13: Sampling Size Equation

1. Survey 1

Survey One examines the usage of digital media in the sphere of public relations. How do professionals in various areas select the best medium for effective communication? The targeted sample was 55 professionals from IPRA International, 177 from the TUHID Association, ten practitioners from MAG Construction, and 500 from LinkedIn groups. The research addressed 742 public relations professionals from diverse nations over four weeks, beginning December 8, 2022, and ending January 1, 2023. 315 answers were received. According to IBISWorld figures, the estimated global number of public relations practitioners in 2022 is 500000. The needed sample size for this survey is 273, according to the sampling formula.

Where:

- N is the Population Size = 500,000
- Z is the confidence Level = 1.645,
- E is the Margin of Error = 0.05
- P the Sample Proportion – uncertain = 0.5
- n is the required sampling size = 273

2. Survey 2

This survey tests the shared relationship between Facebook and its users. It studies and assesses the nature, quality, and strength of Facebook's interaction with its users from the users' point of view. According to statista.com, there are almost 3 billion public relations users globally. The survey intended to contact 1,000 practitioners for a month, starting on December 18, 2022, and ending on January 18, 2023. The findings were received from 345 users.

- N is the Required Population Size = 2.9 Billion users
- Z is the confidence Level = 1.645,
- E is the Margin of Error = 0.05
- P the Sample Proportion – uncertain = 0.5
- n is the required sampling size=500





IV. ANALYSING RESULTS

A. Adaption of PR Professionals to Social Media (Survey 1)

Public relations and media share a symbiotic relationship. The technological development of social media presents new mechanisms of communication concepts and a new set of communicators under the name of influencers for every new generation. Every mechanism brings different tools and applications, from collecting data to creating content and sharing information (Solis and Breakenridge, 2009:40, Alikilic, 2012:57). The new mechanism gives public relations practitioners' new platforms, allowing them to reach a much larger audience. It encourages them to involve directly with their target audience. It helps to build stronger trustworthy relationships and gives a chance to direct interaction in shaping perceptions of the target.

This survey aims to test to what extent public relations practitioners adapted to the use of digital media. It is taken from previous research made in 2012 by Dr. Ozlem Alikilic and Dr. Umit Atabek of Yasar University to study "Social media adoption among Turkish public relations professionals: A survey of practitioners". The aim is to investigate which tools are preferred and efficiency in the communication process, and to see how far public relations practitioners are involved in the digital world depending on the nature of their jobs and tasks.

This study is mainly to investigate the 3rd question in the hypothesis; Q3- According to public relations practitioners, which tools and channels are the most effective in communicating with the public and have a better impact on business consistency?

1. Data Collection and Sampling Size (Survey 1)

The estimation of public relations practitioners over the world, according to IBISWorld's statistics for 2022, is 500,000 practitioners all over the world. Depending on the sampling formula, the required sample for this survey is 273. This

survey was conducted in cooperation with IPRA international, the TUHID association, and MAG construction, and I used LinkedIn as extra sourcing.

This survey targeted 742 public relations professionals as follows;

Table 1: Descriptive Analysis of Targeted Sample

SOURCE	PR Practitioners	Country
IPRA	55	UK
TUHID	177	TR
LINKIDIN	500	INTERNATIONAL
MAG CONSTRUCTION	10	UAE
TOTAL	742	

The received results are as follow:

51 respondents from Turkey represent 16.19% of our target sample. 41 respondents represent the United Kingdom (UK), with 13.01% of the target sample. The targeted selection of the United Arab Emirates has six (6) respondents representing 1.9% of the total target sample, and the rest are International, with 217 respondents represent 68.9% of our targeted sample.

Table 2: Obtained Results by Country (Suvey1)

OBTAINED RESULTS			
Country	Frequency	Percentage	Valid Percentage
UK	41	13,01	13,01
TR	51	16,19	16,19
UAE	6	1,9	1,9
INTERNATIONAL	217	68,9	68,9
Total	315	100	100

The respondents of the international targeted sample were as follows:

71.42% were from the USA with 155 answers, 15.67% were from Europe with 34 respondents, and 12.9% were from Africa with 28 respondents.

Table 3: Descriptive Analysis: Countries for the International Sample

COUNTRIES OF THE INTERNATIONAL			
Country	Frequency	Percentage	Valid Percentage
USA	155	71,42	71,42
EUROPE	34	15,67	15,67
AFRICA	28	12,9	10,6
Total	217	100	100

2. Validity and Reliability Test (Survey 1)

This study applies the IBM SPSS statistics program to analyze the results. Depending on the coding of the survey form, the SPSS software helped to identify the socio-demographic information, such as gender, age, education, and country, along with the tasks of PR practitioners, choice of which media tools that most helpful for them, and to see their futuristic view for the impact of digital media on the future of public relations.

Having reliable and valid results relates to the quality of a data set. It is essential to have a data set that is both valid and reliable to ensure that the results received from the data are accurate and trustworthy. A data set is reliable if it is conducted over a period, as reliability refers to the consistency or stability of a data set. This survey lasted from 08.12.2022 to 01.10.2023. A reliability test is a statistical method used to evaluate the consistency and stability of a data set. There are several reliability tests, each with its advantages and disadvantages. In this survey, Cronbach's alpha test was used to measure the validity of the data and its reliability through SPSS software.

Lee Cronbach in 1951 developed Cronbach's alpha statistical method. The method used in evaluating the reliability and consistency of the data set. Cronbach's alpha ranges from 0 to 1. The higher the values, the greater internal consistency is. A commonly accepted value and considered good reliability for Cronbach's alpha is 0.70 and above.

This survey is to determine if the type of work or the performed job affects the choice of social media tool. This survey assesses the adoption of social media in the PR field depending on the job carried by PR practitioners within different sectors.

- The independent variable in for this survey is the preformed job of public

relation practitioners within the organization, such as customer services, Government relations, international relations.

- The dependent variable is the adaption of digital media in the practices of public relations practitioners.

The experiment would investigate if the occupation or the job being performed influences the preferences of the media tool used. It also tests the vision of the practitioner on the impact that digital media have on the future of public relations.

The reliability test carried through SPSS for the 1st survey of this research revealed in; 0,737 Cronbach's Alpha score for the ten (10) items of dependent variables, 0,733 Cronbach's Alpha score for the 18 items of independent variables, and 0.734 Cronbach's Alpha score for all 28 variables.

3. Descriptive Statistics (Survey 1)

a. Bio-Data (Survey 1)

Out of 742 targeted samples, 315 answered the survey (n=315). See below the basic description of the sample:

- Gender: The sample consisted of 315 respondents; 221 were female with a percentage of 70.2%, and 93 were male with a percentage of 29.5%.

Table 4: Descriptive Analysis of Gender Survey 1

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Female	221	70,2	70,2	70,2
	Male	93	29,5	29,5	99,7
	Other	1	0,3	0,3	100
	Total	315	100	100	

- Age: The sample comprised 315, containing 93 (29.5%) aged 25 to 35 years old, 88 (27.9%) between 35 to 45 years old, 64 (20.3%) were of 45 to 55 years old and finally 70 (22.2%) were 55 years old and above.

Table 5: Descriptive Analysis of Age Survey 1

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	+55	70	22,2	22,2	22,2
	25-35	93	29,5	29,5	51,7
	35-45	88	27,9	27,9	79,7
	45-55	64	20,3	20,3	100
	Total	315	100	100	

- Education: Out of 315, 151 hold a master degree representing 47.9% of the sample, 135 (42.9%) hold a bachelor degree, 14 (4.4%) have PHD, 8 of vocational school with 2.5% and 7 (2.2%) hold high school diploma.

Table 6: Descriptive Analysis of Education Survey1

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Bachelor	135	42,9	42,9	42,9
	Graduate Studies (Master)	151	47,9	47,9	90,8
	High School Diploma	7	2,2	2,2	93
	PHD	14	4,4	4,4	97,5
	Vocational Schools	8	2,5	2,5	100
	Total	315	100	100	

- Region: Our sample decedent from different background. 49.2% of the answers are from the Americas by 155, 126 from Europe representing 40% of the sample, followed by 23 (7.3%) from Africa and 11 (3.5%) from the Middle East.

Table 7: Descriptive Analysis of Region Survey 1

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Africa	28	8,9	8,9	7,3
	America	155	49,2	49,2	56,5
	Europe	126	40	40	96,5
	Middle East	6	1,9	1,9	100
	Total	315	100	100	

- Nature of the organization: The nature of the corporations: Our sample is a mixture of people working in different organizations where 212 (67.3%) work in the private sector, 70 (22.2%) are working in the public sector, and 33 (10.5%) are governmental once.

Table 8: Descriptive Analysis of Nature of the Organization Survey 1

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Governmental	33	10,5	10,5	10,5
	Private	212	67,3	67,3	77,8
	Public	70	22,2	22,2	
	Total	315	100	100	100

- Type of corporations: The sample consisted of 83 public relations practitioners working with International Corporations, either in the PR department, Communication, or Marketing Department, representing 26.3% of the target sample, while 77 are working with National Corporations representing 24.4% of the target sample. 42 (13.3%) are working with Boutique / Specialty PR agencies, 29 (9.2%) are working with International PR agencies, and 22 (7%) are working with national PR agencies. Eight (8) respondents are working with Non-profit organizations, and 2 (0.6%) are working online as digital corporations. 28 respondents are freelancers representing 8.9% of the sample, and finally, 24 people admitted they are working with different entities 7.6% (See Appendix B-7-2 for the others).

Table 9: Descriptive Analysis of Type of the Organization Survey 1

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Boutique / Specialty PR Agency	42	13,3	13,3	13,3
	Digital PR Agency	2	0,6	0,6	14
	Freelance	28	8,9	8,9	22,9
	International PR Agency	29	9,2	9,2	32,1
	National PR Agency	22	7	7	39
	Non-Profit Organization	8	2,5	2,5	41,6
	Other (Please name it)	24	7,6	7,6	49,2
	National Corporations (PR, Communication, Marketing)	77	24,4	24,4	7
	International Corporations (PR, Communication, Marketing)	83	26,3	26,3	3,7
	Total	315	100	100	100

a. Independent Variables (Survey 1) (See Detailed Results in the Appendices C)

An independent variable is manipulated or changed in a study to observe and test its impact on the other dependent variable. It is the cause researchers employ to explain the outcome of a dependent variable statistically.

This survey tests the effect of the conducted work on the preferences of public relations practitioners for the utility of social media. Question number 8:

Related to the Preformed Jobs of the practitioners. It is a multiple-choice question with the chance to select more than one option.

The results ended as follow:

243 (77.1%) out of 315 are part of the media relations team, 202 (64.1%) out of the sample work also in corporate communication, and 155 (49.2%) are working in crisis management. 142 (45.1%) out of 315 are working in internal communication, and 132 represent 41.9% are working in community relations. 88 respondents are working in government relations, representing 27.9% of 315. 82 (26%) are also working in social responsibility team. 59 respondents are working in international relations, 58 are in investor relations, representing consecutive 18.7% and 18.4%, and only 17.8% are working in customer services as only 56 people included customer services in their list.

Table 10: Descriptive Analysis of the Tasks Preformed by PR Practitioners

		Responses N	Percentage	Percentage of Observations
Conducted Jobs	Media Relations	243	19,97	77,14
	Internal Communication	142	11,67	45,08
	Customer Services	56	4,6	17,78
	Investors Relation	58	4,77	18,41
	Social Responsibilities	82	6,74	26,03
	Crisis Management	155	12,74	49,21
	Community Relations	132	10,85	41,9
	Government Relations	88	7,23	27,94
	International Relations	59	4,85	18,73
	Corporate Communications	202	16,6	64,13
	Total	1217	100	386,3

b. Dependent Variables (Survey 1) (See Detailed Results in The Appendices C)

A dependent variable is the one being measured or tested. The presence of other variables determines its results. It is the consequence of the state of the independent variable.

In this survey, the dependent variables represent the choice of the public

relations practitioners, which digital media tools they prefer in their work, and their future vision of the impact of social media tools on the future of public relations

Question 11: What is the social media you prefer to use in your own public relations efforts? This is multiple-option choice with the option of more than one option:

Out of 315 public relations practitioners, 287 practitioners, with a percentage of 91.10%, depending on electronic mail to carry out their jobs, and 270 (85.7%) use corporate websites to conduct their daily jobs. 185 practitioners use corporate websites, representing 58.7% of the targeted sample. 51 practitioners, representing 47.90% of the sample, use video and photo sharing in their daily practices as public relations practitioners. 132 (41.90%) practitioners use instant messaging in their jobs, 108 (34.30%) use blogs, 78 use intranet, and 66 use podcasts representing consecutively 24.80% and 21% of the sample. 19 practitioners use the virtual world, and 14 use newsgroups and forums, representing consecutively 6% and 4.40% of the targeted sample. For the smartphone personal digital assistant (PDA), only nine (9) people use it representing 2.90%, and for game applications, only four (4) people represent 1.40% of the sample.

Table 11: Descriptive Analysis of Digital Media Tools Used by PR Practitioners

		Responses		Percentage of
		N	Percentage	Observations
Valid	Electronic Mail	287	21,70	91,10
	Corporate Websites	185	14,00	58,70
	Social Networks	270	20,40	85,70
	Video and Photo Sharing	151	11,40	47,90
	Blogs	108	8,20	34,30
	Forum/News group	14	1,10	4,40
	Instant Messaging	132	10	41,90
	Intranet	78	5,90	24,80
	Smartphone applications (PDAs)	9	0,70	2,90
	Virtual world	19	1,40	6
	Game Applications	4	0,30	1,30
	Podcast	66	5	21
	Total	1323	100	420

The following set of questions from 12 to 23 was based on likert linear scale

from 1 to 4. (1= not at all / 2= Partially Adapted / 3 = Adapted / 4= Totally Adapted). (These questions rate the adaption and preferences of media tools in the general life of public relations practitioners.)

Table 12: Adaption of PR Practitioners to Media Tools

Question Number	Not at all	Partially Adapted	Adapted	Totally Adapted
Q12:Electronic Mails	0%	0.32%	5.71%	93.97%
Q13:Corporate Website	0%	0.32%	9.21%	90.48%
Q14:Social Networks	0%	4.13%	18.41%	77.46%
Q15:Video and Photo Sharing	0%	3.18%	26.98%	69.84%
Q16: Blogs	0.31%	13.02%	35.56%	51.11%
Q17: Forum / News Group	0%	9.52%	52.38%	38.10%
Q18: Instant Messaging	0%	0%	7.94%	92.06%
Q19 : Intranet	0%	11.11%	47.94%	40.95%
Q20 : Smartphone applications	0.32%	34.60%	55.87%	9.21%
Q21 : Virtual World	59.05%	27.94%	11.11%	1.90%
Q22 : Game Applications	51.11%	40.63%	6.98%	1.27%
Q23 : Podcast	3.49%	64.13%	27.302%	5.07%

Questions 24 to 28 were based on likert linear scale from 1 to 5 (1= Totally Disagree to 5= Totally Agree). Questions were meant to see the futuristic vision of public relations practitioners on the field of PR.

Table 13: Futuristic Vision on the PR Field

Questions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree
Q24	0%	0%	0.95%	34.29%	64.76%
Q25	0%	0%	0.6%	50.50%	48.90%
Q26	0%	0%	0.32%	33.02%	66.67%
Q27	0%	1.27%	1.27%	42.54%	0%
Q28	0%	0%	1.27%	47.94%	46.35%

4. Regression Analyses (Survey 1)

Regression analysis is an applied method of statistics that analyzes

relationships between the dependent and independent variables. This survey applies the ANOVA, coefficient examination, and model summary to evaluate the regression between the independent and dependent variables.

a. Model Summary (Survey 1)

In the following model summary, R square has a value of 0,094 meaning that the independent variables in the model only explain 9.4% of the variation in the dependent variable.

Table 14: Model Summary Survey 1

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	,306 ^a	0,094	0,064	0,578	2,108

b. ANOVA (Survey 1)

According to the ANOVA results of the regression examination that the performed job of public relations practitioners can be a reason for the efficiency of the used digital media with the sig. value <,001 which is < 0,050.

Table 15: ANOVA Test Survey 1

Model	Sum of Squares	ddl	Mean Square	F	Sig.
Regression	10,493	10	1,049	3,143	<,001 ^b
Residual	101,494	304	0,334		
Total	111,987	314			

c. Coefficients (Survey 1)

The Coefficient examination is used to test the contribution of each of the variables between independent and dependent variables and to test the strength of their relationship in the regression model. Since P has a value lower than 0.05, the statistics are considered significant.

Table 16: Coefficients Test Survey 1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Variables	(Constant)	4,443	0,082		54,233	0,000
	Media Relations	-0,025	0,086	-0,017	-0,287	0,774
	Internal Communication	0,223	0,076	0,186	2,956	0,003
	Customer Services	0,298	0,099	0,191	3,008	0,003
	Investors Relation	-0,172	0,100	-0,112	-1,722	0,086
	Social Responsibilities	0,164	0,089	0,121	1,857	0,064
	Crisis Management	-0,069	0,082	-0,058	-0,840	0,401
	Community Relations	-0,001	0,077	-0,001	-0,017	0,987
	Government Relations	-0,013	0,085	-0,010	-0,155	0,877
	International Relations	-0,121	0,097	-0,079	-1,244	0,214
	Corporate Communications	-0,190	0,073	-0,153	-2,583	0,010

5. Question Testing (Survey 1)

This survey aimed to investigate if the performed jobs are enough indicators to test the efficiency of the chosen media tools for the communication system. The efficiency of the media tools professionals choose for the communication process depends on the type and nature of their tasks.

The results of the regression discovery gave a P of value lower than 0.05. It means that the correlation between the variables is strong enough, as the independent variables are sufficient to provide adequate results on the dependent variable. The performed jobs are factors to decide on the efficiency of digital media in the communication system.

This survey also proved the importance of digital media in conducting the activities of public relations practitioners depending on their performed job and the type of organization. It served its purpose in revealing the preferences of practitioners and their adaption to digital media as they prefer it for their work.

Q3: According to public relations practitioners which tools and channels are the most effective in communicating with the public and has better impact on business consistency? (See more details in the 6.a Findings of the Study)

6. Remarks (Survey 1)

a. Findings of The Study and Theoretical Implications (Survey 1)

Digital media provides public relations practitioners with a range of advantages over traditional media. It is a more effective way to reach their target audience, as it offers significant features for immediate and cost-effective engagement to reach a wider audience. Digital media gives chances for creative and engaging content that help in building a strong connection and bond with the target audience. Public relations practitioners tend to choose digital media in their campaigns, as it provides a two-way communication set where practitioners can receive immediate feedback.

Question 1: Gender; According to the received results the public relations systems is still dominated by the majority of female as 70.2% of our sample were female comparing to 29,5% male. The results of this survey are very similar to the other PR Statistics. Such as the study on PR Demographics and statistics in the US conducted by zippia.com and verified against the Census, Bureau of Labor Statistics (BLS), and the open job data for accurateness proved that 63.9% of the US public relations population are female while 36.1% are male. The study analyzed the demographic changes from 2010 up to 2019(zippia.com, 2022). All over these past years, the PR field, as the International Public Relations Association (IPRA) described it, is a " female-dominate sector". Angela Oakes, Co-founder and joint president of the GLOBAL WOMEN IN PR, stated in the ICCO World PR Report for 2022-2023 that females are the two-thirds of PR society (ICCO, 2022).

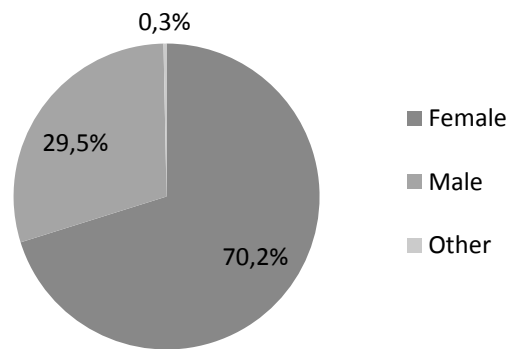


Figure 14: Gender Distribution in Public Relations Field

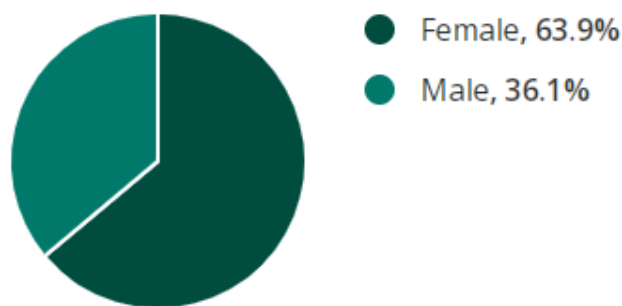


Figure 15: Public Relations by Gender

Source Zippia.com, 2022

Question 4 investigated which organizational nature applies more to public relations; Governmental, private, or public organizations. According to the obtained results, public relations is more of the private organization sector, as 212 of the sample work in private organizations while 22.2 in the public sector and 10.5 in a governmental institution. The difference is in the utility of public relations within these different sectors. According to the Organization for Economic Co-operation and Development (OECD)'s annual report 2020, public relations are applied in all three sectors with slightly different goals. Private companies use public relations to build their brand and increase visibility. Public organizations use it to communicate with their stakeholders and to build relationships with the public. Governmental institutions use it to communicate with their citizens, raise public trust, and guarantee applications of the policies. Yet the culture of public relations is still dominated until

now by private business entities. The results also confirm other studies, such as the one by zippia.com. In USA 2019, the private sector dominated the public relations field by 42%, followed by the public organization with 32%, and only 5% of governmental institutions used public relations.

Table 17: Public Relations By Sector

Company Type	Percentage
Governmental	10,5
Private	67,3
Public	22,2

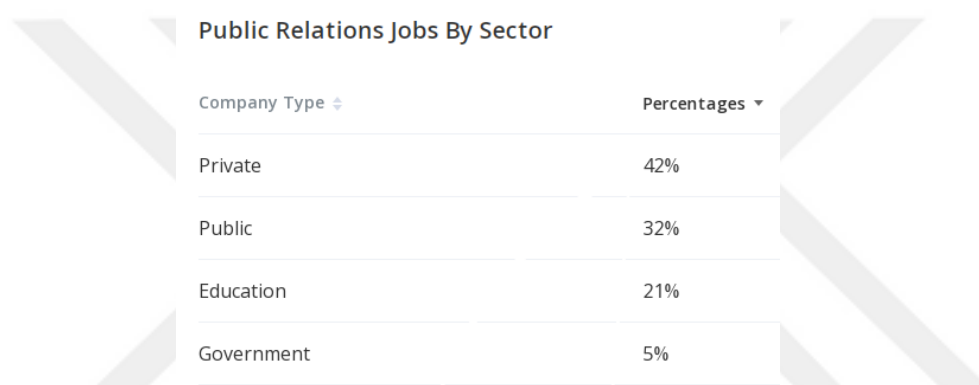


Figure 16: Public Relations Jobs By Sector

Source : Zippia.com, 2022

Question 8 was meant to determine the sort of task that public relations practice.

Question 11 of the survey was meant to investigate which media tools are more applied by public relations practitioners specifically in their tasks.

Both questions were multiple choices with the chance of choosing different options. The comparing of both question 8 and question 11 was meant to study which tools is most used among public relations practitioners depending on their task description. It resulted in the table below.

FIELDS OF ACTIVITIES		MEDIA TOOLS											Total	
		Electronic Mail	Corporate Websites	Social Networks	Video and Photo Sharing	Blogs	Forum/ News group	Instant Messaging	Intranet	Smartphone applications (PDAs)	Virtual world	Game Applications		Podcast
Media Relations	Effective	226	145	212	121	87	8	105	53	5	18	4	58	243
	% in Field of Activities	93,0%	59,7%	87,2%	49,8%	35,8%	3,3%	43,2%	21,8%	2,1%	7,4%	1,6%	23,9%	
Internal Communication	Effective	131	89	129	74	44	6	64	47	6	5	3	29	142
	% in Field of Activities	92,3%	62,7%	90,8%	52,1%	31,0%	4,2%	45,1%	33,1%	4,2%	3,5%	2,1%	20,4%	
Customer Services	Effective	53	40	49	35	24	7	26	9	4	14	2	12	56
	% in Field of Activities	94,6%	71,4%	87,5%	62,5%	42,9%	12,5%	46,4%	16,1%	7,1%	25,0%	3,6%	21,4%	
Investors Relation	Effective	57	41	48	24	26	1	31	15	6	6	2	13	58
	% in Field of Activities	98,3%	70,7%	82,8%	41,4%	44,8%	1,7%	53,4%	25,9%	10,3%	10,3%	3,4%	22,4%	
Social Responsibilities	Effective	74	55	75	43	28	3	40	25	3	6	4	18	82
	% in Field of Activities	90,2%	67,1%	91,5%	52,4%	34,1%	3,7%	48,8%	30,5%	3,7%	7,3%	4,9%	22,0%	
Crisis Management	Effective	146	101	138	76	53	4	73	46	6	11	3	42	155
	% in Field of Activities	94,2%	65,2%	89,0%	49,0%	34,2%	2,6%	47,1%	29,7%	3,9%	7,1%	1,9%	27,1%	
Community Relations	Effective	127	86	120	73	48	5	55	38	4	11	3	35	132
	% in Field of Activities	96,2%	65,2%	90,9%	55,3%	36,4%	3,8%	41,7%	28,8%	3,0%	8,3%	2,3%	26,5%	
Government Relations	Effective	79	49	77	48	29	1	41	32	3	5	2	22	88
	% in Field of Activities	89,8%	55,7%	87,5%	54,5%	33,0%	1,1%	46,6%	36,4%	3,4%	5,7%	2,3%	25,0%	
International Relations	Effective	56	40	52	27	27	2	30	10	3	14	2	17	59
	% in Field of Activities	94,9%	67,8%	88,1%	45,8%	45,8%	3,4%	50,8%	16,9%	5,1%	23,7%	3,4%	28,8%	
Corporate Communications	Effective	184	133	176	100	71	8	91	54	6	11	4	43	202
	% in Field of Activities	91,1%	65,8%	87,1%	49,5%	35,1%	4,0%	45,0%	26,7%	3,0%	5,4%	2,0%	21,3%	
Total		287	185	270	151	108	14	132	78	9	19	4	66	315

Figure 17: Utility of Digital Media Depending on PR Tasks

According to the results of question 8, 243 PR practitioners said they are working on media relations, among them 226 (93%) use Electronic mails, 212 (87.2%) social networks, 145 (59.7%) use corporate websites, 121 (49.8%) depend on video and photo sharing, and 105 (43.2%) for instant messaging. Blogs, podcast and intranet ranked between 87 and 53 consecutively. 18 media relations practitioners use virtual world which is 7.4% of the target sample, 8 (3.3%) use forum and news groups and finally for games applications only 4 practitioner with 1.6% from the target sample. Seeing the results in the table above the most common task is media relations, followed by corporate communications with 202 practitioners chose it as their task. Crisis management is the third with 155 practitioners of the sample followed by community relations.

The table above reflects the importance of each tool in conducting the task requested. Expl: The electronic mails are applied by 226 media relations practitioners, 184 corporate communicators, 146 crisis management practitioners, 131 internal communicators, 127 community communicators, 79 PR practitioners responsible for government relations, 74 practitioners responsible for social responsibility, 57 responsible for investors relations, 56 international communicators, 55 practitioners responsible for customer service.

Depending on the outcome of the survey; electronic mailing, is ruling the selection with 287 practitioners depending on it in conducting their tasks, followed by social networks with 185 practitioners that chose it. Video and photo sharing

ranked 3rd used tool with 151 practitioners that chose it, it represent 47.9% of the target sample, 132 selected the instant messaging, 108 for blogs, 78 for intranet, 66 for podcast, 19 Virtual world, 14 for forum and news group, 9 practitioners chose PDA and 4 practitioners chose game applications.

Question 23 to 29 reflects a futuristic point of view of public relations practitioners over their fields of activity. The theory says that digital media will keep changing the notion of PR from the one we have now. 314 of the target sample are between agree and totally agree that digital media will change the professional competencies and qualifications for public relations practitioners.

272 between agree and totally agree that media will change the managerial structure of PR departments and agencies, 243 agree that the digital media will change the ethical understanding and rules of the current public relations.

With technological and digital development, the PR field has to consider multiple audiences in multiple countries, as well as potential implications of their campaigns globally. This change affected not only the exchange of information but also the tools of communication, even changing the tasks of practitioners and the mechanisms of communication, which gave a new dimensional concept of mutual international communication. Digital media, and corporate social responsibility initiatives have become essential for successful PR campaign.

The main elements of the study were meant to answer the question of which tools are predominantly used in public relations, and the answer was received. Also it proved the correlation between the main factors of the survey as the P value resulted lower than 0.05, meaning that success and efficiency digital media is somehow related to the type and nature of the conducted tasks of public relations practitioners. It helped to investigate different dimensions in the PR field. It is significant to know the importance of digital media within practices of public relations. Media has drastically changed the concept of traditional PR to new digital public relations. PR practitioners must be able to adapt to the fast-changing surrounding environment. According to the Global Communication Report estimations for the future of public relations, 59% of PR professionals believe that digital technology will be a factor in driving industry transformation (meltwater.com, 2022).

b. Limitations of Survey 1

The study results were quite in line with other research made between 2019 and 2022. However, this survey was limited to particular areas, as it wasn't possible to reach a more extended portion of public relations practitioners to have more accurate results. The time devoted to this survey was a month, yet only 315 practitioners were able to take part in it.

The study had multiple variables that made it hard to concentrate on a single element that could give a direct answer to question number 3 of the hypothesis. Furthermore, statistics on public relations depend on the estimation of two to three years ago. Some statistics were made since 2016 and are valid until 2026. There isn't annual reporting for all the statistics related to public relations, which is why it was hard to access all the needed resources.

As old as the public relations field may seem, it is still a field with much not discovered, notably since it is changing dimensionally with every technological development that emerges. Futuristic hypothesis state that five years from now, public relations will be a total different concept based on technological and digital development.

B. Importance of PR in Business Consistency – Case Study: FACEBOOK

1. Digital Media: Importance and Threats for Business Consistency

Business consistency and digital media are closely intertwined, as digital media plays a crucial role in an organization's ability to communicate and maintain function during a crisis. Digital network channels, such as social media, blogs, websites, intranets, PDAs, and email, allow organizations to be immediately ready for effective communication with stakeholders about a current situation and any actions taken to address it. It can help ease worries and maintain trust with customers, employees, and other stakeholders (the public). In times of crisis, operations are carried out through digital media. Businesses may use digital platforms, for instance, for remote work, virtual meetings, and e-commerce, which can help prevent operations from being disrupted and keep the company functioning in an emergency.

In the digital age, it is critical to note that having a consistent message across all digital media channels is essential. Inconsistencies can stimulate gossip and doubt, which can heighten the effects of a crisis. Therefore, companies need to have a crisis management plan that includes guidelines for messaging. The planned messages need to be over the digital media channels to convey a point of contact for updated information, as different platforms have various audiences that may respond differently to the messages. It helps to build the trust and loyalty of customers, as they know their expectations will be met regardless of where they interact with the organization. Consistency also extends to the frequency of posts and updates; businesses should strive to maintain a regular posting schedule to keep their followers engaged. Decision-makers must consider providing value to their public to build relationships and trust. The benefit of digital media is that it enables organizations to track customer behaviors and preferences, which can help develop more targeted marketing campaigns. Organizations must know that maintaining a consistent brand identity across all digital media platforms guarantees that customers are not confused or alienated. Ultimately, digital media and business consistency are essential for a successful business strategy.

On the other hand, digital media may pose threats to business consistency. The rate at which information spreads can be detrimental to a company's reputation if it is not well monitored. If the information is inaccurate or misleading, it can easily lead to misreading, which damages the corporation's image. Rumors are also one of the threats that can seriously damage business consistency. Some decision-makers tend to overlook this issue. Rumors can spread in the blink of an eye through digital media, which leads to wide-reaching harm. Companies must be proactive in dealing with misleading information and managing it effectively. Collecting and storing data can be one of the complex challenges corporations face. Privacy breaches can have significant legal and financial consequences (see examples Mini Case 1: Volkswagen's Golf 8 (p.17) and Mini Case 2: Burger King (p.19)). According to the ICCO PR Report of 2022–2023, the upcoming expected areas of investment in social media for corporations ranked 6th by 18% in 2022, while in 2021, it ranked first by 45% (ICCO, 2022). It reflects the importance given by companies to social media over the past year of 2021–2022.

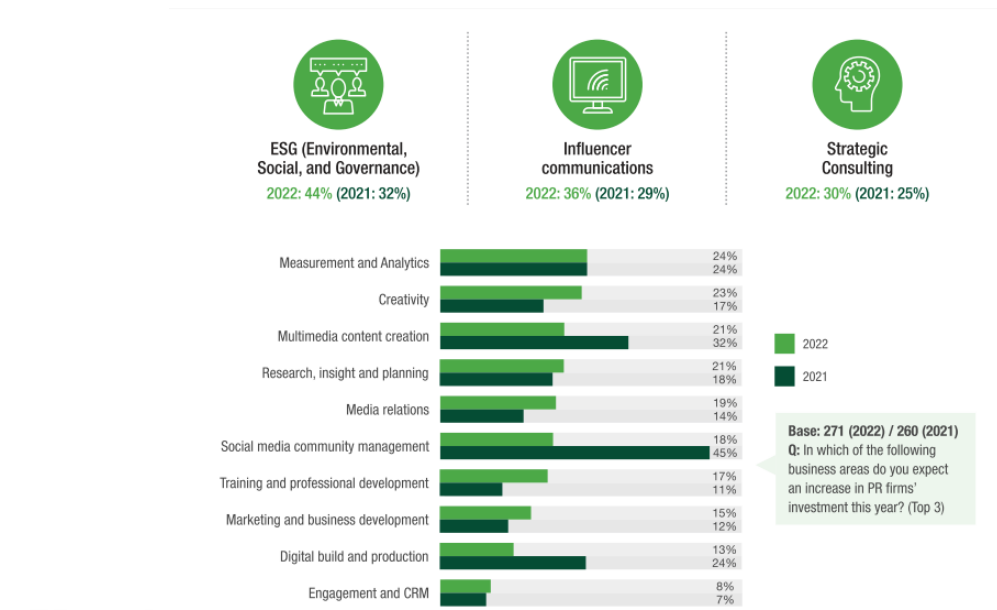


Figure 18: Future Business Estimated Investments

Source: ICCO, 2022

This study uses Facebook as a case study, and the survey investigates and measures the relationship shared between Facebook and its users. These papers aim to test the strength of the relationship between Facebook and its users. Facebook has witnessed many severe cases that required RP interference to calm the public and explain the company's point of view. Facebook effectively manages public opinion to ensure its brand is seen in a positive light. It depends on its PR team to communicate its messages to the public. The effectiveness of Facebook's public relations team depends on its extensive connections with both digital and traditional media.

The team leverages its relationships to guarantee the company's message is well delivered at appropriate times and locations. Moreover, the staff is acquainted with the many communication channels and techniques for targeting the relevant audiences. The team is skilled at finding innovative solutions to any challenges that may develop, such as being prompt and effective in responding to unwanted news or scandals.

2. Facebook Growth and Progress

Some people call Facebook the beginning of a new era, specifically the digital era (chiefmarketer.com, 2012). According to the latest general statistics on Facebook made by Hootsuite on Social Media Trends 2023, up to July 2022, there were 2.93

billion active users per month, representing 36.7% of the world population, an increase of 1.3% compared to 2021 (hootsuite.com, 2023). The study included 10,643 participants from 11 industries and 109 countries, who were a mix of directors, managers, and practitioners.

In 2004, Mark Zuckerberg and his fellow of Harvard University launched a website as a connection medium for the students within their university called Thefacebook. Thousands of people registered on the first day, and by the end of 2004, Facebook had over 1 million users and a \$500,000 investment by Peter Thiel, one of PayPal's founders ([History.com](https://www.history.com), 2019). In 2005, Thefacebook became Facebook, and it was open to the public; it opened to students within different countries, such as Mexico, New Zealand, and Australia, and it opened to the United Kingdom. Within one year, it became one of the most popular social networking sites worldwide, with 12 million users.

With 2 billion users in 2018, Facebook established itself as a digital media behemoth and one of the most important institutions of the twenty-first century, with a market capitalization of more than \$500 billion by 2020. Despite the challenges and all the controversial discussions related to Facebook and all the social networks emerging after it, Facebook is still a prominent player in the digital technology industry and dominates digital media platforms (History.com, 2023). It still has a significant impact on the way people communicate and share information online.

According to the article of Jimit Bagadiya on Facebook Statistics for 2023 on SocialPilot.com, we can never ignore the existence of Facebook because it is still the most-used social media platform (SocialPilot.com, 2023).

“... Facebook has always reinvented itself to curb the competition”. Jimit Bagadiya, 2023

By the mid-quarter of 2021, news spread that Facebook Inc. considered gathering the mother company and all its subsidiaries under Meta Platforms, Inc. The rumor became official in the 3rd quarter of 2021, specifically on October 28, 2021. The popularity and usage of Meta's social media platforms persist and grow worldwide thanks to the different applications they present. Facebook is still number one in the utility and subscriber numbers, with an approximation of 3 billion active users monthly, followed by WhatsApp, Instagram, and Facebook Messenger

consecutively. Meta social media applications ranked among the top 10 popular digital networks worldwide as of January 2022, according to Statista.com (see the figure below) (Statista.com, 2023).

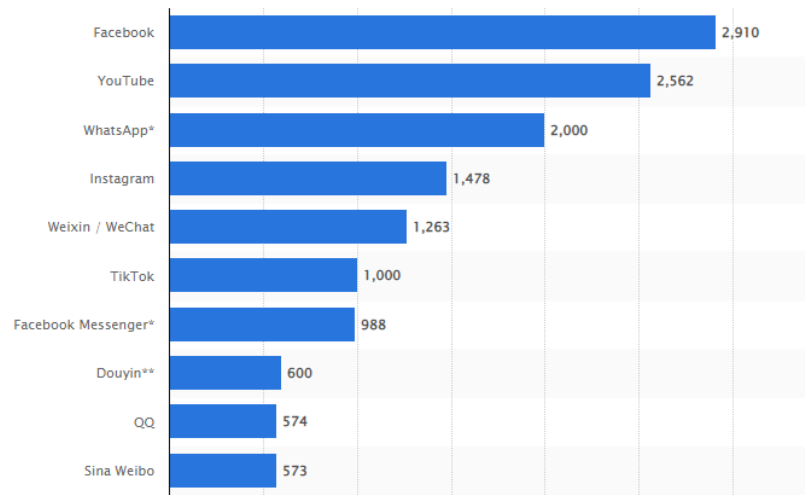


Figure 19: Most popular social networks worldwide as of January 2023

Source: Statista.com, 2023

a. Facebook Time Line: Major Headlines and Acquisitions

Mark Zuckerberg launched the Facebook platform and made it available through mobile applications in July 2007. During the same year, Facebook made its first investment by buying Parakey from the former Google employees Bobby and Jeff Levine (techwyse.com, 2012).

- One year later, Facebook bought ConnectU for \$31 million (Techwyse.com, 2022).
- Facebook paid \$47.5 million for FriendFeed in 2009 (techwyse.com, 2022).
- In 2012, Facebook witnessed considerable changes as it went public, with its first initial public offering on the NASDAQ stock exchange on May 18th. Facebook made a game-changing acquisition of Instagram just over a month before going public. In October 2010, Kevin Systrom and Mike Krieger founded an application named "Burbn" based on sharing photos and videos. Two years later, in April 2012, Burbn became Instagram after its acquisition by Facebook for \$1 billion (techwyse.com, 2022; TechCrunch.com, 2012). According to Statista's estimation on Meta Platforms: Statistics and Facts published on November 10th, 2022 by S. Dixon for 2023a, there will be 2

billion active users monthly (statista.com, 2022).

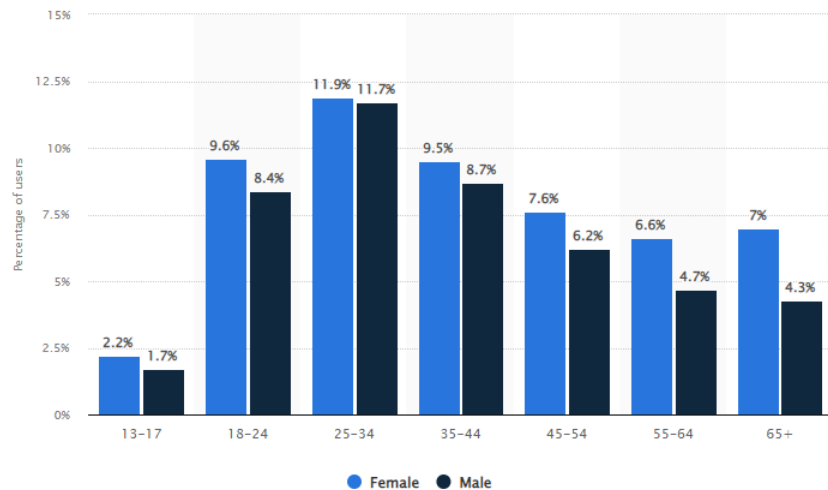
- Jan Koum and Brian Acton founded a messaging platform in 2009 that grew popular due to its easy-to-use interface and cross-platform compatibility. By February 2014, Facebook had bought the WhatsApp application for \$19 billion, and until 2022, WhatsApp have 1.5 billion users around the world making him one of the world's popular application for texting.

Since the acquisition of Instagram and WhatsApp, Facebook has undergone several changes that have created the concept of digital media communication that interferes with the management of the current public relations field.

- Facebook launched the live streaming in 2015, allowing users to broadcast live video.
- 2016: Facebook added the "Reactions" feature in the update. It enables users to express emotions other than anger, happiness, love, and care.
- 2017: Facebook added "Stories," which allowed users to share photos and videos that last for only 24 hours.
- 2020: Facebook launches the Facebook market, which helps businesses have a storefront on their Facebook and Instagram pages.

b. Demographic Statistics of Facebook

Although Facebook is much more popular among millennials than among Gen Z and Generation X, it remains a prominent player in the social media community. The difference between generations affects the age rate of Facebook users, as stated in the analytical article on hootsuite.com about a survey conducted on social media trends for 2023 users. Most users are millennials aged between 25 and 34 According to Statista.com, the majority of Facebook users within USA are from the age of 25 to 34, accounting for 23.7 percent of all social media users in the country, with 11.9% female users and 11.7% male users (see the figure below). According to the same study by Hootsuite.com, Gen Z is represented by respondents aged between 18 and 25. Among Gen Z 7% plan to quit Facebook, once and for all by 2023, and a further 25% plan to lower the utility of Facebook (hootsuite.com, 2023; statista.com, 2023).



© Statista 2023

Figure 20: Demographic statistics on Facebook Users

Source: Statista.com^a, 01.09.2023

Among the countries, India ranked first with 329.65 million Facebook users, representing approximately 23.5% of the population, followed by the United States with 179.65 million users, Indonesia ranked third, Brazil ranked fourth with 129.85 million and 116 million users, respectively, and Mexico ranked fifth with 89.7% of the population (datareportal.com, 2022).

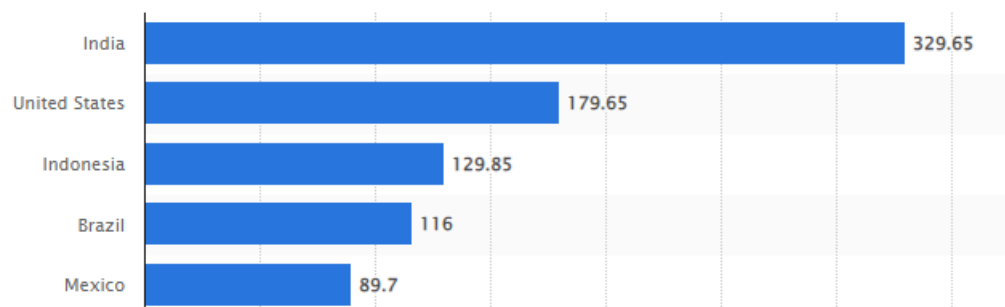


Figure 21: Countries Ranking By Facebook Users Size

Source: Statista.com, 01.09.2023

c. Market Status

Brand Value: The financial value of a brand is often assessed by the income and profit generated by products and services connected with that brand. Intangible aspects, such as customer perception and brand loyalty, are also accounted for by brand value. It is also an essential part of brand equity.

Facebook is one of the top 10 most valuable brands in the world. It ranked 7th with a brand value of \$101.2 billion (statista.com, 2022). Facebook has outstanding brand value, as it is one of the most widely used and recognizable social media platforms globally. The company has become an integral part of the lives of many people and businesses. The company built a reputation for connecting people and fostering community, as well as for its user-friendly interface and wide range of features. Facebook's brand value is also reinforced by its large user base and the time that people spend on the platform. Additionally, the company's acquisition of other popular platforms like Instagram and WhatsApp has further strengthened its brand value.

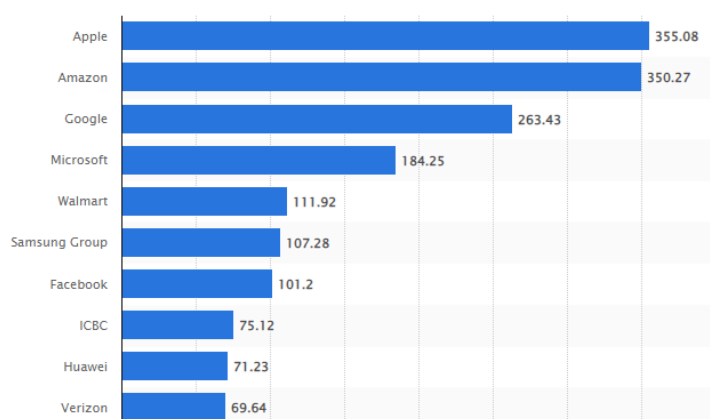


Figure 22: Top 10 Valuable Brands Worldwide in 2022

Source: Statista.com, 2022

The market value of Facebook: In the second quarter of 2021, Facebook witnessed a rise in revenues of 32%, making its market capitalization over \$1 trillion. Facebook became the fourth company to hit milestones, after Apple, Amazon, Microsoft, and Facebook (cnbc.com, June 28, 2021). It resulted in the company's shares sealing up 4.2% at \$355.64 after the antitrust case was dismissed by a coalition of the U.S. Federal Trade Commission and the general state attorneys. However, despite the pickup in price in 2021, Meta Corporation lost \$730 billion of market capitalization value in 2022.

3. Facebook Facing Scandals

Facebook is a global platform that deals with users' private data. It faced several crises over the years, with most concerns related to the protection and the violation of users' privacy, misleading information, and the platform's misuse to

incite violence and promote hate speech. These crises have led to intense public and regulatory scrutiny, as well as calls for increased regulation of the company and its practices. Some people even called for boycotting Facebook. In responding to these crises, the public relations department had to interfere with each issue. Facebook has made many adjustments over the years, from changing policies to reinforce community standards, increasing investment in artificial intelligence to help detect and eliminate digital issues, and being more transparent with the public. The company kept facing ongoing complaints, legal procedures, and penalties for failing to take action in particular cases and for not stopping the spread of harmful content.

In terms of public relations, Facebook's crisis management strategy is to respond rapidly to the public's concerns and be transparent. The company constantly works with experts, regulators, and other stakeholders to determine and implement resolutions. Additionally, Facebook's public relations team communicates the company's measures to address the crisis and to regain trust among its users.

The next papers will discuss some of the major crises that Facebook went and is going through and how the public relations department dealt with them. Was it effective or not?

a. Cambridge Analytica Scandal

The Cambridge Analytica scandal is one of the worst scandals Facebook had to face. The scandal broke in 2018, yet it started a long time ago. Cambridge Analytica was a political consulting firm operating from 2013 to 2018. The company worked in data analytics and services, such as harvesting data through survey research to create micro-targeted political advertisements for political campaigns and message testing. The firm was based in the UK with offices in different countries, including the USA. It got involved in the US presidential election of 2016 and supported the Donald Trump campaign.

It all started in 2018 when the Guardian and the New York Times reported that there had been improper data harvesting for the Donald Trump campaign by a data mining firm named Cambridge Analytica. This data was applied in non-ethical ways to target voters. The process of illegally harvesting data lasted for over two years. In 2014, Alexander Kogan, an application developer designed an application named "This is your digital life" that collected personal psychological information

related to the users and asked them to permit the app to access their Facebook accounts. The application offered a fast and cheaper means of collecting data, and after that, Kogan forwarded all the information to Cambridge Analytica (cnbc.com, 21.03.2018).

This way, they collected not only the users' personal data yet all their friends and connections on Facebook. What is worse is that they even had access to private messages. Christopher Wylie, a former Cambridge Analytica employee, confessed to the New York Times and the Guardian in a face-to-face interview with Carole Cadwalladr about how the company illegally harvested data. The data was used to analyze the users' political orientations to create targeted content for them (theguardian.com, 18.03.2018).

“We spent \$1m harvesting millions of Facebook profiles” Christopher Wylie

“We ‘broke’ [Facebook](#),” Christopher Wylie

The issue with Cambridge Analytica did not stop at Trump's campaign; it even interfered with the vote for Brexit (theguardian.com, 18.03.2018).



Figure 23: Cambridge Analytica Reaction to the Claims against it

Source: Twitter, 2023



Figure 24: Some Reaction toward Cambridge Analytica

Source: Twitter, 2023

b. The Whistleblower and The Junk-News Scandal

Scandal after scandal, Facebook is on the verge of losing all of its credibility and trust, owing to the fact that all of the cases primarily fall under the umbrella of a data breach, misinformation, and privacy violation. After the Cambridge Scandal of 2018, the Facebook CEO vowed changes and amelioration in the Facebook system for more protection, as it is their responsibility to protect users' data. Adding to it, he admitted the accusations, saying that Facebook made a mistake and they should have stepped up and done more. However, the accusations of violations of law and data privacy did not stop there; new accusations such as fake news, junk news, and misinformation surfaced after Facebook pledged a new collaboration to fact-check the information with various artificial intelligence software. The first spark for Facebook whistleblowers in 2020 started with the former Facebook data analyst employee, Sophie Zhang, who blogged about the company's questionable activities, including its failure to protect privacy and interfere with elections. The failure of the Facebook system to fact-check misleading information and the spread of hate and violent speeches were among the major issues highlighted in the post.

Zhang's task was to take down fake accounts and reactions interfering with elections. In her memo, she stated many politicians use fake accounts to mislead and manipulate public political opinion. When taking down the Facebook accounts, the

company would be selective about which to remove and which to keep. She specifically admitted that the company would not take action unless the issues threatened the company's profits (technologyreview.com, 07.29.2021).

“[...] unless such activity hurts the company’s business interests, it can’t be bothered to fix the problem”. Sophie Zhang

In September 2021, Facebook took a hit way harder than the Cambridge Analytica scandal as the former product manager and data scientist Frances Haugen revealed leaked documentation from Facebook to the Federal Law Enforcement Agency and the Securities and Exchange Commission. Frances secretly copied thousands of internal analyses on Facebook. She disclosed evidence of the company manipulating the public and lying about progressing work against violence, misinformation, and hateful speeches. According to her lawyer, Haugen filed a minimum of eight complaints against Facebook, accusing the corporation of intensifying hate, misinformation, and political crises. What makes her allegations legitimate is the analysis and information she took from Facebook itself. The documents revealed studies made by Facebook to see what triggers the audience more and how it impacts its users (npr.org, 10.05.2021; cbsnews.com, 10.04.2021). She said; the company had conflicting responsibilities and interests in choosing its welfare over the public.

In her testimony to the congress Frances said

"[...] they have put their astronomical profits before people [...]" (forbes.com, 10.05.2021)

Among these documents, research proved that in the UK, Instagram, as part of Facebook, makes 17% of teenage girls’ eating disorders worse than they are, and 13.5% of them think of suicide. The worst part is that the company is aware of the effect but continues to work on it as these girls become more depressed and use Facebook more (cbsnews.com, 10.04.2021). The stories in the documents were published by the Wall Street Journal. In The Facebook Files: A Wall Street Journal Investigation, among the stories is proof of Sophie Zhang's claims that which accounts to be banned and deleted is based on particular selections. Facebook claimed; the rules apply to all, from restricting accounts to freedom of speech. Until Wall Street revealed a document named "Secret Elite That’s Exempt." Facebook

used a "cross-check" program that gives privileges to people over others depending on their social and public status (www.wsj.com, 10.01.2021).

The stories made people angrier than ever and put Facebook and its holders under lots of pressure, as they are again in the spotlight because they failed to fulfill their promises. Carole Cadwalladr, the co-founder of the Real Facebook Oversight Board, stated in an interview on the MSNBC channel on Facebook's CEO's reaction that Zuckerberg statement confirmed Haugen's allegation and caught the company in its lies. They were stuck in a circle of denial (MNSBC, 10.06.2022).

4. PR in Facing Crisis

According to the BBC article, Cambridge Analytica invaded the privacy of 87 million Facebook users. Facebook was accused of failing to meet the legal obligations of the Data Protection Act 1998 and faced many legal charges for information misuse and a breach of personal data. Lots of public action also took place like "Facebook, You Owe Us", and #deletefacebook went viral as people were furious. The watchdog for UK data protection fined Facebook £500,000 by October 2018, as the breach included 1.1 million UK citizens (bbc.com, 04.04.2018). Facebook lost \$119 billion out of its market value, a 19% decline in its share price, and a \$17 billion loss on the founder. The scandal did not only have a financial impact on Facebook; the company also lost over 3 million European users (theguardian.com, July 26, 2018). The day that the Federal Trade Commission announced that they would investigate Facebook's practices in dealing with data and that Facebook had agreed to testify in the case, Facebook again lost 5% of its market share and nearly \$32 billion of its market capitalization.

Facebook knew about the issue in 2015 when the guardian accused Ted Cruz of using a company that harvested data from Facebook users without their approval. Back then, Facebook took notice of the issue but never made a statement about it. However, after the entire scheme was revealed in 2018, Zuckerberg apologized to the public in a face-to-face interview with CNN presenter Laurie Segall, saying that the company restricted Kogan's application from the platform and asked the company to prove that they deleted all the data. He described the data leak as a breach of trust for the company (money.cnn.com, 21.03.2018). It may reflect that the company was not ready for such a breach, even though it had a previous vision of the issue. The

preparation was not well organized until after the scandal hit. If there was any preparation, they could have warned the users of such crimes made by third parties. During the crisis, the Facebook PR team took a wake-up call that caused immediate action, yet it was too late, as Zuckerberg claimed responsibility for what happened five days after the incident (inc.com, 22.03.2018).

"We have a responsibility to protect your data, and if we can't then we don't deserve to serve you," Mark Zuckerberg (cnn.com, 2018)

However, the PR team worked on developing a communication plan to guide the company's response by preparing and issuing official statements and apologies on behalf of the company. The team created a line for media communications; they coordinated and prepared Facebook CEO Mark Zuckerberg for his testimony in front of the Congress. (see below the statement of Facebook's VP and Deputy General Counsel and some of the reactions of Facebook users).



Figure 25: Facebook's VP & Deputy General Counsel Statement

Source: Facebook Newsroom, 2018

"By failing to protect our personal information from abuse, we believe that Facebook broke the law'' Facebook User

"Paying less than 0.01% of your annual revenue in fines - pocket change to Facebook - is clearly a punishment that does not fit the crime'' Facebook User

PR practitioners also implemented new data policies and worked on increasing transparency around political advertisements. To reduce the spread of misleading information, Facebook partnered with a third party for fact-checking. The public was angry and frustrated; feeling betrayed by the company they trusted with their private information. The platform was to bring people together and help them communicate. Now, it is the place where their identities are stolen, their privacy hacked, and their information sold. Specifically, it has been illegally used for

political purposes. Everybody knows how critical politics can be for some people.

The public relations team released a campaign based on a short video, and published posters everywhere, addressing the public and reminding them of the bond created between Facebook and its users. The video tried to trigger emotional attachments by reminding the viewers of the reason behind Facebook's existence. It described how the platform brought people closer—family, friends, and neighbors—and created a space for different people to be together. The friendly gesture was that Facebook admitted their mistake in the video and promised to make changes.

The Facebook crisis did not end there. Junk news and privacy violation cases are still ongoing. The public relations team at Facebook is among the departments that know no rest. With the misinformation and Instagram case, Facebook's CEO stated in a video testimony that the accusations were false and illogical.

“We have removed content that could lead to imminent real-world harm. [...]. The system isn't perfect. But it is the best approach that we have [...]. (Zuckerberg testimony)



Figure 26: Facebook's CEO Answer to the Whistleblower

Source: CBS Mornings, 2021

On behalf of the company, Facebook's director of policy communications, Lena Pietsch, told 60 Minutes' report on the whistleblower that the company rejects the accusations and works every day to protect its users from breaches and misleading information. It also works on giving them appropriate space to express themselves and mostly keeps it positive. Pietsch said that the company invested in people to fight these issues. She went on to say that there are no definitive solutions to these kinds of problems; otherwise, governments and other tech industries would have solved it once and for all. In response to accusations that Facebook failed to deliver on its 2018 promises, she insisted that the company comply with law enforcement regulations. Andy Stone, a Facebook spokesperson, tweeted that

Haugen did not even work on the Instagram research and had no previous knowledge of the details of the research.



Figure 27: Andy Stone Facebook Spokesman Responding to Haugen Accusations

Source: Andy Stone, Twitter account

Facing the issue of misinformation, the PR team of Facebook was more ready to provide counter-evidence as they revealed the study of Instagram, showing the different dimensions of the research they have been dealing with. However, the case is still ongoing.

The below survey will measure the effectiveness of the public relations team at Facebook and the strength of its relationship with its users.

5. Data Collection and Sampling Size (Survey 2)

This survey lasted for a month, starting on 18th December 2022 and closing on 18th January 2023. It aimed to investigate and measure the shared relationship between Facebook and its users from the users' perspective. The target sample was one thousand Facebook users. However, only 345 answered the survey. The data collected is based on survey responses of stratified random sampling to ensure that each stratum is represented. The instrument and procedure used for data collection is a survey distributed to collect quantitative and qualitative data, such as the quality of the experience and satisfaction of a large group of people. Focus groups will be used to understand better how people evaluate and view the relationship they share with Facebook. The results analyses were conducted through the IBM SPSS software to decide on its results, reliability, and accountability.

Data collection results will be presented in a detailed report and appendices. The data report will include detailed results on the received answers and a

comparison between what is received and the case study mentioned before to measure and see what type of relationship Facebook share with its public. The report will also include detailed tables, charts, and graphs to illustrate the findings. Additionally, the study will provide recommendations based on the research's results.

This survey was taken from a study by Dr. Linda C. Hon, and Dr. James E. Grunig. This survey investigated and measured the relationships created by public relations practitioners. The survey is part of a research of a 3rd series of booklets published by the Institute of PR on measuring the effectiveness of public relations in building relationships.

6. Validity and Reliability Test: Cronbach Alpha Test (Survey 2)

The reliability test in this survey is based on the instruction and guidelines of Dr. Grunig and Dr. Hon. For Cronbach's Alpha test, each of the relationship features is measured for reliability separately. The accepted value for Cronbach's Alpha is 0.7. All of our items are test reliable as all above 0.7. All combined variables give 0,930, resulting in reliable data. According to the instruction in the guideline booklet, some questions needed reversing.

Reversed Questions:

- Trust: Q8
- Control Mutuality: Q3 and Q7
- Commitment: Q6 and Q8
- Satisfaction: Q6 and Q8
- Communal Relationship: Q1, Q3, Q4, Q6, and Q7
- Satisfaction: Questions: 6 and 8
- Communal Relationship: Questions: 1,3,4,6, and 7

Results:

Table 18: Cronbach's Alpha Test for Survey 2

Test Name	Cronbach's Alpha	Cronbach's Alpha based on standardized elements	Items
Trust	0,807	0,813	11
Control Mutuality	0,841	0,839	8
Commitment	0,865	0,866	8
Satisfaction	0,793	0,788	7
Communal Relationship	0,827	0,825	7
Exchange Relationship	0,718	0,715	4
All Variables	0,933	0,930	45

7. Descriptive Statistics (Survey 2)

a. Bio-Data (Survey 2)

The Targeted sample is 1000 Facebook users, however .345 answers were received (n=345).

See below the description of the sample

- Gender: Out of 345 users, 209 (61%) were female, and 136 (39%) were male.

Table 19: Descriptive Analysis of Gender Survey 2

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Female	209	61	61	61
	Male	136	39	39	100
	Total	345	100	100	

- Age: Among our sample, there were 113 users (32.75%) aged between 18 and 30 years old, 83 (24.06%) were above 50 years old, 77 (22.32%) were between 40 and 50 years old, 64 (18.55%) were 30 to 40 years old, and 8 (2.32%) were younger than 18 years old.

Table 20: Descriptive Analysis of Age Survey 2

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	-18	8	2,32	2,32	2,32
	+50	83	24,06	24,06	26,38
	18-30	113	32,75	32,75	59,13
	30-40	64	18,55	18,55	77,68
	40-50	77	22,32	22,32	100
	Total	345	100	100	

- Familiarity with Meta: Among the sample, 328 (95.07%) were familiar with the "Meta" term. 17 (4.93%) of them said they did not recognize it.

Table 21: Descriptive Analysis on the Knowledge of the Term Meta

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	No	17	4,93	4,93	4,93
	Yes	328	95,07	95,07	100
	Total	345	100	100	

- Experience with Facebook: Among the respondents, 186 (53.91%) had been using Facebook for over Ten (10) years, 115 (33.33%) had been using it since it was launched back in 2004, 30 (8.70%) started using it around Five (5) years ago, and 14 (4.06%) started using it recently, from 1 to 2 years ago.

Table 22: Descriptive Analysis of the Experience Shared with Facebook

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	10 years ago,	186	53,91	53,91	53,91
	5 years ago,	30	8,70	8,70	62,61
	Recently (1 - 2)	14	4,06	4,06	66,67
	Since it was launched in 2004	115	33,33	33,33	100
	Total	345	100	100	

- **Description of the experience:** Among our sample, 245 people (71%) said they liked working with Facebook but were willing to give it up, and 64 people (18.55%) said they had an excellent experience with Facebook and loved it. 36 people (10.45%) said their experience was bad, and they would not recommend it.

Table 23: Descriptive Analysis of the Experience Description Shared with Facebook

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Bad - I would not recommend it	36	10,45	10,43	10,43
	Excellent - I love it	64	18,55	18,55	28,99
	Medium - I like it but I can live without it	245	71	71	100
	Total	345	100	100	

b. Independent Variables (Survey 2)

This survey measures the limits of the relationship shared between Facebook and its users. It tests the level of trust, the control mutuality's level, the extent of commitment, communal relationship, satisfaction and the level of the exchange relationship from the perspective of Facebook users to see if the public relations activities mentioned above, carried out by the Facebook PR team, are efficient or not and to see if they conform to the case study.

- Question 1: This Facebook treats people like me with fairness and justice

157 (45.51%) of the sample agreed that the company treats them fairly and justly, while 64 (18.55%) disagreed. 59 (17.10%) strongly agreed, while 43 (12.46%) strongly disagreed. 22 (6.38%) were neutral.

- Question 2: Sound principles seem to guide this Facebook's behavior.

149 (43.19%) of the sample agreed that principles guide Facebook's behavior, while 83 (24.06) disagreed. 69 (20%) respondents strongly disagreed, while 13 (3.77%) strongly agreed. 31 (8.99%) were neutral.

- Question 3: Facebook does not mislead people like me.

116 (33.62%) of the sample agreed that Facebook does not mislead them, while 89 (25.80%) disagreed. 73 respondents (21%) strongly disagreed, while 10 (2.90%) strongly agreed. 57 (16.52%) were neutral.

- Question 4: Whenever Facebook makes an important decision, I know it will concern me.

101 (29.28%) of the sample agreed that Facebook's decisions concerned

them, while 89 (28.41%) disagreed. 92 respondents (26.67%) strongly disagreed, while 13 (3.77%) strongly agreed. 41 (11.88%) were neutral.

- Question 5: Facebook can be relied on to keep its promises.

95 (27.54%) of the sample agreed that they could rely on Facebook to keep its promises, while 96 (27.83%) disagreed. 75 (21.74%) strongly disagreed, while 16 (4.64%) strongly agreed. 63 (18.26%) were neutral.

- Question 6: I believe that when making decisions Facebook takes the opinions of users into account.

118 (34.20%) of the sample agreed they trust Facebook to take their opinion into account when setting decisions, while 104 (30.14%) disagreed. 79 (22.90%) strongly disagreed, while 12 (3.48%) strongly agreed. 32 (9.28%) were neutral.

- Question 8: I think it is important to watch Facebook closely so that it does not take advantage of people like me.

104 (30.14%) of the sample agreed that it is important to keep an eye on Facebook so that it does not take advantage of them, while 80 (23.19%) disagreed. 25 (7.25%) strongly disagreed, while 123 (35.65%) strongly agreed. 13 (3.77%) were neutral.

- Question 10: Facebook has the ability to accomplish what it says it will do.

152 (44.06%) of the sample agreed that Facebook can accomplish its promises, while 51 (14.78%) disagreed. 23 (6.67%) strongly disagreed, while 38 (11%) strongly agreed. 81 (23.47%) were neutral.

- Question 11: Facebook is known to be successful at the things it tries to do.

192 (55.65%) of the sample agreed that Facebook was successful in its experiments, while 58 (16.81%) disagreed. 13 (3.77%) strongly disagreed, while 47 (13.62%) strongly agreed. 35 (10.14%) were neutral.

- Question 12: Facebook and people like me are attentive to what each other say

135 (39.13%) of the sample agreed that both parties are attentive to each

other, while 83 (24.06%) disagreed. 43 (12.46%) strongly disagreed, while 22 (6.38%) strongly agreed. 62 (17.97%) were neutral.

- Question 13: Facebook believes the opinions of people like me are legitimate

120 (34.78%) of the sample agreed that Facebook considers their opinion legitimate, while 88 (25.51%) disagreed. 49 (14.20%) strongly disagreed, while 16 (4.64%) strongly agreed. 72 (20.87%) were neutral.

- Question 14: In dealing with people like me, Facebook has a tendency to throw its weight around.

170 (49.28%) of the sample agreed that Facebook tends to throw its weight around, while 41 (11.88%) disagreed. 29 (8.41%) strongly disagreed, while 52 (15.07%) strongly agreed. 53 (9.36%) were neutral.

- Question 15: Facebook really listens to what people like me say

87 (25.22%) of the sample agreed that Facebook listens to what they say, while 99 (28.70%) disagreed. 70 (20.29%) strongly disagreed, while 12 (3.48%) strongly agreed. 77 (22.32%) were neutral.

- Question 16: Facebook's management gives people like me enough say in the decision-making process.

77 (22.32%) of the sample agreed that Facebook's management considers their opinion in the decision-making process, while 103 (29.86%) disagreed. 104 (30.14%) strongly disagreed, while 18 (5.22%) strongly agreed. 43 (12.46%) were neutral.

- Question 18: Facebook won't cooperate with people like me.

28 (8.12%) of the sample agreed that Facebook does not cooperate with them, while 158 (45.80%) disagreed. 55 (15.94%) strongly disagreed, while 39 (11.30%) strongly agreed. 28 (8.12%) were neutral.

- Question 21: I feel that Facebook is trying to maintain a long-term commitment to people like me.

129 (37.39%) of the sample agreed that Facebook is trying to maintain a long-term commitment with them, while 45 (13%) disagreed. 61 (17.68%) strongly

disagreed, while 27 (7%) strongly agreed. 28 (8.12%) were neutral.

- Question 22: I can see that Facebook wants to maintain a relationship with people like me.

160 (46.38%) of the sample agreed that they could see Facebook working on maintaining a relationship with them, while 51 (14.78%) disagreed. 53 (15.36%) strongly disagreed, while 52 (15.07%) strongly agreed. 29 (8.41%) were neutral.

- Question 30: Both Facebook and people like me benefit from the relationship.

125 (36.23%) of the sample agreed that Facebook and themselves benefit from the shared relationship, while 57 (16.52%) disagreed. 40 (11.59%) strongly disagreed, while 62 (17.97%) strongly agreed. 61 (17.68%) were neutral.

- Question 34: Facebook fails to satisfy the needs of people like me

50 (14.49%) of the sample agreed that Facebook failed to satisfy their needs, while 167 (48.41%) disagreed. 38 (11.02%) strongly disagreed, while 39 (11.30%) strongly agreed. 51 (14.78%) were neutral.

- Question 36: Facebook does not especially enjoy giving others aid.

81 (23.48%) of the sample agreed that Facebook does not enjoy aiding others, while 67 (19.42%) disagreed. 38 (11.01%) strongly disagreed, while 30 (8.70%) strongly agreed. 129 (37.39%) were neutral.

- Question 38: I feel that Facebook takes advantage of people who are vulnerable.

69 (20%) of the sample agreed that Facebook takes advantage of vulnerable people, while 92 (26.67%) disagreed. 39 (11.30%) strongly disagreed, while 68 (19.71%) strongly agreed. 77 (22.32%) were neutral.

- Question 40: Facebook helps people like me without expecting anything in return.

44 (12.75%) of the sample agreed that Facebook helps them without expecting something in return, while 108 (31.30%) disagreed. 100 (28.99%) strongly disagreed, while 19 (5.51%) strongly agreed. 74 (21.4%) were neutral.

- Question 42: I feel that Facebook tries to get the upper hand

91 (26.38%) of the sample agreed that Facebook tries to get the upper hand, while 50 (14.49%) disagreed. 17 (4.93%) strongly disagreed, while 88 (25.51%) strongly agreed. 99 (28.70%) were neutral.

- Question 43: Whenever Facebook gives or offers something to people like me, it generally expects something in return.

125 (36.23%) of the sample agreed that whenever Facebook offers something, it expects something else in return, while 44 (12.75%) disagreed. 20 (5.80%) strongly disagreed, while 78 (22.61%) strongly agreed. 78 (22.61%) were neutral.

- Question 44: Even though people like me have had a relationship with Facebook for a long time, it still expects something in return whenever it offers us a favor.

101 (29.28%) of the sample agreed that, until now, Facebook still expects something in return from them when it makes an offer, while 57 (16.52%) disagreed. 25 (7.28%) strongly disagreed, while 59 (17.10%) strongly agreed. 103 (29.82%) were neutral.

- Question 45: Facebook will compromise with people like me when it knows that it will gain something.

100 (28.99%) of the sample agreed that Facebook compromises them when it knows it will gain something, while 57 (16.52%) disagreed. 18 (5.22%) strongly disagreed, while 45 (13.04%) strongly agreed. 125 (36.23%) were neutral.

- Question 46: Facebook takes care of people who are likely to reward the organization.

92 (26.67%) of the sample agreed that Facebook takes care of the people who are likely to reward the organization, while 42 (12.17%) disagreed. 28 (8.12%) strongly disagreed, while 42 (12.17%) strongly agreed. 141 (40.87%) were neutral.

c. Dependent Variables (Survey 2)

The questions have been determined depending on their utility for the relationship measurement. Please find the full results in Appendices E: Description of the Dependent Variables.

- Question 7: I am very willing to let Facebook make decisions for people like me

63 (18.26%) of the sample agreed to let Facebook make decisions for them, while 74 (16.52%) disagreed. 172 (49.86%) strongly disagreed, while 16 (4.64%) strongly agreed. 20 (5.80%) were neutral.

- Question 9: I feel very confident about Facebook's skills

166 (48.12%) of the sample agreed that they had confidence in Facebook's skills, while 57 (16.52%) disagreed. 34 (9.86%) strongly disagreed, while 29 (8.41%) strongly agreed. 59 (16.52%) were neutral.

- Question 17: When I have an opportunity to interact with Facebook, I feel that I have some sense of control over the situation.

97 (28.12%) of the sample agreed to having a sense of control over the conversation and interaction with Facebook, while 90 (26.12%) disagreed. 111 (32.17%) strongly disagreed, while 9 (2.61%) strongly agreed. 38 (11.01%) were neutral.

- Question 19: I believe people like me have influence on the decision-makers of Facebook.

77 (22.32%) of the sample agreed that they believe they influence the decision-makers on Facebook, while 74 (21.45%) disagreed. 129 (37.39%) strongly disagreed, while 13 (3.77%) strongly agreed. 52 (15.07%) were neutral.

- Question 23- There is a long-lasting bond between Facebook and people like me.

117 (33.91%) of the sample agreed to have a long-lasting bond with Facebook, while 63 (18.26%) disagreed. 61 (17.68%) strongly disagreed, while 23 (6.67%) strongly agreed. 81 (23.48%) were neutral.

- Question 24: Compared to other organizations, I value my relationship with this Facebook more

69 (20%) of the sample agreed that they value their relationship with Facebook more than any other app, while 84 (24.35%) disagreed. 96 (27.83%) strongly disagreed, while 25 (7.25%) strongly agreed. 71 (20.58%) were neutral.

- Question 25: I would rather work together with Facebook than not

109 (31.59%) of the sample agreed that they would rather work with Facebook, while 73 (21.16%) disagreed. 41 (11.88%) strongly disagreed, while 36 (10.43%) strongly agreed. 86 (24.93%) were neutral.

- Question 26: I have no desire to have a relationship with Facebook

70 (20.29%) of the sample agreed that they don't want to have a relationship with Facebook, while 108 (31.30%) disagreed. 53 (15.36%) strongly disagreed, while 30 (8.70%) strongly agreed. 84 (24.35%) were neutral.

- Question 27: I feel a sense of loyalty to Facebook

90 (26.09%) of the sample agreed that they have a sense of loyalty to Facebook, while 62 (17.97%) disagreed. 90 (26.09%) strongly disagreed, while 49 (14.20%) strongly agreed. 54 (15.65%) were neutral.

- Question 28: I could not care less about Facebook

38 (11.01%) of the sample agreed that they could not care less about Facebook, while 98 (28.41%) disagreed. 48 (13.91%) strongly disagreed, while 52 (15.07%) strongly agreed. 109 (31.59%) were neutral.

- Question 29: I am happy with Facebook

117 (33.91%) of the sample agreed that they were happy with Facebook, while 68 (19.71%) disagreed. 50 (14.49%) strongly disagreed, while 47 (13.62%) strongly agreed. 63 (18.26%) were neutral.

- Question 31: Most people like me are happy in their interactions with Facebook

97 (28.12%) of the sample agreed that they are happy in their interactions with Facebook, while 86 (24.93%) disagreed. 35 (10.14%) strongly disagreed, while 26 (7.54%) strongly agreed. 101 (29.28%) were neutral.

- Question 32: Generally speaking, I am pleased with the relationship that Facebook has established with people like me.

127 (36.81%) of the sample agreed that they are pleased with the relationship that Facebook has established with them, while 66 (19.13%) disagreed. 37 (10.72%) strongly disagreed, while 51 (14.78%) strongly agreed. 64 (18.55%) were neutral.

- Question 33: Most people enjoy dealing with Facebook.

121 (35.07%) of the sample agreed that most people enjoy dealing with Facebook, while 69 (20%) disagreed. 41 (11.88%) strongly disagreed, while 42 (12.17%) strongly agreed. 72 (20.87%) were neutral.

- Question 35: In general, I believe that nothing of value has been accomplished between Facebook and people like me.

82 (23.77%) of the sample agreed that most people enjoy dealing with Facebook, while 98 (28.41%) disagreed. 32 (9.28%) strongly disagreed, while 33 (9.57%) strongly agreed. 100 (28.99%) were neutral.

- Question 36: Facebook is very concerned about the welfare of people like me.

87 (25.22%) of the sample agreed that Facebook is very concerned about their welfare, while 89 (25.80%) disagreed. 11 (3.19%) strongly disagreed, while 73 (21.16%) strongly agreed. 85 (24.64%) were neutral.

- 38: I think Facebook succeeds by stepping on other people.

83 (24.06%) of the sample agreed that Facebook succeeds by stepping on other people, while 70 (20.29%) disagreed. 38 (11.01%) strongly disagreed, while 59 (17.10%) strongly agreed. 95 (20.29%) were neutral.

- Question 40: I don't consider this to be a particularly helpful organization

50 (14.49%) of the sample agreed that Facebook isn't a helpful organization, while 87 (25.22%) disagreed. 25 (7.25%) strongly disagreed, while 50 (14.49%) strongly agreed. 103 (29.86%) were neutral.

8. Regression Analyses (Survey 2)

Following the guideline related to the utility and interpretation of the survey. Features of the relationship must be measured separately to see its effectiveness.

a. Model Summary (Survey 2)

As the model summary indicates, the R-square value represents each of the models' percentages of interference within the shared relationship between Facebook

and its users. According to the manual, the communal relationship is the most significant indicator of a relationship's efficiency. As it is a relationship based on giving to all the public or community not only the once that give something in return to the organization.

“[...] public relations professional can help to build a long-range communal relationship where the level of (the other) indicators will become even higher and remain stable over time.” (Grunig and Hong, 1999: 21)

- Model 1: Trust has an R-Square of 0.553, meaning that it has 55.3% interference in the shared relationship between Facebook and its users.
- Model 2: Control mutuality with R-Square 0.601 has 60.1% interference in the shared relationship between Facebook and its users.
- Model 3: Commitment with R-Square 0.694 has 69.4% interference in the shared relationship between Facebook and its users.
- Model 4: Satisfaction with R-Square 0.781 has 78.1% interference in the shared relationship between Facebook and its users.
- Model 5: The communal relationship with R-Square 0.795 has 79.5% interference in the shared relationship between Facebook and its users.
- Model 5: Exchange Relationship with R-Square 0.804 has 80.4% interference in the shared relationship between Facebook and its users.

Table 24: Model Summary Survey 2

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate	Durbin-Watson
Trust	,743 ^a	0,553	0,538	0,767	
Control Mutuality	,775 ^b	0,601	0,578	0,733	
Commitment	,833 ^c	0,694	0,668	0,650	
Satisfaction	,884 ^d	0,781	0,758	0,555	
Communal relationship	,892 ^e	0,795	0,769	0,543	
Exchange Relationship	,897 ^f	0,804	0,776	0,534	1,952

b. ANOVA (Survey 2)

According to the ANOVA test, it reveals and values and has a significance of 0.001, which is less than 0.05, indicating that it supports the tested theories and questions of this research as it measures the importance of the type and quality of the shared relationship between an organization and its public in shaping public opinion (see explanation in hypothesis testing).

Table 25: ANOVA Test Survey 2

Model		Sum of Squares	ddl	Mean Square	F	Sig.
Trust	Regression	241,936	11,000	21,994	37,394	<,001 ^b
	Residual	195,861	333,000	0,588		
	Total	437,797	344,000			
Control Mutuality	Regression	263,231	19,000	13,854	25,793	<,001 ^c
	Residual	174,566	325,000	0,537		
	Total	437,797	344,000			
Commitment	Regression	303,776	27,000	11,251	26,612	<,001 ^d
	Residual	134,021	317,000	0,423		
	Total	437,797	344,000			
Satisfaction	Regression	341,944	33,000	10,362	33,620	<,001 ^e
	Residual	95,853	311,000	0,308		
	Total	437,797	344,000			
Communal relationship	Regression	348,265	40,000	8,707	29,563	<,001 ^f
	Residual	89,532	304,000	0,295		
	Total	437,797	344,000			
Exchange Relationship	Regression	352,206	44,000	8,005	28,057	<,001 ^g
	Residual	85,591	300,000	0,285		

c. Coefficients (Survey 2):

Please, See Appendix B: Regression Analysis

9. Question Testing (Survey 2)

This survey measures the efficiency of the relationship between Facebook and its users in order to answer questions number 4 and 3 of the tested theory:

- Question 3: How effective can public relations be in framing public opinion?
- Question4: What kind of relationship is built between companies/organization and their public due to public relations management?

Public relations have effective strategies for shaping public opinion, like

controlling the flow of information. PR also influences the way information is presented and received. Public relations professionals use a variety of tactics, such as media relations, crisis management, and event planning, to shape public perception of an organization or issue, as proven in the first survey and the Facebook case study. However, the effectiveness of public relations in framing public opinion can also be limited by factors such as the credibility of the source, the level of public interest in the issue, and the presence of competing information. The public is becoming increasingly skeptical of information from organizations and is looking for more independent and credible sources.

According to this survey, how Facebook represents itself to the public is essential in framing public opinion. As public judges behavior more than promises. The public relations department works on keeping the public updated on the organization's events, especially those related to its social responsibilities.

10. Remarks (Survey 2)

a. Findings of The Study and Theoretical Implications (Survey 2)

The relationship between an organization and its public can significantly impact the success and reputation of the organization. A positive relationship can lead to increased trust, support, and loyalty from the public, while a negative relationship can lead to mistrust, negative perceptions, and decreased support. Maintaining a good relationship with the public involves effective communication, transparency, and responsible actions. It requires understanding and addressing the needs and concerns of the community. This can be achieved through effective public relations, community engagement, and crisis management strategies. Overall, a strong relationship between an organization and its public is essential for the organization to effectively achieve its goals and build a positive reputation in the community.

The strong bond between Facebook and its users is very essential, as it has a significant impact on business consistency in several ways.

Dr. J. Grunig and Dr. Linda Hon set six features for measuring the outcomes of an organization's relationships;

- **Trust:** It measures the level of confidence and willingness to be open to the other party. Trust depends on three dimensions:

- Integrity: Believing in the justice and fairness of the corporation.

The questions from 1 to 4 in the survey measure integrity. Based on the answers to these questions, a total of 45% of the sample believed in the integrity of Facebook. According to the findings, 37.9% of the sample agreed Facebook has integrity, 24.2% disagreed, 20.1% strongly disagreed, 6.9% strongly agreed, and 10.9% were neutral.

Table 26: Descriptive Analysis of Integrity

INTEGRITY	PERCENTAGE
Strongly Disagree	20,1%
Disagree	24,2%
Neutral	10,9%
Agree	37,9%
Strongly Agree	6,9%
Total	100%

- Dependability: Trust in the corporation's promises.

Questions 5 to 8 measure dependability according to the answers to these questions. A total of 40% of the sample believed Facebook was dependable. 27.5% agreed with Facebook being dependable, 25.7% disagreed, 25.4% strongly disagreed, and 12.1% strongly agreed with Facebook's reliability, with 9.3% neutral.

Table 27: Descriptive Analysis of Dependability

DEPENDABILITY	PERCENTAGE
Strongly Disagree	25,4%
Disagree	25,7%
Neutral	9,3%
Agree	27,5%
Strongly Agree	12,1%
Total	100%

- Competence: faith in the corporation's ability to stand by its words.

Questions 8 to 11 measure the beliefs in the competence of Facebook, and 60.3% of the sample believed in it. 49.3% agreed that Facebook has competence, 16% disagreed, 6.8% strongly disagreed, and 11% strongly agreed. 16.9% were neutral.

Table 28: Descriptive Analysis of Competence

COMPETENCE	PERCENTAGE
Strongly Disagree	6,8%
Disagree	16,0%
Neutral	16,9%
Agree	49,3%
Strongly Agree	11,0%
Total	100%

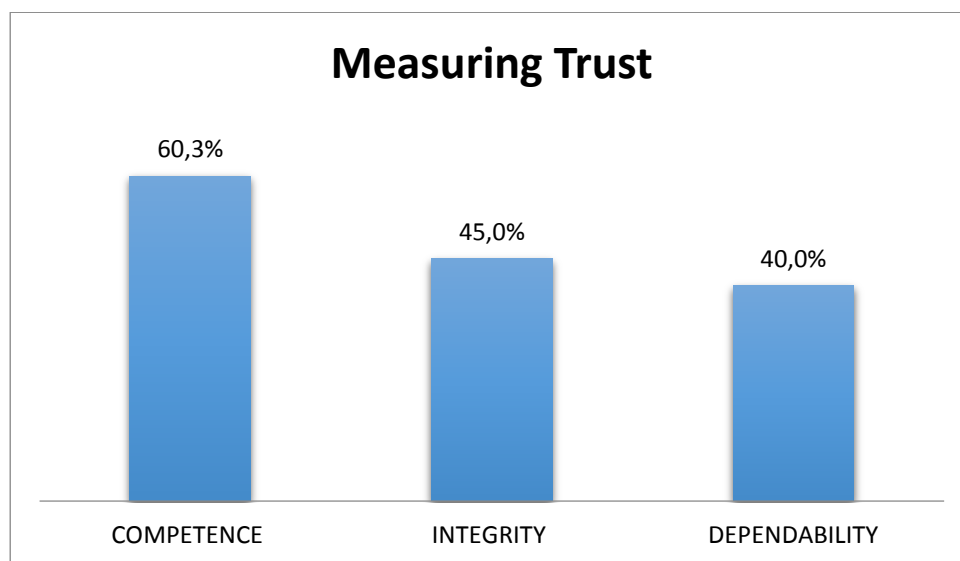


Figure 28: Measuring Trust

- **Satisfaction:** It measures how the public feels about the organization. 29.8% of the sample agreed that the company satisfied their needs and requests, 25.3% disagreed, 11.3% strongly disagreed, 12.4% strongly agreed, with 21.2% were neutral.

Table 29: Descriptive Analysis of Satisfaction

SATISFACTION	PERCENTAGE
Strongly Disagree	11,3%
Disagree	25,3%
Neutral	21,2%
Agree	29,8%
Strongly Agree	12,4%
Total	100%

- **Commitment:** It measures the extent to which the public is willing to spend energy to maintain its relationship with the organization. How far can they go

to sustain it? 29.7% of the sample agreed that the company is committed to serving its clients, 30.3% disagreed, 17.4% strongly disagreed, and 11.4% strongly agreed. 21.7% were neutral.

Table 30: Descriptive Analysis of Commitment

COMMITMENT	PERCENTAGE
Strongly Disagree	17,4%
Disagree	30,3%
Neutral	21,7%
Agree	29,7%
Strongly Agree	11,4%
Total	100%

- **Exchange Relationship:** It measures the mutual benefits both parties provide. 30.3% of the sample agreed that there is an exchange relationship between them and Facebook based on mutual benefits. 14.5% disagreed with it, 6.6% strongly disagreed with it, 16.2% strongly agreed with it, and 32.4% were neutral.

Table 31: Descriptive Analysis of Exchange Relationship

EXCHANGE RELATIONSHIP	PERCENTAGE
Strongly Disagree	6,6%
Disagree	14,5%
Neutral	32,4%
Agree	30,3%
Strongly Agree	16,2%
Total	100,0%

- **Communal Relationship:** It measures the extent to which both parties are willing to spend energy and give to each other without expecting something in return. 22.2% agreed that Facebook has a communal relationship, 23.3% disagreed, 13.7% strongly disagreed, and 27.4% were neutral.

Table 32: Descriptive Analysis of Communal Relationship

COMMUNAL RELATIONSHIPS	PERCENTAGE
Strongly Disagree	13,7%
Disagree	23,3%
Neutral	27,4%
Agree	22,2%
Strongly Agree	13,5%
Total	100%

- **Control mutuality:** It measures the power of influence: to what extent can both parties influence each other? Hon and Grunig stated in this citation that having an imbalance is normal. Having a stable relationship requires that both parties have some control over each other sometimes. 28.6% agreed that the relationships they share with Facebook have mutual control over the relationship, 26.7% disagreed; 21.4% strongly disagreed; 6.5% strongly agreed, and 16.69% were neutral.

Table 33: Descriptive Analysis of Control Mutuality

CONTROL MUTUALITY	Percentage
Strongly Disagree	21,4%
Disagree	26,7%
Neutral	16,9%
Agree	28,6%
Strongly Agree	6,5%
Total	100%

- **Relationship outcome**

As both have control over each other, 33.1 percent of the sample believed they shared a mutually controlled relationship. 35.7% felt they had a communal relationship with the company. 41.1% felt a sense of commitment to Facebook. 42.2% admitted satisfaction with the company's services. 46.5% thought their relationship with Facebook was an exchange relationship.

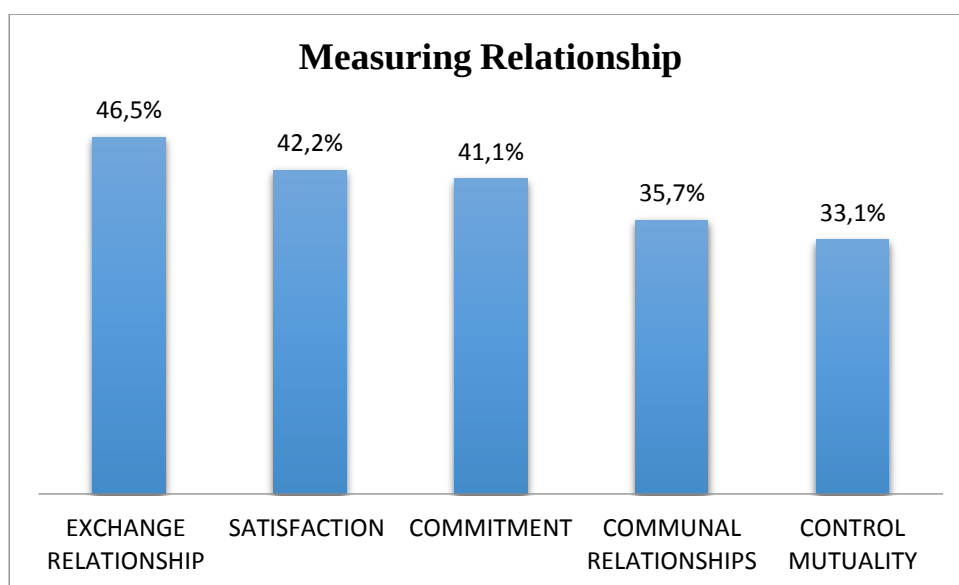


Figure 29: Relationship Out Come

b. Limitations of Survey 2

There are almost 3 billion Facebook users globally, which may limit the study to having a census sample because the response rate may be low because it may be difficult to reach certain members of the population. This research was able to investigate 345 users. It may limit the capacity of data analysis because the received responses are a small portion of the large sample size on Facebook. Surveys may not represent the entire population, as not all types and categories of users are 100% represented.

What is a limit for this is not having Facebook's point of view on the issue nor its expectation for the shared relationship between the company and its public.

C. Findings: Hypothesis and Question Testing of The Study

1. Hypothesis Testing of The Study

Based on the case study of Facebook and the results of the second survey, public relations did its part in building and maintaining the relationship between Facebook and its users, who still trust the company and feel a sort of satisfaction. Comparing the survey's results to the issues Facebook had been facing, the brand still stands among the top 10 brands in the world, with a value of \$101.2 billion and around 3 billion users globally.

The case study and survey 2 confirmed the importance of having an efficient public relations team that works on building a bond between the organization and its public. So its existence is very significant for business development and framing public opinion, both of which influence business consistency. We saw in Facebook's case the strong impact public opinion has on business consistency. We saw in Facebook's case the strong impact public opinion has on business consistency. Facebook suffered a loss of 19% of its share price due to digital scandals that almost ruined its image; we also saw the interference of public relations restrain the company's reputation and image. The second survey proved that users somehow still have hope for the company. People still have trust and satisfaction with the company now, even when it is facing one of the worst crises that are ruining its reputation, like the junk-news case and the whistleblower. Depending on the regression analysis results for both surveys, the P value was lower than 0.05, confirming and validating

the relationship between the tested variables.

Table 34: Testing Theories

Hypothesis	Verified	Not Verified
Public Relations have a significant impact on the consistency and development of the business	✓	
Business consistency depends on how the public perceives the brand image and how it reacts to its events	✓	

2. Questions Testing of The Study

- Q1- According to public relations practitioners which tools and channels are the most effective in communicating with the public and has better impact on business consistency?

Depending on the survey, electronic mailing still dominates the field of public relations, as it was selected by over 90% of all different sectors and job tasks of PR practitioners. Social media platforms, or social networks, ranked second in 80% of the selections of public relations practitioners, and corporate websites ranked third, followed by photo and video sharing. The least used methods are virtual or simulation communication, PDAs, and video gaming. The results confirm to the Muck Rack report on public relations for 2022 that says that emails dominated the results by 87%.

“96% of PR pros say individual emails are the most effective channel” Mack Ruck 2021

Email remains the most popular method of distributing updates and reports

Under 'Other,' PR pros listed project management tools including Asana.

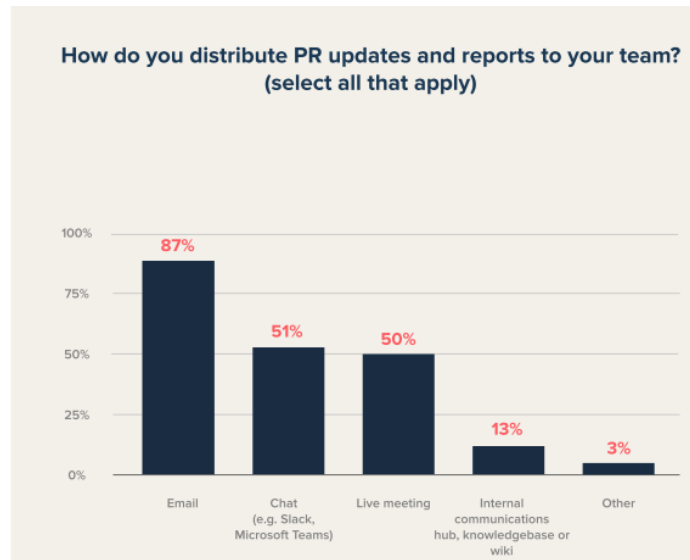


Figure 30: Muck Rack Report on PR for 2022

Source: Muck Rack 2022

- Q2- Digital information plays a massive role in framing the public opinion through strategic public relations?

Throughout the study, we have seen the strength of digital information in building the connection between the organization and its public. However, digital information can hold negative or positive reviews. What is more important is how public relations shapes and frames that information in favor of the organization to be delivered to the public.

- Q3- How effective can, public relations, be in framing public opinion?

Depending on the case study and the results of the second survey, we can see that Facebook, even with the loss, still has value in the market and is leading the social media platforms. This result is confirmation that the relationship between Facebook and its users is built on a solid foundation.

- Q4- What kind of relationship is built between companies/organization and their public due to public relations management?

Public relations management helps companies and organizations build relationships with their public by establishing and maintaining communication with stakeholders. The goal of public relations is to promote a positive image of the company and to manage its reputation by influencing public opinion and behavior.

D. Implications for Future Studies

This study goes through the development of the public relations field and its implication in business field. The focus of this research is to test its role in framing public opinion in favor of business consistency in the digital age. The surveys and case studies showed the deep connection shared between the tested variables. Public relations (PR) in the Web 2.0 era depend on the utility of social media and other online platforms to communicate with audiences and build relationships. It became an E-PR. The rise of Web 2.0 has transformed PR by providing companies with new channels to reach customers and influencers. Some examples of how PR is practiced on Web 2.0 include social media management, online reputation management, content creation, international relations, and direct mutual connection with clients.

The upcoming version of the internet is Web 3.0. It represents the next generation of the internet, characterized by a focus on artificial intelligence. The key features of Web 3.0 depending on:

- A decentralized system: The web 3.0 operates on a more distributed network that user's control. It will not be one dominated by powerful organizations.
- Artificial Intelligence: Web 3.0 will incorporate advanced AI technologies such as machine learning and natural language processing.
- Interoperability: Web 3.0 enables different systems and platforms to communicate and exchange data seamlessly. It will make the Web more connected and integrated.
- Privacy and security: The developed version will emphasize privacy and security. It will allow users to control their data and protect their online identities.
- Immutable record-keeping: It will leverage blockchain technology to create an immutable record of transactions. It will improve transparency and trust in online interactions.

According to the first survey results, the virtual world and games are the least used public relations methods; does the emergence of Web 3.0. Will it make a difference in the choice of communication tools? Given Facebook's conceptual working system, the "Metaverse" is regarded as a component of Web 3.0.

Will the public relations field adapt to the conditions of surviving on Web 3.0?

E. Limitation of the Study

As proven in the obtained results, the outcomes of the two surveys and study case comply with other studies made starting 2019 up to 2022. Even though the surveys were limited to particular areas, it wasn't possible to reach a larger portion of public relations practitioners and Facebook users to have more accurate results. The time devoted to each of the two surveys was at least one month, yet only 315 practitioners took part in the first survey, and 345 Facebook users took part in the second survey.

The study had multiple variables that made it hard to concentrate on a single element that could give a direct answer to the hypothesis and questions. Furthermore, statistics on public relations depend on the estimation from two to three years ago. Some statistics, were made in 2016 and are valid until 2026. There isn't an annual report for all the statistics related to public relations, which is why it was hard to access all the needed resources.

As old as public relations and public opinion management may seem, there is still much to be discovered, notably since they are changing with every technological development that emerges. A futuristic hypothesis states that five years from now, public relations will be a totally different concept based on technological and digital development.

Surveys may not represent the entire population, as not all types and categories of users are 100% represented. Other limits to this study is not having Facebook's point of view on the issue nor its expectation for the shared relationship between the company and its public.



V. CONCLUSION

The reputation of a company can either break or boost the company's development. It is the backbone for corporate consistency. The business field, in general, got to be much more aware of its social responsibility and of the power the public has over its progress. Business practitioners are now fully aware of their own rights and duties, as well as those of their counterparties, humanity, the environment, and animals. Reputation is the essential evaluation of an organization's character, credibility, and trustworthiness based on its actions, behaviors, and performances. Reputation can be positive or negative and can have a significant impact on an organization's social, economic, and professional standing. Maintaining a good reputation is crucial to building long-term relationships and credibility with others, and it can have far-reaching effects on professional success. Organizational reputation is built through various factors such as the quality of its products or services, its financial performance, its ethical and social responsibility practices, its communication and engagement with stakeholders, and its ability to meet stakeholder expectations. A strong organizational reputation can help attract and retain customers, investors, and employees, while a negative reputation can lead to financial losses, loss of market share, and damage to the organization's brand and image. Therefore, managing and maintaining a positive organizational reputation is critical for long-term success and sustainability.

Corporate communication is one of the main keys that plays a crucial role in managing and maintaining an organization's reputation. It helps the organization to establish and maintain positive relationships with its stakeholders, communicate effectively, and respond to challenges and crises in a timely and to have a transparent manners. Overall, effective corporate communication is a vital component of reputation management. It can help an organization to build and maintain a positive reputation, establish and strengthen relationships with stakeholders, and enhance its overall performance and sustainability. Public relations (PR) management is effective communication tools that can help organizations build and maintain

positive relationships with stakeholders. PR involves a range of activities such as media relations, event management, community relations, and crisis management. PR is a vital component of an organization's communication strategy, as it can help to promote the organization's image and reputation, build brand awareness, and establish trust and credibility with stakeholders. Media relations are an essential aspect of PR management. Through media relations, an organization can communicate its key messages to a wide audience through various media channels such as print, television, radio, and online media. By building relationships with journalists and other media influencers, organizations can ensure that their messages are communicated accurately and effectively to the public.

In the early 2000s, the Web 2.0 occurred. It refers to the second generation of the World Wide Web, characterized by increased user interaction, more dynamic content, and greater collaboration. It is often associated with social media, blogs, wikis, and other user-generated content platforms that have made the web more interactive and social. Web 2.0 has had a significant impact on public relations. It matured communication relationships and processes between the organization and its public. PR professionals can now use social media and other Web 2.0 tools to reach and engage with their target audience more effectively. The digital tools of Web 2.0 have given PR professionals access to an extensive range of audiences, enabling them to reach people who might not have been reached through traditional media and providing them with the opportunity to respond to feedback and build relationships more effectively. It made it possible for PR professionals to create and share multimedia content, such as videos, podcasts, and info-graphics, to better engage with their audience.

With the new tools aiding public relations in reaching different and larger groups of the public, its impact on public opinion can be significant. Public relations play a crucial role in shaping the public's perception of an organization, product, or individual (the public).

The field had always a fuzzy concept, even for its practitioners. Its meaning and function differ depending on the professionals' reformed tasks. The public relations field is an essential component of corporate construction. It is a key element that helps establish and maintain strong relationships between organizations and their public. It plays a crucial role in maintaining consistency in a business's messaging

and overall image. Public relations practitioners take care of developing and promoting the company's brand and reputation, communicating with the media and the public, and handling crisis communications through managing internal and external communication, crisis management, and some marketing and branding decisions. Having a consistent message across all communication platforms and channels helps establish a unified image for the public. It ensures that all public stakeholders, investors, customers, and employees understand the company's goals and values.

A well-executed PR strategy has a significant impact on an organization's reputation and success. However, the role is not limited to just framing concepts; it moves further as the perceived information sets the relationship between the organization and its public, which will automatically impact the business's consistency and status in the market.



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APPENDICES

Appendices 1 Survey 1

Appendices A: Reliability Tests

Reliability Tests	Cronbach's Alpha	Cronbach's Alpha based on standardized elements	Items
Independent Variables	0,733	0,751	18
Dependent Variables	0,737	0,738	10
All Variables	0,734	0,742	28

1. Bio-Data

a. Appendix B-1: Obtained results depending on targeted countries

Question 5: Country of work placement - Please mention the country in which you work.

		Frequency	Percentage	Valid Percentage
COUNTRY	UK	41	13,01	13,01
	TR	51	16,19	16,19
	UAE	6	1,9	1,9
	INTERNATIONAL	217	68,9	68,9
	TOTAL	315	100	100
INTERNATIONAL LEVEL	USA	155	71,42	71,42
	EUROPE	34	15,67	15,67
	AFRICA	28	12,9	10,6
	TOTAL	217	100	100

b. Appendices B-2: Question 6: Please specify your region: (Africa - Europe - America - Asia- Oceania-Middle East)

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	AFRICA	28	8,90	8,90	7,30
	AMERICA	155	49,20	49,20	56,50
	EUROPE	126	40,00	40,00	96,50
	MIDDLE EAST	6	1,90	1,90	100
	TOTAL	315	100	100	

c. Appendix B-3: Question 1: Results obtained results by gender

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	FEMAL	221	70,2	70,2	70,2
	MALE	93	29,5	29,5	99,7

OTHER	1	0,3	0,3	100
TOTAL	315	100	100	

d. Appendix B-4: Question 2: Results obtained results by age

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	+55	70	22,2	22,2	22,2
	25-35	93	29,5	29,5	51,7
	35-45	88	27,9	27,9	79,7
	45-55	64	20,3	20,3	100
	Total	315	100	100	

e. Appendix B-5: Question 3: Obtained results for education

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Bachelor	135	42,9	42,9	42,9
	Graduate Studies (Master)	151	47,9	47,9	90,8
	High School Diploma	7	2,2	2,2	93
	PHD	14	4,4	4,4	97,5
	Vocational Schools	8	2,5	2,5	100
	Total	315	100	100	

f. Appendix B-6: Question 4: Obtained results for the nature of the corporations

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Governmental	33	10,5	10,5	10,5
	Private	212	67,3	67,3	77,8
	Public	70	22,2	22,2	100
	Total	315	100	100	

g. Appendix B-7: Question 7: The type of organization you currently or most recently worked for.

Appendix B-7-1:

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Boutique / Specialty PR Agency	42	13,3	13,3	13,3
	Digital PR Agency	2	0,6	0,6	14
	Freelance	28	8,9	8,9	22,9
	International PR Agency	29	9,2	9,2	32,1
	National PR Agency	22	7	7	39
	Non-Profit Organization	8	2,5	2,5	41,6
	Other (Please name it)	24	7,6	7,6	49,2
	National Corporations (PR, Communication, Marketing)	77	24,4	24,4	73,7
	International Corporations (PR, Communication, Marketing)	83	26,3	26,3	100
	Total	315	100	100	

Appendix B-7-2: Other types of corporations:

		Frequency	Percentage	Valid Percentage
Valid	Contractor for Federal Government Communications	1	0,32	0,32
	Department of Human Services in local government	1	0,32	0,32
	Governmental Agencies	2	0,63	0,63
	Investment Bank	1	0,32	0,32
	Local Government	1	0,32	0,32
	Ministry of Defense	1	0,32	0,32
	Ministry of Transport and Equipment	1	0,32	0,32
	Municipality	1	0,32	0,32
	Police sector local government	1	0,32	0,32
	Regional Magazine	1	0,32	0,32
	University	13	4,13	4,13
	Total	24	100	

h. Appendix B-8: Question 8: Obtained results of the Conducted Jobs

		Responses		Percentage of Observations
		N	Percentage	
Conducted Jobs	Media Relations	243	19,97	77,14
	Internal Communication	142	11,67	45,08
	Customer Services	56	4,6	17,78
	Investors Relation	58	4,77	18,41
	Social Responsibilities	82	6,74	26,03
	Crisis Management	155	12,74	49,21
	Community Relations	132	10,85	41,9
	Government Relations	88	7,23	27,94
	International Relations	59	4,85	18,73
	Corporate Communications	202	16,6	64,13
Total		1217	100	386,3

Detailed Results

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Media Relations	NO	72	22,86	22,86	22,86
	YES	243	77,14	77,14	100
Internal Communication	NO	173	54,92	54,92	54,92
	YES	142	45,08	45,08	100
Customer Services	NO	259	82,22	82,22	82,22
	YES	56	17,78	17,78	100
Investors Relations	NO	257	81,59	81,59	81,59
	YES	58	18,41	18,41	100
Social Responsibilities	NO	233	73,97	73,97	73,97
	YES	82	26,03	26,03	100
Crisis Management	NO	160	50,79	50,79	50,79
	YES	155	49,21	49,21	100
Community Relations	NO	183	58,1	58,1	58,1
	YES	132	41,9	41,9	100
Government Relations	NO	227	72,06	72,06	72,06
	YES	88	27,94	27,94	100
International Relations	NO	256	81,27	81,27	81,27
	YES	59	18,73	18,73	100
Corporate Communication	NO	113	35,87	35,87	35,87
	YES	202	64,13	64,13	100
Total		315	100	100	

2. Appendix C: Findings of the Variable

a. Appendix C-1: Obtained results for Internet Access within the organization.

Question	Description	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Question 9	Open	309	98	98	98
	Partially Open	6	2	2	100
	Total	315	100	100	
Question 10	Open	312	99	99	99
	Partially Open	3	1	1	100
	Total	315	100	100	

b. Appendix C-3: Obtained results for the digital media preferences of the PR practitioners in conducting their jobs. – Question 11

		Responses		Percentage of Observations
		N	Percentage	
Valid	Electronic Mail	287	21,70	91,10
	Corporate Websites	185	14,00	58,70
	Social Networks	270	20,40	85,70
	Video and Photo Sharing	151	11,40	47,90
	Blogs	108	8,20	34,30
	Forum/News group	14	1,10	4,40
	Instant Messaging	132	10	41,90
	Intranet	78	5,90	24,80
	Smartphone applications (PDAs)	9	0,70	2,90
	Virtual world	19	1,40	6
	Game Applications	4	0,30	1,30
	Podcast	66	5	21
	Total	1323	100	420

DETAILED RESULTS

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Electronic Mail	No	28	8,89	8,89	8,89
	Yes	287	91,11	91,11	100
	Total	315	100	100	
Corporate Website	No	130	41,27	41,27	41,27
	Yes	185	58,73	58,73	100
	Total	315	100	100	
Social Networks	No	45	14,29	14,29	14,29
	Yes	270	85,71	85,71	100
	Total	315	100	100	
Video and Photo Sharing	No	164	52,06	52,06	52,06
	Yes	151	47,94	47,94	100
	Total	315	100	100	
Blogs	No	207	65,71	65,71	65,71
	Yes	108	34,29	34,29	100
	Total	315	100	100	
Forum / News Group	No	301	95,56	95,56	95,56
	Yes	14	4,44	4,44	100
	Total	315	100	100	
Instant Messaging	No	183	58,1	58,1	58,1
	Yes	132	41,9	41,9	100
	Total	315	100	100	
Intranet	No	237	75,24	75,24	75,24
	Yes	78	24,76	24,76	100
	TOTAL	315	100	100	
Smartphone	No	306	97,14	97,14	97,14

Applications PDAs	Yes	9	2,86	2,86	100
	TOTAL	315	100	100	
Virtual World	No	296	93,97	93,97	93,97
	Yes	19	6,03	6,03	100
	TOTAL	315	100	100	
Game Applications	No	311	98,73	98,73	98,73
	Yes	4	1,27	1,27	100
	TOTAL	315	100	100	
Podcast	No	249	79,05	79,05	79,05
	Yes	66	20,95	20,95	100
	TOTAL	315	100	100	

c. Appendix C-3: Obtained results the rate of digital media, Q12 – Q23

Please, see the following digital media tools and rate your adaptation to them

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Electronic Mails	Partially Adapted	1	0,32	0,32	0,32
	Adapted	18	5,71	5,71	6,03
	Totally Adapted	296	93,97	93,97	100
Corporate Website	Partially Adapted	1	0,32	0,32	0,32
	Adapted	29	9,21	9,21	9,52
	Totally Adapted	285	90,48	90,48	100
Social Networks	Partially Adapted	13	4,13	4,13	4,13
	Adapted	58	18,41	18,41	22,54
	Totally Adapted	244	77,46	77,46	100
Video and Photo Sharing	Partially Adapted	10	3,17	3,17	3,17
	Adapted	85	26,98	26,98	30,16
	Totally Adapted	220	69,84	69,84	100
Blogs	Partially Adapted	41	13,02	13,02	13,33
	Adapted	112	35,56	35,56	48,89
	Totally Adapted	161	51,11	51,11	100
Forum / News Group	Partially Adapted	30	9,52	9,52	9,52
	Adapted	165	52,38	52,38	61,9
	Totally Adapted	120	38,1	38,1	100
Instant Messaging	Adapted	25	7,94	7,94	7,94
	Totally Adapted	290	92,06	92,06	100
Intranet	Partially Adapted	35	11,11	11,11	11,11
	Adapted	151	47,94	47,94	59,05
	Totally Adapted	129	40,95	40,95	100
PDA's	Partially Adapted	109	34,6	34,6	34,92
	Adapted	176	55,87	55,87	90,79
	Totally Adapted	29	9,21	9,21	100
Virtual World (Second life, IMVU, etc.)	Not at All	186	59,05	59,05	59,05
	Partially Adapted	88	27,94	27,94	86,98
	Adapted	35	11,11	11,11	98,1
	Totally Adapted	6	1,9	1,9	100
Game Applications	Not at All	161	51,11	51,11	51,11
	Partially Adapted	128	40,63	40,63	91,75
	Adapted	22	6,98	6,98	98,73

Podcast	Totally Adapted	4	1,27	1,27	100
	Not at All	11	3,49	3,49	3,49
	Partially Adapted	202	64,13	64,13	67,62

- d. Appendix C-15: Q24 –Q29: social media has become an effective element of corporate communication studies. (1= Totally Disagree to 5= Totally Agree)

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Q24	Neutral	3	0,95	0,95	0,95
	Agree	108	34,29	34,29	35,24
	Totally Agree	204	64,76	64,76	100
Q25	Neutral	2	0,6	0,6	0,6
	Agree	159	50,5	50,5	51
	Totally Agree	154	48,9	48,9	100
Q26	Neutral	1	0,32	0,32	0,32
	Agree	104	33,02	33,02	33,33
	Totally Agree	210	66,67	66,67	100
Q27	Disagree	4	1,27	1,27	1,27
	Neutral	39	12,38	12,38	13,65
	Agree	134	42,54	42,54	56
Q28	Totally Agree	138	44	44	100
	Neutral	18	5,71	5,71	5,71
	Agree	151	47,94	47,94	53,65
Q29	Totally Agree	146	46,35	46,35	100
	Disagree	8	2,54	2,54	2,54
	Neutral	64	20,32	20,32	22,86
	Agree	101	32,06	32,06	55
	Totally Agree	142	45	45	100

3. Appendices D: Comparing Findings

- a. Appendix D-1: Age Vs. Gender

		Age				Total
		+55	25-35	35-45	45-55	
Gender	Female	47	69	67	38	221
	Male	23	23	21	26	93
	Other	0	1	0	0	1
Total		70	93	88	64	315

- b. Appendix D-2: The Access to Internet and social media for Public Relations Team within Different Institutions

Corporations Nature			Access to social media		Total
			Partially Open	Open	
Public	Access to Internet access	Open		100,0%	100,0%
		Total		100,0%	100,0%
Private	Access to Internet access	Partially Open	0,5%		0,5%
		Open		99,5%	99,5%
		Total	0,5%	99,5%	100,0%
		Partially Open	6,1%	9,1%	15,2%
Governmental	Access to Internet access	Open		84,8%	84,8%
		Total	6,1%	93,9%	100,0%
Total	Access to Internet access	Partially Open	1,0%	1,0%	1,9%
		Open		98,1%	98,1%
		Total	1.0%	99.0%	100.0%

c. Appendix D-5: The correlation between the digital channels and PR tasks.

FIELDS OF ACTIVITIES		MEDIA TOOLS												Total
		Electronic Mail	Corporate Websites	Social Networks	Video and Photo Sharing	Blogs	Forum/ News group	Instant Messaging	Intranet	Smartphone applications (PDAs)	Virtual world	Game Applications	Podcast	
Media Relations	Effective	226	145	212	121	87	8	105	53	5	18	4	58	243
	% in Field of Activities	93,0%	59,7%	87,2%	49,8%	35,8%	3,3%	43,2%	21,8%	2,1%	7,4%	1,6%	23,9%	
Internal Communication	Effective	131	89	129	74	44	6	64	47	6	5	3	29	142
	% in Field of Activities	92,3%	62,7%	90,8%	52,1%	31,0%	4,2%	45,1%	33,1%	4,2%	3,5%	2,1%	20,4%	
Customer Services	Effective	53	40	49	35	24	7	26	9	4	14	2	12	56
	% in Field of Activities	94,6%	71,4%	87,5%	62,5%	42,9%	12,5%	46,4%	16,1%	7,1%	25,0%	3,6%	21,4%	
Investors Relation	Effective	57	41	48	24	26	1	31	15	6	6	2	13	58
	% in Field of Activities	98,3%	70,7%	82,8%	41,4%	44,8%	1,7%	53,4%	25,9%	10,3%	10,3%	3,4%	22,4%	
Social Responsibilities	Effective	74	55	75	43	28	3	40	25	3	6	4	18	82
	% in Field of Activities	90,2%	67,1%	91,5%	52,4%	34,1%	3,7%	48,8%	30,5%	3,7%	7,3%	4,9%	22,0%	
Crisis Management	Effective	146	101	138	76	53	4	73	46	6	11	3	42	155
	% in Field of Activities	94,2%	65,2%	89,0%	49,0%	34,2%	2,6%	47,1%	29,7%	3,9%	7,1%	1,9%	27,1%	
Community Relations	Effective	127	86	120	73	48	5	55	38	4	11	3	35	132
	% in Field of Activities	96,2%	65,2%	90,9%	55,3%	36,4%	3,8%	41,7%	28,8%	3,0%	8,3%	2,3%	26,5%	
Government Relations	Effective	79	49	77	48	29	1	41	32	3	5	2	22	88
	% in Field of Activities	89,8%	55,7%	87,5%	54,5%	33,0%	1,1%	46,6%	36,4%	3,4%	5,7%	2,3%	25,0%	
International Relations	Effective	56	40	52	27	27	2	30	10	3	14	2	17	59
	% in Field of Activities	94,9%	67,8%	88,1%	45,8%	45,8%	3,4%	50,8%	16,9%	5,1%	23,7%	3,4%	28,8%	
Corporate Communications	Effective	184	133	176	100	71	8	91	54	6	11	4	43	202
	% in Field of Activities	91,1%	65,8%	87,1%	49,5%	35,1%	4,0%	45,0%	26,7%	3,0%	5,4%	2,0%	21,3%	
Total		287	185	270	151	108	14	132	78	9	19	4	66	315

4. Appendix E: Questionnaire of Survey 1

Dear participant;

The questionnaire in your hand is carried out within research for the thesis. This questionnaire carried out by Oumaima Ben Farhat, faculty-student at Istanbul Aydin University, Faculty of Graduate Studies; Department of MBA. This questionnaire aims to measure the adoption of social media by PR practitioners. The information in the survey will be kept completely confidential and will not be given to any person, institution, or authority. Anonymous results got from the surveys will be evaluated for academics within public relations studies. Thank you for your support with full respect.

General information

1. Age:

- i. 20-30
- ii. 30-40
- iii. 40-50

iv. +50

2. Gender

i. Female

ii. Male

iii. Other

3. Education

i. Primary

ii. high school

iii. associate degree

iv. Bachelor

v. Master

vi. PHD

4. The type of organization you currently or most recently worked for.

i. international public relations Agency

ii. national public relations agency

iii. public relations / corporate communication / marketing
department in international institution

iv. public relations/corporate communications/marketing
department in national institution

v. public relations / corporate communication / marketing
department in non-governmental organization

vi. Boutique / specialized public relations agency (x)

vii. Freelancer

viii. Others

INTERNET AND SOCIAL MEDIA ACCESS

5. Internet access at the institution where you currently or most recently worked.

- i. Open
- ii. Partially open
- iii. Closed ☐

6. Access to social media (social networks, blogs, video sharing, msn, Hotmail, forums, etc.) at your current or last institution.

- i. Open
- ii. Partially open
- iii. Closed

USE OF SOCIAL MEDIA WITHIN THE SCOPE OF PUBLIC RELATIONS STUDIES

7. What is the social media you use in your own public relations efforts? (You can select more than one option)

- i. Blog
- ii. Email ☐
- iii. Intranet ☐
- iv. Video conferencing ☐
- v. Podcast ☐
- vi. Video Sharing ☐
- vii. Instant messaging
- viii. Photo Sharing ☐
- ix. Wikis ☐
- x. Social networks ☐
- xi. Virtual world (second life, imvu, etc.) ☐
- xii. Gaming apps ☐
- xiii. Smartphone applications (PDAs) ☐

xiv. Social Bookmarking ☐

xv. Forums/newsgroups ☐

xvi. Corporate website

8. In your work placement, to which social media are you more adapted today?

(1= lowest / 5= Most used)

		Lowest		Most used		
1	Blog	1	2	3	4	5
2	Email	1	2	3	4	5
3	Intranet	1	2	3	4	5
4	Video conference	1	2	3	4	5
5	Podcast	1	2	3	4	5
6	Video sharing	1	2	3	4	5
7	Instant messaging	1	2	3	4	5
8	Photo sharing	1	2	3	4	5
9	Wikis	1	2	3	4	5
10	Social networks	1	2	3	4	5
11	Virtual worlds (second life, invu, etc.)	1	2	3	4	5
12	Gaming apps	1	2	3	4	5
13	Smartphone applications (PDAs)	1	2	3	4	5
14	Social Bookmarking	1	2	3	4	5
15	Forum / newsgroups	1	2	3	4	5
16	Corporate website	1	2	3	4	5
17	Others (Please specify)	1	2	3	4	5

9. Please consider the following statements. (1= Totally Disagree; 2= Disagree; 3= undecided; 4= Agree; 5= Totally Agree).

Question	1	2	3	4	5
Social media has become an effective element of corporate communication studies					
Social media has become an effective element of integrated marketing communication efforts					
Social media will keep changing the professional competencies and qualifications expected of public relations workers in the future					
Social media changed the managerial structure of public relations agencies and departments in the future					
Social media delivers more effective results with fewer budgets than traditional media.					
Social media will change the ethical understanding and rules of public relations in the future					

A. Survey 2

1. Appendices A: Reliability Tests

Reliability Tests	Cronbach's Alpha	Cronbach's Alpha based on standardized elements	Items
Trust	0,807	0,813	11
Control Mutuality	0,841	0,839	8
Satisfaction	0,793	0,788	7
Communal Relationship	0,827	0,825	7
Exchange Relationship	0,718	0,715	4
All Variables	0,864	0,869	45

2. Appendix B: Regression Analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Bêta		
1	(Constant)	-0,187	0,23		-0,812	0,417
	1- This organization treats people like me fairly and justly	0,232	0,06	0,208	3,879	0
	2- Sound principles seem to guide this organization's behavior	0,038	0,062	0,035	0,613	0,541
	3- This organization does not mislead people like me	0,09	0,048	0,089	1,86	0,064
	4- Whenever this organization makes an important decision, I know it will be concerned about people like me.	0,113	0,052	0,115	2,152	0,032
	5- This organization can be relied on to keep its promises	0,144	0,059	0,139	2,427	0,016
	6- I believe that this organization takes the opinions of people like me into account when making decisions	0,002	0,052	0,002	0,041	0,967
	7- I am very willing to let this organization make decisions for people like me	0,109	0,043	0,12	2,567	0,011
	8- I think it is important to watch this organization closely so that it does not take advantage of people like me	-0,042	0,035	-0,047	-1,211	0,227
	9- I feel very confident about this organization's skills	0,12	0,053	0,116	2,238	0,026
	10- This organization has the ability to accomplish what it says it will do	0,138	0,053	0,13	2,608	0,01
	11- This organization is known to be successful at the things it tries to do	0,139	0,051	0,128	2,731	0,007
2	(Constant)	0,116	0,278		0,416	0,678
	1- This organization and people like me are attentive to what each other say	0,078	0,054	0,074	1,442	0,15
	2- This organization believes the opinions of people like me are legitimate	0,045	0,057	0,043	0,786	0,433
	3- In dealing with people like me, this organization has a tendency to throw its weight around.	-0,006	0,04	-0,006	-0,153	0,878
	4- This organization really listens to what people like me say	0,017	0,063	0,016	0,262	0,794
	5- The management of this organization gives people like me enough say in the decision-making process	0,028	0,054	0,028	0,519	0,604
	6- When I have an opportunity to interact with this organization, I feel that I have some sense of control over the situation	0,176	0,051	0,179	3,453	0,001
	7- This organization won't cooperate with people like me	-0,105	0,04	-0,115	-2,652	0,008
	8- I believe people like me have influence on the decision-makers of this organization	0,022	0,051	0,024	0,432	0,666

3	(Constant)	0,271	0,285		0,952	0,342
	1- I feel that this organization is trying to maintain a long-term commitment to people like me	0,052	0,051	0,057	1,039	0,3
	2- I can see that this organization wants to maintain a relationship with people like me	0,089	0,049	0,095	1,809	0,071
	3- There is a long-lasting bond between this organization and people like me	-0,065	0,046	-0,068	-1,422	0,156
	4- Compared to other organizations, I value my relationship with this organization more	0,162	0,048	0,173	3,396	0,001
	5- I would rather work together with this organization than not	0,123	0,043	0,125	2,853	0,005
	6- I have no desire to have a relationship with this organization	-0,071	0,041	-0,079	-1,744	0,082
	7- I feel a sense of loyalty to this organization	0,122	0,044	0,135	2,802	0,005
4	8- I could not care less about this organization	-0,006	0,038	-0,007	-0,158	0,875
	(Constant)	0,104	0,258		0,403	0,687
	1- I am happy with this organization	0,188	0,048	0,183	3,915	0
	2- Both the organization and people like me benefit from the relationship	0,127	0,043	0,134	2,979	0,003
	3- Most people like me are happy in their interactions with this organization	0,174	0,048	0,161	3,591	0
	5- Most people enjoy dealing with this organization	0,058	0,039	0,058	1,494	0,136
	6- The organization fails to satisfy the needs of people like me	-0,067	0,039	-0,067	-1,722	0,086
	7- In general, I believe that nothing of value has been accomplished between this organization and people like me	-0,028	0,036	-0,026	-0,777	0,438
5	(Constant)	0,094	0,264		0,357	0,721
	1- This organization does not especially enjoy giving others aid	0,047	0,036	0,046	1,313	0,19
	2- This organization is very concerned about the welfare of people like me	0,151	0,044	0,145	3,457	0,001
	3- I feel that this organization takes advantage of people who are vulnerable	0,058	0,036	0,068	1,612	0,108
	4- I think that this organization succeeds by stepping on other people	-0,059	0,039	-0,065	-1,511	0,132
	5- This organization helps people like me without expecting anything in return	0,051	0,04	0,052	1,29	0,198
	6- I don't consider this to be a particularly helpful organization	-0,027	0,041	-0,028	-0,658	0,511
	7- I feel that this organization tries to get the upper hand	0,022	0,038	0,023	0,578	0,563
6	(Constant)	0,04	0,265		0,151	0,88
	1- Whenever this organization gives or offers something to people like me, it generally expects something in return	-0,127	0,04	-0,128	-3,146	0,002
	2- Even though people like me have had a relationship with this organization for a long time, it still expects something in return whenever it offers us a favor	0,08	0,042	0,082	1,887	0,06
	3- This organization will compromise with people like me when it knows that it will gain something	0,058	0,035	0,054	1,644	0,101
	4- This organization takes care of people who are likely to reward the organization	0,021	0,033	0,02	0,65	0,516

3. Appendices C: Bio-Data

a. Appendix C-1: Gender

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Gender	Female	209	61	61	61
	Male	136	39	39	100
Age	-18	8	2,32	2,32	2,32
	50	83	24,06	24,06	26,38
	18-30	113	32,75	32,75	59,13
	30-40	64	18,55	18,55	77,68
	40-50	77	22,32	22,32	100

Familiarity to FB	No	17	4,93	4,93	4,93
	Yes	328	95,07	95,07	100
Utility of FB	10 years ago	186	53,91	53,91	53,91
	5 years ago	30	8,7	8,7	62,61
Description of Experience	1 to 4 years ago)	14	4,06	4,06	66,67
	Since it was launched in 2004	115	33,33	33,33	100
	Bad - I would not recommend it	36	10,43	10,43	10,43
	Excellent - I love it	64	18,55	18,55	28,99
	Medium - I like it but I can live without it	245	71,01	71,01	100
Total		345	100	100	

4. Appendices D: Description of the Independent Variables

a. Appendices D-1: Question 1: Facebook treats people like me fairly and justly

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Q1	Strongly Disagree	43	12,46	12,46	12,46
	Disagree	64	18,55	18,55	31,01
	Neutral	22	6,38	6,38	37,39
	Agree	157	45,51	45,51	82,9
Q2	Strongly Agree	59	17,1	17,1	100
	Strongly Disagree	69	20	20	20
	Disagree	83	24,06	24,06	44,06
	Neutral	31	8,99	8,99	53,04
Q3	Agree	149	43,19	43,19	96,23
	Strongly Agree	13	3,77	3,77	100
	Strongly Disagree	73	21	21	21
	Disagree	89	25,8	25,8	46,96
Q4	Neutral	57	16,52	16,52	63,48
	Agree	116	33,62	33,62	97,1
	Strongly Agree	10	2,9	2,9	100
	Strongly Disagree	92	26,67	26,67	26,7
Q5	Disagree	98	28,41	28,41	55,1
	Neutral	41	11,88	11,88	67
	Agree	101	29,28	29,28	96,2
	Strongly Agree	13	3,77	3,77	100
Q6	Strongly Disagree	75	21,74	21,74	21,74
	Disagree	96	27,83	27,83	49,57
	Neutral	63	18,26	18,26	67,83
	Agree	95	27,54	27,54	95,36
Q7	Strongly Agree	16	4,64	4,64	100
	Strongly Disagree	79	22,9	22,9	22,9
	Disagree	104	30,14	30,14	53,04
	Neutral	32	9,28	9,28	62,32
Q10	Agree	118	34,2	34,2	96,52
	Strongly Agree	12	3,48	3,48	100
	Strongly Disagree	25	7,25	7,25	7,25
	Disagree	80	23,19	23,19	30,43
Q11	Neutral	13	3,77	3,77	34,2
	Agree	104	30,14	30,14	64,35
	Strongly Agree	123	35,65	35,65	100
	Strongly Disagree	23	6,67	6,67	6,67
Q11	Disagree	51	14,78	14,78	21,45
	Neutral	81	23,48	23,48	44,93
	Agree	152	44,06	44,06	88,99
	Strongly Agree	38	11	11	100
Q11	Strongly Disagree	13	3,77	3,77	3,77
	Disagree	58	16,81	16,81	20,58
	Neutral	35	10,14	10,14	30,72
	Agree	192	55,65	55,65	86,38

Q12	Strongly Agree	47	13,62	13,62	100
	Strongly Disagree	43	12,46	12,46	12,46
	Disagree	83	24,06	24,06	36,52
	Neutral	62	17,97	17,97	54,49
	Agree	135	39,13	39,13	93,62
Q13	Strongly Agree	22	6,38	6,38	100
	Strongly Disagree	49	14,2	14,2	14,2
	Disagree	88	25,51	25,51	39,71
	Neutral	72	20,87	20,87	60,58
	Agree	120	34,78	34,78	95,36
Q14	Strongly Agree	16	4,64	4,64	100
	Strongly Disagree	29	8,41	8,41	8,41
	Disagree	41	11,88	11,88	20,29
	Neutral	53	15,36	15,36	35,65
	Agree	170	49,28	49,28	84,93
Q15	Strongly Agree	52	15,07	15,07	100
	Strongly Disagree	70	20,29	20,29	20,29
	Disagree	99	28,7	28,7	48,99
	Neutral	77	22,32	22,32	71,3
	Agree	87	25,22	25,22	96,52
Q16	Strongly Agree	12	3,48	3,48	100
	Strongly Disagree	104	30,14	30,14	30,14
	Disagree	103	29,86	29,86	60
	Neutral	43	12,46	12,46	72,46
	Agree	77	22,32	22,32	94,78
Q18	Strongly Agree	18	5,22	5,22	100
	Strongly Disagree	55	15,94	15,94	15,94
	Disagree	158	45,8	45,8	61,74
	Neutral	65	18,84	18,84	80,58
	Agree	28	8,12	8,12	88,7
Q21	Strongly Agree	39	11,3	11,3	100
	Strongly Disagree	61	17,68	17,68	17,68
	Disagree	45	13	13	30,72
	Neutral	86	24,93	24,93	55,65
	Agree	129	37,39	37,39	93,04
Q22	Strongly Agree	24	7	7	100
	Strongly Disagree	53	15,36	15,36	15,36
	Disagree	51	14,78	14,78	30,14
	Neutral	29	8,41	8,41	38,55
	Agree	160	46,38	46,38	84,93
Q30	Strongly Agree	52	15,07	15,07	100
	Strongly Disagree	40	11,59	11,59	11,59
	Disagree	57	16,52	16,52	28,12
	Neutral	61	17,68	17,68	45,8
	Agree	125	36,23	36,23	82,03
Q34	Strongly Agree	62	17,97	17,97	100
	Strongly Disagree	38	11,01	11,01	11,01
	Disagree	167	48,41	48,41	59,42
	Neutral	51	14,78	14,78	74,2
	Agree	50	14,49	14,49	88,7
Q36	Strongly Agree	39	11,3	11,3	100
	Strongly Disagree	38	11,01	11,01	11,01
	Disagree	67	19,42	19,42	30,43
	Neutral	129	37,39	37,39	67,83
	Agree	81	23,48	23,48	91,3
Q38	Strongly Agree	30	8,7	8,7	100
	Strongly Disagree	39	11,3	11,3	11,3
	Disagree	92	26,67	26,67	37,97
	Neutral	77	22,32	22,32	60,29
	Agree	69	20	20	80,29
Q40	Strongly Agree	68	19,71	19,71	100
	Strongly Disagree	100	28,99	28,99	28,99
	Disagree	108	31,3	31,3	60,29
	Neutral	74	21,45	21,45	81,74
	Agree	44	12,75	12,75	94,49
Q42	Strongly Agree	19	5,51	5,51	100
	Strongly Disagree	17	4,93	4,93	4,93
	Disagree	50	14,49	14,49	19,42
	Neutral	99	28,7	28,7	48,12
	Agree	91	26,38	26,38	74,49
Q43	Strongly Agree	88	25,51	25,51	100
	Strongly Disagree	20	5,8	5,8	5,8
	Disagree	44	12,75	12,75	18,55

	Neutral	78	22,61	22,61	41,16
	Agree	125	36,23	36,23	77,39
	Strongly Agree	78	22,61	22,61	100
Q44	Strongly Disagree	25	7,25	7,25	7,25
	Disagree	57	16,52	16,52	23,77
	Neutral	103	29,86	29,86	53,62
	Agree	101	29,28	29,28	82,9
	Strongly Agree	59	17,1	17,1	100
Q45	Strongly Disagree	18	5,22	5,22	5,22
	Disagree	57	16,52	16,52	21,74
	Neutral	125	36,23	36,23	57,97
	Agree	100	28,99	28,99	86,96
	Strongly Agree	45	13,04	13,04	100
Q46	Strongly Disagree	28	8,12	8,12	8,12
	Disagree	42	12,17	12,17	20,29
	Neutral	141	40,87	40,87	61,16
	Agree	92	26,67	26,67	87,83
	Strongly Agree	42	12,17	12,17	100

5. Appendices E: Description of the Dependent Variables

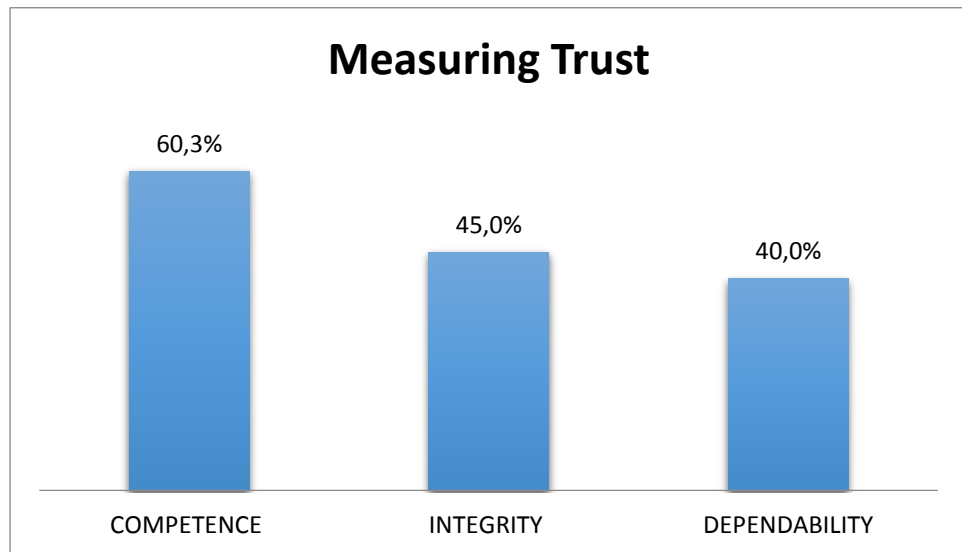
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Q7	Strongly Disagree	172	49,86	49,86	49,86
	Disagree	74	21,45	21,45	71,30
	Neutral	20	5,80	5,80	77,10
	Agree	63	18,26	18,26	95,36
	Strongly Agree	16	4,64	4,64	100
Q9	Strongly Disagree	34	9,86	9,86	9,86
	Disagree	57	16,52	16,52	26,38
	Neutral	59	17,10	17,10	43,48
	Agree	166	48,12	48,12	91,59
	Strongly Agree	29	8,41	8,41	100
Q17	Strongly Disagree	111	32,17	32,17	32,17
	Disagree	90	26,09	26,09	58,26
	Neutral	38	11,01	11,01	69,28
	Agree	97	28,12	28,12	97,39
	Strongly Agree	9	2,61	2,61	100
Q19	Strongly Disagree	129	37,39	37,39	37,39
	Disagree	74	21,45	21,45	58,84
	Neutral	52	15,07	15,07	73,91
	Agree	77	22,32	22,32	96,23
	Strongly Agree	13	3,77	3,77	100
Q23	Strongly Disagree	61	17,68	17,68	17,68
	Disagree	63	18,26	18,26	35,94
	Neutral	81	23,48	23,48	59,42
	Agree	117	33,91	33,91	93,33
	Strongly Agree	23	6,67	6,67	100
Q24	Strongly Disagree	96	27,83	27,83	27,83
	Disagree	84	24,35	24,35	52,17
	Neutral	71	20,58	20,58	72,75
	Agree	69	20,00	20,00	92,75
	Strongly Agree	25	7,25	7,25	100
Q25	Strongly Disagree	41	11,88	11,88	11,88
	Disagree	73	21,16	21,16	33,04
	Neutral	86	24,93	24,93	57,97
	Agree	109	31,59	31,59	89,57
	Strongly Agree	36	10,43	10,43	100
Q26	Strongly Disagree	53	15,36	15,36	15,36
	Disagree	108	31,30	31,30	46,66
	Neutral	84	24,35	24,35	70,99
	Agree	70	20,29	20,29	91,28
	Strongly Agree	30	8,70	8,70	100
Q27	Strongly Disagree	90	26,09	26,09	26,09
	Disagree	62	17,97	17,97	44,06
	Neutral	54	15,65	15,65	59,71
	Agree	90	26,09	26,09	85,80
	Strongly Agree	49	14,20	14,20	100

Q28	Strongly Disagree	48	13,91	13,91	13,91
	Disagree	98	28,41	28,41	42,32
	Neutral	109	31,59	31,59	73,91
	Agree	38	11,01	11,01	84,93
	Strongly Agree	52	15,07	15,07	100
Q29	Strongly Disagree	50	14,49	14,49	14,49
	Disagree	68	19,71	19,71	34,20
	Neutral	63	18,26	18,26	52,46
	Agree	117	33,91	33,91	86,38
	Strongly Agree	47	13,62	13,62	100
Q31	Strongly Disagree	35	10,14	10,14	10,14
	Disagree	86	24,93	24,93	35,07
	Neutral	101	29,28	29,28	64,35
	Agree	97	28,12	28,12	92,46
	Strongly Agree	26	7,54	7,54	100
Q32	Strongly Disagree	37	10,72	10,72	10,72
	Disagree	66	19,13	19,13	29,86
	Neutral	64	18,55	18,55	48,41
	Agree	127	36,81	36,81	85,22
	Strongly Agree	51	14,78	14,78	100
Q33	Strongly Disagree	41	11,88	11,88	11,88
	Disagree	69	20,00	20,00	31,88
	Neutral	72	20,87	20,87	52,75
	Agree	121	35,07	35,07	87,83
	Strongly Agree	42	12,17	12,17	100
Q35	Strongly Disagree	32	9,28	9,28	9,28
	Disagree	98	28,41	28,41	37,68
	Neutral	100	28,99	28,99	66,67
	Agree	82	23,77	23,77	90,43
	Strongly Agree	33	9,57	9,57	100
Q36	Strongly Disagree	11	3,19	3,19	3,19
	Disagree	89	25,80	25,80	46,96
	Neutral	85	24,64	24,64	71,59
	Agree	87	25,22	25,22	96,81
	Strongly Agree	73	21,16	21,16	100
Q38	Strongly Disagree	38	11,01	11,01	11,01
	Disagree	70	20,29	20,29	31,30
	Neutral	95	27,54	27,54	58,84
	Agree	83	24,06	24,06	82,90
	Strongly Agree	59	17,10	17,10	100
Q40	Strongly Disagree	25	7,25	7,25	7,25
	Disagree	87	25,22	25,22	32,46
	Neutral	103	29,86	29,86	62,32
	Agree	80	23,19	23,19	85,51
	Strongly Agree	50	14,49	14,49	100

6. Appendices F: Comparing Findings

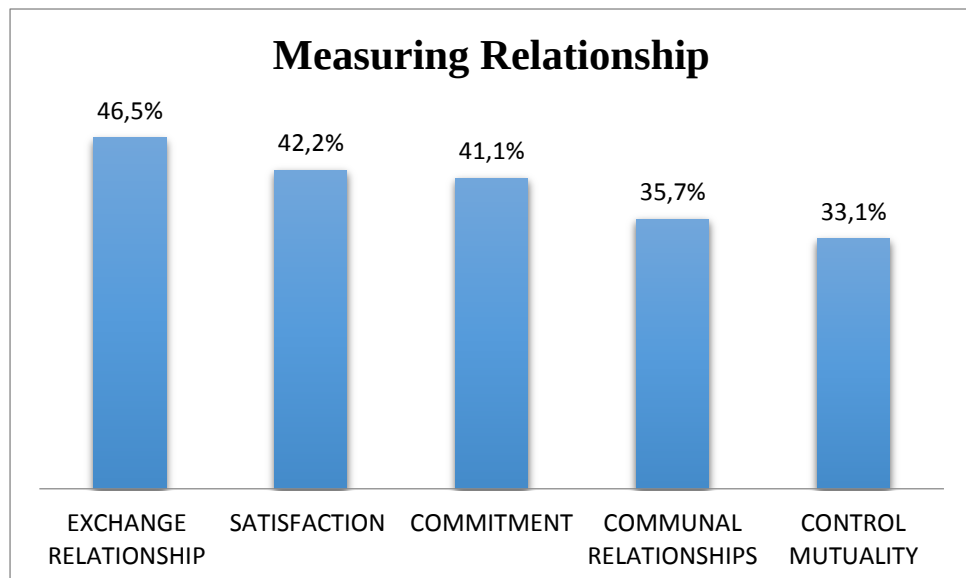
a. Measuring Trust Models

Models of Trust	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Integrity	20,1	24,2	10,9	37,9	6,9	100
Dependability	25,4	25,7	9,3	27,5	12,1	100
Competence	6,8	16	16,9	49,3	11	100



b. Measuring The Rest Types of Relationships Between FB and its Public

Relationships	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Control Mutuality	21,4%	26,7%	16,9%	28,6%	6,5%	100
Commitment	17,4%	30,3%	21,7%	29,7%	11,4%	100
Satisfaction	11,3%	25,3%	21,2%	29,8%	12,4%	100
Communal Relationship	13,7%	23,3%	27,4%	22,2%	13,5%	100
Exchange Relationship	6,6%	14,5%	32,4%	30,3%	16,2%	100



7. Appendix G: Questionnaire of Survey 2

PR Relationship Measurement Scale Between and Organizations and Their Public

Please, rate the flowing as clarified:

1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

General information

1. Age:

- i. 20-30
- ii. 30-40
- iii. 40-50
- iv. +50

2. Gender

- i. Female
- ii. Male
- iii. Other

3. Are you familiar with Meta Technology - specifically Facebook?

- i. Yes
- ii. No

4. For how long you have been using Facebook?

- i. Recently (1 - 4 years ago)
- ii. 5 years ago
- iii. 10 years ago
- iv. Since it was launched in 2004

5. How do you describe your experience with Facebook

- i. Excellent - I love it

- ii. Medium - I like it but I can live without it
- iii. Bad - I would not recommend it

6. Measuring Relationships

Please, rate the following as clarified

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

Model	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
TRUST: To measure the confidence people have in Facebook and if they are willing to open up to it. This feature depends on the following dimensions: - Integrity - Competence - Dependability.						
A-1 INTEGRITY: Testing Justice and fairness of the corporation	1- This organization treats people like me fairly and justly					
	2- Sound principles seem to guide this organization's behavior					
	3- This organization does not mislead people like me					
	4- Whenever this organization makes an important decision, I know it will be concerned about people like me.					
A-2 DEPENDABILITY: Testing the faith people have in the corporation.	5- This organization can be relied on to keep its promises					
	6- I believe that this organization takes the opinions of people like me into account when making decisions					
	7- I am very willing to let this organization make decisions for people like me					
	8- I think it is important to watch this organization closely so that it does not take advantage of people like me					
A-3 COMPETENCE: Testing the trust people have in the competence of the corporation	9- I feel very confident about this organization skills					
	10- This organization has the ability to accomplish what it says it will do					
	11- This organization is known to be successful at the things it tries to do					
CONTROL MUTUALITY: This part measures the degree of control both parties have on each other's						
CONTROL MUTUALITY	1- This organization and people like me are attentive to what each other say					
	2- This organization believes the opinions of people like me are legitimate					
	3- In dealing with people like me, this organization has a tendency to throw its weight around					
	4- This organization really listens to what people like me say					
	5- The management of this organization gives people like me enough say in the decision-making process					
	6- When I have an opportunity to interact with this organization, I feel that I have some sense of control over the situation					
	7- This organization won't cooperate with people like me					
	8- I believe people like me have influence on the decision-makers of this organization					
	9- This organization won't cooperate with people like me					
COMMITMENT: Measuring the extent to which Facebook and its public are willing to spend energy to maintain their relationship						

COMMITMENT

- 1- I feel that this organization is trying to maintain a long-term commitment to people like me.
- 2- I can see that this organization wants to maintain a relationship with people like me
- 3- There is a long-lasting bond between this organization and people like me
- 4- Compared to other organizations, I value my relationship with this organization more
- 5- I would rather work together with this organization than not
- 6- I have no desire to have a relationship with this organization
- 7- I feel a sense of loyalty to this organization
- 8- I couldn't care less about this Facebook

SATISFACTION: Testing to which extent people are satisfied with Facebook**SATISFACTION**

- 1- I am happy with this organization
- 2- Both the organization and people like me benefit from the relationship
- 3- Most people like me are happy in their interactions with this organization
- 4- Generally speaking, I am pleased with the relationship this organization has established with people like me
- 5- Most people enjoy dealing with this organization
- 6- The organization fails to satisfy the needs of people like me
- 7- In general, I believe that nothing of value has been accomplished between this organization and people like me

COMMUNAL RELATIONSHIPS: To which extent people are trust that Facebook is looking for their welfare.**COMMUNAL RELATIONSHIPS**

- 1- This organization does not especially enjoy giving other's aid
- 2- This organization is very concerned about the welfare of people like me
- 3- I feel that this organization takes advantage of people who are vulnerable
- 4- I think that this organization succeeds by stepping on other people
- 5- This organization helps people like me without expecting anything in return
- 6- I don't consider this to be a particularly helpful organization
- 7- I feel that this organization tries to get the upper hand

EXCHANGE RELATIONSHIP: What the public think about the Facebook**EXCHANGE RELATIONSHIP**

- 1- Whenever this organization gives or offers something to people like me, it generally expects something in return
- 2- Even though people like me have had a relationship with this organization for a long time, it still expects something in return whenever it offers us a favor
- 3- This organization will compromise with people like me when it knows that it will gain something
- 4- This organization takes care of people who are likely to reward the organization

ETHICS COMMITTEE APPROVAL FORM

Evrak Tarih ve Sayısı: 27.10.2022-67352



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı :E-88083623-020-67352
Konu : Etik Onayı Hk.

27.10.2022

Sayın OUMAIMA BEN FARHAT

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 20.10.2022 tarihli ve 2022/18 sayılı kararıyla uygun bulunmuştur. Bilgilerinize rica ederim.

Dr.Öğr.Üyesi Alper FİDAN
Müdür Yardımcısı

Bu belge, güvenli elektronik imza ile imzalanmıştır.

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- 2015-2018 Higher Institute of Languages of Tunis – Charthage University – Tunis: English for Communication
- 2019-2023 İstanbul Aydın University, Turkey, Masters in Business Administration

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- June 2017 – July 2017: AIESEC Sakarya Turkey, Sakarya / Turkey: Global Volunteer Internship: SDGs Teacher
- August 2016 – September 2016 Hotel Jalta Bizerte, Bizerte / Tunis: Receptionist
- Jun 2016 - Jul 2016: Oxygen FM - Bizerte, Bizerte / Tunis: News editor and columnist

Languages:

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- English: Advanced
- French: Advanced
- Turkish: Intermediary

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- Computer skills (Microsoft Office and others), Presentation and public communication skills, CRM Zoho and Bitrix 24

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