

PR Practitioners' Use of Social Media: Validation of an Online Relationship Management Model Applying Structural Equation Modeling

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ABSTRACT

The emergence of social media had shaped the relationships between public relations practitioners, organizations and publics. Social media provides numerous opportunities of maintaining mutual relationships between these entities, specifically because of its speed and interactive potentials. Hence, many organizations established social media sites and public relations practitioners utilized it in their workplace. However, most of the studies that examined the influence of social media in shaping organizations-public relationships were not carried out on a theoretical continuum. Hence, little is known on the influence of social media on public relations practice from developing countries' perspective. The motivation of this study was to propose and validate a model which explains how public relations practitioners use social media for enhancing mutual relationships with their strategic publics. The significance of conducting this study is to bring to light the influence of social media in public relations practice from a country that has different demographic, economic and political settings from countries which most of the studies of this nature were carried out before. Technology Acceptance Model (TAM) was utilized as the theoretical guide of this study. Thus, the actual use of social media among PR practitioners was measured by a construct named, Perceived Mutual Relationship. Perceived Mutual Relationship was also measured from three dimensions which included: trust; commitment and satisfaction. Data were collected from 513 public relations practitioners in Nigeria through a systematic random sampling. Structural Equation Modeling (SEM) was employed for analysis of the model. The study used TAM to explain reasons why practitioners utilized social media for enhancing mutual relationships with their publics. Specifically, the validated model proved that use of social media for relationship management was explained by 73%. The validated model provides public relations researchers with a theoretical framework to investigate how social media could be utilized in promoting mutual relationships between public relations practitioners, their organizations and target publics.

Keywords: *Social media, PR practitioners, perceived mutual relationships, trust, commitment, satisfaction.*

INTRODUCTION

Modern public relations aspire to maintain a beneficial mutual and long-term relationship between organizations and key public through balancing of interest of each party. Public relations involves the creation and maintenance of a positive image which is aimed at providing constant and consistent communication with the stakeholders (Ismail and Ahmad, 2015). This is what is often termed as relationships management. Hutton (1999) defined the relationship management as an exercise in identifying mutual interests, values and benefit between a client-organization and its publics. While acting primarily on the client's behalf, such an approach to public relations seeks to have the client operate in a responsible manner, in conformance with the public interest, in the belief that public support and consent are vital to the organization in achieving its long-term objectives. The emphasis is on mutual trust, compromise, cooperation, and whenever possible, win-win situations.

The emergence of new media, particularly social media had further boosted the notion of relationship management perspective in public relations practice. Social media provide both organizations and key publics with an opportunity to interact and derive meanings through their conversations for long-term mutual relationships. Lovejoy, Waters and Saxton (2013) opined that, social media has opened up new possibilities for organizations to engage their stakeholders by allowing them to send information quickly and to receive real-time feedback. Similarly, Vorvoreanu (2006) argued that, organizations may engage in a variety of relationship building strategies and tactics, but one important avenue of relationship building and maintenance is the organizational social media.

Social media could be said to play a significant role in shaping the activities of modern organizations. One of the key roles of social media is, it helps conversations to reach a wider audience and its ability to convey information to wider and different forums. Edosomwan et al. (2011) observed that use of social media web sites has increased the channels of communication and its effectiveness in the organization. Now people need not waste their time as it has become easy for a person to send messages through an instant messenger or a tweet and get the response really quick. They further explained that, Social media has also improved collaboration between team members in an organization, which has resulted in a better outcome. When a team is encouraged to work as a team allowing them to share their workload, the outcome will be tremendous compared to what an individual could have created. At such situations, the social media acts as a source to allow people to generate and share their ideas. This was also supported by the study of Adnan and Mavi (2015).

Harte (2007) established that social media is now complementing the dominant role played by the traditional media before its advent. Some scholars argued that with the rise of social media as primary tools for communication, the mediating role played by traditional media between companies and publics has diminished. Instead, a company must monitor individuals' comments regarding its products or services online 24/7 and must also directly manage a crisis in a timely manner should one occur.

While some argued that social media have posed both threats and opportunities for public relations practice. Ferrish (2009) opined that the viral environment involved in social media has raised major concerns and challenges for public relations practitioners. The challenging structure of social media, however, affords practitioners greater opportunities to

reach out to a segmented audience that had been previously neglected. As a result of these concerns of both positive and negative influence and effects of social media, numerous studies were carried out by scholars, organizations, practitioners and stake holders in public relations practice to examine the relevance and relationships between public relations practice and social media. In their longitudinal study, Wright and Hinson (2006 – 2014) found an increasing and continuous influence of social media in the modern public relations practice.

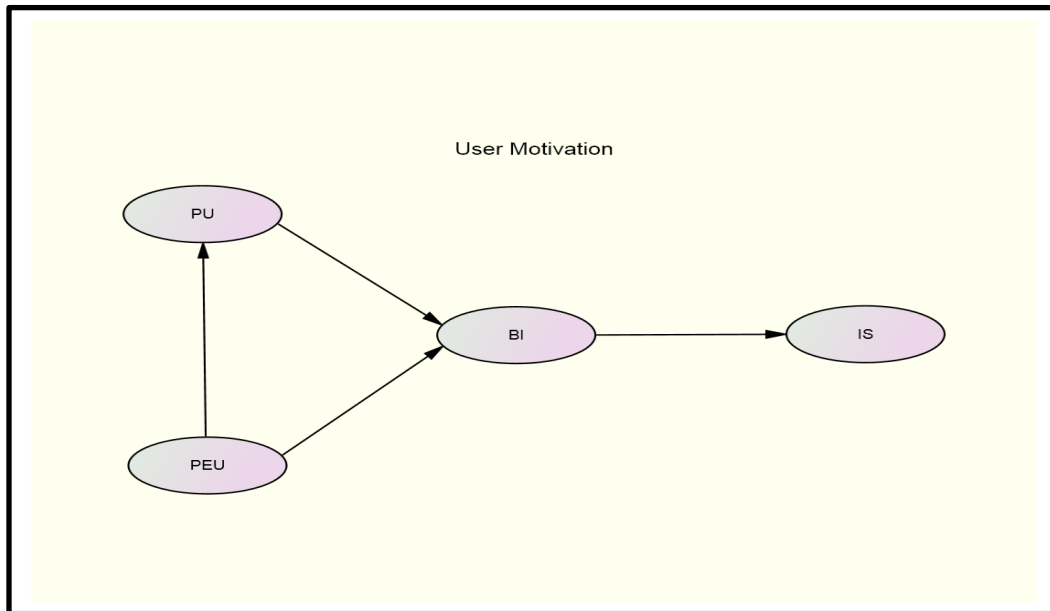
However, despite numerous studies that examined the influence of social media on public relations practice, it was observed that such studies were centered in US and Europe. Still there were inadequate studies that captured the influence of social media in public relations practice particularly from developing countries' perspective. This calls for exploratory and replicative studies with a view to understanding how social media accentuated public relations in countries that are non-western such as Nigeria. Using some key relational elements which include trust, commitment to relationship and satisfaction, this study proposed an Online Relationship Management Model within the framework of extended Technological Acceptance Model (TAM).

LITERATURE REIVIEW

Technology Acceptance Model

Technology Acceptance Model evolved out of the effort made by Fred Davis in (1985) in order to answer the question: Why people accept or reject information technology? His investigation revealed that among the many variables that may influence the acceptance or rejection of information technology is: First, people tend to use or not use an application to the extent they believe it will help them to perform their job better. Second, even if potential users believed that a given application is useful, they may, at the same time, believed that the system is too hard to use and that the performance benefits of the usage are outweighed by the effort of using the application Davis (1989). This made him to theorize that people accept new technology according to their perception of its usefulness and their perception on its ease of use.

Davis (1989:2) defined Perceived Usefulness as “the degree to which a person believes that using a particular system would enhance his or her job performance”. This was derived from the definition of the word useful which means capable of being used advantageously. He also defined Perceived Ease of Use to refer to “the degree to which a person believes that using a particular system would be free of effort”. This was also derived from the meaning of “ease” which means freedom from difficulty or great effort. Taking the aforementioned analysis into consideration, Davis (1989) hypothesized that Perceived Ease of Use and Perceived Usefulness positively affect the attitudes toward an information system; and further, positively affect the individuals' intentions to use and the acceptance of the information system. In addition, Perceived Ease of Use positively affects the Perceived Usefulness, and both of Perceived Ease of Use and Perceived Usefulness are influenced by external variable. Figure 1 below displayed the initial Technology Acceptance Model by Davis (1989).



PU = Perceived Usefulness, PEU = Perceived Ease of Use, BI = Behaviour Intention, Information System
Figure1: Technology Acceptance Model (TAM) by Davis (1985)

It is against this bedrock Davis (1985) summarized that the theoretical importance of Perceived Usefulness and Perceived Ease of Use as determinants of user behavior is indicated by several diverse lines of research. Studies established relationship between Perceived Usefulness and use (Kwon and Chidambaram 2000, Park 2009, Lule, Omwansa & Waema 2012,); and between Perceived Ease of Use and Use ((Yousafzai, Foxall, and Pallister, 2007; Sharp, 2007; King and He, 2006; Ma and Liu, 2004). In addition, literature established the mediating role of behavioral intention in the acceptance and use of information system (Yang and Lin 2011; Shroff et al. 2011; Alarcon-del-Amo et al (2012). Based on this we developed the following hypotheses:

H1: Perceived usefulness has direct relationship with behavioral intention.

H2: Perceived ease of use has significant relationship with perceived usefulness.

H3: perceived ease of use has significant relationship with behavioral intention.

H4: Behavioral intention has significant direct relationship with Social media use.

Relationship management

The relationship management was in line with the conceptual definition of public relations offered by Cutlip, Center and Broom (2006 originally 1985) as “the management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends” (p.2). Broom, Casey and Ritchey (2000) reviewed literature from psychotherapy, interpersonal communication, inter-organizational relationship and system theory extensively and defined organization-public relationship to mean the patterns of interaction, transaction, exchange, and linkage between an organization and its publics. These relationships have properties that are distinct from the identities, attributes, and perceptions of the individuals and social collectivities in the relationships.

Though dynamic in nature, organization-public relationships can be described at a single point in time and tracked over time. (Broom, Casey, & Ritchey, p. 18)

Ledingham and Bruning (1998) defined relationship perspective of public relations as “the state that exists between an organization and its key publics in which the actions of either entity impact the economic, social, political and/or cultural well-being of the other entity” (p. 62). They further defined the ideal organization-public relationship as the “state that exists between an organization and its key publics that provides economic, social, political, and/or cultural benefits to all parties involved, and is characterized by mutual positive regard.”

Ledingham, Bruning Thomlinson and Lesco (1997) established critical relational dimension useful in developing and maintaining good relationships between organizations and their publics which include: trust, openness, involvement, commitment, and investment. The study of Ledingham and Bruning (1998) found that “an organization-public relationship revolved around building trust, demonstrating involvement, investment, commitment and maintaining open communication between the organization and its key publics.

Hon and Gruning (1999) also developed relational scale grounded from interpersonal relationship and social psychology literature which indicated that, the outcomes of an organization’s longer-term relationships with key constituencies can be best measured by focusing on six precise elements or components of the relationships that exist. They include: trust, satisfaction, commitment, exchange relationship and communal relationship.

Ledingham, Bruning Thomlinson and Lesco (1997) operationalized these relational scales: trust is operationalized as an organization “doing what it says it will do” and openness is seen as “sharing the organization’s plans for the future with public members.” Involvement is described as “the organization being involved in the welfare of the community,” investment as “the organization investing in the welfare of the community,” and commitment as “the organization being committed to the welfare of the community” (p. 62). These dimensions provide that basic scales of measuring relationships.

The emergence of new media particularly social media had further accentuated how organizations build and manage relationships with their strategic publics. Schwartzman, Smith, Spetner, & McDonald (2009) found that public relations is leading the social media revolution inside of organizations of all types and size. Their study stated that, public relations is ahead of marketing in the utilization and management of all social media communications channels. The longitudinal studies of Wright and Hinson from 2006 to 2014 established the influence of social media in the modern public relations practice. Other studies (Eyrich, Padman and Sweetser 2008; Wigley and Zhang 2011; Nah and Saxton 2013) established how organizations and public relations practitioners were engaging their publics through social media for maintaining cordial relationships.

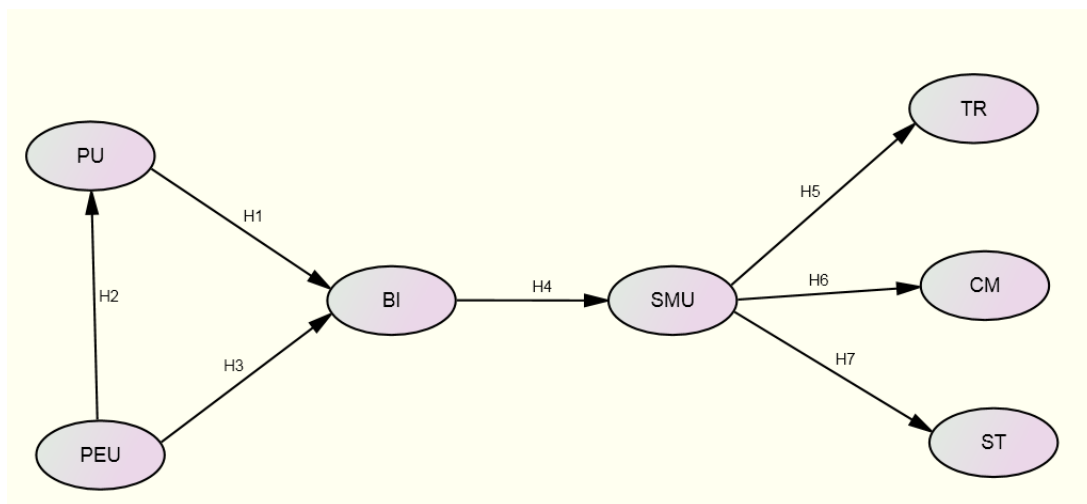
Studies (Kent and Taylor 1998; Hallahan and Hachigian, 2003; Faqih, 2010, Wigley and Zhang 2011) established that these relational elements could be achieved online. Based on the foregone review, the following hypotheses are developed:

H5: The higher the social media use the higher the trust between organizations and their publics;

H6: The higher the social media use the higher the commitment on maintaining mutual relationships between organizations and their publics;

H7: The higher the social media use the higher the satisfaction on the relationship between organizations and their publics.

The current study proposed an online relationship management model by integrating Technology Acceptance Model (TAM) with some of the key relational scales with a view to explaining how public relations practitioners are using new media, specifically social media for maintaining long term and mutual relationships with their publics. The model carried seven constructs, namely: perceived usefulness; perceived ease of use; behavioral intention; social media use which was measured from the dimensions of trust, commitment and satisfaction. Figure 2 displayed the proposed relationship management model of the current study.



**PU = Perceived Usefulness, PEU = Perceived Ease of Use, BI = Behavioral Intention, TR = Trust, CM = Commitment, ST = Satisfaction, SMU = Social Media Use.*

Figure 2: Hypothesized Online Relationship Management Model

RESEARCH METHODOLOGY

This study obtained data from 513 public relations practitioners in Nigeria. Data were collected from public relations practitioners working with both public and private sectors using systematic random sampling. This sample size was found to be adequate for employing structural equation modeling to run the analysis on the objectives of this study. The data indicated that there were more males practitioners 60% than females. Moreover, practitioners working with private sector were slightly higher 53% than practitioners in the public sector. Young practitioners within the age range of 18-30 years accounted for 68% of the entire respondents.

The data was collected using a self-administered questionnaire which contained items that measured the nine constructs of this study, namely, perceived usefulness, perceived ease

of use, behavioural intention, trust, commitment and satisfaction. Perceived usefulness (PU) and ease of use (PEU) were the exogenous constructs, behavioral intention served as mediating construct, while social media use as endogenous variable was measured from the dimensions of trusts, commitment and satisfaction. Each construct was measured by set of statements of which respondents were asked to indicate their agreement or disagreement using a 5-point Likert scale, where 1 = strongly disagree to 5 = strongly agree. Table 1 below displayed the constructs, items, and internal consistency indexes used in the study. The items that measured perceived usefulness, perceived ease of use and behavioural intention were adopted from the work of Davis (1989) but modified to suit the current study. Additionally, all items that measured relationship management scales used for this study which include trust, commitment and satisfaction were adapted and modified from the work of Hon and Gruning (1999).

Table1: Measurement of the constructs of the hypothesized model

Construct	Item	Measure	Loadings	Mean	SD	Alpha
Perceived usefulness	PU2	Using social media makes the current relationship between my organization and its publics more effective.	.86	4.04	.764	.912
	PU3	Using social media enhances my performance in relating to my publics.	.84	4.14	.781	
	PU4	Using social media make it easier for PR personnel to communicate with their publics.	.83	4.10	.782	
	PU5	My publics find social media useful in our relationship.	.81	4.04	.805	
	PU09	Generally, I find social media useful for enhancing organization-public relationships	.77	4.52	.8477	
Perceived Ease of Use	PEU3	Using social media to reach my publics saves my time.	.81	4.10	.818	.910
	PEU4	My interaction with my publics through social media would be clear and understandable.	.87	4.08	.845	
	PEU5	I Find social media to be a flexible way of promoting strong relationship with my stakeholders	.86	4.14	.793	
	PEU6	I find it easier to get to my target publics through social media.	.81	4.13	.855	
	PEU8	I find it easier to share information to my publics through social media.	.75	4.24	.829	
Behavioral Intention	BI2	I believe that I am using social media because it makes my relationship with my publics more effective.	.89	4.04	.790	.955
	BI5	I believe that my intention of utilizing social media is to enhance trust with my target publics.	.92	4.06	.826	

	BI6	I feel that my intention of utilizing social media is to enhance commitment in my relationships with my publics.	.93	4.07	.830	
	BI8	I believe that my intention of utilizing social media is to enhance interaction with my target publics.	.93	4.16	.849	
	BI9	Generally, I believe that my intention of utilizing social media is to enhance organization-public relationships.	.84	4.42	.903	
Trust	TR2	My organization treats its publics fairly and justly through social media.	.88	3.99	.852	.946
	TR4	My organization will not mislead its public through social media	.88	4.13	.845	
	TR5	My organization has the ability to accomplish what it says it will do on social media.	.89	4.07	.905	
	TR6	My organization can be relied on to keep promises it made on social media.	.91	4.19	.908	
	TR7	I feel very confident about my organization on social media.	.86	4.44	.930	
Commitment	CM1	I feel that my organization is committed to maintain long term relationship with its publics through social media.	.96	3.96	.784	.944
	CM2	I believe that my organization wants to maintain a relationship with its publics by using social media.	.97	3.99	.794	
	CM3	Using social media enhances a long-lasting bond between my organization and its publics.	.89	4.00	.767	
Satisfaction	ST1	I enjoy working with my publics through social media.	.80	4.01	.755	.924
	ST2	I am happy with my publics because of our relationship on social media.	.84	4.02	.786	
	ST3	Both my publics and I benefit from our relationship on social media.	.91	3.84	.841	

The study applied a three-stage structural equation modeling to validate the proposed model. We began with first order measurement model and second order measurement model to validate the three constructs that measured the use of social media among the practitioners for relationship management. We tested the goodness-fit of index of the full-fledge model. The measures, were based on the conventionally accepted criteria for deciding what constitutes a good fit model, which include: consistency of the hypothesized model with the empirical data; reasonableness of the estimates; and the proportion of variance of the dependent variables accounted for the independent variables (Ahamd et al., 2010).

RESULTS

This section presents the findings of the structural equation modeling that examined the study objectives. Initially, Exploratory Factor Analysis was run using principle component analysis. Each item was found to load on its respective dimension.

Validity of the measure of social media use

A first order measurement model was conducted to analyse the covariance between constructs, items loadings and goodness of fit index. The initial indicated statistically inadequate goodness-of-fit index ($\chi^2 / df = 7.156$, CFI = .953, TLI = .941, RMSEA = .110). The revised model obtained satisfactory goodness-of-fit index CMIN/DF = 4.7, CFI = .978, TLI = .971, RMSEA = .085 as presented in Figure 3. The measurement model proved to be correct in terms of covariance matrix, as the magnitude of the factor loadings were statistically significant and substantial. Thus; the model was free from offending error. Moreover, the Cronbach's alpha of the first-order factors were .946 (trust), .944 (commitment) and .924 (satisfaction). the data supported the model adequacy in terms of their convergent and discriminant validity.

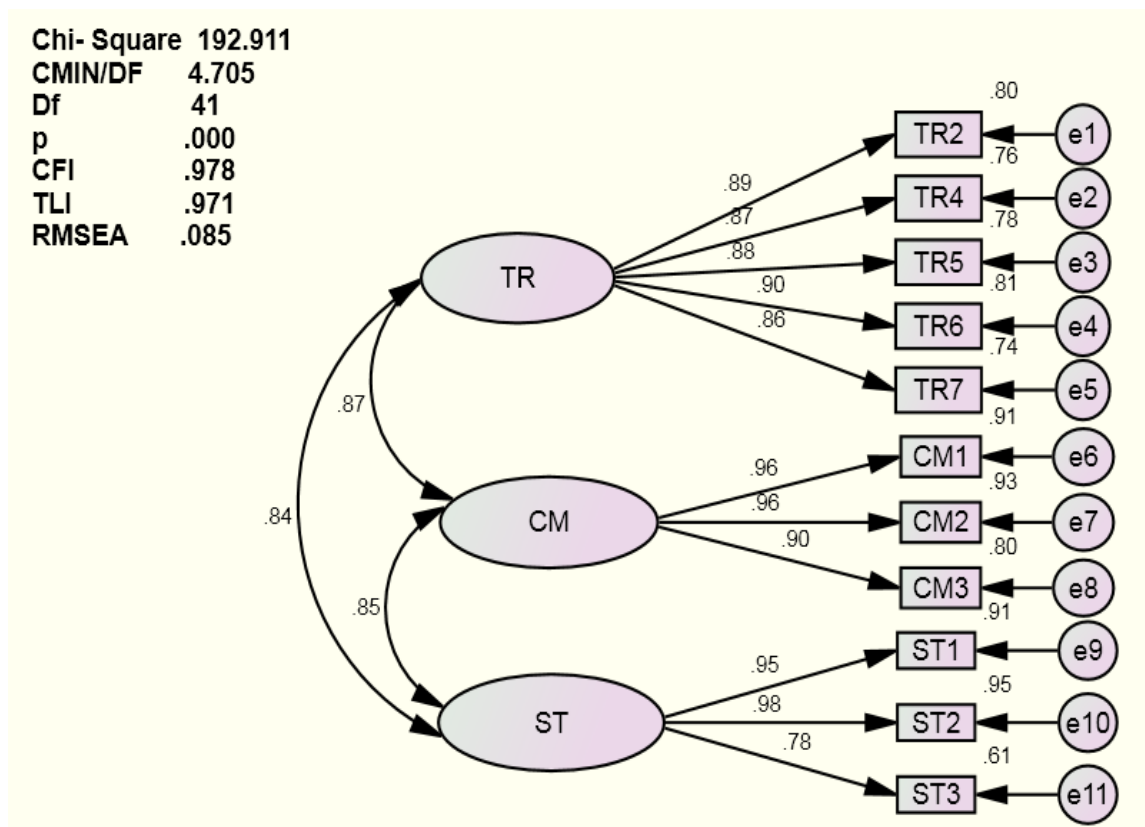


Figure 3: First Order Measurement Model

Second-order estimation of the three constructs that measured practitioners' use of social media indicated a statistically significant goodness-of-fit. The relative Chi-square = 4.7; CFI = .978; TLI = .971; RMSEA = .085 as displayed in Figure 4. The model indicated statistically

significant path co-efficient, specifically, significant relationship was found between social media use and trust ($\beta=.93$, $p=.000$), social media use and commitment ($\beta=.94$, $p=.000$); and social media use and satisfaction ($\beta=.90$, $p=.000$). The R^2 value indicated that trust explained 86% of social media use, commitment explained 88% and satisfaction explained 82% suggesting good explanatory power for the social media use model.

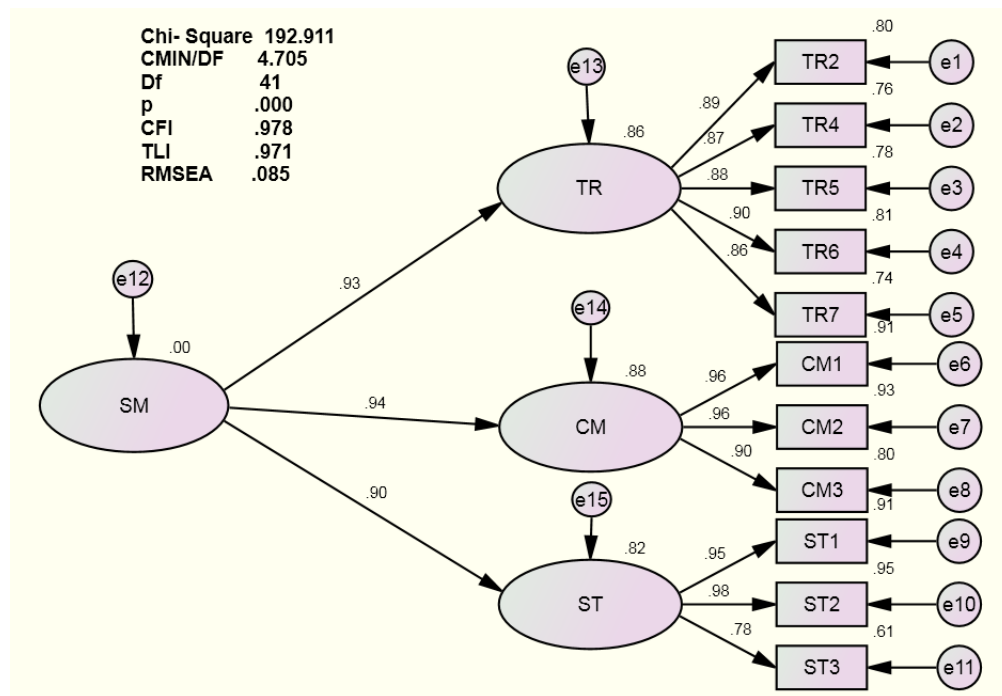


Figure 4: Second Order Measurement Model of Social Media Use

Adequacy of the causal structure of the online relationship management model

Figure 5 presented a summary of the results of structural equation modeling of relationship management model. The full-fledged model yielded consistency of the hypothesized causal relationships as indicated by the goodness-of-fit index of the model (relative Chi-square = 3.1; CFI = .958; TLI = .953; RMSEA = .065). The model fit indices satisfied their critical threshold, which indicated a fitting relationship management model.

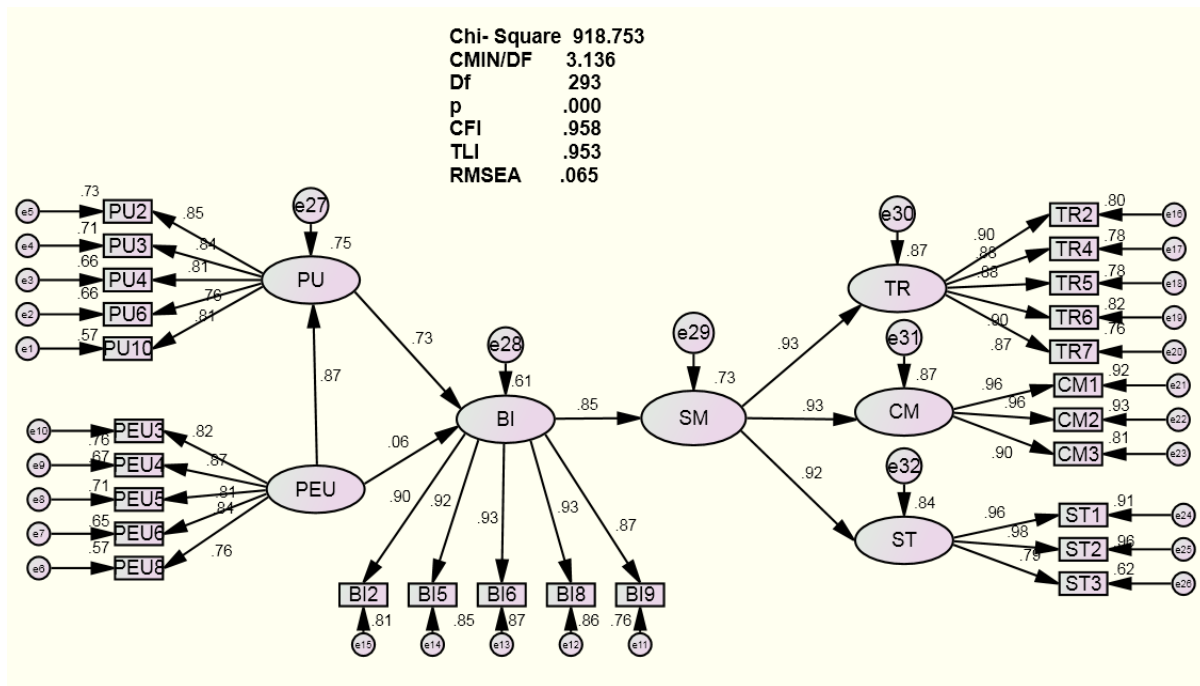


Figure 5: Full-fledge Online Relationship Management Model

The path coefficient of all constructs indicates significant relationships in the analysis at .005, except in PEU to BI ($\beta=.06$, $P=.209$). Hence, all path coefficients were of practical importance, since they are above .05. The result also suggested that trust and commitment have higher Beta value .93, among the three constructs that measured the social media use. In addition, the analysis showed that the exogenous variables collectively explained 73% of the variability of practitioners' use of social media. In sum, the analysis provided evidence that six of the seven hypotheses were supported.

DISCUSSION

The Structural Equation Modelling analysis provides the findings for all the hypotheses related to Technology Acceptance Model which explain practitioners' social media use. Specifically, seven hypotheses were developed to test the Relationship Management Model among the PR practitioners.

H1: Perceived Ease of Use has significant relationship with perceived usefulness

Perceived Ease of Use is the secondary determinant of information system use according to the Technology Acceptance Model. This study proposed two hypotheses to test the perceived ease of use as determinant of social media use. The first hypothesis tested the relationship between perceived ease of use as secondary determinant and perceived usefulness as primary determinant of social media use among the practitioners. The result of the test indicated that PEU has strong positive impact on PU ($\beta=.87$, $p=.000$). This finding that showed significant and direct relationship between PEU and PU is consistent with previous studies (Venkatesh & Bala, 2008, Morton & Weidenbeck, 2009, Ramayah & Ignatios, 2005, Wu, Wang, & Lin, 2007).

H2: Perceived Usefulness has direct relationship with behavioural intention.

Our second hypothesis has shown a direct and positive relationship between Perceived Usefulness and Behavioural Intention $PU \Rightarrow INT$ ($\beta=0.28$, $p=.002$), which indicated its acceptance. Perceived usefulness for this study means the degree at which public relations practitioner believed using social media would enhance his job performance, particularly in enhancing mutual relationship with his publics. The results of the study therefore, confirmed that PR practitioners use social media because of its usefulness in enhancing good relationships with their stake holders. Studies on the acceptance of Information System (Davies, 1989, Davis, Bagozzi & Warshaw, 1989, Hendrichson, Massey & Cronnan, 1993) established that perceived usefulness has direct positive relationship with the intention

H3: Perceived ease of use has significant relationship with behavioral intention

Perceived Ease of Use is considered as the second important factor that has an influence on intention (Venkatesh and Davis, 2000, Ma and Liu, 2004, King and He, 2006). This study posits that PEU has significant relationship with BI. However, a statistically insignificant relationship was found between PEU and BI ($\beta=.06$, $p=.209$). This revealed that practitioners' intention to use social media was not determined by social media's ease of use but for its usefulness. Recent studies (Liu, Min & Ji, 2009; Daud, Kassim, Wan Mohd Said & Mohd Noor, 2011; Amin, Supinah & Mod Aris, 2012; Koenig-Lewis, Palmer, & Moll, 2011) indicated that the proliferation of social media and other new technology had made it that useful to human life and activities to extent that people use them without even considering whether they are easy to use. This suggested ease of use is no longer determinant of use of a particularly information system.

H4: Behavioral intention has significant direct relationship with social media use

Behavioural Intention is the third major variable in Technology Acceptance Model. It explains the willingness of a potential user of a specific information system to use and continues using such an application. Behavioural intention serves as mediator between the independent variables (PU & PEU) and the dependent variable (AU) in the TAM structure. This study posited a direct significant relationship between behavioural intention and social media use. The hypothesis was found to be significant ($\beta=.85$, $p=.000$) suggesting behavioural intention's impact on social media use. Moreover, the R^2 value of behavioural intention model explained 55% of the practitioners' intention to use social media for enhancing mutual relationships with their publics. The current study finding on the influence of behavioural intention on use was similar to previous findings (Park, 2009, Yang & Lin, 2011, Alarco-del-Amo et al. 2012).

The current study proposed three hypotheses that explained the public relations practitioners' use of social media. The hypotheses posited that practitioners use social media to enhance mutual relationships with their publics. Those hypotheses were measured from three key relational element dimensions, namely: trust, commitment to relationship and satisfaction.

H5 the higher the social media use the higher the trust between organizations and their publics.

The structural model analysis found a strong positive relationship $SM \Rightarrow TR$ ($\beta=.93$, $p=.000$) between social media use and trust enhancement. This indicated that, Public relations

practitioners were of the opinion that they are using social media with a view to enhancing trust with their target publics. This finding was contrary to a previous research (Hallahan, 2008) which found that trust was very difficult to achieve online due to issues of credibility and reliability of online messages content. However, the finding of this study with regard to enhancing online trust is consistent with previous studies (Faqih, 2010, McCord and Ratnasingam, 2004) which found that trust can be built online when properly managed.

H6: The higher the social media use the higher the commitment on maintaining mutual relationships between organizations and their publics.

The above hypothesis tested the effect of social media use on commitment to maintain relationship. The result found a significant relationship between them SM ==> CM ($\beta=.93$, $P=.000$). This suggested practitioners' use of social media enhances their commitment to maintaining cordial relationship with their strategic publics. The findings suggested that the organizations public relations practitioners were committed to maintain long term relationship with their publics through social media. Moreover, using social media enhances long-lasting bound between organizations and their publics. Generally, practitioners have desire to maintain good relationship with their publics through social media. This result confirmed previous literature which suggested practitioners' commitment of employing social media to maintain good relationships with their publics (Schwartzman, et al. 2009, Wright and Hinson, 2008, Eyrich, Padman & Sweetser 2008).

H7: The higher the social media use the higher the satisfaction on the relationship between organizations and their publics.

The Structural model analysis provides result for the above hypothesis. A significant direct association was found between social media use and satisfaction, SM ==> ST ($\beta=.92$, $P=.000$). This suggested that practitioners' use of social media provided the satisfaction needed in the relationships between the practitioners and their publics. This is consistent with previous findings (Wixom and Todd, 2005, Hou, Plaisent, Ming-Hsun, 2013, Dhaha and Ali, 2014). Specifically, the findings showed that public relations practitioners enjoyed working with their publics through social media. In addition, they were happy with their publics because of their relationship on social media. Moreover, both publics and practitioners benefited from that relationship. The practitioners also believed that their organizations satisfied the needs of their publics sent through social media.

CONCLUSION

The current study proposed and validated a theoretical model which explained online relationship management. The model was derived from Technology Acceptance Model and extended with some of the key relational elements of trust, commitment to relationship and satisfaction. The SEM analyses indicated that the validated online relationship management explained 73% of the variance in the use of social media for maintaining and managing relationships between organizations and their strategic publics. This showed high predictive and explanatory power of the model. The study found social media to have a significant influence in shaping relationships between practitioners and publics. The findings of the current study proved the penetration of social media in public relations practice not only in the

countries that are developed but even in countries that are developing like Nigeria. Hence, it become necessary imperative for public relations practitioners and their organizations to embrace the opportunities provided by the social media towards shaping cordial relationships with their strategic constituents. To this end, this study is limited to using only few of the established relationship management elements in validating the relationship model. This calls for future research which will use other relationship elements such as involvement, investment, openness to validate a new model or as extension to the current model. Similarly, a future research may look at public perceptions on the influence of social media in enhancing mutual relationship with their organizations.

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