

# Journal



# of P R e s e a r c h

## Middle East

Journal of Public Relations Research Middle East

Scientific refereed Journal - Supervision by Egyptian Public Relations Association - Seventh year - Twenty Fourth Issue - July / September 2019

Arab Impact Factor 2018 = 1.48

### Abstracts of Arabic Researches:

- **Prof. Dr. Tahseen Mansour Rashid Mansour** - *Al Ain University*  
The impact of communication technology on Public Relations performance:  
(An applied study on the Jordanian government administration) 7
- **Associate Prof. Dr. Azza galal abdallah Hussein** - *Umm Al-Qura University*  
**Waad Hasan Ali Maghrabi** - *Umm Al-Qura University*  
The reality of Public Relations management programs in some local and  
international Saudi banks: (Field Study on Al-Rajhi Bank & Banque Saudi Fransi  
"BSF" Staffs) 8
- **Associate Prof. Dr. Rasha Abd el-Raheem Mazroa** - *Umm Al-Qura University*  
**Razan Seraj Ali Alem** - *Umm Al-Qura University*  
The Role of Websites of the Tourism and Aviation Companies in Tourism  
Marketing: (An applied study on the beneficiary audiences of the services) 9
- **Dr. Moasam Bilal Juma Al Muasam** - *Cairo University*  
Public Relations and Crises Management in the Organizations 10
- **Associate Prof. Dr. Meriam Benlakdar** - *University of Algeria 2*  
**Mohammed Shoga'a Al-Harbi** - *University of Algeria 2*  
Problems of machine and computerized translation  
A comparative Field study between Google Translate and M emo Q 11

### English Researches:

- **Omar Hamzi** - *Jazan University*  
The Usage of Twitter by Public Relations Practitioners in Saudi Telecom  
Companies Campaigns: (Analytic study some of telecom companies' tweets) 13

(ISSN 2314-8721)

Egyptian National Scientific & Technical Information Network  
(ENSTINET)

With the permission of the Supreme Council for Media Regulation in Egypt  
Deposit number : 24380 /2019

Copyright 2019@APRA

[www.jprr.epra.org.eg](http://www.jprr.epra.org.eg)





**Founder & Chairman**

**Dr. Hatem Moh'd Atef**

EPRA Chairman

**Editor in Chief**

**Prof. Dr. Aly Agwa**

Professor of Public Relations & former Dean of Faculty  
of Mass Communication - Cairo University  
Head of the Scientific Committee of EPRA

**Editorial Managers**

**Prof. Dr. Mohamed Moawad**

Media Professor at Ain Shams University & former Dean  
of Faculty of Mass Communication - Sinai University  
Head of the Consulting Committee of EPRA

**Prof. Dr. Mahmoud Youssef**

Professor of Public Relations & former Vice Dean  
Faculty of Mass Communication - Cairo University

**Editorial Assistants**

**Prof. Dr. Rizk Abd Elmoaty**

Professor of Public Relations  
Misr International University

**Dr. Thouraya Snoussi** (Tunisia)

Associate professor of Mass Communication &  
Coordinator College of Communication  
University of Sharjah (UAE)

**Dr. Suhad Adil** (Iraq)

Associate Professor of Public Relations  
Mass Communication Department  
College of Arts - Al-Mustansiriyah University

**Dr. Nasr Elden Othman** (Sudan)

Assistant Professor of Public Relations  
Faculty of Mass Communication & Humanities Sciences  
Ajman University (UAE)

**Dr. Fouad Ali Saddam** (Yemen)

Assistant Professor & Head Dep. of Public Relations  
Faculty of Mass Communication  
Yarmouk University (Jordan)

**Public Relations Manager**

**Alsaeid Salm**

English Reviewer

**Ahmed Badr**

Arabic Reviewer

**Ali Elmehy**

**Address**

**Egyptian Public Relations Association**

Arab Republic of Egypt

Giza - Dokki - Ben Elsarayat - 2 Ahmed Zayat Street

**Publications: Al Arabia Public Relations Agency**

Arab Republic of Egypt

Menofia - Shiben El-Kom - Postal Code: 32111 - P.O Box: 66

Mobile: +201141514157

Fax: +20482310073

Tel : +2237620818

www.jprr.epra.org.eg

Email: jprr@epra.org.eg - ceo@apr.agency

**Advisory Board \*\***

**IPRR.ME**

**Prof. Dr. Aly Agwa** (Egypt)

Professor of Public Relations and former Dean of the Faculty of Mass Communication, Cairo University

**Prof. Dr. Thomas A. Bauer** (Austria)

Professor of Mass Communication at the University of Vienna

**Prof. Dr. Yas Elbaiaty** (Iraq)

Professor of Journalism at the University of Baghdad, Vice Dean of the Faculty of Media and Information  
and Humanities, Ajman University of Science

**Prof. Dr. Hassan Mekawy** (Egypt)

Professor of radio and television – Faculty of Mass Communication, Cairo University

**Prof. Dr. Mohamed Moawad** (Egypt)

Media professor at Ain Shams University & former Dean of Faculty of Mass Communication - Sinai  
University

**Prof. Dr. Samy Abd Elaziz** (Egypt)

Professor of public relations and marketing communications for the former Dean of the Faculty of  
Information, Cairo University

**Prof. Dr. Abd Elrahman El Aned** (KSA)

Professor of Media and Public Relations Department of the Faculty of Media Arts - King Saud University

**Prof. Dr. Mahmoud Yousef** (Egypt)

Professor of Public Relations - Faculty of Mass Communication, Cairo University

**Prof. Dr. Samy Taya** (Egypt)

Professor and Head of Public Relations Faculty of Mass Communication - Cairo University

**Prof. Dr. Gamal Abdel-Hai Al-Najjar** (Egypt)

Professor of Media, Faculty of Islamic Studies for Girls, Al-Azhar University

**Prof. Dr. Sherif Darwesh Allaban** (Egypt)

Professor of printing press & Vice-Dean for Community Service at the Faculty of Mass  
Communication, Cairo University

**Prof. Dr. Barakat Abdul Aziz Mohammed** (Egypt)

Professor of radio and television & Vice-Dean of the Faculty of Mass Communication for  
Graduate Studies and Research, Cairo University

**Prof. Dr. Othman Al Arabi** (KSA)

Professor of Public Relations and the former head of the media department at the Faculty of Arts – King  
Saud University

**Prof. Dr. Abden Alsharef** (Libya)

Media professor and dean of the College of Arts and Humanities at the University of Zaytuna – Libya

**Prof. Dr. Waled Fathalha Barakat** (Egypt)

Professor of Radio & Television and Vice-Dean for Student Affairs at the Faculty of Mass  
Communication, Cairo University

**Prof. Dr. Tahseen Mansour** (Jordan)

Professor of Public Relations at the Faculty of Mass Communication, Yarmouk University

**Prof. Dr. Mohamed Elbokhary** (Syria)

Professor, Department of Public Relations and Publicity, School of Journalism, University of MF Uzbek  
national Ulugbek Beck

**Prof. Dr. Ali Kessaissia**, (Algeria)

Professor, Faculty of Media Science & Communication, University of Algiers-3.

**Prof. Dr. Redouane BoudJema**, (Algeria)

Professor, Faculty of Media Science & Communication, University of Algiers-3.

**Prof. Dr. Hisham Mohammed Zakariya**, (Sudan)

Professor of Mass Communication at King Faisal University – Former Dean of the Faculty of Community  
Development at the University of the Nile Valley, Sudan.

# Journal of Public Relations Research Middle East

**I**t is a scientific journal that publishes specialized research papers in Public Relations, Mass Media and Communication (after peer refereeing these papers by a number of Professors specialized in the same field under a scientific supervision of the Egyptian Public Relations Association, which considered the first Egyptian scientific association specialized in public relations, (Member of the network of scientific Associations in the Academy of Scientific Research and Technology in Cairo).

The Journal is part of Al-Arabia Public Relations Agency's publications, specialized in education, scientific consultancy and training.

- The Journal is approved by the Supreme Council for Media Regulation in Egypt. It has an international numbering and a deposit number. It is classified internationally for its both printed and electronic versions by the Academy of Scientific Research and Technology in Cairo. In addition, it is classified by the Scientific Promotions Committee in the field of Media of the Supreme Council of Universities in Egypt.
- It is the first arbitrate scientific journal with this field of specialization on the Arab world and the Middle East. Also, the first Arab scientific journal in the specialty of (media) which obtained the Arab Impact Factor with a factor of 1.48 = 100% in the year of 2018G report of the American Foundation NSP "Natural Sciences Publishing" Sponsored by the Arab Universities Union.
- This journal is published quarterly.
- The journal accepts publishing books, conferences, workshops and scientific Arab and international events.
- The journal publishes advertisements on scientific search engines, Arabic and foreign publishing houses according to the special conditions adhered to by the advertiser.
- It also publishes special research papers of the scientific promotion and for researchers who are about to defend master and Doctoral theses.
- The publication of academic theses that have been discussed, scientific books specialized in public relations and media and teaching staff members specialized scientific essays.

## **Publishing rules:**

- It should be an original Manuscripts that has never been published.
- Arabic, English, French Manuscripts are accepted however a one page abstract in English should be submitted if the Manuscripts is written in Arabic.
- The submitted Manuscripts should be in the fields of public relations and integrated marketing communications.
- The submitted scientific Manuscripts are subject to refereeing unless they have been evaluated by scientific committees and boards at recognized authorities or they were part of an accepted academic thesis.
- The correct scientific bases of writing scientific research should be considered. It should be typed, in Simplified Arabic, 14 points font for the main text. The main and sub titles, in Bold letters. English Manuscripts should be written in Times New Roman.
- References are mentioned at the end of the Manuscripts in a sequential manner.

- References are monitored at the end of research, according to the methodology of scientific sequential manner and in accordance with the reference signal to the board in a way that APA Search of America.
- The author should present a printed copy and an electronic copy of his manuscript on a CD written in Word format with his/her CV.
- In case of accepting the publication of the manuscript in the journal, the author will be informed officially by a letter. But in case of refusing, the author will be informed officially by a letter and part of the research publication fees will be sent back to him soon.
- If the manuscript required simple modifications, the author should resent the manuscript with the new modifications during one week after the receipt the modification notes, and if the author is late, the manuscript will be delayed to the upcoming issue, but if there are thorough modifications in the manuscript, the author should send them after 15 days.
- The publication fees of the manuscript for the Egyptians are: 2000 L.E. and for the Expatriate Egyptians and the Foreigners are: 500 \$.with 50% discount for Masters and PhD Students.
- If the referring committee refused and approved the disqualification of publishing the manuscript, an amount of 1000 L.E. will be reimbursed for the Egyptian authors and 250 \$ for the Expatriate Egyptians and the Foreigners.
- The manuscript does not exceed 35 pages of A4 size. 20 L.E. will be paid for an extra page for the Egyptians and 5 \$ for Expatriate Egyptians and the Foreigners authors.
- A special 10 % discount of the publication fees will be offered to the Egyptians and the Foreign members of the Fellowship of the Egyptian Public Relations Association for any number of times during the year.
- Three copies of the journal and three Extracted pieces from the author's manuscript after the publication.
- The fees of publishing the scientific abstract of (Master's Degree) are: 250 L.E. for the Egyptians and 150 \$ for the Foreigners.
- The fees of publishing the scientific abstract of (Doctorate Degree) are: 350 L.E. for the Egyptians and 180 \$ for the Foreigners. As the abstract do not exceed 8 pages and a 10 % discount is offered to the members of the Egyptian Society of Public Relations. Three copies of the journal will be sent to the author's address.
- Publishing a book offer costs LE 700 for the Egyptians and 300 \$US for foreigners.
- Three copies of the journal are sent to the author of the book after the publication to his/her address. And a 10% discount is offered to the members of the Egyptian Society of Public Relations.
- For publishing offers of workshops organization and seminars, inside Egypt LE 600 and outside Egypt U.S. \$ 350 without a limit to the number of pages.
- The fees of the presentation of the International Conferences inside Egypt: 850 L.E. and outside Egypt: 450 \$ without a limitation of the number of pages.
- All the research results and opinions express the opinions of the authors of the presented research papers not the opinions of the Al Arabia Public Relations Agency or the Egyptian Public Relations Association.
- Submissions will be sent to the chairman of the Journal.

### **Address:**

Al Arabia Public Relations Agency,  
 Arab Republic of Egypt, Menofia, Shibben El-Kom, Crossing Sabry Abo Alam st. & Al- Amin st.  
 Postal Code: 32111 - P.O Box: 66  
 And also to the Journal email: [jpr@epra.org.eg](mailto:jpr@epra.org.eg), or [ceo@apr.agency](mailto:ceo@apr.agency), after paying the publishing fees and sending a copy of the receipt.

All rights reserved.

None of the materials provided on this Journal or the web site may be used, reproduced or transmitted, in whole or in part, in any form or by any means, electronic or mechanical, including photocopying, recording or the use of any information storage and retrieval system, except as provided for in the Terms and Conditions of use of Al Arabia Public Relations Agency, without permission in writing from the publisher.

And all applicable terms and conditions and international laws with regard to the violation of the copyrights of the electronic or printed copy.

ISSN for the printed copy

(ISSN 2314-8721)

ISSN of the electronic version

(ISSN 2314-873X)

Egyptian National Scientific & Technical Information Network  
(ENSTINET)

With the permission of the Supreme Council for Media Regulation in Egypt  
Deposit number : 24380 /2019

To request such permission or for further enquires, please contact:

#### **APRA Publications**

Al Arabia Public Relations Agency  
Arab Republic of Egypt,  
Menofia - Shibeen El-Kom - Crossing Sabry Abo Alam st. & Al- Amin st.  
Postal Code: 32111 - P.O Box: 66

Or

Egyptian Public Relations Association  
Arab Republic of Egypt,  
Giza, Dokki, Ben Elsarayat -2 Ahmed Elzayat St.

Email: ceo@apr.agency - jprr@epa.org.eg

Web: www.apr.agency, www.jprr.epa.org.eg

Phone: (+2) 0114 -15 -14 -157 - (+2) 0114 -15 -14 -151 - (+2) 02-376-20 -818

Fax: (+2) 048-231-00 -73

The Journal is indexed within the following international digital databases:



**The Usage of Twitter by Public Relations Practitioners  
in Saudi Telecom Companies Campaigns  
(Analytic study some of telecom companies' tweets)**

***Omar Hamzi*** <sup>(\*)</sup>

---

<sup>(\*)</sup> Demonstrator at the Press and Mass Communication Dep., College of Arts, Jazan University.





## **The Usage of Twitter by Public Relations Practitioners in Saudi Telecom Companies Campaigns (Analytic study some of telecom companies' tweets)**

*Omar Hamzi*

[omarhamzi16@gmail.com](mailto:omarhamzi16@gmail.com)

Demonstrator at the Press and Mass Communication Dep.  
College of Arts  
Jazan University

### **Abstract**

Social media has emerged as a perfect tool for communication, whereas businesses and individuals have captured benefits out of social media to improve their businesses. Social media platforms such as Twitter and Facebook offer companies the ability to interact directly with the public. Since the Twitter provides an opportunity to the companies with the ability to interact and communicate with the public, this study seeks to test how public relation practitioners at telecom companies in KSA use Twitter to communicate with their audiences by applying the dialogic public relation theory. This study will use content analysis to analyze the tweets that are posted by the three following telecom companies; Saudi Telecom Company, Mobily, and Zain. **There are some important results that were found in this paper. First,** Twitter works as a tool for providing information and publishing advertising and other types of information by public relations practitioners in Saudi Telecom Companies. **Also,** the results showed that public relations practitioners rely on Twitter to disseminate offers, advertisements, news, and useful information. **Moreover,** advertisements are the most common tweets in Saudi Telecom Companies followed by news then useful information.

**Key words:** Public Relations, Twitter, Saudi Telecom Companies, Public, and Communications.

**Introduction:**

Social media has emerged as a powerful tool in communication in the recent past. Thanks to the ever-evolving technology, many organizations have harnessed the social media platforms to affect public relations (Al-Enad, 2012). Businesses use social media for different purposes, including using social media to reach and interact with their clients online. Studies show that interactions with their clients improve their loyalty to the brand, giving them a reason to stay (Al-Enad, 2012). Further, customers will be comfortable transacting business with an organization where they feel they are familiar with the dealers rather than strangers (Stamati, Papadopoulos & Anagnostopoulos, 2015). What's more, the use of social media is effective since the company can reach millions of users online (Al-lily, 2015).

Another important aspect of social media that a company can tap is the area of marketing. Content marketing is the use of the social media to allow the customers to market the products based on their experience. For instance, customers share their video, audio or information about their experience with the products or services. This method influences other potential customers who may not have made a decision. (Stamati, Papadopoulos & Anagnostopoulos, 2015) A customer could easily persuade another customer since both of them share the same interest. They want a better experience and demand quality.

Social media platforms have different features that suit the preference of the users. Facebook focuses on interactions among the friends and family. Twitter on the other hands allows an individual to reach a mass audience. That is to say, information on Twitter reaches everyone worldwide. Companies prefer Twitter since they can flood the market with as many messages as they want at a no cost (Papasolomou & Melanthiou, 2012). Twitter users require to have an access to the internet connection and create an account to communicate with others. This paper discusses how public relations practitioners in Saudi telecom companies use Twitter to communicate with the public. This study will focus on the three most famous telecom companies both within Saudi Arabia and the Arab world; Saudi Telecom company, Mobily, and Zain. and they also have a broad customer base. The researcher chooses these companies because there are more than 30 million users in Saudi Arabia. Moreover, the company offer network of communication to most of the residence of Saudi. Therefore, the connection to Twitter and Facebook.

**Literature review:****The use of Twitter in Saudi Arabia:-**

Tudoroiu (2014) asserted that Twitter has been the fastest growing social media platform attracting many users every year. Saudi Arabia is one of the countries in the Middle East that has contributed a large population of its online users to the platform. Interestingly, despite being the home of Twitter, US has less people using Twitter as compared to Saudi Arabia (Awad & Cocchio, 2015).

Specifically, Saudi activists using Twitter have increased from 42% in 2012 to 51% recorded in 2013. One of the factors that has heavily contributed to this increase is the availability and the penetration of smartphone devices in Saudi Arabia. Also, Saudi Arabians prefer Twitter since it reaches a worldwide population. In comparison, the United States of America comes behind Saudi Arabia by 11% of active Twitter usage (Tudoroiu, 2014).

Countries such Germany, Nigeria and India score very low in term of the active users of Twitter. Each of these nations contributes to the active Twitter users. However, Tudoroiu, (2014) looked at active users as those individuals who log in and tweet rather than those who own the Twitter accounts and can choose to log in without doing anything (Tudoroiu, 2014). One reason Twitter is popular in Saudi Arabia is Saudi Arabians don't have the freedom to argue nor discuss the laws or any person from king's family. Therefore, Saudi Arabians take to social media to write when they want to express their opinion. Also, they sign up with anonymous names that the government cannot use to trace them. The anonymous state gives activists an opportunity to criticize the government without fear. It's like freedom of speech on another level (Al Lily, 2015). This is the reason why Twitter has become popular in Saudi.

Saudi Arabia is the top country that dominates Twitter, while English speaking countries follow below it. In terms of the devices used, Indonesia and Saudi' Twitter users depend more frequently on mobile devices as the platform for using Twitter. It is, however, important to note that China does not use Twitter for social media communication. Therefore, China does not contribute any population of Twitter users as a result of the ban on Twitter. Studies also recognized that teenagers are a large portion of the population of the Twitter users. The average age of Twitter users in Saudi Arabia is 24 years old (Al Lily, 2015). The male users are at an average of 26 years old while the female users are an average of 22 years old. Al Lily, (2015) also reveal that only 20 % of the persons using Twitter is at the age of thirty years and above.

Many Saudi Arabians who use Twitter do not have personal computers (Hussain & Ahmad, 2014). Mobile technology has deeply penetrated the Saudi Arabia market. As such, most of the Twitter users own a mobile devices for communication. Also, mobile technology is convenient since one can carry it everywhere. This population depends on the mobile technology to interact and share information on social media platforms because it is the most effective and efficient means of communication in the recent times (Hussain & Ahmad, 2014). Statistics point to fact that 60 % of the online Twitter users in Saudi Arabia depended on mobile devices such as Smartphones for everyday social media interaction (Tudoroiu, 2014). Dubai School of Government indicates that Saudi Arabia accounts for 29% of all the tweets from the Middle East. The social media

played a key role in instigating the 2011 protests in Saudi Arabia as activists and Twitter users utilized the platform to mobilize people to take to the streets (Hussain & Ahmad, 2014). Activists used their Twitter accounts to impart their influence, reach many people and to organize the protests. Studies indicate that the Arab Spring and Twitter played an important role in the protest. The Saudi Arabian argue that the Twitter bloom in Saudi Arabia has enhanced their freedom, of expressions (Hussain & Ahmad, 2014). Many people in Saudi Arabia prefer to voice their opinions on the social media platform rather than what they would personally speak in a one on one conversation. The users' argue that unlike real life expressions, they can say anything on Twitter. Some users argue that Twitter is the only platforms that the citizens of Saudi Arabia, rich and poor, young and old, the ordinary citizens and the royal families use to express their voices.

Despite the significant contributions of Twitter, Saudi Arabia has witnessed serious violation of the freedom of speech, as the country resulting in severe punishments, has recorded cases of people sentenced for tweeting information that is deemed as blasphemous or inappropriate (Al-Saud, 2012). The information considered inappropriate includes questioning Islam and the royal family, actions that are forbidden and can easily land someone in trouble. In a recent case, a blogger and activist sentenced earned seven years imprisonment for a tweet that the state considered as inappropriate (Al-Saud, 2012). Tudoroiu (2014) argued that Twitter has increasingly been used for social activism. Such activists create anonymous accounts that may not easily lead to their real identities. Many Saudi Arabians contend that the use of Twitter is not complete freedom. In a nutshell, Saudi Arabia remains one of the most repressive media atmospheres in the world. The cyber-security antiterrorism efforts imposed by the government have undermined online freedom.

### **Public Relations in the Arab World:**

The Arab world has practiced public relations for more than 1200 years (Stamati, Papadopoulos & Anagnostopoulos, 2015). Sources assert that public relations were an important asset in the Prophet Mohamed era. The Arab culture used PR to spread the new message and to get the masses on board with the new religion. These events brought changes in the lifestyle, their ways of thinking and a new dawn of peace. However, during these times, the Arab world perceived public relations within the boundaries of teaching Islam and democracy. They used public relations as a tool to impart respect among the people regardless of their race, color, nation or religion. As such, the Arab world has misinterpreted the term public relations for a long time (Stamati, Papadopoulos & Anagnostopoulos, 2015). The 2008 global financial crisis brought a breakthrough in public relations. At this time, many organizations operating in the Arab world did not realize the hidden treasure in public relations and how it could be used for the economic benefit of

the companies. At this time, the image of the companies operating in the Arab world was at stake, and therefore there was a need to employ public relations to reconstruct the image and the reputation of the companies at the time of crisis. As a result, the few public relations practitioners took the opportunity to demonstrate the benefits of the public relations to the business organizations. As such, public relations help a great deal in mitigating the effects of the recession and other public relations that accompanied the global financial crisis of 2008.

The Arab world has gone through a lot of challenges in redeeming its image among other nations. Following the terror events, the Arab world earned itself a negative image painting it as initiators of terror activities targeting the western region (Kadri, 2014). Unfortunately, perceptions play a major role in defining the image of a nation in the current generation, more than reality. Allegations, rumors, and unverified information have filled up the communication vacuum creating the perception among people. Similarly, the Arab world has scored poorly in attempts to regain its glory. Specifically, both the organizations, states and the individuals have failed in explaining themselves, their history and civilization to defend their image (Kadri, 2014). Moreover, the Arab culture has failed to explain its true values, its universal principles, the meaning of Islam and its views on humanness. On the same note, the international media have contributed in spreading the stereotypes and the negative version of the Arab world giving it a different taste among nations from other parts of the world. However, with all the negative perceptions and the stereotypes, the Arab world has to beat all odds and maintain its position in the market. Therefore, social media and the internet as a whole presents a better avenue of redemption.

Today, an organization that does business in the Arab world must embrace public relations services. Recent studies record that the field of public relations has drastically improved giving the public relations agencies a greener pasture in the Arab world. The agencies have recorded many clients, the audiences they accommodate an improvement in their service delivery. Schelhase (2013) argued that factors such as information technology, the expanding economy and the concept of globalization have all played a critical role in shaping public relations in the Arab world. Notably, the domains of social, political, cultural and economic sectors have all witnessed a tremendous expansion of the public relations (El-Said & Harrigan, 2014). However, some sources argue that public relations as a profession still faces challenges rooting from the absence of vision and lack of strategies that contributes to poor performance.

First, some top business managers in the Arab world have wrong ideas about public relations. They think that public relations are just another tool to earn publicity and to spread propaganda among the people (Al-Enad, 2012). In the same vein, they don't give any interest to the feedback from the public and the public

opinion. They neither give enough attention to the public relations department, neither do they give it significance in the business organization. This attitude may vary from the government sectors to private sectors. Also, different Arab nations may show different attitudes on matter public relations. Sources assert that the roles, the function, and goals of public relations remain vague in the Arab world. Similarly, the organizations have inappropriately positioned public relations in the respective companies due to the lack of understanding in this sector. Consequently, the public relations has remained marginalized and does not enjoy the appropriate positioning in the hierarchy of an organization, neither do they have access to the top management of the business organizations. Secondly, the public relations sectors face a lack of resources as another challenge in their area of operations. The top management does not understand their respective roles and responsibilities in the company. Thus, they don't get the appropriate budget to discharge their mandates such evaluation, market research and subsequent strategic planning.

Notably, the public relations sector has suffered another blow in the Arab world regarding the number of practitioners. The Arab world lacks enough qualified personnel in the field of public relations. This insufficiency is due to the wrong perceptions that have placed public relations in the profile of a tool for propaganda. As a result of this negative attitude, many students in the Middle East find public relations sector unappealing. (Al-Yahya, 2013).

As noted above, social media has played a bigger role in strengthening public relations in the Arab world. Public relations as a profession demands interactive engagement with the online users of the social media, including bloggers. As such, the popularity of the social media especially, the Twitter platform in Saudi Arabia has facilitated public relations services. Also, the public relations practitioners contend that the ready market does not guarantee the success of the PR business. However, they contend that doing the business right is the secret to success in the PR business. The practitioners point to some factors that influence the success of PR in the Arab world.

First, they argue that practitioners should consider developing the messages in Arabic right from the onset. They argue that developing an idea in Arabic then translating into English may destroy the intended information leading to long sentences with blurred meaning (Spender, 2012). Sources also argue that business in the Middle East hinges on the relationships with the local citizens. As such, it would be prudent to create a good rapport and to establish a relationship with the celebrated members of the society, social figures, religious leaders or respected persons in the society. A good relationship with these people gives the locals confidence in the business thus they establish a sense of belonging. With such arrangements, they not only become loyal to the agency but also become ambassadors to the business. Non-Arab practitioners ought to operate within the

guidelines and regulations of the relationship established with the locals to avoid any conflicts that may arise from cultural conflicts. Further, a practitioner should consider the emotions in expressing themselves especially on platforms that attract a large audience such as the television. It is a common scenario to find the Arab families seated together and following the conversation going on in the TV and misinterpreting information, depending on how they perceive the interviewee (Kraidy, 2010).

### **The use of Twitter to communicate with the Public:**

Social media has brought tremendous changes in the public relations sector (Alansari, Velikova & Jai, 2018). The platform has revolutionized how the public relations practitioners approach the idea of communication giving it an interactive image. Unlike the traditional attires that placed the customers on the receiving end, social media gives the businesses and the clients an opportunity to interact and maintain a positive relationship. The ability to interact with the customers has improved accountability and transparency among the business organizations. The public relations unit does not propagate unverified information to the public without expecting to answer questions after that.

Twitter is essential in dissemination of the information. First, the material or content is brief and simple. Moreover, it hits the target market and also can be viewed by most of the twitter users. These messages could be about launching a new product, announcing an upcoming event or addressing an emergency situation. As introduced earlier, Twitter conveys the messages on a worldwide scale since the messages are not limited to the friend's list. Another feature of Twitter and social media, in general, is that it allows the companies to communicate to the customers at no cost. All the company needs are the internet connection and the communication devices. Public relations practitioners in Saudi Arabia prefer Twitter because of the huge following and the freedom that it provides for the users. Besides, the number of people using Twitter in Saudi Arabia has increased significantly in the recent past, making Saudi Arabia the leading country that uses social media platform such as Twitter (Al-Shohaib et al., 2013).

### **Saudi Telecom companies:**

This study selected Saudi Telcom Companies since they are well known and have earned a broad customer base. Saudi Telecom Companies are not only famous in the Arab world but also in other parts of the world. The private companies (independent) provide a wide range of services including mobile communication services and cloud hosting. Mobily and Zain telecom companies are also communication companies based in the Middle East that have earned reputable brand image and customer loyalty (Telecoms, 2015). According to Communications and Information Technology Commission (CITC) (2016), the number of mobile subscribers went down 2% by the end of the first quarter of

2016, reaching 50.9 million subscribers. Also, the CITC expected that the number of subscriptions might reduce in the coming period because of a result of the implementation of the system of linking mobile numbers and data segments with personal identification.

Saudi Telecom Company is a mobile network provider based in Saudi Arabia. By the end of 2007, 17.3 million users subscribed to their services. This figure reflects 61% of the total mobile users in the Middle East Country. Currently, the company serves more than 27 million subscribers. With a net income of 2.27 billion dollars. The company expanded beyond the confines of Saudi Arabia to acquire 25% of the Axis group (based in Malaysia). This move gave the company access to Indonesia and Malaysia. Saudi Telecom Company has also invested some businesses in Asia (Saudi Telecom Company, 2016). Africa and the Persian Gulf, Specifically, the company has invested in South Africa, Malaysia, Bahrain, Indonesia, Turkey, and Kuwait. In a nutshell, the company offers services including televisions services, mobile computing and internet services. The company also offer cloud services at their website, [cloud.stc.com.sa](http://cloud.stc.com.sa). The companies offer a wide range of services including ready-made deployments and virtual data center. According to Al-Aali, and Kamel (2015), the company also offers Subscription Based services to companies who may wish to use the online infrastructure for a fee.

Mobily is another company in Saudi Arabia that has earned a big share in the Saudi Arabian market. Mobily company is a pioneer in the Telecom and IT sector in Saudi Arabia. The company launched the business in 2005 and has since grown to command a large customer base within the borders of Saudi Arabia and beyond. Since 2005, the company has maintained its leadership strategy and has played an important role in redefining concepts and maintaining its influence in the local, regional and international markets (Telecoms, 2015). The company has used its leadership sustainability to transform the social responsibility concept in the UK drastically. In a nutshell, the company has ventured in integrated services cutting across three main sectors, i.e., Businesses, carriers, and individuals. The company has established one of the most sophisticated data center systems in the United Kingdom and worldwide. It provides one of the largest wireless network coverage and FITH networks in the said region and its environs. Mobily has remained a trendsetter with its innovative path, as such, it earned the highest international awards for its reputable technical infrastructure (Telecoms, 2015).

The third company in Saudi Arabia is Zain. Zain is a Telecommunication company based in Kuwait in the Middle East. The public company takes pride as the first mobile operator ever established in the region (Williams, 2010). The company rolled out an expansion strategy in 2003, and since then it has spread its root in the Middle East and African countries. Currently, Zain provides a range of



telecommunication services including data, voice and messaging services. Today, more than 46.6 million clients including business customers and individuals subscribe the services of Zain Company. As its vision suggests, Zain endeavors to build sustainable and innovative communication services giving its customers simple mobile experience.

### **Study's Problem:**

This paper discusses how public relations practitioners in Saudi telecom companies use Twitter to communicate with the public. This study will focus on the three most famous telecom companies both within Saudi Arabia and the Arab world; Saudi Telecom company, Mobily, and Zain. and they also have a broad customer base. The researcher chooses these companies because there are more than 30 million users in Saudi Arabia. Moreover, the company offer network of communication to most of the residence of Saudi. Therefore, the connection to Twitter and Facebook.

### **Purpose of this Study:**

This study aims to understand how public relations practitioners in Saudi telecom companies are using Twitter as a tool to communicate with the audience by activating the response to customer questions, offers, and content sharing. The research will be based on the dialogic Public Relations theory that confirms the importance of why companies should be able and willing to link the audience ethically and honestly to create an effective and efficient company-organization communication channel.

### **Dialogic Public Relations Theory:**

The concept of dialogue traces its origin from psychology, relational communication, philosophy, and rhetoric. Rhetoricians and philosophers hold the opinion that dialogue provides an opportunity to separate truth from falsehood. Either, they argue that dialogue gives an ethical atmosphere for communication (Kennedy, 2014). Public relations consider dialogue as the engaging the public in communicating issues. The public relations sector has witnessed a shift in its view on communication. Al-Yahya (2013) argued that it previously practiced communication as a means to manage, with the recent developments, PR use communications as a means to establish and maintain relationships. Dialogic public relations theory recognizes the following features as the key pillars of a fruitful communication, including mutuality, propinquity, commitment, and empathy. Mutuality implies that both the public relations, their respective companies and the clients obtain mutual benefits from the communication. As such, the communication should not be a one-way event but a continuous process actively involving all the parties. Some clients may have a wrong idea, but you have to listen to them anyway because they are the core center of the business.

The feature of propinquity is to underscore the spontaneity underlying the interactions established between the company and the public. In other words, the public relations practitioners should not only be available online, but they should be active and engage the customers in communication and address their concerns accordingly. Being online without having an active conversation with the clients is as good as not being there at all (Doherty, 2015). The officers should look keenly into the customer's interest and discuss the decision-making process if need be. Also, commitment's feature is to underscore the efforts and the time that an organization gives to the dialogue, the interpretation of what ensues and the understanding it builds from the interactions with the public. That is to mean, the more efforts an organization commits on the dialogue, the better the public relations

The characteristic of empathy is to involve the supportiveness of the company in helping the customers achieve their interest while always staying on course with its goals. In other words, the public relations practitioners should listen to the views of the public. Even when they do not agree with such views, it is important to listen and to reason with the public concerning their interests. They should also understand the customers are different. Different people have different taste and preferences (Kim, Chun, Kwak & Nam, 2014). Therefore, what may be appealing to one customer may not be appealing to the other. Finally, the last feature is the risk that underlies the dialogue.

### **Principles of Dialogic Public Relations Theory:**

Dialogic public relations theory aims at finding the best solutions for the benefit of the business organizations and the customers alike. The principles of dialogic public relations theory provide a ladder to the development of a long-standing relationship that keeps the business organization to the best of its performance (Feng, 2017). The principles are given below.

The first principle is dialogic loop. This principle allows the public to direct questions to the organizations giving them with an opportunity to address the concerns and solve problems that may arise. The principle of the usefulness of information directs the organizations to post all the relevant information that may be useful to the public, each time. Second, generation of return visits argues that public relations practitioners should make their online platforms as attractive as possible to give the public a valid reason to come revisiting the sites (Parackal, 2016). They can do that by updating new information each time and engaging the customers in an interactive conversation. Third, intuitiveness principle directs that the websites used by the organizations to reach the customers should be conveniently developed to give an interactive user interface. Besides, the content should be organized in hierarchical order. Finally, the sites should only contain important information with links to help the customers navigate their way.

**Methodology:**

This study focused on the tweets of Saudi Telecom companies to explore how public relations practitioners use Twitter to communicate with the public. Also, this research explored the relation between their offers and the audience response through retweets and replies. The researcher selected the three telecom companies, Saudi Telecom Company, Mobily, and Zain, in Saudi Arabia as a sample. The content analysis was conducted to understand the types of information being publicized in Twitter, as well as measure the employment of dialogic principles used on the Twitter account of companies. They all have more than 10 million followers, and they are likely less active on their Twitter accounts as they tweet less than 5 times per day. A content analysis was conducted to analyze the tweets that were collected between October 1st to 30th, and a total number of 259 tweets were analyzed.

Content analysis is a method for summarizing different types of content by counting various aspects of the content. Additionally, this method enables the researcher to include large amounts of textual information and systematically identify its properties. The content analysis allows researchers to explore what is being given to the audience, and measure the occurrence in media content.

Content analysis is an appropriate method that has been utilized for analyzing and understanding the different types of content that were presented to the audience through a major social platform such as Twitter. The content analysis method provides extremely significant benefits including the devoid of interruptions in the process of gathering the data. The content analysis is one of the most popular methods that have been used to explore how media outlets embraced Twitter as a source of information and examine the types of content that media disseminate through Twitter.

Furthermore, previous studies (McAllister-Spooner, & Kent, 2009; Rybalko, S., & Seltzer, T. 2010; Kim, Chun, Kwak, & Nam, 2014; Muckensturm, 2013) have used content analysis as a method in their research to analyze and understand the content of social networking such as Twitter and Facebook. Also, content analysis is the appropriate method that has been used for analyzing and understanding the content of social media platforms such as Twitter for different reasons. First, the content analysis method offers many benefits including being devoid of obtrusiveness in the data gathering process. The second reason, most of the common methods that have been used to examine the employment of dialogic principles in social media platforms such as Twitter and Facebook in different organizations uses content analysis. The third reason, there have been some recent content analysis research studies conducted on Twitter and dialogic communications principles. Thus, the content analysis has been able to identify and measure the categories of the dialogic principles utilization (Kim, Chun, Kwak, & Nam, 2014). The fourth reason,

content analysis has been applied to different media mediums such as verbal print media like advertising content of newspapers and magazines, visual media such as film and videos, and the content of social media networking to describe the effects of content on audiences (Macnamara, 2005).

To find answers for questions and test the hypotheses, the researcher will choose a sample of the three representative and popular telecom companies in Saudi Arabia to look at their Twitter feeds on their accounts and explore the different usage of Twitter. Saudi Telecom Company, Mobily, and Zain are all telecom companies that focus on providing telecommunications services in general, including wireless communications and Internet, on disseminating their offers, discounts and all the news related to them. The researcher chooses these three telecom companies to be the sample of the study for the following reasons. First, these telecom companies are considered the most famous telecom organizations not only in Saudi Arabia but also in the whole Arab World. Second, both these telecom companies are considered very competitive against each other regarding providing unique offers in telecommunication service.

#### **Coding Scheme:**

Regarding the coding scheme, the researcher found how public relations practitioners used Twitter to reply to concerns of the audience, as well as exploring what types of information, useful information, news, and advertisements, were posted more than others in each telecom companies' account and examined if there was relationship between the types of information and number of retweets and likes. There are four main categories of variables, including providing useful information, publishing advertising, publishing news, and responding positively to questions from customers. In these variables, including providing useful information, publishing advertising, and publishing news, the researcher attempted to seek what most of them posted more than others in Saudi Telecom Companies' Twitter accounts. The researcher also examined if there was an influence between the types of information and number of retweets and likes.

In the fourth variable, which was the concerns of the audience, the researcher chose one day which was October 29th, to find out the number of positive responses to questions from customers on telecom companies' accounts on Twitter, and how public relations practitioners interacted with concerns of the audience.

Regarding the variables of the research questions, the independent variable of the first research question was Twitter use by public relations practitioners, and the dependent variable was reaction to the concern of the public. This variable explored how telecom companies responded with costumers. For the second research question, the independent variable is types of information, and the dependent variable is the effect of the number of retweets and likes. This question

was measured by looking for the types of information posted more than others and looking at the number of retweets and likes of each type of information to identify the relationship between these variables. For the third research question, the independent variable was offers, and dependent variable was the number of retweets and replies. This question was measured by considering the number of retweets and replies for each type of offers. The third research question had a nominal variable (the type of offers), and scale variables (number of retweets and replies). In order to explore the relationship between these variables, the statistical analysis was run which was the correlation test.

### **Research Questions and Hypothesis:**

RQ1: How do public relations practitioners, in Saudi telecom companies, use Twitter to respond to the concerns of public?

RQ2: What the types of information (useful information, news, and advertisements) that are posted by Saudi telecom companies on their Twitter account which could affect the number of retweets and likes?

RQ3: Is there a relationship between the public relations practitioners' offers, in Saudi telecom companies, and retweet and replies from the sites' followers?

H1: Public relations practitioners who work in Saudi telecom companies use Twitter to provide useful information to their customers.

H2: Public relations practitioners who work in Saudi telecom companies use Twitter to publish their advertising.

H3: Public relations practitioners who work in Saudi telecom companies use Twitter to publish their news.

H4: Public relations practitioners who work in Saudi telecom companies are more likely to use Twitter to respond positive questions from their customers.

These research questions and hypotheses seek to explore the type of information released in the Twitter account of those telecom companies as well as explore the use of different content in the posted tweets like using tweets with images, links, and videos. Also, these questions and hypotheses aim to explore how public relations practitioners communicate with the public, and if the type of tweets is related to retweeting. Furthermore, these research questions and hypotheses are linked to the topic of this study. As well as the dialogic public relations theory because the goal of these research questions and hypotheses aims to explore how public relations practitioners communicate with the public by the number of retweets, likes, and replies on the companies' tweets and replies on the publics' queries.

**Result:**

This research question focused on the way that public relations practitioners responded to the concerns of their audience. Looking for their responses in one day on their Twitter accounts, they answered more than 700 questions of the audience. Thus, there were many ways to reply to audiences' concerns. Before that, the audience had different concerns, and public relations practitioners working in Saudi Telecom Companies, should deal with the different concerns by using different ways. First, most of the audiences' concerns wanted more explanation of some new offers or how they used their services. For these concerns, public relations practitioners provided a link to give more information about their offers and services. Also, public relations practitioners provided specific numbers for specific services. Moreover, public relations practitioners asked some of the audience to go to any office nearby to deal with their issues. Public relations practitioners also encouraged the audience to use their Apps.

*Table 1: Types of information and number of retweets and likes*

CATEGORY	STC	MOBILY	ZAIN	PERCENT
USEFUL INFORMATION	31	1	9	13.6
NEWS	48	17	22	29
ADVERTISEMENT	60	24	47	43.6
NUMBER OF RETWEETS	22268	12067	6924	-
NUMBER OF LIKES	26675	21693	13102	-
TOTAL	139	42	78	100

The second research question focused on what types of information were posted more in Saudi Telecom Companies' Twitter accounts and the effect of the number of retweets and likes. According to table 1, the most common tweets in types of information were an advertisement with a proportion of 43.6%, followed by news with a proportion of 29%, then useful information with a proportion of 13.6%. According to table 1, STC posted 139 types of information and got 22,268 retweets and 26,675 likes. Mobily posted 42 types of information and got 12,067 retweets and 21,693 likes. As table 1 shows, Zain posted 78 types of information and got 6,924 retweets and 13,102 likes.

The third research question focused on the relationship between the offers, which were posted by Saudi Telecom Companies in their Twitter accounts, and the

number of retweets and likes. To find the relationship between offers and number of retweets and likes, a correlation analysis was conducted to test the third research question. The correlation test revealed that there was a weak positive correlation between offers and number of retweets,  $r(259) = .195, p < .002$ . Also, the correlation test revealed that there was a weak positive correlation between offers and number of replies,  $r(259) = .166, p < .008$ . Thus, the outcome was statistically significant. This weak positive correlation means that there was a weak connection between the variables. This weak correlation revealed that the type of information could not influence the number of retweets and replies.

*Table 2: The number of Tweets of Types information*

<b>CATEGORY</b>	<b>N</b>	<b>PERCENT</b>
<b>USEFUL INFORMATION</b>	41	16
<b>NEWS</b>	87	33
<b>ADVERTISEMENT</b>	128	49

The first hypothesis suggested that public relations practitioners who work in Saudi telecom companies use Twitter to provide useful information to their customers. Based on the provided numbers in Table 2, this hypothesis was not supported. Useful information was posted less than other types of information with a total of 39 out of 259 tweets. The second hypothesis proposed that public relations practitioners who work in Saudi telecom companies use Twitter to publish their advertising. According to table 2, this hypothesis was supported. Advertisements were one of the most common posted in Saudi Telecom Companies' Twitter accounts with a total of 129 out of 259 tweets.

The third hypothesis stated that public relations practitioners who work in Saudi telecom companies use Twitter to publish their news. As table 2 shows, this hypothesis was supported. The news was an second place after advertisements posted in Saudi Telecom Companies' Twitter accounts with a total of 83 out of 259 tweets. In these hypotheses, according to table 2, the most common tweets in types of information were an advertisement with a proportion of 49% followed by news with a proportion of 32%, then useful information with a proportion of 15%.

Table 3: Correlation between Telecom Company and Responses to Tweets on one Day

<b>Correlations</b>			
<b>Telecom company</b>		<b>Responses to tweets on 1 day</b>	
<b>Telecom company</b>	Pearson Correlation	1	<b>-.996</b>
	Sig. (2-tailed)		<b>.053</b>
	N	3	<b>3</b>
<b>Responses to tweets on 1 day</b>	Pearson Correlation	-.996	<b>1</b>
	Sig. (2-tailed)	.053	
	N	<b>3</b>	<b>3</b>

The last hypothesis was that public relations practitioners who work in Saudi telecom companies utilized Twitter to respond to questions from their customers. By using correlations to analyze the data of Saudi Telecom Companies on their responses to customers, table 3 analysis results revealed that there was a very strong negative relationship between telecom companies and responses to tweets on one day, though the relationship was not statistically significant at  $r=(-.996)$  =,  $p=0.053$ ,  $p>0.05$ .

### **Discussion and Conclusion:**

Twitter works as a tool for providing information and publishing advertising and other types of information by public relations practitioners in Saudi Telecom Companies. The knowledge of how public relations practitioners in Saudi telecom companies use Twitter to respond to the concerns of public concerns was one of the interests of the study. This study aimed to understand how public relations practitioners in Saudi telecom companies are using Twitter as a tool to communicate with the audience by activating the response to customer questions, offers, and content sharing.

The conducted analysis generated interesting findings. The results showed that public relations practitioners relied on Twitter to disseminate offers, advertisements, news, and useful information. Also, they depended on Twitter to respond to their customers' concerns. According to findings, the first and fourth hypotheses were not supported, but the second and third hypotheses were supported.

The objective of the first research question was to know how public relations practitioners use Twitter to respond to costumers' concerns, and the results of this



study discovered that they answered their costumers by guiding them to some ways that helped them to find the answers to their concerns. The objective of the second research question was to know which of types of information that public relations practitioners published and provided in their Twitter accounts may affect the number of retweets and likes. The results showed that advertisements were the most common tweets in Saudi Telecom Companies followed by news then useful information. Also, the results explored that there was a relationship between the types of information and customers by the number of retweets and likes.

The last research question aimed to explore the public relations practitioners' offers and retweet and replies from the sites' followers. This study discovered that there was a significant relationship between offers and number of retweets, ( $r = .195$ ,  $p < .002$ ), and there was a significant relationship between offers and number of replies ( $r = .166$ ,  $p < .008$ ). This result explained that most of the customers followed Saudi Telecom Companies' offers tweets more than any other tweets. According to the data, Saudi Telecom Companies published offers on their Twitter accounts 138 times with a total 53% of their tweets in on month.

Despite several interesting findings, the study is not free of limitations. The sample size of the data collected was a small number of tweets. The researcher suggests for future studies to choose one of Saudi Telecom companies to study deeply what public relations practitioners should do to attract the public to follow their Twitter accounts. Also, the researcher suggests for future studies to compare all these telecom companies to know which one of them has more activity in their Twitter accounts, and which types of information attract the public by the number of retweets, likes, or/and replies. Using Twitter should be a significant area of research which brings more academic interest because most of the people in Saudi Arabia are using Twitter, and it is an easy way to reach out to the people.

### Reference:

1. Al Lily, A. E. (2015). Information Thinness: Saudi Arabia. *Information Society*, 31(5), 407-413.
2. Al-Aali, A., & Kamel, M. M. (2015). Saudi Telecom Company: Rapid International Investments and Divestments. *Journal of Competitiveness Studies*, 23(3), 38-53.
3. Alansari, M. T., Velikova, N., & Jai, T. (. (2018). Marketing effectiveness of hotel Twitter accounts: the case of Saudi Arabia. *Journal Of Hospitality & Tourism Technology*, 9(1), 63-77. doi:10.1108/JHTT-09-2017-0096
4. Al-Enad, A. H. (2012). Public Relations' Roles in Developing Countries. *Public Relations Quarterly*, 35(1), 24-26
5. Al-Saud, N. A. (2012). The Evolution of Saudi Security and Enforcement Policies on Communication. *JFQ: Joint Force Quarterly*, (65), 38-43.
6. Al-Shohaib, K., Frederick, E., Al-Kandari, A. J., & Dorsher, M. D. (2013). Factors Influencing the Adoption of the Internet by Public Relations Professionals in the Private and Public Sectors of Saudi Arabia. *Management Communication Quarterly*, 24(1), 104-121. doi:10.1177/0893318909351433

7. Al-Yahya, K. O. (2013). The Over-Educated, Under-Utilized Public Professionals: Evidence from Oman and Saudi Arabia. *Journal of Management & Public Policy*, 1(2), 28-47
8. AWAD, N. I., & COCCHIO, C. (2015). Use of Twitter at a major national pharmacy conference. *American Journal of Health-System Pharmacy*, 72(1), 65-69. doi:10.2146/ajhp140175
9. Baumgarten, C. (2011). Chirping for Charity: How US Nonprofit Organizations are Using Twitter to Foster Dialogic Communication. *The Elon Journal of Undergraduate Research in Communications*, 2(2), 5-14.
10. Communication & Information Technology Commission (2016) Report of 2016. Relate from <http://www.citc.gov.sa/ar/mediacenter/citcinthemediia/Pages/20160724002.aspx>
11. Doherty, J. (2015). *Online Marketing for Small Businesses in easy steps - covers social network marketing*. In Easy Steps.
12. El-Said, H., & Harrigan, J. (2014). Globalization, International Finance, and Political Islam in the Arab World. *Middle East Journal*, 60(3), 444-466.
13. Feng, W. (2017). *Discursive Constructions of Corporate Identities by Chinese Banks on Sina Weibo : an Integrated Sociolinguistics Approach*. Singapore : Springer.
14. Hussain, A., & Ahmad, P. (2014). Use of Social Media by Online Newspapers in Saudi Arabia. *DESIDOC Journal of Library & Information Technology*, 34(5), 412-418. doi:10.14429/djlit.34.6747
15. Kadri, A. (2014). *Arab Development Denied: Dynamics of Accumulation by Wars of Encroachment*. London: Anthem Press.
16. Kennedy, D. (2014). Neoteny, Dialogic Education and an Emergent Psychoculture: Notes on Theory and Practice. *Journal of Philosophy of Education*, 48(1), 100-117.
17. Kim, D., Chun, H., Kwak, Y., & Nam, Y. (2014). The Employment of Dialogic Principles in Website, Facebook, and Twitter Platforms of Environmental Nonprofit Organizations. *Social Science Computer Review*, 32(5), 590-605.
18. Kraidy, M. M. (2010). *Reality television and Arab politics : contention in public life*. New York : Cambridge ; New York : Cambridge University Press.
19. Macnamara, J. R. (2005). Media content analysis: Its uses, benefits and best practice methodology. *Asia-Pacific Public Relations Journal*, 6(1), 1.
20. McAllister-Spooner, S. M., & Kent, M. L. (2009). Dialogic public relations and resource dependency: New Jersey community colleges as models for web site effectiveness. *Atlantic Journal of Communication*, 17(4), 220-239.
21. Muckensturm, E. (2013). Using dialogic principles on Facebook: The accommodation sector is communicating its consumers. Theses paper.16-57
22. Papasolomou, I., & Melanthiou, Y. (2012). Social Media: Marketing Public Relations' New Best Friend. *Journal of Promotion Management*, 18(3), 319-328.
23. Parackal, J. (2016). *PR AS PERSONS IN RELATION: A Personalistic Approach to the Study and Practice of Public Relations*. Educreation Publishing.
24. Rybalko, S., & Seltzer, T. (2010). Dialogic communication in 140 characters or less: How Fortune 500 companies engage stakeholders using Twitter. *Public Relations Review*, 36(4), 336-341.
25. Saudi Telecom Company. (2016). *Saudi Telecom Company SWOT Analysis*, 1-7.
26. Schelhase, M. (2013). Globalization, Regionalization and Business: *Conflict, Convergence and Influence*. Basingstoke [England]: Palgrave Macmillan.
27. Spender, S. (2012). *Bulletin of the Atomic Scientists*. Educational Foundation for Nuclear Science, Inc.
28. Stamati, T., Papadopoulos, T., & Anagnostopoulos, D. (2015). Social media for openness and accountability in the public sector: Cases in the Greek context. *Government Information Quarterly*, 32(1), 12-29. doi:10.1016/j.giq.2014.11.004
29. Telecoms. (2015). *MEED: Middle East Economic Digest*, 59(12), 42.

30. Tudoroiu, T. (2014). Social Media and Revolutionary Waves: The Case of the Arab Spring. *New Political Science*, 36(3), 346-365. doi:10.1080/07393148.2014.913841
31. Williams, S. (2010). Telecoms: the Zain gain. *Middle East*, (393), 46-47.