



LEGAL BRIEF

journal homepage: www.legal.isha.or.id/index.php/legal



Use of Social Media as a Public Relations Strategy during the Covid-19 Pandemic in Indonesia

Kartika Ratri

Department of Communication Studies, Faculty of Social and Political Sciences,
University of Indonesia, Indonesia

E-mail: kartikaratri@gmail.com

Abstract

The field of Public Relations (Humas) is a field of communication carried out to establish and manage relationships with various stakeholders (stakeholders). With digitization, public relations also take advantage of the development of digital technology to establish relationships. Until the term digital public relations emerged. Since the occurrence of the Covid-19 pandemic, when the main effort to overcome the Covid-19 pandemic was to carry out physical distancing, several stakeholders such as the government, health workers, and social organizations in Indonesia have used social media in order to deal with the Covid-19 pandemic crisis. Several social media platforms such as Instagram, Twitter, to personal conversations such as Whatsapp are used. The purpose of this study is to find out how the role of the use of Social Media as a Public Relations Strategy during the Covid-19 Pandemic in Indonesia. This research method uses a meta-analysis of 9 journal articles, which will synthesize the relationship between "Digital Public Relations" and "Social Media". Broadly speaking, "Social Media" is a "tool" used in the practice of "Digital Public Relations" which is synthesized with the findings of previous research as a theoretical basis, the practice of social media in digital public relations, and an analysis of what is happening in Indonesia over the past few years. The Covid-19 pandemic is ongoing.

Keywords: Covid-19, Digital Public Relations, Meta-Analysis, Public Relations, Social Media

A. Introduction

According to Lancaster & Massingham (2011), Public Relations (PR) or Public Relations (Humas) refers to programs that aim to promote a company's image, namely its products and services. Public relations activities or all forms of activities in relations with the community according to the Institute of Public Relations ((Theaker, 2012) in (Meranti & Irwansyah, 2018)) is a planned and sustainable business, the purpose of which is to build and maintain good attitudes and understanding between the organization and the public.

As one of the promotional tools in the marketing communication mix proposed by Kotler & Armstrong (2016) Public Relations (Humas) aims to build good relationships with various stakeholders to get the desired publicity, to build a good corporate image, and also to manage or respond to rumors, news, and unwanted events. (Son, 2013).

Furthermore, Kotler & Armstrong (2016) highlighting that Public Relations (Humas) aims to build good relationships with various stakeholders to get the desired publicity, to build a good corporate image, and also to manage or respond to rumors, news, and unwanted events.



With the change in technology to digital, public relations as one of the activities in the field of communication has also undergone changes. According to Pauleen & Zealand (2018), PR practice has changed due to considering the current era of digital communication. Where traditional media has been fragmented into a mix of online, mobile, broadcasting, print, and also Social Media channels.

Citing an explanation from Gendron (in Pauleen & Zealand, 2018)), the emergence of a change (evolution) of terminology where Public Relations (Humas) has moved from the reach of traditional print media and broadcast media or broadcasts, to communication that leans towards digital and social media.

According to Hallahan (in Regina et al., 2017)), Public Relations (Humas) also has several main functions related to its objectives, namely to disseminate information, interact with key publics, deal with crises, and manage issues. Where these functions require research, management and also framing issues, which according to Kent (2008) (in Regina et al., 2017)) can be done more effectively and more efficiently by using digital tools.

In the era of digital communication, with changes in technology that are digitizing, digital tools have emerged that can be utilized by public relations practices (Saputra, 2021). As previously stated that the practice of Public Relations in the digital era (Digital Public Relations) is carried out using the internet, so Social Media is one of the digital tools that can be utilized to get results that are considered more effective and efficient.

Since the Covid-19 pandemic, the role of digitalization has greatly influenced communication in conveying information, both directly related to the Covid-19 virus as a new virus to efforts to handle and overcome the Covid-19 pandemic. Especially in this Covid-19 pandemic, one of the main efforts made is to carry out physical distancing so that face-to-face communication is very limited. In Indonesia, several stake holders such as the government, health workers, as well as Non-Governmental Organizations share information with each other by relying on digital-based technology in order to deal with the Covid-19 pandemic crisis.

Various social media platforms, such as Instagram and Twitter, are even used by governments and non-governmental organizations to share information related to the COVID-19 pandemic. Even social media platforms, which are more in the form of personal conversations such as Whatsapp, are also used by the government to share information regarding the COVID-19 virus, access vaccines, and conduct tele-medicine with puskesmas.

With these conditions, this research will conduct a meta-analysis of Social Media which is widely used as a tool in practicing Digital Public Relations, especially since the Covid-19 pandemic. Where this research will highlight the relationship of Social Media with the practice of Public Relations in the era of Digitalization. In addition, this study also aims to determine the most widely used social media by digital public relations practitioners.

B. Method

This study uses the Meta-analysis research method. Meta-analysis in Colgatay & Karadag (2015) is a method that draws conclusions from the results of various studies. By using the Meta-analysis method, the focus of this research is to provide

conclusions from various studies that have been carried out previously. Meta-analysis by Colgatay & Karadag (2015) is an approach that synthesizes by building statistical analysis, into several different and independent study results, but is built on a specific topic. This research will build on statistical analysis from a collection of previous studies conducted on the topic of Social Media and Digital Public Relations.

Glass (1976) (in Colgatay & Karadag, 2015)) is mentioned as the pioneer of the concept of Meta-analysis, which defines it as the analysis of multiple analyses, which can be meant by concluding and combining quantitative results from research. The discussion in this study will analyze the analyzes as a result of previous studies on the topic of Social Media and Digital Public Relations.

The main purpose of the Meta-analysis method (Colgatay & Karadag, 2015) to determine the size of the effect of conclusions by synthesizing data obtained from various studies. The measure of influence in the meta-analysis is a measurement of the strength and direction of the relationship between variables, where the most widely used calculation is proportion. This study conducted a meta-analysis with the aim of measuring the power presented by calculating the proportions that make up the categories found between the Social Media variable and the Digital Public Relations (Humas) variable.

The meta-analysis model used in this study is the fixed effect model. In Colgatay & Karadag (2015), the fixed effect model emphasizes the assumption equation with the research function and the measurement objective is only valid for the population, not generalized to a larger population.

Previous studies with the topic of Social Media and Digital Public Relations (Humas) as the population of this study, will be collected using the internet by relying on online sources and limited by language. (Crowther et al., 2010). The previous studies used in this study were international journals published online and the international journals used English.

In collecting and conducting analysis, this research will be equipped with an observation method, because in Kawulich (2012) Observation is used in the social sciences as a method of collecting data about people, processes, and culture. According to Marshall & Rossman (in Kawulich, 2012)), that observation is a systematic description of the artifacts of the social setting. The type of observation used in this study is direct observation (Kawulich, 2012) which refers to observations without any interaction with objects or people in the research setting. Thus, there is no participation from researchers in what is being observed. In Baker, L (2006) the role of the researcher as "Nonparticipation", emphasizes that the researcher is not present in the setting but can observe from a very different environment.

In conducting data analysis, this research will use a qualitative approach. Qualitative research in Neuman (2014) is a research that uses a research strategy that relies on soft data such as words, sentences, photos, and symbols. In conducting the analysis, this study uses "first-order interpretations". (Neuman, 2014) ie interpretation is described based on or in accordance with the point of view of the object of research. The analysis in this study was carried out based on the researcher's interpretation of the results of the analysis of previous studies. With a qualitative approach, this study builds a qualitative meta-analysis according to Hossler and Scalese-Love (1989) (in Ke, 2009)), this method is an activity to

synthesize qualitative and quantitative research results (analyses) from the topic of Social Media and Digital Public Relations. By following the same procedure as quantitative meta-analysis, but more interpretive. In contrast to meta-analysis with a quantitative approach that relies on statistical data, this research will analyze textual reports, and build new interpretations in the analysis process.

At the initial stage, researchers will collect various international journals published online, with criteria including 1) having the topic of Digital Public Relations and Social Media; 2) published in international journals with issues of Public Relations or Public Relations; 3) journals published within the last 10 years (maximum in 2009). Based on the results of the researchers' observations, there were 9 journals that could be analyzed.

The next stage is the researchers form a list of the 9 journals by writing the following information: author, year, title, and research results. Furthermore, at the coding stage, overall the researchers looked at the research results from the 9 journals and brought up 4 (four) main themes that were discussed in the research with the topic of Digital Public Relations and Social Media. The researcher will re-observe the research results from each journal and provide a category for the research results with one of the 4 (four) existing themes.

Finally, the researcher will analyze the research results from the 21 journals based on predetermined categories. In the analysis process, the researcher provides the researcher's view (interpretive) as a result of the analysis of the existing analyzes (meta-analysis).

C. Results and Discussion

1. Research result

Based on the results of observations of international journals with the topic of Digital Public Relations and Social Media, this study has collected a total of 23 journals, but only 9 (nine) journals were taken by the researchers for further analysis using the meta-analysis method.

The nine journals collected in this study are research published in 2010, 2011, 2012, 2013, 2014, 2015, and most recently last year 2018. Thus, it is hoped that an analysis of the results of these studies can show progress every year. The results of observations are based on research objectives, so from these 9 studies it can be concluded that there are 3 (three) research themes including

- a. Research that examines previous research on Digital Public Relations and Social Media, namely in journals Verčič, Verčič, & Sriramesh (2015) and Duhé (2015);
- b. Research that examines the use of Social Media for PR practitioners in the Digital era, namely in journals Triantafyllidou & Yannas (2014), Valentine (2015), Steyn, Salehi-Sangari, Pitt, Parent, & Berthon (2010), Verhoeven, Tench, Zerfass, Moreno, & Verčič (2012), Evans, Twomey, Ph, & Talan (2011), LaMarre & Suzuki-Lambrecht (2013), and Verheyden & Cardon (2018);
- c. Research that identifies the Social Media tools used in the practice of Digital Public Relations, namely in journals Verčič et al. (2015) and Verhoeven et al. (2012)

- d. The three themes provide separate analyzes using various perspectives which will then be presented in the discussion as a form of analysis of various analyzes (meta-analysis)

2. Past Research

From two previous studies on Digital Public Relations and Social media Verčič et al. (2015) and Duhé (2015), where both of them discussed journals that discussed public relations topics related to Social Media. Differences arise due to research Verčič et al. (2015) used a number of 155 articles as a sample, while Duhé (2015) researched journals using a period of 34 years.

Based on research Verčič et al. (2015), there are 63 different terms used by previous research to discuss the context of DSM (digital, social, and mobile media) with five terms that are often used are Social Media, Twitter, website, internet, and website which appear almost two thirds (95 journal) of all journals. Based on the results shown, social media is the term most often used in the scientific field.

Research result Verčič et al. (2015) also shows that previous research sees that the majority of users of social media technology are the business or business sector, followed by public organizations and government. The users of these technologies mostly use the technology of web pages, websites, and Twitter Social Media to connect with the public and stakeholders.

Conclusion Verčič et al. (2015) that articles discussing Digital Public Relations and Social Media show a lop-sided growth. The focus of the article is almost entirely on the use of media as a "tool". The public and stakeholders referred to by technology users, based on the results of previous research in Verčič et al. (2015), are the general public and journalists as the most targeted public and stakeholders. This shows that many public relations activities are carried out by companies (businesses), public organizations, and governments by utilizing web page technology, websites, and Twitter as tools to carry out public relations practices in order to build relationships with the general public and journalists.

Furthermore, based on the research results Duhé (2015) There are 6 research themes conducted from 1981 to 2014, including initial predictions, usability, theoretical contributions, applications, perceptions and attention to Digital Public Relations and Social Media. Initial predictions for public relations practitioners in the digital era show predictions that are firm, clear, and durable. Based on observations, previous research predicts that public relations practitioners must utilize technology that will develop in the digital era to improve the quality of life.

Research result Duhé (2015) shows that previous studies that focus on the use of the few and the topics are very different from each other. The analysis shows that there is a shift in the focus of public relations research, which initially discussed the use of media with certain mechanisms to focus on studies of perceptions of how the use of certain media can change emotions, professional status, and the possibility to act.

Furthermore, the research results Duhé (2015) shows that based on previous research, perception studies show that users feel more comfortable using the new technology, but underutilize the dialogical potential. While the application studies in Duhé (2015) shows that there is an equation in Verčič et al. (2015) that there are

practices for using the website, and practices within companies (corporations) and governments.

Based on the results of the analysis Duhé (2015), that the theoretical contribution of previous research has paid less attention to the areas of risk from new media, both legally and ethically. Thus, it is necessary to conduct research that assesses, tests, and improves practices in the management of Social Media; research examining ethical challenges drawn from organizational and consumer perspectives; and research following legal changes.

However, when comparing the results of the analysis to previous research in Verčič et al. (2015), there have been many studies that have tested social media practices so that they can see which media is used the most and with whom public relations builds relationships.

To provide an overview, the next discussion will analyze the results of research in journals that discuss Digital Public Relations practices using Social Media. In addition, the two journals that discuss previous research also show that Social Media is one of the tools used or can be utilized for the practice of Public Relations in the Digital era.

3. Use of Social Media in Digital Public Relations

The use of social media as a tool in carrying out public relations activities is one form of utilizing technology in the digital era. So there are many public relations practitioners who use it. This includes agencies engaged in public relations such as research Triantafyllidou & Yannas (2014) which examines the extent to which public relations agencies in Greece are using new media platforms in executing client campaigns.

Based on the results of the analysis Triantafyllidou & Yannas (2014) PR practitioners in Greece have realized the potential of digital media as a new way to conduct public relations effectively in order to serve the campaigning needs of their clients. One of the potentials of this digital media is to be able to conduct research related to campaign needs and also to be able to manage the company's reputation effectively.

Research result Triantafyllidou & Yannas (2014) shows that the digital media used as tools, the most widely used are Facebook, websites, email, online ads, YouTube, and blogs. Meanwhile, online tactics that are often used by public relations agencies in Greece include tactics related to Social Media platforms such as Facebook, websites and viral campaigns.

Different from the research results Verčič et al. (2015) that the Social Networking Site (SNS) platform that is often used is Twitter. However, both of them also show that another social media that is often used in the field of public relations in the digital era is the website. Next, in Triantafyllidou & Yannas (2014) also found advantages in using digital media (including social media) in the field of public relations, among others, as "Business Intelligence, Clients Profitability, and Corporate Communication Management."

Switch to another country, United States, based on research results Briones, Kuch, Liu, & Jin (2011) against the American Red Cross organization, Social Media is used as a tool to build relationships with key publics. Based on the results of research on 40 American Red Cross employees, it can be concluded that conducting public relations activities through social media is an effective way and is much needed in today's

digital era. In research results Briones et al. (2011) It was also found that Social Media can develop a two-way dialogue. The development of this two-way dialogue is used by the American Red Cross to build relationships with youth groups, the media, and the public. Similar to what was done by public relations agencies in Greece and some previous studies, the American Red Cross is based on research Briones et al. (2011) using the SNS platform Twitter and Facebook as social media used to build relationships with stakeholders.

But what is interesting is in research Briones et al. (2011), found obstacles in using Social Media to build relationships. These barriers are related to resources, especially time and personnel. Because in using Social Media, it is necessary to have resources that update related to the latest information. And to manage it, organizations need adequate employees. In addition, another challenge is the need for skills, knowledge, and public attitudes about Social Media. In Europe, research results Verhoeven et al. (2012) shows that Social Media occupies the second position as an important tool for public relations practitioners. This is because public relations practitioners in Europe still choose print media as a tool to build relationships with stakeholders.

In addition, public relations practitioners in Europe Verhoeven et al. (2012) views online communities in social networks as the most important tool in using social media for public relations activities. Followed by online videos, weblogs, RSS feeds and microblogs such as Twitter.

Twitter is a social media in the form of an SNS platform that is most often used in the field of public relations (Verčič et al. (2015); Briones et al. (2011); Verhoeven et al. (2012)), even though there are many other SNS platforms that can be utilized by public relations practitioners. The question is what are the advantages of Twitter so that many public relations practitioners use it in building relationships with the public.

Based on research results Evans et al. (2011), Twitter's microblogging concept has become a valuable asset for campaign strategies that utilize Social Media and will continue to be an important part of integrated communications campaigns. Also mentioned earlier in Verhoeven et al. (2012) that public relations practitioners in Europe use social media tools in the form of Twitter with its function as microblogs. Java, Song, Finin & Tseng (2007) (in (Evans et al., 2011)) highlights that microblogging is a new form of communication where users describe their latest status in the form of short posts which are then distributed by text message, cell phone, email, or the Web.

Analysis Evans et al. (2011) that Twitter allows to post short messages of up to 140 characters called Tweets. These Tweets provide up-to-date information and opinions quickly. Twitter is a real-time communication between its users. Thus, these microblogs are communications that do not require more time and effort like other SNSs.

Apart from Twitter as a platform used by public relations practitioners, there are other media that may not be widely known by public relations practitioners. Social Media Release (SMR) in Steyn et al. (2010) is a mix of traditional press releases and digital Social Media. SMR is supported because of the increased interaction in Social Media and because of SMR's consideration as the best digital press relation that

contains additional elements that reporters or consumers want to know before they create content to spread it.

Furthermore Steyn et al. (2010) stated that SMR is a relatively new tool but has attracted interest from bloggers, due to the perception among bloggers that this tool is effective to use. However, because it is relatively new, public relations practitioners need to identify ways that can attract attention and also dedicate their target users to what organizations are already using SMR and how SMR works. On the other hand, this education can be developed into a new business for public relations agencies.

Based on the results of the research that has been described that there are many uses and benefits obtained from social media, especially in the field of public relations, there are many perceptions that state that "social media is good". Is that true? In (Valentini, 2015), suggests the use of Social Media not only for public relations, but also for the public and organizations.

Criticism by Valentine (2015) that the use of Social Media is not always positive for the organization or the public as has been described. It was found in the results of his analysis that Social Media was created to increase social capital. Because Social Media should be intended to allow more relationships to occur between humans, but its use is found to be aimed at promoting the business interests of an organization. This is in line with the findings Verčič et al. (2015) where the main users of Social Media in the field of public relations are businesses or companies. Also

On the basis of this criticism (Valentini, 2015), it is necessary to have a deeper understanding for the public relations profession to better understand how technology can change public behavior. Practitioners can start by assessing the nature of the Social Media actions to be taken, so as to provide ethical and responsible advice to their organizations. Given this criticism, the lack of theoretical contributions to the impact of social media in previous research (Duhé, 2015) can be answered.

4. Social Media Tools in Digital Public Relations

Some Social Media tools have been mentioned in the previous sub-chapter, but this sub-chapter will re-explain them more systematically so that they are easier to discuss. In general, based on the results of previous research Verčič et al. (2015) taken from 155 journal articles, the social media used include web pages, websites, and Twitter.

As for public relations agencies in Greece (Triantafillidou & Yannas, 2014) The most widely used social media are Facebook, websites, email, online ads, YouTube, and blogs. Unlike the United States, the American Red Cross organization, Briones et al. (2011) using SNS platforms such as Twitter and Facebook as Social Media used to build relationships with the public. In Europe, public relations practitioners Verhoeven et al. (2012) Social media that are considered important are online communities in social networks so that the most widely used are weblogs and microblogs such as Twitter. As a platform for microblogs, Twitter is indeed widely used by public relations practitioners in establishing relationships, such as the results of research Evans et al. (2011) to the best 12 (twelve) public relations practitioners at the executive level that Twitter is a very used social media tool.

D. Conclusion

Previous research has shown that social media is a tool that can be utilized and useful for digital public relations practitioners, but the majority of users are still carried out by public relations practitioners of business organizations/companies and the stakeholders are the general public and journalists. So, it can be concluded that with the Covid-19 Pandemic in Indonesia, new practitioners such as the government, health workers, and social organizations began to massively use social media in dealing with the pandemic crisis. The research also synthesizes that social media is an effective tool in establishing and managing relationships with stake holders and the media most widely used by digital public relations practitioners is Twitter. This is because Twitter has a micro blogging service that other social media don't have.

During the COVID-19 pandemic, several social media platforms other than Twitter were also considered effective because they were mostly used by digital public relations practitioners, such as Instagram. The President, Ministers and Ministries, to social organizations even use their personal accounts in establishing relationships with stakeholders to convey messages related to the pandemic. The government even uses the Whatsapp platform to provide information related to efforts to overcome the pandemic, such as self-isolation, drug administration, and access to vaccines.

References

- Baker, L. M. (2006). Observation: A Complex Research Method. *Library Trends*, 55(1), 171–189.
- Briones, RL, Kuch, B., Liu, BF, & Jin, Y. (2011). Keeping up with the digital age: How the American Red Cross uses social media to build relationships. *Public Relations Review*, 37(1), 37–43. <https://doi.org/10.1016/j.pubrev.2010.12.006>
- Colgatay, N., & Karadag, E. (2015). Leadership and organizational outcomes: Meta-analysis of empirical studies. *Leadership and Organizational Outcomes: Meta-Analysis of Empirical Studies*, 1–273. <https://doi.org/10.1007/978-3-319-14908-0>
- Crowther, M., Lim, W., & Crowther, MA (2010). Systematic review and meta-analysis methodology. *Blood*, 116(17), 3140–3146. <https://doi.org/10.1182/blood-2010-05-280883>
- Duhé, S. (2015). An overview of new media research in public relations journals from 1981 to 2014. *Public Relations Review*, 41(2), 153–169. <https://doi.org/10.1016/j.pubrev.2014.11.002>
- Evans, A., Twomey, J., Ph, D., & Talan, S. (2011). Twitter as a Public Relations Tool. *Public Relations Journal*, 5(1), 1–20.
- Kawulich, B. (2012). Collecting Data Through Observation. *BPS Catalog*, XXXIII(2), 81–87. <https://doi.org/10.1007/s13398-014-0173-7.2>
- Ke, F. (2009). A Qualitative Meta-Analysis of Computer Games as Learning Tools. *Handbook of Research on Effective Electronic Gaming in Education*, 1–32. <https://doi.org/10.4018/978-1-59904-808-6.ch001>
- Kotler, P., & Armstrong, G. (2016). *Principles of marketing* (11 ed.). New York: Pearson International.

- LaMarre, HL, & Suzuki-Lambrecht, Y. (2013). Tweeting democracy? Examining Twitter as an online public relations strategy for congressional campaigns'. *Public Relations Review*, 39(4), 360–368. <https://doi.org/10.1016/j.pubrev.2013.07.009>
- Lancaster, G., & Massingham, L. (2011). *Essentials of Marketing Management*. Taylor & Francis e-Library.
- Meranti & Irwansyah. (2018). Digital Public Relations Study: Transformation and Contribution of Industry 4.0 in Strategic Public Relations. *Journal of Information and Communication Technology*, 7(1), 27–36. [https://doi.org/10.13400/IJPSR.0975-8232.8\(12\).5315-19](https://doi.org/10.13400/IJPSR.0975-8232.8(12).5315-19)
- Neuman, WL (2014). *Social Research Methods: Qualitative and Quantitative Approaches*. In Pearson Education: Vol. Seventh Ed (Seventh Ed). Pearson Education.
- Pauleen, DJ, & Zealand, N. (2018). Public Relations and Brand Activation in the Digital Age. *Leader to Leader*, 61–63. <https://doi.org/10.1002/ltl.20361>
- Putra, GI (2013). The Implementation of Integrated Marketing Communication for Alvera. *Imc*, 297–308.
- Regina, S., Oliveira, M., & Trento, S. (2017). Effectiveness of Digital Public Relations Tools on Various Customer Segments. 4(February 2002), 37–48. <https://doi.org/10.17261/Pressacademia.2017>
- Saputra, USA (2021). The Effect of Information Technology on Cooperatives in the Industrial Age 4.0. *Transeconomics: Accounting, Business And Finance*, 1(5), 505–510. <https://doi.org/https://doi.org/10.55047/transekonomika.v1i5.77>
- Steyn, P., Salehi-Sangari, E., Pitt, L., Parent, M., & Berthon, P. (2010). The Social Media Release as a public relations tool: Intentions to use among B2B bloggers. *Public Relations Review*, 36(1), 87–89. <https://doi.org/10.1016/j.pubrev.2009.09.005>
- Triantafillidou, A., & Yannas, P. (2014). How public relations agencies in Greece respond to digital trends. *Public Relations Review*, 40(5), 815–817. <https://doi.org/10.1016/j.pubrev.2014.09.004>
- Valentini, C. (2015). Is using social media “good” for the public relations profession? A critical reflection. *Public Relations Review*, 41(2), 170–177. <https://doi.org/10.1016/j.pubrev.2014.11.009>
- Verčič, D., Verčič, AT, & Sriramesh, K. (2015). Looking for digital in public relations. *Public Relations Review*, 41(2), 142–152. <https://doi.org/10.1016/j.pubrev.2014.12.002>
- Verheyden, M., & Cardon, P. (2018). Social software and internal communicators' gatekeeping sense of self. *Public Relations Review*, 44(2), 299–307. <https://doi.org/10.1016/j.pubrev.2017.12.004>
- Verhoeven, P., Tench, R., Zerfass, A., Moreno, A., & Verčič, D. (2012). How European PR practitioners handle digital and social media. *Public Relations Review*, 38(1), 162–164. <https://doi.org/10.1016/j.pubrev.2011.08.015>.