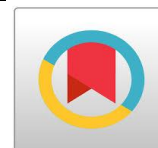


Integration of Public Communication in the Perspective of Organizational Environment in Social Media



Integrasi Komunikasi Publik dalam Perspektif Lingkungan Organisasi di Media Sosial

**Ansar suherman<sup>1\*</sup>, Muhammad Hidayatullah<sup>2</sup>, Wa Ode Sapnano Filanti<sup>3</sup>, Ram Ariendika<sup>4</sup>**

<sup>1234</sup> Universitas Muhammadiyah Buton

<sup>1234</sup> Jl. Betoambari 36 Kota Baubau, Sulawesi Tenggara, Indonesia

ansar.suherman@umbuton.ac.id<sup>1\*</sup>; day.al.mohammed@gmail.com<sup>2</sup>; sapnanofilanty@gmail.com<sup>3</sup>; rama.ariendika0916@gmail.com<sup>4</sup>;

Corresponding author: ansar.suherman@umbuton.ac.id<sup>1\*</sup>

ARTICLE INFORMATION	
<p><b>Keywords</b>                      Public Communication, Media Studies, Organization Media</p>	<p><b>ABSTRACT</b>                      This research is motivated by the growing trend among various entities, including government organizations and private companies, in using social media platforms for communication strategies within the overall organizational environment. This phenomenon is widely regarded as a favourable development due to the inherent openness of the Web 2.0 environment, which allows for the dissemination of information and the facilitation of active engagement, discourse, and the creation of online communities. Nevertheless, the optimistic perspective on the advantages of social media communication in organizations ignores potential conflicts between the principles of openness associated with Web 2.0 and organizational management strategies and practices. This research aims to investigate the utilization of social media by several organizations in Indonesia. A qualitative approach was applied to generate the research findings by conducting in-depth interviews with informants from the research object and various social media specialists. These interviews aimed to explore methods for resolving conflicts between the nature of social media and organizations' strategic and managerial aspects. Specifically, this research focuses on addressing conflicts related to control and governance. The research results suggest a potential path for further exploration in the field of public communication, particularly in aligning organizational goals with the needs of online communities.</p>
<p><b>Kata Kunci</b>                      Komunikasi publik, Studi media, Media Organisasi</p>	<p><b>ABSTRAK</b>                      Penelitian ini dilatarbelakangi oleh adanya tren yang berkembang di antara berbagai entitas, termasuk dalam organisasi pemerintah, dan perusahaan swasta, dalam menggunakan platform media sosial ke dalam strategi komunikasi dalam lingkungan organisasi secara keseluruhan. Fenomena ini secara luas dianggap sebagai perkembangan yang menguntungkan karena keterbukaan yang melekat pada lingkungan Web 2.0, yang memiliki kemampuan untuk menyebarkan informasi dan memfasilitasi keterlibatan aktif, wacana, dan pembentukan komunitas online. Namun demikian, perspektif optimis tentang keuntungan komunikasi media sosial dalam organisasi mengabaikan kemungkinan konflik yang mungkin timbul antara prinsip-prinsip keterbukaan yang terkait dengan Web 2.0 dan strategi serta praktik manajemen organisasi. Penelitian ini bertujuan menemukan pemanfaatan media sosial oleh beberapa organisasi di Indonesia. Dengan menggunakan pendekatan kualitatif, temuan-temuan penelitian nantinya akan diperoleh dari hasil indepth interview terhadap beberapa informan dari obyek penelitian dan beberapa pakar di bidang media sosial. Tujuan dari wawancara ini adalah untuk menyelidiki metode, menyelesaikan atau mendamaikan konflik yang muncul antara sifat media sosial dan aspek strategis dan manajerial organisasi. Secara khusus, fokusnya adalah bagaimana konflik ini dapat di atasi dalam hal tujuan, kontrol, dan tata kelola. Hasil dari penelitian ini menunjukkan jalan yang potensial untuk eksplorasi lebih lanjut di bidang komunikasi publik, khususnya dalam kaitannya dengan penyalarsan tujuan organisasi dengan kebutuhan komunitas online.</p>

<b>Article History</b> Send 25 <sup>th</sup> April 2024 Review 18 <sup>th</sup> June 2024 Accepted 5 <sup>th</sup> September 2024	Copyright ©2025 <a href="#">Jurnal Aristo (Social, Politic, Humaniora)</a> This is an open access article under the <a href="#">CC-BY-NC-SA</a> license. Akses artikel terbuka dengan model <a href="#">CC-BY-NC-SA</a> sebagai lisensinya.
--	---



## **Introduction**

Social media platforms are often recognized as having the potential to facilitate -if not fundamentally transform-democratic societies. Undoubtedly, the use of social media platforms has revolutionized how people interact with each other obtain information, and participate in political discourse and democratic processes. The adaptability and accessibility of social media has given the general public a voice, a platform to express their thoughts, a way to interact with influential people, and the ability to actively participate in public discourse (Asif et al., 2020; Latif & Calicioglu, 2020; Pandey et al., 2019; Sharma & Verma, 2018). Social media platforms are spaces that facilitate the growth and revitalization of the public sphere, an idea introduced by Habermas. Habermas asserts that the public sphere is an essential element of liberal democracy, as it enables individuals to discuss topics of mutual concern openly and freely (Staab & Thiel, 2022). The 2008 United States presidential election witnessed many Americans (46%) using the internet to get campaign-related news, express their opinions, and garner support from others (Rainie et al., 2012). For instance, Barack Obama's 2008 and 2012 election campaigns are pivotal in utilizing social media for political purposes. His campaign team utilized Facebook, Twitter, YouTube, and other platforms for voter outreach, event organization, and fundraising. Donald Trump's campaigns in 2016 and 2020 primarily utilized Twitter and Facebook to engage with his supporters. This enabled him to convey controversial messages and ignite public discussion. During the 2024 presidential election in Indonesia, all presidential candidates and their teams utilized Facebook, Twitter, Instagram, and YouTube to cultivate an image as leaders who are close to the people. They frequently shared videos and photos of their daily activities. During the Arab Spring revolution in 2010-2012, social media was crucial in coordinating protests and uprisings in various Arab countries. Platforms like Facebook and Twitter were utilized to organize demonstrations, share information, and attract global interest to local concerns. These instances demonstrated the influential impact of social media in shaping public perception, mobilizing political initiatives, and reshaping the conduct of political campaigns in the digital era.

According to a special publication that focuses on youth by Bennett (2007), the conclusion of the study was that digital media offers young people a wide range of resources that they can take advantage of. These resources allow them to construct their social and personal identities as well as build communities that extend across online and offline spaces. Other research indicates that while technology usage among older individuals is increasing, there are significant gaps compared to younger generations. Factors such as education, income, and previous experience with technology influence this adoption (Mao et al., 2020).

As a result of their widely recognized benefits, both private and public sector organizations use social media platforms for corporate and PR. As per research conducted by DiStaso et al. (2011), 60% of Fortune companies have used social media sites in some form. While on the other hand, according to research conducted by Towers Watson in 2010, the company surveyed 328 organizations that covered a total of five million people in a global market. The study found that over 65% of the companies surveyed intend to use social media more effectively as a means of engaging and building relationship with their employees and stakeholders (Rydzak, 2017).

Increasingly, social media is recognized as a powerful tool for public relations and corporate communications. It facilitates a two-way and more balanced exchange of information between the organization and the company's target audience, a practice considered exemplary in the theory of Excellence (Laskin, 2012). Social media platforms also enable relational and dialogic communication patterns (Chen et al., 2020; Grunig, 2013; Volk, 2016). According to Kukić & Tabak (2018), who contributed to the book "New Media and Public Relations" published by Duhé (2007), public relations has undergone a significant transformation, as stated in their scientific work.

This study aims to answer these questions: 1) What types of social media platforms are most widely used by organization?; 2) To what extent do public relations and corporate communications practitioners describe their knowledgebase and comprehension of social media?; 3) How is the organization's purpose, strategies, and management implemented in the context of social media, with an emphasis on control and interests, which include those of the organization, stakeholders, and society?; and 4) Is it possible to implement organizational goals, strategies, and management in social media while adhering to social media philosophies, principles, and practices? If so, what are the methods to achieve this compatibility? This research was conducted based on two main theoretical frameworks. The first framework includes strategic communication, communication management, and public relations literature. The method used to measure and analyze scientific developments was based on publication data. This involves collecting, processing, and interpreting data from scientific publications to understand research trends, collaboration between researchers, and the impact of specific research. These fields are closely related and have significant similarities, as will be outlined later in this research. The second framework relates to the growing knowledge around social media, also known as new media or Web 2.0.

Research related to public communication, including public communication strategies in organizations, is well-established in communication studies worldwide. However, there is still a need for further research on public communication as it relates to new media, particularly in Indonesia. Public communication strategies in social media within an organizational context, especially in the context of national companies, are continually developing in line with technological advancements and changes in consumer behavior as a result of developments in public communication research. Even beyond 2022, it is expected that social media's importance in corporate communication will remain relevant, despite the fact that it may not have the latest information at their disposal. In the future, further research could focus on how social media has become a crucial communication channel for national companies, and how these companies integrate their public communication strategies with these platforms to ensure that their public communication strategies are focused on social media.

Researchers have examined how companies use sentiment analysis and user feedback on social media to understand consumer perceptions of their brands and identify areas for improvement (Mustansir et al., 2021; Suresh & Gurumoorthy, 2022). Additionally, research on Social Media Platform Integration examines how companies incorporate various platforms like Facebook, Instagram, Twitter, and LinkedIn into their communication strategies, and how they select platforms suitable for their target audience (Appel et al., 2020; Arghashi et al., 2021; Fraccastoro et al., 2021; Gómez et al., 2019; Greenhow & Galvin, 2020; Lovari & Valentini, 2020). Other research on Performance Measurement focuses on developing effective metrics to measure the success of public communication strategies on social media, such as engagement rate, follower growth, or positive impact on brand image (Cao et al., 2021; de Oliveira Santini et al., 2020; Melović et al., 2020; Razak et al., 2020; Syaifullah et al., 2021; Tajvidi & Karami, 2021). Given the advancements in technology and evolving consumer trends, research on public communication strategy continues to keep pace with these advancements to provide deeper insights into how companies can optimize their public communication strategies on social media. This research will examine the glaring gaps in understanding the utilization of social media by organization and the appropriate methods for using this influential communication platform in the realm of PR and organizational communications. As a result of this study, the authors provide a comprehensive analysis of both quantitative and qualitative methods on the increasing use of social media over the past few years. This research is unique in that it provides a deeper understanding of how organizations utilize social media, potential opportunities found, gaps, risks, and challenges

that require attention and resolution. Especially across different aspects of organizations, in the future, social media communication will be impacted by the results of this research.

Through research on Innovation in Content, they found that companies may continue to find new ways to create and deliver engaging content on social media. Research could examine trends in creativity and innovation in corporate content strategy. Including the use of influencers in public communication strategies on social media could be an interesting research subject, especially as influencers have the potential to reach a larger audience (Al-Dmour et al., 2020; Arsenyan & Mirowska, 2021; Cheung et al., 2020; Woodcock & Johnson, 2021; Zhou et al., 2021).

With the development of technology and changing consumer trends, public communication strategy-related research continues to keep pace with these developments to provide deeper insights into how companies can optimize their public communication strategies on social media. This research will examine the glaring gaps in understanding organizations' use of social media and the appropriate methods for using this influential communication platform in the realm of PR and corporate communications. This research will present a comprehensive analysis of quantitative and qualitative research on the increasing use of social media in organizations. As a result of the findings of this study, the novelty of this research lies in the fact that this research provides a deeper understanding of how organizations use social media, organizations should consider the opportunities found, the gaps, risks, and challenges they face. Those findings suggest new avenues for future research in order to examine how organizations can mitigate the identified risks and challenges. Additionally, further studies could explore how different industries uniquely utilize social media and the varying impacts on their success. As a result of this research, it is now possible to study the impact of social media engagement on organizational performance and reputation over the long term.

## **Method**

Mixed method techniques were used in two phases of this research. By combining both qualitative and quantitative methods, the research can provide a more comprehensive understanding of the subject. This allows for the strengths of one method to compensate for the weaknesses of the other. Additionally, the use of mixed methods can offer more robust and credible results by validating findings through multiple perspectives. A national-level online survey was conducted, with phases including Survey planning, Questionnaire design, Survey platform selection, Pilot testing, questionnaire distribution, data collection and analysis, and

result reporting. The purpose of this stage was to collect data that could be compared widely. National-level companies were selected based on the fact that they were major developed markets that could be compared using the same techniques directly with the companies at the country level. Additionally, the companies were broadly comparable to companies abroad, where previous research had been conducted, as mentioned in the literature. The purpose of this research is to identify patterns and trends within organizational communication, to determine whether the findings are specific to a particular society and culture, or whether the findings can be applied to organizational communication in other countries and regions. The national-level companies serving as data sources for this research include government and private companies.

## **Result and Discussion**

The results of this study have a number of important implications for those working in PR management. One effective approach is to integrate the research insights into strategic communication plans to enhance transparency and trust with stakeholders. Additionally, training programs can be developed to equip staff with the skills needed to apply these findings in their daily interactions. Finally, regular assessments and feedback mechanisms should be established to monitor the impact and make necessary adjustments. An overview of the key findings from the quantitative and qualitative analyses was presented simultaneously and integrated, complementing one another to provide a complete picture of social media in organizations and how they are used.

### **Main Social Media Types used by the organization**

Among the types of social media used by Indonesian organization, public social networks (Facebook, YouTube, X, Instagram, and TikTok) were found to be the most popular (see Table 1). Podcasts, websites, and WhatsApp are also used by corporate as part of their social media strategy. The utilization of social media in a corporate environment can vary depending on the objectives and strategies implemented. However, in general, the utilization of these platforms consists of marketing and promotional activities aimed at building brand awareness, advertising, and launching new products. It is also used for customer service, recruitment, market research and competitor analysis, content and public relations, community development, and e-commerce. In Indonesia, there are some noticeable differences between social networks and video-sharing sites, with video sharing site being nearly as popular as

social networks, but Indonesian businesses are tend to use Instagram and X for advertising their products.

Table 1. Organizations use the following types of social media:

Social Media Use	Percentage
Facebook: Social Network	56
X: Microblogging	31
Instagram: Microblogging	51
TikTok: Microblogging	52
Youtube: Video sharing	42
Blog/Website	38

Notes: Percentages do not add up to 100% because respondents could choose multiple types.

Source: Research data after processing (2024)

### Organizational knowledge of social media

According to a survey conducted in Indonesia, nearly 70 percent of PR professionals and corporate communicators claim to know at least "intermediate" or "advanced" skills in using social media. Comparatively, about 30% of practitioners describe themselves as beginners, novices, or ignorant about the use of social media (see Table 2).

Table 2: Practitioners of PR have a basic understanding of social media

Social Media Knowledge	Percentage
Advance	33
Intermediate	42
Low	25
Total	100

Source: Research data after processing (2024)

However, other findings from this survey suggest that many of these claims are overstated. It was noted that there were no policies or guidelines for the employees, and no monitoring of the content posted on social media. Further, as a result the study indicated that most organizations do not provide training and support to their employees who are involved in social media activities, and they do not have a social media strategy, which do not correspond to the level of knowledge and claimed role of PR and corporate communications professionals. In addition, all social media experts consulted for this study assessed the level of social media expertise among PR and corporate communications professionals as ranging from low to moderate.



Table 3. The governance of social media in organizations

Activity	Percentage
Social media policy	20
social media guidelines	35
Social media: monitoring	20 <sup>a</sup>
Staff training	33
Measuring KPI's	15 <sup>b</sup>

*Source: Research data after processing (2024)*

*Notes: As a result of respondents' ability to choose multiple types, the percentage reaches less than 100%. Monitoring of all mentions of an organization on social media is one of the most important functions of social media monitoring tools. Evaluation of Key Performance Indicators is qualitative and specific only. It is not uncommon for organizations to collect quantitative metrics like views, visitors, and downloads.*

### **Organizational social media management**

A study found that only 20% of organizations have a soc-med strategy outlining the purpose of soc-med use, who is authorized to communicate on behalf of the organization on soc-med, and under what conditions. In this study, it was found that the terms "strategies", "policies", and "guidelines" are used in social media in a variety of ways. There have been some studies that distinguish policies from guidelines in the past. It is recommended to use social media tools to their maximum potential in order to achieve a desired outcome, bring about community involvement. Policies define acceptable use of social media and how access to social media accounts is granted to employees of government agencies.

For organizations considering the use of social media, developing a social media policy is an essential first step. An effective and responsible use of social media requires the use of social media tools. However, many organizations still require assistance in determining what the policy should cover and address. Given the emergence of social media, it should come as no surprise that only a few organizations have formal social media policies from which others can learn or draw inspiration. For organizations considering the use of social media, developing a social media policy is an essential first step. Effective and responsible use of social media requires using social media tools. However, many organizations still need help determining what the policy should cover and address. With the rise of social media, it is not surprising that only some organizations have a formal social media policy from which other organizations can learn or draw inspiration. According to respondents, organizations should be able to diversify their use of social media. Clear guidelines should govern who can speak regarding content, timing, and how to speak within the organization's context. The strategy should include overall

objectives, Key Performance Indicators (KPIs), measurement instruments, and how to integrate social media communication into organizational communication.

Only 31% of the companies in this study have social media guidelines. This results in about two-thirds of the companies needing specific guidelines on using social media to work properly. Pan Europe released the results of its survey, which showed that about 40% of P.R. professionals underlined that companies need to have social media guidelines. Many companies still need employee social media usage guidelines (this is based on interviews with social media specialists). Some companies still use verbal instructions to send management notes via email to workers. Almost all social media specialists said that unmanaged and poorly regulated social media could expose organizations to significant risks, as discussed in more detail in the next paragraph.

Companies or organizations widely carry out the scanning, tracking, measuring, and reporting related to organizational communication processes as part of monitoring communication activities. Based on Table 3, 20% of organizations have services to analyze how the public responds to their products on social media. At the same time, the rest of the companies monitor more selectively. In general, companies do not monitor mentions regularly or regularly. Moreover, only 33% of companies have instruments for analyzing content on their social media. So many organizations need to know what kind of social media conversations are happening about their products or services.

Only 15% of organizations evaluate social media coverage against KPI's. PR and corporate communications remain under-researched, especially for measuring results. Moreover, more than half of organizations (67%) require their staff to receive training on social media. Employees engaged in social media communications receive little support. The number of organizations providing technical support is only 23%, while the number of organizations providing editing services is only 7%.

It is imperative to acknowledge the findings of the study and the absence of policies and guidelines pertaining to social media. This is a consequence of its democratic nature. It is becoming increasingly apparent that social media is available to organizations through organizational servers, personal internet connections, or even the ubiquitous 4G mobile network. In addition, its ever-increasing use has resulted in the decentralization of communication within organizations, from PR and corporate communications departments across the organization. In the age of social media, everyone has the opportunity to become a public communicator. This is elucidated in Toffler's idea of the prosumer.

## **Control Issues**

There is considerable anxiety among P.R. professionals about the possibility of customers, members, or stakeholders making comments that could harm a company's or organization's reputation. These factors are cited as part of the main barriers and risks in using social media: companies do not have enough control over the appearance of messages or forms of communication over their brand image. Previous research revealed that the only concern seen as higher was the time and effort involved in effectively using social media in the workplace (76% of practitioners expressed this concern based on previous research).

Web 2.0 has philosophical values about openness due to openness in social media. This openness is related to the breadth of access, including the reach and high sensitivity of the company when managing social media through employees and public comments. In this study, the respondents preferred open rules rather than rigid rules about using social media within the organization or company. Companies and organizations have allowed workers to post messages on social media. Some companies even make their workers company ambassadors, which has been happening proactively. Workers' opinions are generally more open and flexible than official and centralized communication. According to experts, this open approach should be followed by clear rules and guidelines, ongoing training, and the need for an editing service. This is intended to help and guide workers in communicating better.

## **Spaces between the public and private are becoming blurred**

A major reason for the tension and confusion surrounding social media communication practices is that it is a social space that crosses the boundaries between the private and public spheres. In recent decades, many scholars have challenged the separation of the private sphere from the public sphere: individuality, home life, and interpersonal relationships. There is also the public sphere: work, community, and politics.

Described by Chartier 1989 and his collaborators as an extension of the private sphere, Habermas' public sphere is a dimension of the personal sphere. Furthermore, scholars have argued that globalization, network societies, and the open nature of the Internet have negated the continued separation of the public and private spheres - public have different meanings in the other contexts, as well as forms of privacy on the Internet. However, a reworking of the false public/private binary in his 2011 analysis of relationships and voice, which will assist in understanding media communication, particularly employee utilization of online media, as well as the complex and changing concepts of privacy in the online environment. As the lines

between public and private continue to blur, organizations must recognize and adapt to this change.

As well, there is a widespread perception that blogs, micro-blogging sites, social networks and internet sites for sharing photos and videos are new media, which has led to uncertainty and nascent strategies in the social media sector. Some have questioned the validity and durability of the description of the media world provided by new media. However, social media specialists and literature interviewees maintain that these media represent a relatively recent and substantial change in the media world that is still undergoing adaptation and learning. This exploration represents something new in this field, and only some studies still inform its planning and management.

### **Governance**

This study presents findings that can be classified into a governance format. The classification can be used as a valuable alternative to online media management as an operational framework in organizational governance to utilize communication channels more optimally. Some literature in the field of social science states that communication media governance is a workflow that directs the actions used by organizational members in communication networks, both as formal and informal workflows. The following should be identified in the context of online communication media governance: where there are media guidelines in the form of blogs, communication monitoring instruments for stakeholders on the web, training activities, and KPIs to assess activities on the web. It is critical that all stakeholders have a good knowledge and understanding of the governance of online communication media, as failure to do so can pose significant risks to the company. Examples include the dissemination of important information or trade secret information, negative comments from employees within the company resulting in a bad image for the company, and the involvement of company insiders in inappropriate content.

According to the social media specialists interviewed for this study, control, or even very tight management of social media is antithetical to the engagement of consumers through social networks. A report released by KPMG during this research supported this view. Rather than creating extensive formal policies and restrictions on how employees can use social media, organizations should guide employees in using social media effectively. Researchers found that people who responded to the survey reported that restrictions tend to result in more social media abuse, not less of it. According to the main conclusion of the research, even if employees do

make mistakes, there may be a cultural problem within the organization that is causing them to do so.

### **Strategy**

The literature conceptualises organisational communications and public relations as strategic communications. It is evident from this research that social media specialists advocate strategic planning and integration of corporate communications across all forms of media. It is critical to note that social media specialists emphasize interactivity and openness when engaging with social media. However, they argue that if there are no significant benefits to be gained from social media engagement, organizations should not engage. The authors also argue that social media communications should be coordinated with other organizational communications to maintain an overall cohesive brand and consistent messaging throughout the organization. Professional literature also recommends a strategic approach. Spencer Stuart, the world's leading executive search firm, provides an example of how a holistic digital strategy must be shared widely and iterated throughout an organization. Social media will increasingly be used for strategic communications by practitioners under such pressure. Thus, it is relevant and highly informative to consider the various approaches advocated in the literature regarding strategic communication.

### **Conclusion**

The utilization of online communication media has experienced a crucial and significant development, especially in an organizational or corporate environment. Online communication media (social media) has become an essential part of organizational management, inseparable from company management. In the years before social media became an essential part of the company or organization, communication on social media in the organization did not have clear objectives or was not coordinated with other communications in the organization. This form of communication was not evaluated based on KPIs and was more often operationalized with unclear objectives. However, in the current condition, where all humans are connected to the internet and make social media the primary tool to connect with others, public space, and private space have changed to be unlimited, always active, and globalized; even this development is closely related to the high dependence on information and communication and the demands of the development of information technology including the development of social media as the primary means of communication.

Therefore, companies or organizations must have clear rules and guidelines that limit the operationalization or use of media within the company or organization. This also implies that the organization or company must be able to control itself and refrain from engaging in online media activities unresponsively, which must be well managed. As a corporate/organizational framework, social media governance will provide a workflow that can protect and develop the organization's interests and other stakeholders. To ensure the effective use of social media communication by companies or organizations, further research is needed, and more focus is needed on managing social media communication.

In addition, online communication management can benefit from this conceptualization of management that emphasizes more reflective and developmental efforts in the context of continuing education. In addition, it can demonstrate the attributes of contemporary communication theories discussed earlier—a more reflective process involving discourses related to the organization externally or from a public perspective. The educational element of media management, on the other hand, aims to develop social sensitivity and competence among all members of the organization so that they can all respond appropriately to society's demands and expectations. As a result of the elements of the communication management model applied to social media, Indonesia may adopt this model.

A combination of the two communication goals should be achieved when organizations use social media as part of organizational communication. Openness is a goal in communication, just as community is an integral part of the organizational communication process. On the other hand, goals and efficiency represent the organization's interest in achieving organizational goals. Public relations and corporate communication have long been the goal of achieving symmetry. However, interactive media in corporate social communication has presented additional organizational needs. This relates to who can speak on behalf of the organization or company and the rules of how the public or customers are involved in the communication process. It has been found that public relations and corporate communications practitioners in Indonesia are very interested in this field, and they have stated that they have skills and knowledge regarding social media; however, this research shows that the knowledge and skills of these practitioners are still low to medium as they lack social media-related strategies, policies, employee handbooks, training, monitoring, and evaluation. To achieve equity in organizational social media engagement, P.R. and corporate communications practitioners must be trained in social media practices, not just technology.

## Acknowledgments

This research was fully funded by the Muhammadiyah Central Board of Higher Education, Research and Development (Majelis Dikti Litbang Pimpinan Pusat Muhammadiyah), so we thank you for your support. Thanks also to the University of Muhammadiyah Buton—where the author is currently serving—for the opportunity and facilities that greatly support the smooth running of this research.

## References

- Al-Dmour, H., Masa'deh, R., Salman, A., Abuhashesh, M., & Al-Dmour, R. (2020). Influence of social media platforms on public health protection against the COVID-19 pandemic via the mediating effects of public health awareness and behavioral changes: Integrated model. *Journal of Medical Internet Research*, 22(8), e19996.
- Appel, G., Grewal, L., Hadi, R., & Stephen, A. T. (2020). The future of social media in marketing. *Journal of the Academy of Marketing Science*, 48(1), 79–95.
- Arghashi, V., Bozbay, Z., & Karami, A. (2021). An integrated model of social media brand love: Mediators of brand attitude and consumer satisfaction. *Journal of Relationship Marketing*, 20(4), 319–348.
- Arsenyan, J., & Mirowska, A. (2021). Almost human? A comparative case study on the social media presence of virtual influencers. *International Journal of Human-Computer Studies*, 155, 102694.
- Asif, M., Ishtiaq, A., Ahmad, H., Aljuaid, H., & Shah, J. (2020). Sentiment analysis of extremism in social media from textual information. *Telematics and Informatics*, 48, 101345.
- Bennett, W. L. (2007). *Civic life online: Learning how digital media can engage youth*. The MIT Press.
- Cao, D., Meadows, M., Wong, D., & Xia, S. (2021). Understanding consumers' social media engagement behaviour: An examination of the moderation effect of social media context. *Journal of Business Research*, 122, 835–846.
- Chen, Y.-R. R., Hung-Baesecke, C.-J. F., & Chen, X. (2020). Moving forward the dialogic theory of public relations: Concepts, methods and applications of organization-public dialogue. *Public Relations Review*, 46(1), 101878.
- Cheung, M. L., Pires, G., & Rosenberger, P. J. (2020). The influence of perceived social media marketing elements on consumer–brand engagement and brand knowledge. *Asia Pacific Journal of Marketing and Logistics*, 32(3), 695–720.
- de Oliveira Santini, F., Ladeira, W. J., Pinto, D. C., Herter, M. M., Sampaio, C. H., & Babin, B. J. (2020). Customer engagement in social media: A framework and meta-analysis. *Journal of the Academy of Marketing Science*, 48, 1211–1228.

- DiStaso, M. W., McCorkindale, T., & Wright, D. K. (2011). How public relations executives perceive and measure the impact of social media in their organizations. *Public Relations Review*, 37(3), 325–328.
- Fraccastoro, S., Gabrielsson, M., & Pullins, E. B. (2021). The integrated use of social media, digital, and traditional communication tools in the B2B sales process of international SMEs. *International Business Review*, 30(4), 101776.
- Gómez, M., Lopez, C., & Molina, A. (2019). An integrated model of social media brand engagement. *Computers in Human Behavior*, 96, 196–206.
- Greenhow, C., & Galvin, S. (2020). Teaching with social media: Evidence-based strategies for making remote higher education less remote. *Information and Learning Sciences*, 121(7/8), 513–524.
- Grunig, J. E. (2013). Furnishing the edifice: Ongoing research on public relations as a strategic management function. In *Public Relations and Communication Management* (pp. 1–26). Routledge.
- Kukić, D., & Tabak, E. (2018). Nove Imaginacije: WEB 3.0 I PR. *HUM: Journal of the Faculty of Arts at the University of Mostar*, 13(19).
- Laskin, A. V. (2012). Public relations scales: Advancing the excellence theory. *Journal of Communication Management*, 16(4), 355–370.
- Latif, S., & Calicioglu, C. (2020). Impact of social media advertisement on consumer purchase intention with the intermediary effect of brand attitude. *International Journal of Innovation, Creativity and Change*, 11(12), 602–619.
- Lovari, A., & Valentini, C. (2020). Public sector communication and social media: Opportunities and limits of current policies, activities, and practices. *The Handbook of Public Sector Communication*, 315–328.
- Mao, C., Koide, R., Brem, A., & Akenji, L. (2020). Technology foresight for social good: Social implications of technological innovation by 2050 from a Global Expert Survey. *Technological Forecasting and Social Change*, 153, 119914.
- Melović, B., Jocović, M., Dabić, M., Vulić, T. B., & Dudic, B. (2020). The impact of digital transformation and digital marketing on the brand promotion, positioning and electronic business in Montenegro. *Technology in Society*, 63, 101425.
- Mustansir, A., Shahzad, K., & Malik, M. K. (2021). *Sentiment analysis of user feedback on business processes*. 204–210.
- Pandey, B., Bhanodia, P. K., Khamparia, A., & Pandey, D. K. (2019). A comprehensive survey of edge prediction in social networks: Techniques, parameters and challenges. *Expert Systems with Applications*, 124, 164–181.
- Rainie, L., Smith, A., Schlozman, K. L., Brady, H., & Verba, S. (2012). Social media and political engagement. *Pew Internet & American Life Project*, 19(1), 2–13.



- Razak, M., Hidayat, M., Launtu, A., Kusuma Putra, A. H. P. A., & Bahasoan, S. (2020). Antecedents and consequence of brand management: Empirical study of Apple's brand product. *Journal of Asia Business Studies*, 14(3), 307–322.
- Rydzak, W. (2017). The European Communication Monitor—the direction of change in company communication with stakeholders. *Zeszyty Naukowe Polskiego Towarzystwa Ekonomicznego w Zielonej Górze*, 4(7\_EN), 268–278.
- Sharma, S., & Verma, H. V. (2018). Social media marketing: Evolution and change. *Social Media Marketing: Emerging Concepts and Applications*, 19–36.
- Staab, P., & Thiel, T. (2022). Social media and the digital structural transformation of the public sphere. *Theory, Culture & Society*, 39(4), 129–143.
- Suresh, P., & Gurumoorthy, K. (2022). *Mining of customer review feedback using sentiment analysis for smart phone product*. 247–259.
- Syaifullah, J., Syaifudin, M., Sukendar, M. U., & Junaedi, J. (2021). Social media marketing and business performance of MSMEs during the COVID-19 pandemic. *The Journal of Asian Finance, Economics and Business*, 8(2), 523–531.
- Tajvidi, R., & Karami, A. (2021). The effect of social media on firm performance. *Computers in Human Behavior*, 115, 105174.
- Volk, S. C. (2016). A systematic review of 40 years of public relations evaluation and measurement research: Looking into the past, the present, and future. *Public Relations Review*, 42(5), 962–977.
- Woodcock, J., & Johnson, M. R. (2021). Live streamers on Twitch. Tv as social media influencers: Chances and challenges for strategic communication. In *Social media influencers in strategic communication* (pp. 88–102). Routledge.
- Zhou, S., Barnes, L., McCormick, H., & Cano, M. B. (2021). Social media influencers' narrative strategies to create eWOM: A theoretical contribution. *International Journal of Information Management*, 59, 102293.