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An Exploration of The Use of Social Media (Websites/ Twitter) As A Public Relations Communication Technique by Saudi Charities for Relationship Building

By

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ABSTRACT

This exploratory thesis is one of the first to investigate how charitable organisations in the Kingdom of Saudi Arabia (KSA) create dialogue, develop trust, and build relationships using websites and Twitter, aiming to identify strategic communication plans for enhancing fundraising through donor relationship building via digital means. The theoretical framework comprises Social Exchange Theory, Kent and Taylor's (1998) principles of dialogic communication, and the two-way symmetrical model of public relations (PR) to examine the use of websites and Twitter as PR tools. Data was collected through qualitative content analysis of the websites of 95 charities, 289 tweets from the Twitter accounts of seven charities, and face-to-face semi-structured interviews with 11 PR practitioners from five charities. The findings revealed that Saudi charities tended to use their websites as a source of information but underutilised the ability to facilitate dialogic communication with stakeholders. Usefulness of Information was the main dialogical principle of communication emerging from the website and Twitter analysis. However, the information disclosed on websites was insufficient, with 38 providing annual reports, 49 with media centres and 76 publishing financial reports. The findings showed that Saudi charitable organisations were not fully exploiting interaction and two-way communication on their websites or Twitter. A charity's transparency and credibility influence potential donors to make contributions, and the interview results indicated that confidence can be built by delivering and promoting successes and providing visual images and financial reports, as these increase donations. This study offers insight into how Saudi charities use websites and Twitter to communicate and build trust with the key public, extending upon existing knowledge of how websites and social media can be used for PR purposes by charitable organisations. It concludes with implications of how Saudi charities can use websites and Twitter to build and maintain mutually beneficial relationships with stakeholders.

Keywords: Dialogic Principles, Trust, Transparency, Public Relations.

Declaration

The work presented in this thesis is my own and has not been submitted to any examination body or for any academic award. All the works adapted from other sources have been acknowledged through proper citations and the generation of a corresponding bibliography.

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Dedication

First of all, I would like to thank God (Allah) for granting me the ability and determination to undertake this PhD course, and accomplishing of this thesis. Moreover, I would like to take this valuable opportunity to thank many individuals who without their assistances, this research would not have been completed:

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And to my beloved family who gave me unconditional support.

This work is also dedicating to all the great people, men and women, working in the charity sector and giving their valuable time, year after year, to make life better for people in need.

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Last, but not least, my utmost gratitude to my lovely family who gave me unconditional support.

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List of Abbreviations

CIPR: Chartered Institute of Public Relations

CSR: Corporate Social Responsibility

GCC: The Gulf Cooperation Council.

KSA: Kingdom of Saudi Arabia

MSA: Ministry of Social Affairs

NPO: Non-Profit Organisation

PR: Public Relations

PRSA: Public Relation Society of America.

SET: Social Exchange Theory

SMART: Specific, Measurable, Appropriate, Realistic, And Time-Bound

NGOs: Non-governmental organisations

NSHR: National Society for Human Rights

OPEC: Organization of Petroleum Exporting Countries

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Arabic Glossary

Arabic terms	Meaning in English
Allah	The name of the creator of the universe (Al-Khudrawi, 2004, p28).
Du'a	a prayer of invocation, supplication or request, even asking help or assistance from God (Oxford University Press, 2003). Dua or dua'a refers to private or personal prayers to Allah alone, praising Allah, thanking Him, asking something of Him for yourself or others (Saleh, 2011, p. 50).
'Id (Eid) al-Adha	'The Greater Feast (in contrast with the Lesser Feast, the 'Id al-Fitr). On this day Muslims everywhere, including the pilgrims in Mina on the hajj, sacrifice an animal and distribute a portion to the poor. A major holiday in Saudi Arabia. (Zuhur,2011, p.389).
'Id (Eid) al-Fitr	The feast following the month of Ramadan. It is a major holiday in Saudi Arabia celebrated for at least a few days. (Zuhur,2011, p.389).
Fatwa	An Islamic religious opinion, ruling or provision given by an authorised person on a matter of Islamic law to who seeks it (Saleh, 2011, p. 57, 89).
Hajj	The pilgrimage to Makkah, one of the pillars of Islam. Every Muslim who is able should make this trip at least once. The poor and physically unable are exempt from this requirement. One who completes the pilgrimage is known as a hajji, a title of respect in the Islamic world (Saleh, 2011, p.72).
Kaffarah	Religious expiation. It means certain punishment upon the people who committed sins. Some kinds of kaffarah are: Fasting, feeding the poor and freeing a slave. (Al-Khudrawi, 2004, p 451).
Makkah	The birthplace of the Prophet Muhammad and a city sacred to Muslims because it is home to the Ka'ba, a cubelike structure that is considered the first house for monotheistic worship, built by Adam and rebuilt by Ibrahim (Abraham) and his son Isma'il (Ishmael) (Saleh, 2011, p.72).

Qur'an	The last revealed word of Allah to the Prophet Muhammad (s.a.a.w) by the Angel Gabriel. Islamic book of divine revelation. The Qur'an is divided into 114 surah s, or chapters, with 6,219 ayat , or verses (Zuhur,2011, p.394).
Al-udhhiyah	The animal sacrifice Muslims make during 'Id -al-Adha. Sacrifice, Sheep, camels or cows which are offered during the Days of 'Id Al-Adha (i.e. the feast of Sacrifice) the Udhhiyah is Sunnah mustahabah. One animal is sufficient on behalf of all the members of one household. (Al-Khudrawi, 2004, p316).
Ramadan	The holy month of fasting during the daylight hours.
Sadaqah`	Sadaqah` as described in Qur'an is any voluntary contribution good works, alms, charity (Sadeghzadeh, 1995).
Shari'ah	"Islamic law about human conduct and regulates everything referring to the life of the Muslim". It is based on the Qur'an (God's Holy Words), "hadith the deeds and expressions of the Prophet (the Sunna) and (al-ijma) the consensus of Islamic scholars" (Macarulla and Talalweh, 2012, P. 816).
Shura	Consultation with the rulers, a principle of Islamic governance. The Saudi rulers may consult with their advisers and inner circles or hold open majlis es (councils) to allow for questions, petitions, and grievances (Zuhur,2011, p.396).
Kafalat alyatim	Orphan sponsorship (Doing the affairs of the youngster whose father died, and striving for his religious and worldly interests, seeking the reward of God Almighty.) (Saleh, 2011, p.119).
Tawhid	The absolute oneness and unicity of God. Monotheism in Islam (Zuhur,2011, p.396).
Waqf	An endowment made in perpetuity under Islamic law; similar to mortmain; a legal status given to land or property by its owner that preserves its upkeep and dedicates the income generated to some public or charitable purpose (Zuhur,2011, p.397).
Zakat'	The obligatory poor dues that a Muslim should pay to certain categories of people in the community, including the poor, the needy, the way-farer... pay zakat the "zakaah" is one of the five pillars of Islam. For money, 2.5% of the savings are paid after the passage of one year Saleh, 2011, p.264).
Zakat' al-fitr	Fast-breaking zakat. It is given on the lesser Festival, called the "Idu 'I-Fitr, which consists of half a sa' of wheat, flour, or fruits, or one sä of barley. This should be distributed to the poor before the prayers. It is possible to give it to the poor as money. (Saleh, 2011, p.264).

Chapter One: Introduction

This research investigates how public relations (PR) practitioners in charitable organisations in the Kingdom of Saudi Arabia (KSA) currently use contemporary digital media (websites and Twitter) for PR communication techniques to build relationships with donors and volunteers. It examines the changes that have occurred in the Saudi PR field in the context of the country's continuous technological advancement and the explosive growth in the popularity and importance of social media in the KSA and around the world.

Charitable organisations seek to benefit the community by providing services and resources for individuals and groups coping with specific issues, such as meeting the needs of the poor in certain communities, helping patients adjust to chronic illness, building and improving housing, and supporting the elderly and orphans. Fundamentally, charitable organisations play a significant role in the well-being of society, representing an essential aspect of economic development in almost every country on Earth (Apaydin, 2011; Da Silva et al., 2020; Hassay & Peloza, 2009; Modi, 2012). In the KSA, charitable organisations are one of the fastest-growing types of non-profit organisations (NPOs): between 2014 and 2017, the number found in the country grew from 653 to 852, representing roughly a 30% increase. Despite this, there is still only one NPO for every 43,000 Saudi citizens (Mohamed, 2018). Increased government recognition of the positive impact of NPOs in the community has led to the inclusion of a great deal of empowerment and reform of the charitable sector in the upcoming Saudi Vision 2030 plan for the country's future. First announced in 2016, the plan consists of a set of goals which include increasing philanthropic, volunteer, and charitable activity in the country (Saudi Vision 2030, 2020). There is a particular focus on instilling a culture of volunteerism among Saudis, increasing non-profit sector contributions, motivating the non-profit sector to implement good governance standards, strengthening the positive social impact of non-profits, and enabling them to transform into sustainable organisations through programme support (Mohamed, 2018).

NPOs in the KSA currently face significant operational challenges with fundraising, engagement and effective communication with stakeholders, recruiting volunteers, and attracting event attendees (Mohamed, 2018), and these are exacerbated by the requirement of the Vision 2030 to raise the Gross Domestic Product (GDP) contribution of the non-profit sector from less than 1% to 5%. PR strategies have therefore taken on an increasing importance, as charities that do not have a planned communication programme struggle to gain attention and donors (Waters, 2009). Digital media plays an important role in organisations' PR strategies, affording practitioners unique opportunities to engage donors by acting as a platform through which the concerns of the community can be voiced and the charity's cause can be promoted, as it concentrates the process from announcing a message to audience investment. Social media platforms can be leveraged to great effect to elevate work quality and increase the delivery speed of an organisation's services to their customers (Alanazi, 2013), and are minimal in cost when compared with traditional tools (Scott, 2010; Weinberg, 2009).

The presence of Saudi charitable organisations on digital media has therefore become an urgent requirement since they rely heavily on relationship management to build positive bonds with donors, volunteers, community leaders, and other influential members of the public, that help them accomplish their objectives of making a significant contribution to resolving urgent social issues at the local level. Charity leaders must understand the critical factors that can amplify their messaging to the public, gain trust and support for their cause, and maintain financial sustainability. It is also important to maintain positive relationships with stakeholder groups, and to do so using the full range of communication channels and tools available, including Web 1.0 (organisational website) and Web 2.0 (social media), for advocacy, accountability, information delivery and interacting with and gaining feedback from the audience. Charities that effectively operate digital media can strengthen their identity, manage their brand reputation and deepening their relationships with stakeholders, as PR communications strategies across various platforms interact to create trust, encourage donations, and earn donors' loyalty.

1.1 Research Background

The Chartered Institute of Public Relations (CIPR, 2021) describes PR as a "discipline concerned with a reputation to gain understanding, support, and influence public opinion and behaviour. It is the deliberate and sustained effort to establish and maintain goodwill and mutual understanding between the organisation and the target public", including customers' both existing and potential, employees and management; investors; media; government; suppliers; and opinion-formers. Similarly, Cutlip et al. (2000 p.6) describes PR as a "the management function that establishes and maintains mutually beneficial relationships between an organisation and the public on whom success or failure depends". For the purposes of this research, Cutlip et al. (2000 p.6) and CIPR (2021) definitions are adopted as the CIPR (2021) emphasises that developing and maintaining strong relationships with the public takes work, suggesting that PR is not a random process but rather one that calls for deliberate planning, deliberate design, research, anticipation, and analysis. According to Grunig (1992), the two-way symmetrical model (as opposed to one-way communication) is the best framework for doing PR focused on opinion and relationship transformation because connection development is its primary goal, as most definitions of PR emphasise.

The PR strategic management function in Saudi charities can help achieve the organisation's mission and goals, particularly in its ability to create beneficial relationships with donors and beneficiaries. PR practitioners are best qualified to develop a communication strategy for ensuring engagement, using formative research and ethical communication tools, addressing the social web and the digital revolution, satisfying the needs of engaged audiences, increasing transparency, building and maintaining trust, cultivating relationships, and eliciting feedback from the general public, all of which directly reflect two-way communication. Many NPOs find achieving their mission and goals difficult without operating planned communications and relationships management (Bennett & Barkensjo, 2005; MacMillan et al., 2005; Polonsky & Sargeant, 2007; Wiggill, 2011). Grunig and Hunt (1984) emphasise the benefits of two-way communication in creating reciprocal public organisation understanding, both internally and externally, and Kent and Taylor (1998) similarly argue that the ethical and relational aspects of PR refer to two-way dialogic communication whereby participants can exchange ideas and opinions. This bidirectional symmetric model creates transparency in communication, implying public trust in the organisation and what it shares during communication (Grunig, 2009), as transparency and trust are increasingly required for organisations to forge relationships and generate support (Coombs & Holladay, 2010). Bowen (2004) notes that the ethical aspects of PR, which "typically include ethical advocacy, honesty, integrity, expertise, and loyalty" (Harrison and Galloway, 2005, p.2), are crucial to establish and maintain the credibility of an organisation, so most PR practitioners work to create a mutual understanding in communications by developing tools that help deliver targeted and accurate messages to the public (Wilcox & Cameron, 2006).

Existing studies on the adoption of digital media tools in the KSA are limited to the fields of health, education, and business. A small number have, however, explored the adoption of new media and technology in charitable organisations, prominent among which is a study by Askool (2013) exploring the use of social media among Saudi communities, employing a survey method to comprehend how cultural limitations affect people's motivation and behaviour. The study found that Saudis are familiar with social media platforms but prefer to use them socially and recreationally rather than for business or professional activities. A more recent study by Ajina (2019) into the influence of social media engagement on customer loyalty toward banking organisations in the KSA discovered that making use of social media engagement functions enhanced loyalty, which strengthens the banks' financial position. The most relevant and up-to-date research reviewed for this thesis was conducted by Saeed (2019), who evaluated the website usability of Saudi NPOs through a questionnaire based on expert evaluation, and discovered that many of the websites demonstrated usability problems with navigation support, content, uniformity of user interface elements, and the presence of error and help services.

Electronic and digital media have wrought significant changes in the practise of PR, with new technology enabling professionals to engage strategically with internal and external audiences (Wright and Hinson, 2012). Breakenridge (2008) noted that electronic PR is characterised by interactive communication, information and interaction with a diverse target audience, while Solis and Breakenridge (2009) later added that the new era of PR has transformed monologues into conversations. They suggested placing relationships at the centre of PR practices, with PR 2.0 evolving from traditional pitching to engagement, or as they put it, "from story selling to storytelling"(Solis and Breakenridge, 2009, p. 74). This transformation has been a result of the enhanced power of stakeholders and an improved ability for organisations to gather information, strengthen corporate identity, monitor public opinion, and, most importantly, engage in dialogue with the public (McAllister & Taylor, 2007). Electronic PR is the technology that accompanies the management and integration of an organisation's online reputation (Petrovici, 2014), and a positive reputation is shaped by what the organisation may say and offer to its target audience. Digital media offer PR practitioners a deeper understanding of target communities and stakeholders to more effectively build relationships, influence communications and eventually encourage advocacy and trust (Waddington, 2012). This is supported by Argenti's (2011, p.1) assertion that social media adoption "is no longer a strategic business option, but a necessity, and a huge opportunity".

Several frameworks for the use of digital communication by PR have been developed, primary among which is Kent and Taylor's (1998) five principles of dialogic communication: the dialogic loop, the usefulness of information, generating of visits return, ease of interface, and conservation of visitors. The article proposing this is considered one of the first PR studies to recognise the relationship-building possibility of digital communication technologies (websites, in this case) and provide strategies for communication practitioners seeking to build relationships with the public. A considerable number of studies have since adopted these five principles to examine various types of organisational websites, including those of companies (Park & Reber, 2008; Pettigrew & Reber, 2010), NPOs (Ingenhoff & Koelling, 2009; Reber & Kim, 2006), universities (Kang & Norton, 2006; McAllister-Spooner, 2008), and PR agencies (Reber et al., 2006; Wirtz & Ngondo, 2013). Other research has extended the principles to Web 2.0 tools such as Facebook (Bortree & Seltzer, 2009) and Twitter (Rybalko & Seltzer, 2010).

These studies have shown that organisations predominantly use social media for one-way outward communication with their audiences rather than utilising the dialogic possibilities of social media. This is normally through the sharing of broad information about the organisation, generally understood to mean disseminating knowledge about a specific mission-related issue (Guo & Saxton, 2014; Lovejoy & Saxton, 2012; Lovejoy et al., 2012). Schumann (2015) points out that NPOs are most likely to employ the information-sharing function because of their desire to broaden existing online networks, but cautions that pushing information out in this manner does not allow for the desired community building between the organisations and its stakeholders. The research on this topic indicates that organisations are aware of the value of online communication in building relationships and a favourable organisational image, but they many are not taking advantage of new media (Shin et al., 2015) due to an inability to control the messaging (DiStaso et al., 2011), the challenge of determining the size of online audiences (Seo et al., 2009), the difficulty of effectively connecting with stakeholders (Lovejoy et al., 2012), and uncertainty regarding potential negative word-of-mouth (Pfeffer et al., 2014).

1.2 Motivation for the Study

The KSA is currently seeking to develop its non-profit sector and raise the efficiency of its programmes, including media programmes. The Saudi Vision 2030 places digital transformation as a major goal, in recognition of the increasing use of social media in the country: as of 2022, this represented 82.3% of the population (29.5 million users) (Global Media Insight, 2022). Recent reports from media groups show that, in the Middle East, Saudis constitute the largest group of active users on WhatsApp, Instagram, Twitter, and Snapchat (Global Media Insight, 2022). This study explores how Saudi charities use digital media, and specifically how they incorporate organisational websites and Twitter into their PR strategies to build longitudinal relationships with donors. Charitable organisations were selected for this study because helping these kinds of philanthropic enterprises to succeed by managing and implementing digital media strategies and integrating technologies smoothly into their day-to-day operations is a matter of personal social responsibility.

1.3 Theoretical framework

To help build a theoretical framework for this thesis, Social Exchange and Dialogic Communication theory were adopted to guide study of the relationship between stakeholder trust and the PR practices of Saudi charities. The first of these, Social Exchange Theory, focuses on the behaviour of individuals within the organisation and their motives, positing that social construction is a product of social exchange between individuals. The concept of social exchange refers to the process in which values and ideas are exchanged, which in charitable organisations between donors, volunteers and the organisation itself should achieve a balance between inputs and outputs. Social exchange represents a way to strengthen social relations so that each party considers the demands and needs of the other to foster stable relations.

The second theory forming the framework of this study, Dialogic Communication theory (Kent & Taylor, 1998) can be used to explore online interaction and the use of interactive web features to build positive relationships with stakeholders. Since dialogic PR seeks to create lasting, authentic, and responsive communication, the theory states that the inherently interactive nature of the internet can provide cost-effective and rapid two-way communication between organisations and stakeholders (Coombs, 1998), increase communication frequency, improve audience satisfaction, and contribute to strengthening public trust.

This study combines these two theories as both emphasise the necessity of two-way dialogue to support and strengthen relations between charities, donors, volunteers, and society in general, and further explores whether Saudi charities adopt Grunig and Hunt's (1984) PR models as a one-way public information model or a two-way symmetric communication model by using websites and Twitter to communicate with donors and beneficiaries. Public information represents one-way communication to spread and publicise information, while a two-way communication model facilitates dialogue and discussion between the organisation and the public (Grunig et al., 1995). Dialogic Communication theory provides a useful framework and practical guidance for explaining how Saudi charities can benefit from the interactive features of the internet (websites and Twitter), as well as how to build and maintain authentic relationships through online activities. This can be applied to examine openness and disclosure and determine whether or not the charities are delivering information through websites and Twitter to build relationships with donors.

1.4 Significance of the Study

This study seeks to bridge the gap in the literature and develop an understanding of how Saudi charitable organisations create dialogue and develop trust relationships using multiple online communications, as there are no previous studies into how these organisations create dialogue and develop trust relationships with these media. This study is therefore the first of its kind, and the first in the KSA concerned with PR practices to guide management in charitable organisations in general and to explore how PR practitioners in Saudi charities employ dialogic principles of communication (Kent & Taylor, 1998) and the two-way symmetrical model, utilising organisational websites and Twitter to build relationships and ensure financial sustainability.

Studies from many other countries have investigated non-profit organisations' use of social media platforms (Saxton & Guo, 2012; Waters, 2009; Yeon et al, 2007), but have generally followed a quantitative approach, leaving an urgent need for descriptive studies designed to understand phenomena and motivate change. The lack of academic focus from this angle leaves charity PR personnel facing challenges in designing successful communication content and strategically adopting social media for stakeholder relationship cultivation. This research contributes to the literature on both organisational efficiency and the maintenance of stakeholder relationships by highlighting the consistency of patterns and the most frequently used social media PR models.

A two-pronged research approach is adopted: the first is a review of the current website and Twitter practices of each of the chosen Saudi charities, and the second investigates how charitable organisations create dialogue and develop trust relationships to ensure financial sustainability using online communication. The results should reveal the internal factors affecting donor relationship-building while encouraging new donors and volunteers, which can help those working in charities in the KSA modify their practices to successfully build long-term relationships with their target audiences. The primary objective is to assist those working in these organisations to understand the most effective methods to be included in a social media strategy. A further objective is to help researchers and charities evaluate how social media can be effective for stakeholder relationship engagement. Awareness of the potential challenges may help organisations better manage and implement social media strategies, and effectively implement digital media technologies into their working practice. Finally, this study contributes to an overall understanding of the way in which Saudi charitable are adopting and using social media.

1.5 Aims and Objectives of the Study

The overall aim of this research is to investigate how PR practitioners within charitable organisations in the KSA currently use contemporary digital media (websites and Twitter) for PR communication techniques to build relationships with donors and volunteers

The following objectives have been formulated to guide the study:

1. Investigate how charitable organisations in the KSA use websites and Twitter in their communication with stakeholders and publics and identify digital media opportunities they have yet to exploit.
2. Identify the public relations strategy used by Saudi charities to cultivate trust relationships with donors in terms of dialogic principles of communication and the two-way symmetrical model.
3. Explore the nature of Saudi charities' messaging disclosures and transparency through digital media.

1.6 Research Questions

In line with the objectives provided above, the following research questions serve to clarify the focus of this research:

RQ1: What role do public relations practitioners play in building, promoting and maintaining the internal and external relationships of Saudi charitable organisations?

RQ2: How do charities in the KSA make themselves visible and transparent through digital media in an increasingly competitive charitable environment?

- **2a:** What are the strategies used by Saudi charitable organisations to cultivate trust relationships with donors?

RQ3: To what extent do Saudi charities employ dialogic principles of communication and the two-way symmetrical model on organisational websites and social media (Twitter)?

- **3a:** How are social media platforms and websites used by charities to communicate with potential donors?

These questions revolve around the central research question driving this study:

RQ: How are charities in KSA utilising contemporary public relations communications techniques to build relationships with donors?

1.7 Research Methodology

A phenomenological and case study approach was adopted to gain an in-depth understanding of the research problem, as the interpretive paradigm focuses on meaning rather than measurement. Data was collected using three qualitative research methods. First, qualitative analysis of the websites of 95 Saudi charitable organisations was conducted to demonstrate the application of the principles of dialogue. Second, qualitative content analysis was carried out to analyse the Twitter output of seven selected Saudi charities: the Ensan Charity Committee for Orphans Care, the Saudi Alzheimer's Disease Association, the Al-Mawaddah Society for Family Development, the Zahra Breast Cancer Association, the Saudi ADHD Society, Kafel Orphans Care, and the Mawaddah Charitable Association for the Reduction of Divorce and its Effects. Finally, semi-structured interviews were held with eleven PR professionals working within five Saudi charities to explore their social media use and understand their perspectives on gaining donors' trust and ensuring their loyalty. These three data collection methods help ensure the research findings are valid and robust. The sampling process took place in three stages: all charitable societies in the three chosen cities were listed, those who do not use digital media (websites/social media) were excluded, and the remaining charities' social media profiles were explored to select those with the most interactive associations with their target audience (stakeholders, donors, volunteers), measured by their numbers of followers and tweets.

1.8 Thesis Structure

This thesis comprises ten chapters. Chapter One outlines the research context, its objectives, and its importance. It illustrates the significance of this thesis as the first study to examine the use of digital media by PR practitioners in Saudi charities to strengthen their identity and create trust relationships.

Chapter Two introduces the background and context of the research and of Saudi charities, providing an overview of the Saudi economy, culture, religion, and political system with a focus on the charitable sector, social services and programmes and a history of PR in the KSA.

Chapter Three introduces the concept of PR, examining the communication process and defining the psychology of communication between organisations and individuals. It discusses the key strategic role of PR in an organisation, and argues that PR professionals are critical as a result of their capacity to collect and interpret information from external and internal environments and present this as strategic intelligence from which the organisation can adapt to ensure the support of stakeholders. The technical and managerial roles of PR practitioners are compared and examined along with the ethics, theories and strategies of PR.

Chapter Four explores Social Exchange Theory and Hon and Grunig's (1999) six elements of measuring communication effectiveness. The chapter explores the role of trust in gaining organisational support, and situates the concept of PR engagement as interpersonal, organisational, network, and community processes contributing to society, outlining the responsibility of organisations to engage with each other and the public and identifying the structures and mechanisms available to do so. The role of branding and its impact on the reputation of an organisation is examined as well as the role of social media in charitable organisations' messaging and requests for support.

Chapter Five details the methodology of this research based on its objectives and research questions, providing justification for methodological decisions. The research process and methods used in the study are defined in this chapter.

Chapter Six reviews the website analysis results using the relationship-building principles of dialogue by Kent and Taylor (1998), and describes an opportunity to provide two-way communication on websites.

Chapter Seven highlights the findings of the analysis of the tweets of seven Saudi charities. It outlines the demographics of each charity and their Twitter accounts, and examines Twitter strategies before determining which of Kent and Taylor's (1998) principles of communication are employed and which models of PR are used in each tweet.

Chapter Eight presents an objective analysis of the findings from the semi-structured interviews with PR practitioners at five Saudi charities (Ensan, Zahra, Eshraq, Kafel, and Mawaddah).

Chapter Nine discusses the findings of this thesis, arguing that there is much work to be done in Saudi charitable organisations with regard to research, planning, and the use of new media. The outcomes of each finding are discussed in the context of the relevant literature, and correlated with the social media strategies and trust. The findings are analysed through the lens of Kent and Taylor's (1998) dialogic principles of communication and the two-way symmetrical model of PR theory.

Chapter Ten concludes this research, detailing the extent to which the objectives were met and the research questions answered, the contributions of the study, an evaluation of the research method and its limitations, and recommendations for future research.

1.9 Summary

This study seeks to understand how PR practitioners at Saudi charitable organisations use digital media websites and Twitter to communicate and engage with donors, members, and the general public. The investigation focuses on how charities build strong, long-term relationships based on trust, and how the selected Saudi charities communicate with their audience, in order to further knowledge in this field so PR practitioners in charities in the KSA can improve their PR strategies utilising social media and websites. An overview of the charitable sector in the KSA is presented in the next chapter.

Chapter Two: Background - Saudi Charitable Organisations

In the Kingdom of Saudi Arabia (KSA), charitable and voluntary activities are a fundamental element of society, as Islamic principles and Arab culture motivate members of Saudi society to help those in need (Kozlowski, 1998), and there is a drive toward humanitarian aid (Alhidari et al, 2018; Opoku, 2013). The charitable sector has grown from the informal efforts of individuals to the works of organisations, which aim to be leaders in fields such as healthcare, higher education, social services, and the arts. Charitable organisations seek to incentivise donations, which they rely on for funding to achieve their development goals and ensure financial sustainability. Thus, the role of public relations (PR) and new media can highlight the importance of building communication relationships with the target audience to achieve the goals and mission of Saudi charities. According to Grunig (2008), international research on PR communication based on the two-way symmetric model must take into account contextual factors such as culture, the political and economic system, and the media in general.

This chapter explores the state of PR in the KSA and the factors that impact on the PR sector there, including Saudi culture and religion (Islam), Saudi regulations, and the economic system. The types of charitable institution and giving are defined, beginning with philanthropy before reviewing the services, activities, and social programmes provided by charities. The cultural and historical background of charitable organisations in the KSA is described along with the role of the Ministry of Social Affairs (MSA) in regulating and influencing them and their financial sources. The chapter ends with examination of the factors which motivate individuals to donate money.

2.1 Context of the Kingdom of Saudi Arabia

This section provides a background to the KSA through its culture, religion, political system and PR industry. The KSA is situated in the Middle East, occupying around 80% of the Arabian Peninsula, and is part of the Gulf Cooperation Council (GCC). The country borders Iraq, Jordan and Kuwait to the north, Yemen and Oman to the south, and Bahrain, Qatar and the United Arab Emirates to the east. The KSA is 41st in the world for population, accounting for 0.46% of the global total with nearly 31.7 million people, 11.5 millions of whom are non-Saudi (2016 estimate) (Saudi Embassy, 2017).

The modern history of the KSA began when King Abdul-Aziz Al Saud recaptured Riyadh and worked to unify the country and establish the current state of Saudi Arabia for the third time in the 20th century (Saudi Vision 2030, 2020). The independent tribes were officially united as one nation in 1932, when the country's legal system and constitution were established based on the Quran and the Prophet's Sunnah. The KSA consists of thirteen provinces, each with a provincial capital, has Arabic as the official language, and employs the Arabic calendar (Hegira) (Shoult, 2006).

The political structure of the KSA places the monarch (King) in command of all court judgements and national enforcement policies, and its judicial system is founded on Islamic law (Sharia). The Council of Ministers assists the King, who serves as prime minister, in making decisions. The King appoints a Crown Prince to assist him in carrying out his duties, and this individual is the heir apparent. State and Sharia law implementation falls within the purview of government ministers (Saudi Embassy, 2022), who are each part of government departments known as ministries, with varying influence. The legislative body known as the "Shura Council" is responsible for drafting and enacting laws, consisting of 150 members appointed on a renewable four-year basis by the King. This derives from the religious origins, and is one of the most important legal principles of the political system in Islam. Major decisions that have an economic or political impact on the country are shared with the King for decision-making (Saudi Embassy, 2022).

Islam is the official religion of the KSA, and all aspects of life are founded on Sharia law. The legal system is based on the Quran as its main source, which provides guidelines for individual behaviour and actions within social and community life, and employs as its secondary source the Sunnah, which consist of the Prophet Mohammed's (PBUH) directives on how the ideals of the Quran can be applied practically. The KSA is the centre of the Muslim world as it contains two holy Islamic cities: Makkah (towards which all Muslims pray) and Madinah (city of the Prophet Mohammed). The sites where the Prophet was born and lived are visited by significant numbers of Muslims every year from all over the world as part of their religious duty to enact pilgrimage (Umrah or Hajj). These pilgrims promote cultural interchange between the peninsula's inhabitants and Muslims from outside the region (Saudi Embassy, 2022). The overwhelming influence of religion on the formation of the modern state of the KSA is clear: although the King is not considered a religious leader, "his official title of 'Custodian of the Two Holy Mosques' reveals a religious connection" (Almahraj, 2019, p.99).

Economically, the KSA's free market economy has experienced remarkable transformation in a relatively short period of time, evolving from a basic agricultural society to a regional and global economic powerhouse with modern infrastructure (Saudi Embassy, 2022) and a member of the G20, an international forum for the top twenty economies in the world. Around 17% of the world's proven oil reserves are in the KSA, and it is the largest petroleum exporter in the Organization of Petroleum Exporting Countries (OPEC) (OPEC, 2022). This oil industry dominates the economy, generating 87% of revenues, 42% of GDP, and 90% of export earnings (Forbes Magazine, 2018). This has meant that the Saudi economy has been harmed by the global drop in oil prices, a crisis which, in 2016, led to the development of the Saudi Vision 2030 plan to reform almost every aspect of the economy and use the country's unique strategic location to make it a global hub connecting three continents (Asia, Europe and Africa). A major focus is to reduce reliance on oil and to expand the economy by creating sustainable pillars that aid in promoting economic growth (Saudi Vision 2030, 2020). Companies are required to use this plan as a guide for corporate social responsibility, as the Vision aims to improve accountability and transparency. This has already begun with the setting of performance criteria for government agencies.

Leveraging the capabilities of developments in Information and Communication Technology (ICT) is required for economic growth and improving quality of life in modern societies. Consequently, the Vision 2030 will transform the KSA "into an information society and digital economy to increase productivity and provide communications and information technology services for all sectors of the society in all parts of the country and build a solid information industry that becomes a major source of income" (MCIT.Gov, 2020). Public access to the internet in the KSA only commenced in 1999, much later than much of the rest of the world, including neighbouring countries (Simsim, 2011), but it is now fully networked, with social media gaining enormous significance in governmental and non-governmental sectors (Al-Shohaib et al., 2010).

On the 29th of December, 2020, cabinet Resolution No. 267 was issued to boost the development of the digital economy in both the public and private sectors, and requiring government agencies, according to their specialisations and regulations, to seek to improve the role of the Kingdom's digital economy in order to achieve diversified and sustainable economic growth (MCIT.Gov, 2020). The Ministry of Communications and Information Technology subsequently declared digital transformation as a top-four priority in the country's National Transformation Program (NTP), and a major element of this is social media as an agile technological tool. The Ministry of Communications and Information Technology has technical oversight of non-profit organisations (NPOs) (although the MSA has full oversight), providing administrative and technical support and guidance, fostering their social engagement, monitoring their performance, and supporting the advancement of the sector's organisations and building the Capability of the Non-profit Sector (MCIT.Gov, 2020).

The KSA has a rich culture formed by the diversity of peoples who make up the basis of the country's cultural identity, and each of the provinces has a regional dialect, traditions, heritage and culinary identity (Saudi Embassy, 2022). Saudi society adheres to social values influenced by ancient customs and traditions, including generosity, courage, hospitality, and maintaining strong family ties, as well as Islamic values (Saudi Vision 2030, 2020). The family, rather than the individual, is the primary social unit, so loyalty to family is a cultural priority. This stems from Islamic ethics, which holds that "the family is the cornerstone of society" (Kirat, 2015, p.100). This form of collectivism means individuals are required to spend time with their extended family by visiting relatives and neighbours and performing certain social duties.

The KSA has four official annual celebrations, two secular (Founding Day, February 22nd and Saudi National Day, September 23rd), and two religious (Eid al-Fitr, when friends and relatives spend time together and gifts are bought for children, and Eid al-Adha, when families slaughter a sheep in memory of Ibrahim's willingness to sacrifice his son). The most famous cultural event is the two-week Al-Janadriyah Festival for Heritage and Culture, organised annually by the National Guard, which highlights the country's commitment to preserving traditional culture and crafts and celebrates almost every aspect of Saudi culture (Saudi Embassy, 2022).

Saudi citizens are taking to online media in huge numbers, and moving away from traditional media due to technical improvements and extensive internet coverage made available in the last few decades. Despite this, recent studies have shown that the majority of Saudis still prefer local Arabic language media (Dennis et al., 2015). Saudis are the most active internet users in the Middle East, with most browsing for items, consuming regional rather than international news (Kemp in Almahraj, 2019), and most (87%) searching for and reading Arabic content (Almahraj, 2019). Media and censorship laws are based on Sharia, which guarantees freedom of expression and promotes dialogue but prohibits statements that may jeopardise the honour and rights of others (Ataf, 2016; in Almahraj, 2019). A 2015 survey of over 6000 Middle Eastern respondents revealed that most of the population believed that news was accurately reported by the media (Dennis et al., 2015). With the Saudi context established, the following section summarises the history of PR in the KSA to provide the necessary background to the focus of this thesis.

2.2 Public Relations in the Kingdom of Saudi Arabia

PR in Arab countries and the Middle East has been examined from perspectives including management, business administration, social organisation, and mass communication (Alanazi, 1993; 1996; Al-Enad, 1990; Badran et al., 2003; Freitag & Stokes, 2009; Kirat, 2005). Badran et al. (2003) analysed PR job descriptions in the Middle East in both private and public institutions and found that they still emphasised the press agentry model of PR practice. Barrage and Sunil, (2004) notes that the Middle East Public Relations Association (MEPRA) was established in 2000. Badran et al., (2003, p.49), which defines PR as "the discipline that looks after reputation with the aim of earning understanding and support, and influencing opinion and behavior". The Saudi Association for Public Relations and Advertising (SAPRA) shares similar goals and objectives as MEPRA (Alanazi, 2013). PR practices have developed more rapidly and consistently in some parts of the world than others due to three main factors: "the nature of the political system, the nature of individual rights and freedom and the nature of the economic system" (Kirat, 2005, p.326). The practice of PR in the Middle East has only existed for around 30 years, not long enough for a culture to become established for effective, responsible PR, and for a portion of that time it was largely used as a tool by governments to publicise their affairs (Kirat, 2005, p.325), forming a widespread connection between PR and government institutions.

This lack of a tradition means Saudi PR depends on models created within the context of the West. In the late 1930s, the KSA introduced systematic PR when international oil producers started exploring Saudi oil, which led to explosive development of the economy and the country's elevation to a modern state (Alanazi, 1996, p.239), and during the oil boom of the 1970s and 80s PR began to be employed extensively in both the public and private sectors. Alanazi (1993, p.2) identified three Saudi studies conducted to address the development of PR practices which refer to theories and models from the United States and Western countries developed and applied by PR practitioners in the KSA. For example, Broom and Smith's (1979) role models theory of PR practice distinguish 'expert prescriber', 'technical services provider', 'communication process facilitator', 'problem-solving process facilitator', and ‘acceptant legitimiser’. In 1992, Alanazi conducted a study utilising the role models of PR practices by Broom and Dozier (1986) to establish baseline information on Saudi PR practices, and found that this model was appropriate for Saudi descriptive models developed in the West. This sharing of models across cultures is considered beneficial both the third world and the West, as the global economy draws them closer together (Alanazi, 1996, p.239). Interpersonal communication is extremely important in a relationship-based culture like that of the KSA, as Alanazi (2013, p.66) emphasised that one-on-one communication is one of many important skills that should be considered when hiring public relations practitioners.

PR practice is growing quickly in most Arab countries, but it faces problems in terms of management and organisation, chief among which are misconceptions about the profession (Kirat, 2005). Top management generally consider PR as a technical role, dealing with publicity and designing positive propaganda for the organisation, although in many cases management in Arab organisations barely considers PR at all. In many cases, PR duties are carried out by other departments not specialised in PR, which denies PR staff the opportunity to improve in their field (Kirat, 2005). The nature of the profession, its goals, functions and roles are vague because many so-called ‘public relations offices’ work under commission from the Ministries, so it is still widely conceived as press agentry (Kirat, 2005). This belief has developed from the fact that communication in governmental institutions ignores the strategic role of PR, as it applies mass media as a tool to transmit one-way information from the government (Kirat, 2005, p.325). Freitag and Stokes (2009, p.167) point out that the dominant theory of the press in society impacts PR tools and practices, and examination of PR practices in Saudi governmental institutions reveals that transparency is almost non-existent. A lack of relevant education and training also presents problems, as Al-Shohaib et al. (2009, p. 29) found that PR professionals in the KSA primarily use basic internet features, such as email and websites, for tasks as they are not prepared with the required internet and social media training.

Closely linked with the views of management about PR is its poor position in Saudi organisational hierarchies. PR staff and functions tend to feature low in these structures and so are more likely to be marginalised, denied direct access to decision-makers and management (Kirat, 2005, p.327), and either not invited to participate in the consultative process, or have their recommendations not taken seriously (Alanazi, 1996). This is accompanied by a lack of resources, in that if they are not prioritised, PR departments are unlikely to receive sufficient funding to perform basic duties such as strategic planning (Kirat, 2005, p.327). According to Mohamed (2018, p.41), the most likely cause of poor performance in Saudi non-profit organisations is poor management practices, as most respondents failed to implement strategic planning throughout their work.

The state of PR in the KSA is also heavily influenced by the country's religion, socioeconomic conditions, consumer orientation, attitudes towards ecology, media infrastructure, and government control and regulatory structures. Of these, the strongest influence is exerted by religion and government control, which extends over public media, business, education, and many other aspects of Saudi society (Lugmani et al., 1987, p.59). In line with Islamic ethics, PR firms in the KSA are not permitted to employ tactics such as emotional appeals or fear, nor to use content that contains sexual references or false information (Haque and Ahmad, 2016). The public media in the KSA consists of nine TV channels and six radio stations, with MBC TV regarded as a major TV network in the Arab world as it is also broadcast outside the KSA (Kim, 2020). All newspapers require a Royal Decree to function, and publishers and editors must receive government approval prior to appointment (BBC, 2006). Government control over the media is therefore extremely high, and this extends to online material (Awad, 2009, p.40).

The low status and consequences of widespread misunderstanding of PR in the KSA mean that, although it is growing in size and importance, it is treated largely as an administrative rather than a communication function, so Saudi PR practitioners need to take their professional cues from the West while having to adhere to Islamic traditions (Abdullah & Ahmed, 2022; Alanazi, 1996; Al-Enad, 1990; Kirat 2005). Saudi PR practitioners often find themselves carrying out social protocol functions such as receiving guests from the airport, arranging visas, booking hotel rooms, and engaging in personal communications, and PR departments are not involved in campaigns and research but are limited to secretarial tasks (Alanazi 1996; Alkadi 2007). Useful PR books and manuals, almost all of which imported from the West and translated, are generally unavailable outside universities (Abdullah & Ahmed, 2022), and courses offered by private companies tend to be weak and fail to provide high-quality knowledge (Al-Dubaikhi, 2013). These problems faced by PR practitioners are compounded when the organisation they work for is a charitable one, as NPOs in the KSA currently face significant operational challenges with fundraising, engagement and effective communication with stakeholders, recruiting volunteers, and attracting event attendees (Mohamed, 2018).

2.3 Background of Saudi Charitable Sector

The existing literature pays special attention to the historical background of charities in the KSA (Alhidari et al., 2018; Al-Turkistani, 2010; Matic & Al-Faisal, 2012; Opoku, 2013; Shalaby, 2008), with research indicating that charitable giving is deeply rooted in Arab and Islamic culture. Charitable giving in the KSA is embedded in the social and religious life of the country, and Arabs tend to view charitable acts as a matter of pride. Islam strongly encourages charitable work as an injunction from God, whereby capable members of society (donors) are obliged to help the underprivileged or low-income segment of society (the poor), to the benefit of the community. Islamic principles influence a wide range of individual charitable acts from helping family members, other members of society and the community to supporting organised collective charitable projects, and from temporary support to sustained support through an inalienable religious endowment (waqf), which in Islamic law typically includes a building, plot of land or cash for charitable purposes.

Al-Turkistani (2010) indicates that charitable work has a long history in the KSA, even before the official start of charitable organisations. It began as individual activities and then as family activities through charitable funds to cover all aspects of social cooperation in society. The concept became organised during the reign of King Abdul-Aziz, under whom many charitable projects emerged, such as the Ain Zubaida Association of Charitable Rescue, the Elderly Residential Centre in Makkah, the Al-Takaya Charity Association in Makkah and Madinah, and the Holy Haramain Services (Al-Turkistani, 2010). In 1960, the Ministry of Labour and Social Services, known as the Ministry of Social Affairs until 2015 (but referred to as MSA in this thesis), was established. Although the first formal Saudi charity was established in 1962, the charitable sector in the KSA has grown slowly. In 2001, for example, there were only 198 Saudi charitable organisations. Subsequently, the number has grown, and there were approximately 686 in 2014, around 40 of which were focused on issues related to women (Ministry of Social Affairs, 2014). The Saudi charitable sector is currently dominated by religious motivations (Hassan, 2010), founders have a significant influence on charitable organisation management, and Saudi charities have weak organisational structures (Almulhem, 2004).

2.4 Definitions of Saudi Charitable Organisation

The non-profit sector comprises NPOs formed from non-governmental organisations and voluntary associations (Anheier, 2005, p.4). NPOs are incorporated for purposes other than generating profit distributed as income among members (Altassan & Noreen, 2015, p.121), and form an integral part of civil society and the welfare system. In addition to the state or public sector, and the commercial or private sector, NPOs represent the third branch of the private sector based on benefiting the public, known as the voluntary sector. This combines a major feature of the public sector, providing a public service, with a key feature of the private sector, working 'for-profit', that makes the sector both private and voluntary (Anheier, 2005, p.11). NPOs often focus on human beings, and their purpose is to improve environmental and psychosocial comfort (Josan, 2010, p.79). Charitable organisations, perhaps the most widely recognised component of the non-profit sector, are formal, self-governing entities distinct from government and commercial control, which primarily benefit from charitable and volunteer work, and do not operate for profit (Kendall & Knapp, 1996). Charities are organisations established by a group of individuals who share similar goals, beliefs, and cultures, and are subject to the laws and regulations of the country in which they are established (Borzaga et al., 2001). Charitable organisations may have a range of goals, but these frequently encompass relieving the suffering of the poor, helping the sick, the disabled, and the elderly, and supporting education, religion, and cultural heritage (Anheier, 2005, p.8).

In the context of the KSA, according to Alhidari et al (2018) and Montagu (2015), a charity is an association that aims to provide social, educational, cultural, or health services for humanitarian purposes without a material interest. For example, Al-Turkistani (2010, pp.21-22) outline the most popular social services provided by charities in the KSA:

1. Financial and economic services, such as financial aid provided to the poor.
2. Social services, such as setting up social centres for youth and caring for families in need.
3. Housing services, such as providing suitable housing for community members.
4. Training and qualification services, including specialised programmes for training and qualifying individuals.
5. Medical and health services, providing appropriate medical care for the poor and increasing health awareness.
6. Education services, offering scholarships to students and trainees who cannot pay for themselves.
7. Environmental conservation services, such as environmental awareness, pollution prevention, and environmental cleaning programmes.

In the KSA, there are three types of NPO, which can be classified according to their purpose and the government entity under which they fall. These are outlined in the following sections.

- Corporate Philanthropic Organisations: Companies in the KSA are treated in the same way as individuals with regard to giving. Corporate philanthropy classifies as a form of corporate social responsibility, an example of which is Abdullatif Jameel Social Initiatives, founded in 2003. The company employs Saudi nationals to support social development through offering vocational training and the ability to prepare individuals for the job market in areas including culture and art, education and training, health, and society (Shalaby, 2008, p.75).
- Royally Decreed Associations: Charitable associations can be created by Royal Decree in the KSA. The social change objectives of the organisation are discussed and then established under the auspices of the King, who often contributes financial support but does not necessarily cover all of the organisation's financial needs. One example of a royally decreed association is the National Society for Human Rights (NSHR), which was established in 2004 at the request of a group of community members interested in protecting human rights. It opposes injustice, violence, torture, and intolerance, and seeks cooperation with international organisations working in the same field (Shalaby, 2008, p.76).
- Associations and Foundations of the Ministry of Social Affairs: The MSA divides the non-profit sector into charities (associations), which are entities that do not aim for profit but for a purpose of charity, solidarity or other beneficial religious, social, cultural, health goal, and foundations, which are entities that rely on what founders allocate in terms of funds, endowments, gifts and bequests. Of the 1,014 organisations registered as NPOs across all thirteen regions of the KSA in 2017, 850 were charities, and 164 were foundations (ICNL, 2021).

This study focuses on these MSA associations and foundations as they fall within the scope of its objectives. Each must meet specific regulations to be established, and these are detailed in the next section.

2.5 Regulations for the Establishment of Saudi Charitable Organisations, Associations and Foundations of the Ministry of Social Affairs

The MSA's National Authority for Associations (charities) and Foundations (civil organisations) organises and develops the civil sector and facilitates charities, supervising and evaluating their activities and reducing potential hardship (Shalaby, 2008, p.72), issues licenses for associations and institutions and decides on any mergers that take place between them. The Ministry also develops and implements the rules for coordination between official authorities, associations, and institutions within the KSA, allocates government subsidies to associations (institutions do not receive this support), arranges conferences and seminars, promotes the work of associations and institutions, spreads a culture of volunteerism, determines the community and public projects needed, and maintains a database of organisations under its remit. Figure 1 (below) shows the organisational structure of the MSA.

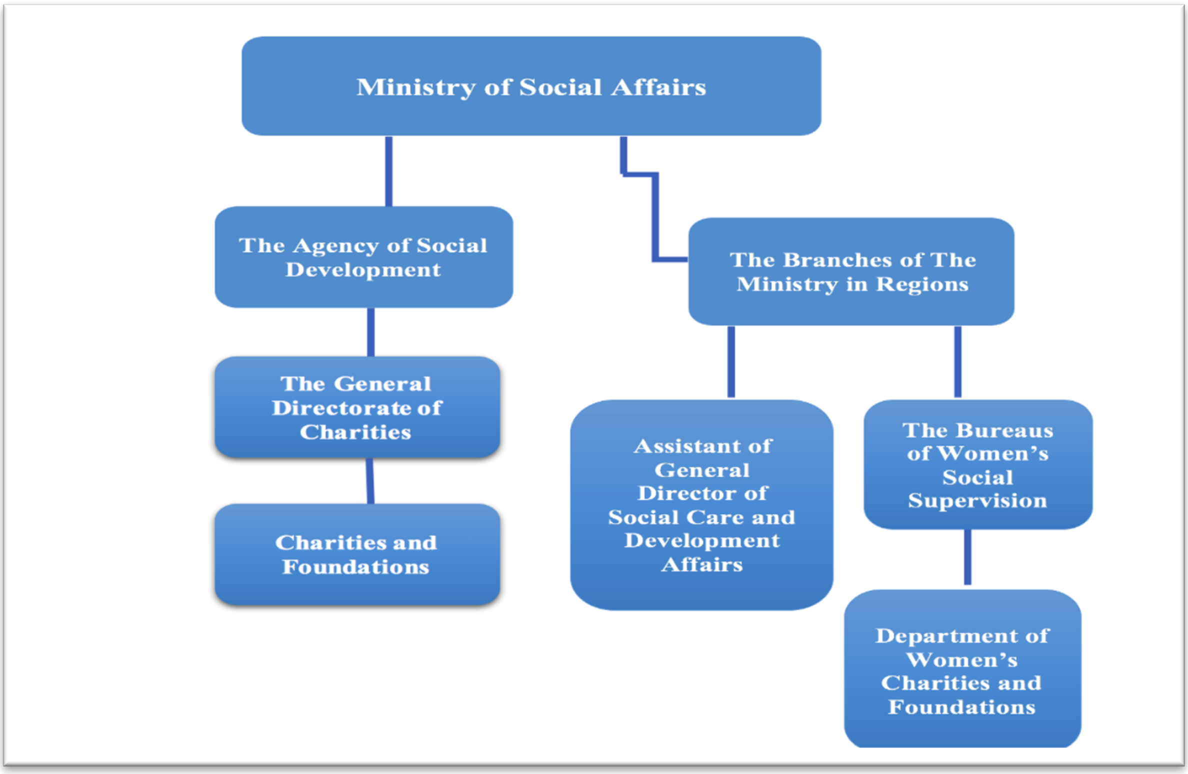

Figure 1: Organisational Structure of the Ministry of Social Affairs (Amasha, 2018, p.24)

There are legal differences between foundations and charities. Firstly, private foundations can be established by individuals or groups, whereas charities may only be established by groups of at least 20 volunteers, who are required to satisfy the following conditions: to be a Saudi national; to be 18 years of age; to be fully qualified and legitimate; not to have been convicted of a crime against honour or trust that has not been considered. If the designated person does not meet these conditions, the authorities may dissolve the association (Shalaby,2008, p.72). Legitimate associations can receive income from designated national fund, funds from Zakat, grants (waqf) and donations, membership fees, return on their activities, and investments derived from internal activities, but are not permitted to accept foreign funds. The association must have a board of directors, and the authorities must be informed of candidates for membership of the board.

Secondly, foundations should support the projects which charities operate, and are therefore not eligible for government funding (MLSD, 2017). However, the two are similar in many regards:

- Public benefit associations may collect donations, and other associations may - after the approval of the Ministry - collect donations to implement specific programmes, provided that in all cases, the relevant authorities issue the regulations, instructions, and controls.
- Associations (charities) and Foundations (civil organisations) may not contract or agree with countries, international organisations, or institutions except after the approval of the Ministry and the relevant authority.
- The association or institution may not deviate from its goals, nor should any of its activities and work involve anything that leads to disturbing public order and provoking strife and division among citizens (MLSD, 2017).

2.5.1 Structure of the Saudi Charitable Sector

The MSA mandates a structure for charitable associations:

- The General Assembly: The main authority in the organisation, consisting of all working members who have fulfilled their obligations before the association and held membership for at least one year.
- The Board of Directors: A voluntary post. Those on the Board are not permitted to work for the association for a fee. The Board manages the association’s business in a way that achieves the goals for which it was established and specified in the association’s brief.

- Permanent committees: Formed by the General Assembly or the Board of Directors, with their competence determined by the decision issued for their formation.
- The executive body: is chosen by the board of directors, is responsible for overseeing daily business operations and guiding the non-profit towards accomplishing its purpose and vision.

This top-down structure differs from many NPOs in the West, reflecting a major difference between how the charitable sector is conceived between different cultures. This structural difference impacts on funding sources for charitable organisations, which also show marked differences with the West.

2.6 Funding Forms and Sources in the Saudi Charitable Sector

Saudi culture and tradition have emphasised humanitarianism and the requirement of every person to lend assistance to those in need long before the formal establishment of NPOs and charities (Matic & Al-Faisal, 2012, p.13). Shalaby (2008, p.71) notes that in the KSA, generous giving is always associated with religious motives, and donations often find their way to specific causes such as helping the poor, orphans, the sick, the elderly, widows, and other categories mentioned in the Quran. Some causes have seen the establishment of specific charitable organisations to contribute to social change, such as human rights, smoking cessation, and environmental issues.

The growth of the charitable sector has been rapid in the KSA, with around 65% of new charities registered since the year 2000 (Shalaby, 2008, p.72). Matic and Al-Faisal (2012, p.11) calculate that annual rate of charitable giving in the KSA by individuals, institutions, corporations, and the government is one of the highest in the world, attributing this to the culture of charitable giving which has always been an integral part of Islamic heritage. Al-Obaidi (2010) emphasises the impact that the productivity of the KSA has had on Saudi social welfare and the new status of charitable work that has led to the creation of charities that contribute to the further improvement of society.

In order to fully understand the giving culture of the KSA, it is important to appreciate the broad impact of religion on society. Al-Yahya and Fustier (2011, p.24) point out that the principle of charitable giving in Islamic teachings through the Quran and traditions of the Prophet Mohammad encourage people to donate in various forms, such as Zakat, Sadaqah (alms), waqf (endowment), and Kafarah (expiation). Zakat is one of the five pillars of Islam, and it refers to the amount of money Muslims are obliged to provide to the poor and marginalised. Dhar (2013) explains that Zakat is only obligatory for a person if they are an adult, sane, free, and Muslim. Zakat is considered the duty of the rich to alleviate poverty and improve the situation of the poor (Al-Yahya & Fustier, 2011, p.16).

Sadaqah (alms), an important Islamic concept, is a voluntary form of giving to those in need that is strongly encouraged among Muslims (Matic & Al-Faisal, 2012, p.13). Unlike Zakat, the amount of Sadaqah is discretionary and the personal choice of each Muslim. Opoku (2013, p.173) explains that Sadaqah is a broad term and could mean anything from a kind word to voluntary service, clothing, and feeding the poor. Sadaqah is considered a commendable practice in Islam because, technically, charity refers to the act of providing for those in need in order to obtain reward and closeness to God. It is fundamentally different from the other charitable acts stipulated in Islam, such as Zakat and waqf (endowment), mainly through its administration (Dasar & Sujimon, 2018, p.89).

Waqf, the third aspect of Islamic philanthropy, is one of the strongest social manifestations of Muslim giving and refers to donations to build mosques, schools, and hospitals. Another rare form of Islamic philanthropy is Kafarah, which are charitable donations given as penance after breaking an oath (Opoku, 2013, p.173), compulsory when someone breaches a particular law of Sharia (Dasar & Sujimon, 2018, p.89). Other Islamic teachings emphasise seasons of tolerance, such as the month of Ramadan, in which Muslims are expected to feed those in need while fasting themselves. A special contribution must be made at the end of the month of fasting called Zakat al-Fitrana, which could be in the form of food or the monetary equivalent to feed a person in need. Similarly, during the Hajj season, Muslims are expected to sacrifice a cow, goat or camel to help feed the hungry (Opoku, 2013, p.173).

Charities in the KSA receive their income from a variety of sources, including private payments and government grants or support. A large part of their funding derives from private donations (individuals, corporations and bequests, and foundations), but they can increase revenue by earning a return on investments (Sherlock & Gravelle, 2009, p.16). A charitable Association's funding resources consist of:

1. Membership fees.
2. Returns from the association's activities.
3. Charities, donations and endowments.

4. Investment returns from the association's funds.
5. Charitable organisations receive government support between Saudi Riyal (SAR) between 50 thousand and 5 million SAR (Saudi Riyal) from the Ministry (Shalaby, 2008, pp.78-79).
6. Funds allocated for programmes and development.
7. Financial resources received through managing an institution affiliated with a governmental or private agency, or by implementing some of its projects or programmes.
8. Zakat for associations whose activities include zakat banks.

Foundations on the other hand, receive funding either from grants or by self-financing. The traditional approach to securing funds for organisational projects is to seek grants, which requires justifying the grant application to the issuing agencies. Due to the increasing limitations on grants, self-financing has become an instrumental source of funding for NPOs (Altassan & Noreen, 2015, p.123). Funding resources for Saudi charitable organisations include individuals, corporations and the government, but in the KSA, individuals have been found to be the most significant (Al-Obaidi, 2010, p.85). The main sources of revenue for charities are membership fees, dues, and the programmes or services they provide (Bosso, 2003; Gazley & Dignam, 2010; Oh & Ki, 2018, p.800).

2.7 The Impact of Vision 2030 on Non-Profit Organisations

The Saudi Vision 2030 plan aims to empower the charitable sector in the KSA by raising the number of volunteers to one million (male and female) and improving its performance to increase the sector's GDP contribution to 5% (GOV.SA, 2021). To achieve these goals, the government facilitates the process of attracting, training and developing talent and has reduced restrictions on establishing an NPO by relaxing permit requirements for individuals and entities. As previously noted, this has led to an increase in the number of NPOs operating in the KSA from 1,014 in 2017 to 3,156 in 2023 (GOV.SA, n.d.). Competition among these organisations has grown in tandem with this, so funding and volunteers are becoming more difficult to attract. This has made it necessary to adopt digital media as a PR tool to engage in dialogue with stakeholders and enhance community trust on an unprecedented scale as increased competition leads to demands for transparency and accountability.

There is a link between performance standards and the level of trust in a charity among donors and supporters (Al-Ghareeb & Al-Oud, 2010). In recognition of this, awards have been established in the KSA, such as the Al-Subaie Excellence Award introduced by the Al-Subaie Charity Foundation to support and encourage charitable organisations in the country to perform at a high level and enhance the quality of their services: this serves as a benchmark for measuring the performance of charitable organisations (Al-Subaie Excellence Award Guide, 2016; Arab News. 2017). Other awards for which charities in the KSA compete include the Prince Muhammad bin Fahd Award for Best Charitable Performance (n.d.), which aims to provide opportunities for charitable and humanitarian societies in the Arab world to excel and establish a culture of excellence. To compete, a charitable organisation must demonstrate it meets certain technical standards determined by a specialist committee. These standards are measured as a percentage of performance compared to goals, and judged along with the time between requests and service provision, the number of complaints and the mechanisms for resolving them, the number of projects implemented, the number of branches, and an appraisal of leadership standards. Similarly, the King Khalid Non-Profit Organization Excellence Award aims to recognise outstanding management performance in NPOs, as this predicates a rise in the level of work efficiency and maximises social impact, improves capabilities and encourages good governance practices. Qualifying NPOs (foundations, charities and development committees) must be registered with the Ministry of Human Resources and Social Development for three years or more. Successful organisations receive an award worth between SAR 200,000 and SAR 500,000 in the form of a comprehensive, integrated review of their management performance by an independent consulting agency, scorecards that represent a roadmap for improving and developing performance, and the opportunity to join capacity-building workshops to refine and develop their management expertise (King Khalid Award, n.d.).

In 2017, the Ministry of Labor and Social Development reported that 88 Saudi charities competed for excellence in charitable work in the second round of the Al-Subaie Award in the field of “distinguished charitable establishment”, and 67 charitable projects were entered in the field of “distinguished charitable project”. A total of 691 participants from within and outside the KSA took part in the “distinguished creative idea” category. The Ensan Charity Committee for Orphans Care won the Distinguished Charitable Establishment Award in the first category “Large Social and Relief Establishments”, with an award of SAR 500,000. The second category, “Social Establishments and Medium and Small Relief”, was won jointly by the

Charitable Association for Orphans Care in the Eastern Region of Binaa and the Al-Kawthar Health Charity Association in Asir, both had taken an award of SAR 250,000 (HRSD.gov.sa, 2017). It could be argued that charitable organisations who compete for such awards are concerned with excellence in performance and are interested in raising their standards, improving the quality of their services, and satisfying their beneficiaries. Winning such awards also has the added benefit of enhancing the charity's brand.

Charitable organisations must seek sources of funding aside from money from awards, however. As discussed, NPOs in the KSA receive financial support from corporations, governments, and individuals in order to enable them to play a positive role in serving the community. Individual donations represent the greatest part of these funds (Mohamed, 2018). Therefore, when conducting PR activities which aim to increase funding, Saudi NPOs should target individuals more than the government or companies. Understanding donor behaviour toward charitable organisations is of great theoretical and practical importance to those who devise marketing strategies which aim to attract and maintain donations (Alhidari et al., 2018), including PR practitioners in NPOs.

2.8 Factors Motivating Individual Money Donation

Charitable donations can be defined as sacrificing one's own resources (money, property, assets, or goods) to help others in need; support can be provided directly to charitable organisations or individuals by payroll deduction or online (Liu & Hao, 2017, p.47). The third biggest revenue source for associations was found to be gifts and donations from individuals, accounting for 15% of the total revenue after membership dues and programme and service revenue (Bowman, 2017, pp.787-788). Since charitable giving represents a significant portion of the revenue of a professional charity, they can benefit greatly from a better understanding of their audience and the factors influencing both audiences' intention to donate and the donation amount. Degasperi and Mainardes (2017) found eight external factors that encouraged people to donate money: confidence, reward, leadership effects, environmental influences, the organisation's characteristics, personal features, beneficiaries' characteristics, and future interest. Philanthropy and religion often work side-by-side (Ranganathan & Henley, 2008, p.1), as all major religions (Islam, Christianity, Hinduism, Judaism and Buddhism) strongly emphasise the importance of helping those in need. Brooks (2004, p.7) states that the role of religion lies in urging people to practice giving for the sake of giving, not on religion or actual doctrine. Ranganathan and Henley (2008, p.8) found that religiosity is an essential variable for predicting charitable donation intentions as it directly influences positive attitudes toward helping others and indirectly promotes positive attitudes toward charitable organisations. Moreover, studies show that donors tend to emphasise one particular indicator of financial performance: the percentage of reported programme expenses to total expenses. They also support and donate to organisations reporting a higher percentage of programme funding, as they feel their donations are going directly to the programmes and services, they wish to support rather than to administrative or fundraising expenses (Gordon & Khumawala, 1997; Okten & Weisbrod, 2000; Parsons, 2007; Weisbrod & Dominguez, 1986; Yetman & Yetman, 2013). Chang and Tuckman (1994, p.288) found that the activities of an NPO are likely to affect the number of revenue sources in its portfolio because some activities lend themselves more easily to financing from multiple sources; donors, governments, and consumers prefer to fund certain activities more than others – causes with a strong emotional impact, such as child safety, cancer, and care for the elderly, tend to be easier to attract donation revenue. Research has shown that people tend to donate to charitable causes to indicate their own generosity and reliability (Bénabou & Tirole, 2006; Fehrler & Przepiorka, 2013), and from positive personal emotional experiences in the past, such as gratitude or sympathy (Nowak & Roch, 2007). Since philanthropy is considered a moral virtue, generalised reciprocity is intimately related to social responsibility. Hence, those who receive benefits from others and society have a duty to give back.

In the context of the KSA, a study by Opoku (2013) explored the factors that motivate young Saudis to donate financially to charity and the perceived areas of importance to which they donate. Donations were found to be made across a broad spectrum, with supporting the poor receiving the highest rating, followed by orphan care, fast-breaking in Ramadan (the ninth month of the Islamic calendar, observed by Muslims worldwide as a month of fasting), disaster victims, health-related charities, the building of mosques, education, and Islamic evangelism. The areas respondents least contributed to financially were organ donation funding, care of people with disabilities, Hajj (an annual Islamic pilgrimage to Makkah), and umrah, in that order. Opoku (2013) determined that the three factors influencing young Saudis to give were religiosity, altruism and personal satisfaction, whereas the three least influential factors were psychological benefits, commitment, and self-image. Young Saudis preferred to donate to charities in which they had a personal vested interest or a reputable image reflecting effectiveness and efficiency.

2.9 Summary

Charitable organisations in the KSA provide services and activities to beneficiaries, including feeding the poor, training and rehabilitation courses, family healthcare, and housing provision, which in turn transform community members from recipients of subsidies to producers. The overall aim of many charities is to help individuals and families become self-reliant, rehabilitating and developing the capabilities of young people to acquire skills to help them engage in the labour market, receiving and distributing surplus food, or even assisting with "marriage and care." Charitable organisations are distinguished by their reliance on donations to fund programmes and activities, with donations playing a crucial role in the survival of charitable organisations and determining their ability to achieve goals. Fundraising is a process that is affected by factors inside and outside of the organisation, and the role of PR revolves around building long-term relationships with key audiences to secure this funding.

The economy, culture, religion, and political system in the KSA strongly shape the development and practice of PR in charitable organisations in that country, creating unique conditions for operating media relations and PR activities, and raising funds from government grants, awards, and individual donations, which differ from the conditions found in the Western countries from which Saudi PR must take its lead. PR practice is growing quickly in most Arab countries Saudi Arabia, but it faces problems in terms of management and organisation, chief among which are misconceptions about the profession (Kirat, 2005). Top management generally consider PR as a technical role, dealing with publicity, queries or observing social protocol and designing positive propaganda for the organisation.

This chapter has discussed an overview of Saudi public relations and pre-dominant social, cultural, religious, and economic factors that shaped practice. This chapter has also described the background and context of the charitable sector in the KSA and introduced the historical background of Saudi charities, the regulations imposed upon them, their sources of funding, and the factors that motivate individual donations. The next chapter provides an overview of the concept of PR and its role in building long-term relationships with donors.

Chapter Three: Overview – Public Relations Practice

Public relations (PR) has become a fundamental element of institutions and organisations of all forms, sizes, and orientations. PR departments can enhance an organisation's credibility, improve its image and brand, achieve common understanding with its audiences, build, strengthen and consolidate relationships with stakeholders, explain its goals, policies and achievements, and help achieve its vision and mission. However, although many organisations have the structure of a PR department in place, this does not mean that it is effective. This may be attributed to the fact that the role of PR, as understood by many, is still limited, especially among decision-makers at the top of the organisational hierarchy who do not appreciate its importance, believing perhaps that it is limited simply to hospitality.

In order to understand how PR practitioners in charitable organisations in the Kingdom of Saudi Arabia (KSA) can build relationships based on trust, it is essential to understand what PR roles and functions are practiced in these charities. Accordingly, this chapter aims to review the definition of PR and its functions within organisations to highlight the role of practitioners, communications technicians, and communications managers. It also clarifies the ethics of PR and its importance for organisational effectiveness. This involves reviewing communication theory and systems theory, before examining the four models of PR by Grunig and Hunt (1984), which emphasise that two-way communication represents excellence and ethical practice in PR.

3.1 Defining Public Relations

PR is a combination of philosophy, sociology, economics, language, psychology, journalism, and communications (Sachdeva, 2009, p.5), and is one of the most important processes for the success of organisations as it increases opportunities for growth and prosperity. This section examines the definition of PR to form a comprehensive picture of the nature of the field.

Edward Bernays, known as the father of PR, defines it as "the attempt, by providing information, of persuasion directed at the public to modify attitudes and actions to engineer public support for an activity, cause, movement, or institution" (Bernays, 1952, pp.3-4). This definition focuses on providing information for the purpose of convincing audiences and changing behaviour, through the lens of marketing communication influencing and framing perceptions. Communications are integral to an organisation's strategic plan and so deserve special attention (Boyer, 1997, p.481). The Public Relations Society of America (PRSA, 2021) states that it is "a strategic communications process that builds mutually beneficial relationships between organisations and their publics". Chandler (1962, p.13) describes strategy as "the determination of the basic long-term goals and objectives of an enterprise, the adoption of courses of action and the allocation of resources necessary for carrying out these goals". PR in strategic communication helps achieve an organisation's mission and goals by creating messaging to specific audiences through researching their behaviours and perceptions and delivering these messages through traditional (press releases, radio, television) and new media (social media). The majority of PR and strategic communication techniques, according to Macnamara (2016, p.341), are still one-way, more anti-social than social, and encourage disintegration rather than integration of organisations into the cultures and communities in which they operate. Organisations apply PR strategies to communicate with employees, officials and donors, and this improves the organisation's image and identity, corporate advertising, media relations, financial communications, employee, government and community relations, corporate philanthropy, and crisis communications (Argenti, 1996, p.77). Strategic communication and strong relationships are particularly important for gaining and retaining donors and ensuring repeated, increased donations (Bennett & Barkensjo, 2005; Brennan & Brady, 1999; MacMillan et al., 2005; Polonsky & Sargeant, 2007; Sargeant, 2001).

Non-profit organisations (NPOs) exist to implement actions on behalf of individuals that could not do those things independently. This means communication becomes a crucial factor for advancing and improving strategies which must be understood by members and participants (Cooren, 2006, p.328; Marchiori & Bulgacov, 2012, p.200). Polonsky and Sargeant (2007) state that NPOs typically lose up to 50% of their first or second donation through a lack of communication and focused relationship-building activities. Strategy meanings are based on building strong permanent relationships between the organisation and individuals through communication (Marchiori & Bulgacov, 2012, p.200).

Harlow (1976, p.36) offers an alternative, comprehensive practical definition:

> PR is a distinctive management function that helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organisation and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilise change, serving as an early warning system to

> help anticipate trends; and uses research and sound, ethical communication as its principal tools.

Cutlip et al. (2000, p.6), however, focuses more strongly on relationships per se, suggesting that PR is "the management function that establishes and maintains mutually beneficial relationships between an organisation and the public on whom success or failure depends". Similarly, the Chartered Institute of Public Relations (CIPR, 2021) describes PR as a "discipline concerned with a reputation to gain understanding, support, and influence public opinion and behaviour. It is the deliberate and sustained effort to establish and maintain goodwill and mutual understanding between the organisation and the target public", including existing and potential customers, employees and management; investors; media; government; suppliers; and opinion-formers. These definitions indicate that PR professionals establish lines of communication between an organisation and its components, with the aim of investigating and understanding public responses and solving problems or issues facing organisations. Furthermore, PR can be considered a strategic management function that includes managing exchanges across organisational boundaries to ensure that the organisation responds to environmental requirements and opportunities (White and Dozier, 1992, p.101).

These definitions of PR, and the scholarly literature, acknowledge it as a planned and organised function that focuses on the management of communications to ensure mutual understanding between the organisation and stakeholders. Nevertheless, there is divergence on what purpose PR should serve, ranging from reputation management, relationship management, message management, conflict resolution and counselling (CIPR, 2021; Cutlip et al., 2000; Harlow, 1997). Both the strategic management and strategic communications approach are crucial since they emphasise and identify various publics (target audiences), but strategic management is symmetrical and entails the role of PR in fostering relationships with the public, incorporating communication and information sharing into organisational decision-making processes, while strategic communication is asymmetrical and emphasises communication only as a means of achieving organisational objectives and managing the target audience (Grunig & Kim, 2017, p.8). With this variety of definitions in mind, this thesis employs that suggested by Cutlip et al. (2000, p.6) and CIPR (2021).

The CIPR (2021) emphasises that healthy relationships with the public are not built without effort because they need to be established and maintained, implying that PR is not a random process but one that requires purposeful design, deliberation, research, anticipation, and analysis in planning. As the bulk of definitions of PR stress, and according to Grunig (1992), the two-way symmetrical model (as opposed to one-way communication) is the ideal framework for conducting PR focused on opinion and relationship change, as relationship building is its main function. PR practitioners within Saudi charities should consider this to ensure that the public understands the organisation and the organisation understands the public, but this cannot be done effectively without the management function of PR.

Saudi charities are affected by regulatory instruments and operate centralised decision-making, with the Board of Directors (CEO) having the final say, so the management aspects of PR and building mutual relations with the internal and external public are required. This organisational structure means PR must communicate with senior management and convince them to disclose information or operate/change services to match the tendencies and desires of the target audience while also persuading the target audience that the organisation deserves their endorsement and support, because charities largely rely on donors. It is also the job of PR to ensure the target audience believes that the organisation will disclose information such as impact measurement and financial reports through the new media, as this reflects a research orientation and an understanding that building relationships with donors depends on effective communication between the charity and its audience. The practise of managing reputation and organisational relations by building and maintaining trust, connecting communication with strategy, dealing with the social web and the digital tools, meeting the demands of active audiences and greater transparency, and dealing with the volume and speed of information flow is the operational definition of PR in this study. An overview of the main roles and functions of PR comprises the following section.

3.2 Public Relations Roles and Functions

Although PR is a crucial component of both financial management and human resources (HR) management, Grunig et al. (2002, p. 288) remark that PR functions might cross over with those of other departments, such as communication and marketing. Likewise, Rees (2020) argued that with the paradigm shifts brought about by digital media in communications and the significant level of citizen activism surrounding social and environmental issues, PR is becoming a dominant branding discipline.

In terms of building relationships, the priority for a PR department is communication, and its primary purpose is to position the organisation favourably within its field. While many organisations have dedicated PR departments, there are external agencies whose sole focus is on the operation of PR for companies and businesses to help them build a positive image within their market (Daymon & Demetrious, 2014, p.3). The common trend which runs through all explanations of PR is that it essentially has two clients: those based internally within an organisation, such as stakeholders, and those considered external to the organisation, the public. Onyiengo (2014, p.1) argues that the role of PR in any organisation is to identify the target audience, whether internal or external. This builds on Harlow's (1976) assertion that the main function of a PR department is managing the organisation's processes by creating and developing sustainable communications channels with its key public, which may consist of clientele, investors, employees, suppliers, legislators, competitors, government officials, and other stakeholders. Theaker (2001, p.4) maintains that understanding that these different groups have diverse information needs and exert different demands on organisations is an essential skill of PR, while Henslowe (1999, p.1) expresses the other side of this view, which is that PR is about communication between the organisation and those with whom it cannot avoid or ignore. This is in line with Blake and Haroldsen (1979, pp.60- 61), who claim that PR aims to gain the support and cooperation of people seeking to influence the organisation, who may fall into one or all of the above categories.

The technician (or communication technician) and communication manager are the dominant roles in the field of PR. The communication technician role comprises skilled individuals who carry out communication programmes and activities. They decide which communication mechanism most suits the prescribed purpose, with a focus on implementation and no involvement in organisational decision-making; for the most part, the technician role lies with communications and activities surrounding this process. Cutlip et al. (2006) describes those who occupy the technician role as having lower incomes and not forming part of the inner circle of management, but enjoying high levels of job satisfaction if they remain in this role by choice. The technician is the traditional core of PR work: writing media communications and being involved in media relations with activities including composing press releases, the editorial content that appears on websites, media-related publications, promotional material shared with stakeholders and the public, emails, articles, brochures, advertisements, moving image resources, trade, product or technical material, and any correspondence for the organisation (Cutlip et al., 1994, p.33). Communication technicians are fundamental as they produce content for and work with the media, and PR practitioners view the media as one of the many channels through which messages can be directed to the target audience (Tench &Yeomans, 2006, p.312).

Cutlip et al. (1994, p.34) describe the five services required by the PR specialist:

- Organising special events: “Arranging and managing news runs, conventions, open houses, ribbon cuttings and grand openings, anniversary celebrations, fund-raising events, visiting dignitaries’ contests, award programmes, and other special observances”.
- Speaking publicly to groups, offering advice and preparing individuals for speaking projects. Preparing individuals to deliver content to important audiences.
- Production: utilising visual media, art and digital technology to create communication content which could be in the form of a presentation or a moving image production using film or photographs.
- Training: informing the relevant organisations of new developments, policies, procedural changes, organisational structure changes or developments and preparing key individuals for public appearances; these may be the company executives or relevant spokespersons tasked with dealing with the media.
- Contact: “Meeting, greeting, and hosting people important to the organisation. Serving as the liaison with media, community, and stakeholder groups, both internal and external”.

Relations with the media have always been a key concern for PR, with the profession evolving since the early twentieth century in tandem with the media and the increasing spread of news coverage (Butterick, 2011). Initially, the role of PR was to attract media coverage and write press releases that would be mutually beneficial both for the publishing outlet and the organisation. However, this has changed dramatically in recent decades, with a novel media environment employing new tools, technologies, delivery methods, and measurement alternatives for news releases effectively restoring the “public” into the phrase “public relations” (Breakenridge, 2008). The “love-hate relationship” (as described by DeLorme and Fedler, 2003, p.99) nevertheless remains mutual, as while PR and its practitioners are viewed negatively by many journalists, who as part of a field not much older as an organised profession than PR often rely on PR information when preparing content (Zerfass et al., 2016, p.450; Lloyd and Toogood, 2015). The dependence may in fact be greater today than ever, as “if journalism is ‘the first draft of history’, then public relations is the first draft’s first draft.” (Lloyd & Toogood, 2015, p11.). Journalists therefore rely on PR practitioners to report information that will help them sell newspapers or generate clicks, and PR practitioners in turn need journalists to publish and broadcast their information and messaging. This mutual dependence creates a power dynamic whereby it is beneficial for the media to promote a positive public image of the company and for the company's PR to feed informational materials to the press (Kang, 2007, p.3). The most successful PR professionals are able to establish strong relationships with those in positions of authority (Lloyd and Toogood, 2015, p.12), and carry out tasks in the area of media relations to realise this.

Media relations tasks include responding to media requests, verifying and accessing authoritative sources, and contacting news media, magazines, Sunday supplements, freelance writers, and trade publications with the intent of persuading them to publish or broadcast news and features about or originating from the organisation (Cutlip et al., 1994, p.33). Bailey (2006, p.312) states that the management of media relations includes forming relationships with writers, editors and producers who contribute to and control what appears in print, broadcast and electronic media. The importance of media relations in an organisation's communications can be analysed from the perspectives of media spread and the realisation that staff read the newspapers and watch television (White & Mazur, 1995). Media relations are based on mutually beneficial cooperation between editors and journalists on the one hand and PR practitioners on the other. The media require material and ideas from PR practitioners, and PR practitioners benefit from the media who publish their content, as this raises their profile (Wilcox et al., 2000, p.240).

Strategic communications encourage the use of media relations to enhance success in obtaining news coverage, which calls for PR practitioners to interact with a variety of media to inform the community of campaigns, programmes, and services, so they must be familiar with different media operations, develop lasting relationships with individuals such as journalists who can use social media, and convey requests to the public which lead to responses that can serve as a source of ideas for news (Waters et al. 2010, p.244).

Grunig (1990, p.18) argued that PR can influence the work and behaviour of professional media because journalists tend to cover stories more than useful PR sources; the relationship between a journalist and a PR professional is not new. However, this relationship often contributes to conflict because PR professionals strive to protect their organisations in the media (Grunig, 1990, p.18). Therefore, Broom and Sha (2013, p.536) suggest that PR prioritise building healthy relationships with journalists as partners and supporters in the interests of each side; to identify the oppositional nature of the relationship and work with it.

The co-evolution of PR practice with media and communication technologies and digital platforms now allows PR to effectively deliver content to their target audience through digital media. Prior to this, press releases or news organisations were the main PR emphases, but the contemporary method of communication includes collaboration with publications, websites, news accounts, and influencers on digital platforms to reproduce and transform the conventional press release into the content. Saudi charities can therefore benefit from relationships with the local media and on social media to highlight their commitment to supporting all facets of society, fostering a positive image of the organisation, and boosting trust in its performance.

The communication technician role which is typified by the PR function of media relations stands in contrast, however, to the communication manager role.

The communication manager role, identified by Dozier and Broom (1995), is responsible for planning, managing and facilitating communication programmes, counselling management, and policy decisions. PR is a management function whose success depends on mutual benefit between the organisation and its internal and external audiences (Onyiengo, 2014, p.2). PR practitioners analyse the behaviour and wishes of a target audience to benefit the organisation through the support of this audience (Gregory, 2000, p.4) and operate via two main functions: (1) managing communication by keeping directors and higher management informed and up-to-date with social issues related to the organisation's internal and external audiences so that these factors can be considered during management's decision-making process, helping build relations based on mutual understanding (Gregory, 2000, pp.7-10), and (2) consultation, advising and preparing the management team on the implications of decisions with relation to how they may impact the public interest. PR professionals are directly responsible for monitoring public opinion, and therefore represent the conscience, or ethical advisor, of the organisation (Gregory, 2000, p.9). There is increasing evidence to suggest that PR is a necessary tool of strategic management (Dozier et al., 1995), playing an important role in building companies' and organisations' reputations, often for a global audience (Skolnik, 1994). Wilcox et al. (2000, p.7) describe PR activity as a deliberate and planned administrative function based on public interest and two-way communication, while Sam Black, a British PR practitioner, states that PR practice aims to establish two-way communication that can resolve conflicts of interest and establish an understanding based on facts, knowledge, and full information (Sachdeva, 2009, p.5). PR aims to influence the behaviour of groups of people through the two-way process of dialogue with different audiences to help facilitate corporate strategy, representing a function that acts as a strategic resource (White & Mazur, 1995, p.11).

Ruler and Verčič (2002) reviewed the four comprehensive characteristics of communication managers:

- Consultation: Represented in analysing changing values, standards and issues in society and discussing them with members of the organisation in order to modify the values and viewpoints related to the issue in the organisation. This role is concerned with organisational guidelines, policies and standards, and aims to develop the vision or mission, company story, and organisational strategies.
- Training: Educate the organisation's members to act efficiently in their communications to respond to the demands of society. This role is concerned with the mentality and behaviour of members of the organisation and targets internal groups.
- Conceptualisation: Plans are made to communicate and maintain relationships with public groups to gain the public's trust. This role concerns commercial and internal and external groups, as well as public opinion, and aims to carry out the organisation's mission and strategies.
- Implementation: To prepare the means of communication for the organisation (and its members) and to assist the organisation in formulating its communications. This role is concerned with services and aims to implement communication plans.

Onyiengo (2014, p.1) supports this, stating that PR must work effectively and systematically to maintain or improve the organisation's image, develop its strategies to achieve goals, and build and enhance relationships with audiences by understanding the interests of both the organisation and the audiences. Sachdeva (2009, p.17) notes that PR provides advice to organisations on policies and procedures in the mutual interest of the organisation and the public. Lesley (1962, pp.785-788) similarly believes that PR provides advice, information, offers research and studies, and helps build comprehensive confidence and support between all parties. Through analysing studies like these, it can be seen that PR is based on a variety of functions.

Guth and Marsh (2006, p.7) explain five key concepts which help define PR functions:

1. PR is the function of managing the relationship between an organisation and the public. PR practitioners advise when, how, and in what format important communications should be carried out. In other words, practitioners should be able to measure the degree of success in various projects and work to improve common understanding between an organisation and all those it connects with, whether within or outside.

2. PR requires two-way communication since the relationship building process involves interaction, listening to the organisation's target public, and informing people about the organisation's needs.
3. PR is a planned activity that builds good relationships characterised by mutual understanding that is consistent with the goals and public values of the organisation, providing advice on and representing the overall picture of the organisation and identifying and eliminating sources of misunderstanding.
4. PR is a research-based social science which aims to fully understand the environment in which organisations operate and the challenges they face to enable effective communication. PR practitioners and educators share their knowledge with others in the industry through professional and academic publications.
5. PR is a social responsibility. Practitioners and the people they represent should play a constructive role in society. The responsibilities of practitioners extend beyond the goals of the organisation.

Creating and maintaining a positive reputation is shaped by what the organisation may say and offer to its target audience. This PR function is labour-intensive, requiring certain skills and qualities from the management team (Gregory, 2000, p.3). To serve the interests of both the public and the organisation based on the analysis of trends by reference to social science, PR functions to provide advice to the leaders of organisations and implement planned programmes created with specific audiences in mind (Wilcox et al., 2003, p.6). Communication managers demonstrate a broad range of roles, including researching and developing, monitoring the implementation of programmes, assessing and evaluating programme effectiveness, and analysing the public and their opinions, the current political mood, emerging trends and concerns, what the media is covering and environmental issues so the organisation is able to plan programmes tailored to specific needs and desires (Cutlip et al., 1994, p.33; Gregory, 2006, p.29). The communication manager also "plans in collaboration with other managers, determining needs, establishing priorities, defining publics, setting goals and objectives, developing strategies, and administering personnel, budget, and programme schedules" (Cutlip et al., 1994, p.34). The role requires counselling and problem-solving, as well as "advising top management on the social, political and regulatory environments, consulting with the management team on responding to crises, and working with key decision-makers to devise strategies for managing organisational responses to critical and sensitive issues" (Cutlip et al., 1994, p.34).

Deploying the term "strategic" places the assessment of roles and functions into terms of economic contribution and rational economic goals (Deetz, 2001, p.9). The function of communication in this is to guarantee that information is transferred throughout the hierarchal structure to maintain compliance and enable the organisation to connect to its public. The communication perspective contains strategic message design, management of culture, and total quality management (Hallahan et al., 2007, p.11), and studying the strategic practices shown within organisational environments reveals communication operations to be closely linked with the idea that the organisation is a continuous creation process (Marchiori & Bulgacov, 2012, p.200). Individuals can create and modify their daily strategies dependent on their ideas, meanings, and interactions (Marchiori & Bulgacov, 2012, p.200) as strategy formulation is rarely purely rational and linear because it is essentially an iterative process in which managers discuss, debate, and further refine their thinking, exploring and narrowing down options, often with a level of "instinct" (guided by years of experience and tacit knowledge) employed to make the final decision (Gregory, 2020, p.71).

Strategic communication advances the management discourse and emphasises that the aims of higher management for the organisation are legitimate (Deetz, 2001). Jarzabkowski et al. (2007, p.5) divide the term "strategy" into three dimensions: practice (a flow of activities implemented socially), cognitive practice (cognitive, discursive motivation, behavioural, physical), and practitioners (performers who form the building of practice through their resources, how to act, and who they are). Hax and Majluf (1988), on the other hand, define six dimensions of advanced strategy:

1. Strategy used to define the objective and purpose of an organisation in terms of its priorities for the allocation of resources, programmes of work, and long-term goals.
2. Strategy used to determine the competitive area for an organisation determining the business it is in or ought to be in, considered one of the central concerns of strategy.
3. Strategy is a continual and adaptive response to external (opportunities and threats) and internal (strengths and weaknesses) elements that influence an organisation.
4. Strategy is a central way to understand competitive advantage.
5. Strategy is part of every hierarchical level within an organisation: company level, business level and functional level.
6. Strategy is an inspiring power for internal and external stakeholders who directly or indirectly reap the financial rewards and benefits of the organisation's success.

Examination of these definitions reveals that researchers and PR professionals differ in what they consider the definitive PR functions that lead to success, but combining them can generate a list of PR functions: scientific research, planning, communication, coordination, organisation, representation and negotiation, training, forming a positive image of the charity and its services, understanding reactions from the public, and consolidating links with external audiences to raise the level of performance and efficiency. In order to carry out this range of functions, PR departments utilise functional and task teams, which relate to the two dominant PR roles identified by Dozier and Broom (1995), communication technician and communication manager. This thesis seeks to identify if Saudi charities employ both of these approaches to PR implementation, or if they are more inclined toward technician roles. Since this study also explores the extent to which the model of PR adopted by Saudi charities engages and builds donor trust, it is necessary in the following section to explore the models of PR developed by Grunig and Hunt (1984).

3.3 Four Models of Public Relations

Grunig and Hunt (1984) defined an organisation's audiences as groups of people who share the same opinion on an issue, regardless of their origin. The four states in which an audience can exist are: non-public, where there is no influence between the organisation and the public; latent, when the organisation is threatened but there is no public awareness of it; aware, when the audience realises there is a problem; and active, where the audience organises to take action to solve the problem. Van Ruler (2005) suggests that applying PR theory helps communication practitioners convey the appropriate message to the correct segment of the audience, so a PR practitioner's work depends not only on constructing good relations with the public as a whole, but on understanding how people act and respond to situations, how they communicate, and the messages that resonate with them.

Grunig and Hunt (1984) developed four models of PR, which are employed as part of the framework of this thesis to examine dialogic communication practices in PR in charitable organisations in the KSA. The models take their basis from outlining the direction of communication as either one-way or two-way, and the purpose of the communication as either asymmetrical or symmetrical. PR practitioners determine their success based on the extent to which PR represents a positive financial return on investment, which could be represented by increased revenue, reduced litigation, favourable legislation, or lower regulation costs. As PR is essential in organisations' relationship building, the effectiveness of organisations lies in communication with audiences and stakeholders (Grunig, 2006) as it can lead to mutually beneficial relationships between an organisation and its target audience. It is from this foundation that Grunig and Hunt (1984) devised the four models of PR theory, which could lead to more useful and ethical communications. The channels through which PR spreads its message are hugely varied and should be considered carefully with specific target audiences in mind, as the aim is very often to convince this audience of something. The first of the models is press agentry/publicity, which focuses on persuasion by creating stories and events to attract the media, making it ideal for advertising. One-way communication activities send a message from a source to a receiver with the explicit aim of persuading the recipient to act. From this model, PR practitioners may use communications strategies such as celebrity, spokespeople, free giveaways, big openings, and shows (Lattimore et al., 2004).

The ***press agentry/publicity*** PR model is often practised in sports and product promotion (Grunig & Grunig, 1992), and it represents the oldest form of communication (propaganda) used in PR. According to this model, information flows in one direction from top management through the organisation to external audiences. PR practitioners depend on publicity as a basic communication activity in delivering their messages to the public, which in this model offers no opportunity to monitor feedback, but new and digital media models do offer the kind of two-way ethical communication that provides feedback from the audience.

A major controversy in the debate around communication issues is the distinction between PR and propaganda: some believe they are essentially identical while others claim the opposite. Wimberly (2020, p.2) is one of the former, arguing that PR and propaganda refer to the same activities, justifications for such activities, and even personas, with the only difference being the word used to describe them and with the exception that 'PR is a kind of doubling of propaganda, in that public relations is propaganda for propaganda' (Wimberly,2020, p.2).

Propaganda is an attempt to manipulate and convince the public of a particular idea for self-interested reasons, whereby a group tries to change or form the beliefs of a large audience, or attempt to make them follow a certain path that serves the objectives of the propagandist (Malhan & Dewani, 2020). Nelson (1996) describes propaganda as a systematic, deliberate form of persuasion that attempts to influence a target audience's emotions, attitudes, opinions, and actions for ideological, political or commercial gain through the controlled transmission of messages, mass media and direct channels, while Seitel (1989, p.9) states that PR activities are based on exchanging opinions, presenting facts and analysing public opinion trends about the organisations or departments that deal with them, before communicating these ideas, opinions, principles and directions to the administration to amend policies and programmes to become commensurate with public opinion and the situation. Watson (2017, p.4) distinguishes PR from propaganda by noting that the former seeks only to disseminate messages as it incorporates the idea of the common good and results in mutually beneficial relationships or responses. As forms of persuasion, PR and propaganda both rely on the same communication media to disseminate information to influence others, but while they may serve similar purposes and goals, they are implemented differently: propaganda is usually maliciously executed and devoid of truth to influence the attitudes of the public and stimulate its desires and tendencies, and PR involves using truthful information to present a positive perspective on an issue, person, or organisation to persuade the public and achieve cooperation based on trust and valued understanding (Baines et al., 2020). While PR works toward the long term in all of its activities, propaganda aims to achieve fast, temporary goals with little consideration for long-term results, as although the public may learn the facts one day, by then it will be too late.

The bodies which utilise the tools of PR and propaganda also tend to differ. PR is largely employed by corporate organisations for marketing purposes, while propaganda is used most often by governments, political groups, and religious organisations. This has led to PR (and advertising) being dubbed 'commercial propaganda', but this minimises the significant difference that PR exists for marketing and corporate governance and propaganda exists to manipulate in the name of power and politics (Akinsiku, 2011 in Wimberly,2020). The key distinction can be summarised in the verb used to describe its action: public opinion is 'manipulated' for propaganda and 'moulded' for PR (Olantunji & Laninhun, 2014), which implies that propaganda involves a greater degree of deception and disinformation. A critical similarity remains, however: both PR and propaganda rely heavily on the concept of public opinion and its power, as they can only be meaningfully undertaken after the bases for and nuances of public opinion are understood. Both works to influence public opinion, the attitudes that support it and the actions taken on its behalf (Olantunji & Laninhun, 2014).

The ***public information*** model is conducted by PR practitioners who are familiar with the ideas and practices of journalism (Grunig, 1990). This type of PR is asymmetrical and often involves the positive dissemination of information about the organisation, addressing the need to ensure public confidence through a policy of openness (that the public be informed). The public information model may be asymmetrical if it manipulates the public, regardless of intent (Botan

& Hazleton, 1989; Childers, 1989). This type of PR is often practised in government, educational institutions, NPOs, and large corporations (Lattimore et al., 2004).

The ***two-way asymmetrical*** model of PR is one that uses the means of identifying messages that can garner significant audience support without changing the organisation's behaviour (Grunig, 1990; Grunig & White, 1992). Also known as "scientific persuasion", it may involve tactics such as interviews, surveys, and focus groups to define the nature of the relationship between the organisation and their primary audience (Lattimore et al., 2004). This is important because practitioners can commence PR efforts more effectively if they are able to measure relationships. PR and marketing firms often practice the asymmetric model of PR in two-way communication (Grunig & Grunig, 1992), and Grunig and Hunt (1984) stress that the two-way asymmetrical model helps organisations build communication and persuade their public to accept their point of view through instruments such as surveys and polls. Waters and Jamal (2011) note that two-way asymmetry creates a faux dialogue with stakeholders to gain information that can be used for the organisation's benefit later.

The ***two-way symmetrical*** model seeks to understand mutual benefit for both organisations and the public in a system whereby information is freely exchanged between both parties, depending on bargaining and negotiation to change the relationship between the organisation and its publics (Grunig, 1990). The process is symmetric because both parties are equal in communication and there is no attempt by the organisation to influence the audience. This model is regularly found in campaigns from non-governmental organisations (NGOs) or charities in their communication with the public, although other models of communication can also be found in charity campaigns (Tench & Yeomans, 2017, p.151). All of the models defined by Grunig and Hunt (1984) are popular, but the two-way symmetrical model is especially so because using this or a combination of two-way symmetrical and asymmetrical models could increase the overall effectiveness of PR (Grunig, 2001). There has been much academic and practitioner agreement that PR should aim to listen and speak to achieve consensus between an organisation and its publics (Baines et al., 2004), but PR activity also involves developing useful communications-based relationships between an organisation and those outside it (Gordon, 2011).

PR models in the context of the KSA have been found to depend on those created in the West, particularly in the USA. This may be beneficial, as cross-cultural sharing of Western paradigms could represent a significant point of contact between the third world and the West (Alanazi, 1996, p.239). In terms of the four models of Grunig and Hunt (1984), both the press agentry and public information models were shown to be prevalent in the government, private and semi-private sectors, demonstrating a disregard for the strategic role of PR, with the media limited to its use as a one-way tool for conveying information (Kirat, 2005). The role of communications technician is by far the most commonly found among Saudi practitioners because most senior managers are unclear about or unaware of the full range of tasks, values, and benefits that a fully-rounded PR department can bring, often restricting PR to its technical performance and outsourcing many PR duties to other departments (Almahraj, 2019, p.103). Despite the widespread adoption of Western models, Saudi culture plays a prominent role in PR activities, as is to be expected because "public relations is a reflection of the society in which it operates, as well a cultural act… [It is] a subsystem which reflects the way the whole society thinks and works" (Kirat, 2005, p.328). Chapter 2 of this thesis provides the context and background to PR in the KSA.

Having examined how PR models foster two-way communication for relationship building in this section, the next section reviews communication theories and provides an overview of the strategic communications planning process and its role in organisational relations in order to continue building a theoretical background for this research.

3.4 PR Communication Theories

To complete the theoretical framework with which the overall research questions of this thesis can be addressed, it is necessary to elaborate on the concepts of corporate and strategic communications.

Communication is a means used by individuals to transfer information, including needs, desires, ideas and knowledge, with others in the form of dialogue, images, signs, writing or behaviour (Velentzas & Broni, 2014, pp.117-118). Communication can be verbal (face-to-face) or non-verbal (facial expressions, body language); via telephone (phone call or text messaging) or television and radio programmes; or through the internet (websites, email, blogs and social networking sites) (Lunenburg, 2010, p.2). DeVito (1986, p.61) defines communication as "the process or act of transmitting a message from a sender to a receiver, through a channel and with the interference of noise". The connection process requires four elements; sender, message, medium and receiver, and the communication process is complete if the recipient understands the message content from the sender (Hans & Hans, 2014, p.72) or effective if it includes feedback to ensure that the message is delivered correctly to the recipient (Lunenburg, 2010, p.10). The presence of noise in these elements can prevent or disrupt the communication process since understanding the content is a prerequisite to ending the communication process (Lunenburg, 2010, p.3) (Figure 2, below). Each component of communication is essential in ensuring its quality and effectiveness; the presence of a problem with one of these elements can hamper the effectiveness of the communication (Keyton, 2011, p.2). The message content should be simple and should not contain complex or inappropriate words to ensure that the intended information reaches the recipient (Agarwal & Garg, 2012, p.41).

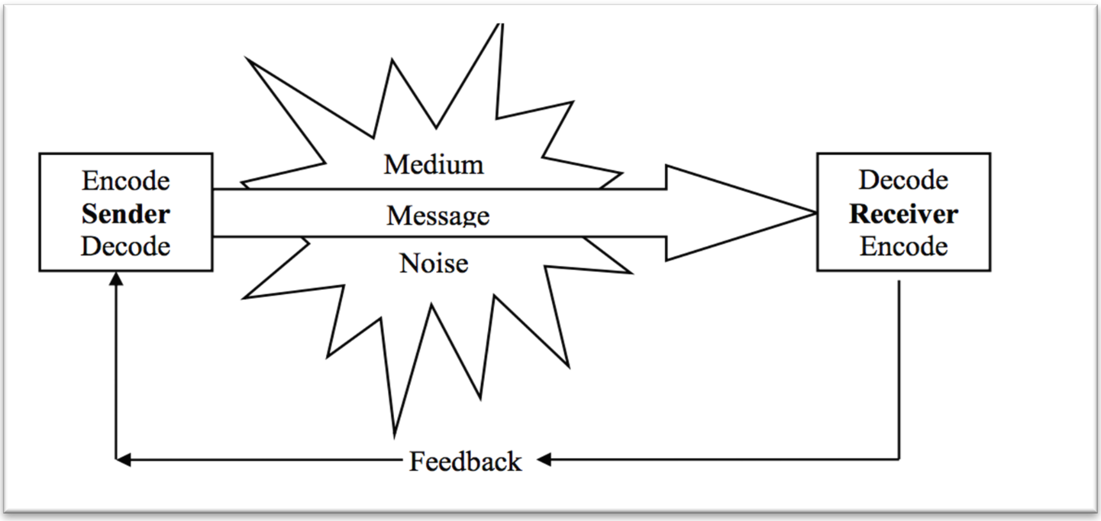

Figure 2The communication process (Lunenberg, 2010, p.2)

In communication theory, Lunenburg (2010, p.3) provides three different perspectives on how the communication process works:

- Communication is a one-way process of meaning formation, in which the receiver attempts to construct or reconstruct the meaning developed by the sender.
- Communication is a two-way process of meaning construction in which two or more bodies construct new meanings together.
- Communication is a multidirectional asynchronous process of meaning construction, in which the focus is on the continuous development of meaning itself.

Lunenburg (2010, p.3) states that a two-way communication process that occurs with feedback is preferable to one-way communication with no feedback. Stott (2011, p.219) characterises communication as the basis of any relationship, with the power to create or destroy relationships depending on its quality. The concept of feedback is important to PR as it provides an opportunity for the sender to modify the message and language used to improve the understanding of the receiver who may have misunderstood the communication (Roberts-Bowman, 2021, p.29). Cutlip et al. (1985, p.19) note that PR can help organisations predict and interact to understand significant audiences' perspectives and opinions, as well as emerging values and lifestyles in the marketplace: "Without the public relations function, organisations would become dysfunctional due to their insensitivity to change". Charitable organisations are concerned with how the public understands their mission, programmes, and problems, how the organisation's employees think, and how the organisation relates to itself.

Research has shown that effective communication can contribute to building real relationships and mutual understanding between all parties within an organisation (Femi, 2014, p.80; Stevanović & Gmitrović, 2015, pp.302-303; Stott, 2011, p.219), which improves worker performance and organisational productivity (Femi, 2014, p.75). In addition, effective communication helps employees improve their own performance (Rajhans, 2012). Organisations rely on communication when defining their policies, goals, tasks, roles, duties and expectations from employees, and this makes the work clearer and easier to understand and thus improves employee performance (Femi, 2014, p.80). Communication is an essential aspect of mutual understanding that contributes to the organisation's efficiency (Femi, 2014, p.75). It is impossible to perform the fundamental roles of management (planning, organising, recruitment, guidance and control) without effective communication, as constant communication between staff and directors is required for the provision of feedback and suggestions to develop and achieve organisational goals (Femi, 2014, p.80). Effective message delivery requires balancing an organisation's values and goals against its target audience's beliefs, attitudes, and opinions, so once an audience is identified, the message better serves its purpose. To develop a message, therefore, it is important to know whom to contact and whom to reach (e.g., local business leaders, volunteers, or donors). Organisations should therefore remove barriers that disrupt communication between staff and senior management and create efficient, participatory, and transparent communication channels (Femi, 2014, p.80).

In charitable organisations, the target audience is divided into two parts. The internal audience is represented by the staff and the Board of Directors, and the external audiences benefit from the charity's work and services, including volunteers, donors, supporting companies and the general public. Grunig (2013, p.16) employs the term "excellent" for organisations which use internal and external audiences rather than symmetrical communication, as these organisations are always close to their staff, clients and strategic communities. The symmetrical system helps provide dialogue mechanisms for employees as communicating with people (interpersonal) is extremely important in this system (Grunig, 2013, p.16). Internal communication exists within an organisation as an essential management tool contributing to the organisation's continuity and growth by identifying, establishing, and maintaining direct relationships between management and employees, covering all communicative and information activities between members of staff (Chen, 2008, p.167; Stevanović & Gmitrović, 2015, p.302). It can take many forms, such as casual face-to-face conversations, briefings, notices, reports, memos, phone calls, fax and email (Velentzas & Broni, 2014, p.120). Internal communication contributes to the flow of data, facts, opinions and information by assembling and transferring them up, down and across the hierarchy within and outside the organisational structure (Stevanović & Gmitrović, 2015, p.306). The importance of internal communication is such that it requires strong two-way communication channels between employees from different departments to ensure high-quality work, ideally involving innovative communication techniques to ensure timely and accurate access to employees in different departments (Chen, 2008, p.189; Stevanović & Gmitrović, 2015, p.306). Two-way communication contributes to forming relationships based on mutual understanding and partnerships between management and staff: when the organisation provides a positive environment, employees strive to work together with enthusiasm and creativity (Stevanović & Gmitrović, 2015, p.302). Hume and Leonard (2014, p.294) argue that strategic internal communication is critical for organisations whether they are for-profit or non-profit, governmental or non-governmental.

Conduit and Mavondo (2001, p.19) suggest that the significance of internal communication lies in improving productivity, functionality, employee engagement, administrative support, products and services, and levels of innovation, while reducing the dissatisfaction of employees. Chen (2008, p.189) connects internal communication with effective organisational performance, and describes the factors that reflect trust and openness between management and staff: sharing information, activating two-way communication, using communication channels, building administrative relationships with staff, and communicating directly with senior management and directors. Direct communication channels between employees and their superiors are necessary for openness, particularly as all employees should be involved in formulating organisational policies (Chen, 2008, p.189). Employees are responsible for customer relationships and are familiar enough with the responses, reactions, satisfaction, and dissatisfaction of customers to provide suggestions that contribute to the achievement of the organisation's goals and objectives.

Carrying equal importance with effective internal communication is external communication through which the organisation delivers their objectives and values to the public. External communication allows organisations to receive feedback on their services in the form of client satisfaction or dissatisfaction as well as suggestions and contributions to their work (Velentzas & Broni, 2014, p.119). External communication exists between organisations and their clientele, investors, volunteers, and donors, and can take the form of letters, fax, direct mail, internet, video, telephone, advertisements, and websites (Saunders, 1999; Velentzas & Broni, 2014), as well as news releases, magazines, speeches, news conferences, open houses and tours, and philanthropic donations to public projects (Saunders, 1999, p.35). Saunders (1999, p.38) notes an inverse relationship between external communication and long-term corporate success, whereby if external communication is effective, the organisation is more likely to succeed and achieve longevity. Methods of external communication with the public using websites and social media platforms are covered comprehensively in the next chapter, as these relate directly to this thesis.

Grunig et al. (1996, p.21) found that many PR practitioners have "broadened their vision and see PR as part of the strategic management function through which an organisation interacts with the public before and after management decisions are made". Excellence Theory (Grunig et al., 2006) summarises the functions and beneficial uses of bidirectional symmetrical models by PR practitioners as follows: theory provides organisations with the tools and methods to build a solid reputation based on strong interconnectedness while maintaining the interests of the organisation and its stakeholders in a balanced, reciprocal and equitable way. Organisations and stakeholders can cooperate to develop and strengthen the organisation to achieve greater outcomes. When viewed from an organisation's point of view, systems theory is about communicating as a way to create relationships to achieve organisational goals (Lattimore et al., 2009).

The communication process is key to an organisation's work as it is designed to promote a strong sense of belonging and raise awareness of possible changes (Welch & Jackson, 2007, p.193). Significant attention should therefore be paid to internal and external communications and how they are implemented to win the trust and satisfaction of the target audience (Chen, 2008, p.189). According to Grunig et al. (2002), organisations are interconnected with their environment, including customers, potential employees and suppliers. In this regard, there are two types of organisation: open systems organisations in which the PR team collects information from the public and, based on this feedback, devises ways to strengthen that relationship, and closed systems organisations, which do not seek feedback from the public but operate based on past experiences and personal preferences (Latimore et al., 2009). Grunig and Hunt (1984) argue that a common mistake made by PR practitioners is to initiate contact with groups only when an action is being organised, rather than developing communication early on and maintaining it during the decision-making process.

Understanding PR strategic communication is important for charities and for this study, as it can provide a framework through which to understand the way Saudi charities create relationships of trust with their audiences.

3.5 The Strategic Planning Framework of PR

The strategic planning framework involves PR executives making decisions to manage the organisation's behaviour to build relationships with stakeholders. The strategic management model stresses two-way communication to allow the public a voice in decision-making (Grunig, 2011, p.13). A charity's strategic plan builds on its vision, programme goals, and business plan, with the communications planning process setting objectives according to the organisation's mission by identifying the audience and designing communication tools to manage the two-way connection with them (Grunig, 2011, p.16). Effective PR departments engage in strategic decision-making and spread decision-related communications which clarify mission focus, improve performance, shape future direction, make effective use of resources, and enhance the organisation's ability to influence society (Grunig, Grunig and Dozier, 2002; cited in Grunig, 2011, p.16). Moss and Warnaby (1998, p.133) note that directors and members play a role in strategy-making, employing theoretical approaches covering laws, systems approach, and skills development (Deetz, 2001; Hallahan et al., 2007, p.11). This is linked to the modernist view whereby the organisational world depends on administrative tasks (Hallahan et al., 2007, p.11) including strategic message design, culture management, and total quality management (Holtzhausen, 2002).

Gilaninia et al. (2013, p.47) state that PR is a long-term activity to create goodwill and provide mutual understanding, utilising communication and management functions to establish and maintain a positive image of the organisation. They describe PR in terms of the quality of its work: assisting management, enhancing transparency and accountability, defining the organisation's duties and responsibilities, and providing evaluation of programmes and practices. For management to see a return on investment, PR practitioners must research the issue that prompts the organisation's concern, develop goals that address this, formulate a PR strategy which uses communication tactics to achieve these goals, and evaluate the effectiveness of the programme (Swann, 2019, p.7).

The PR strategic planning framework proceeds through seven steps.

Step One: Preparing to Plan (Essential Building Blocks) Before engaging in a network management plan, an NPO should set clear goals and determine the roles and responsibilities of the Chief Executive Officer, senior staff, and the Board of Directors, and decide whether to include external followers, while a network communications team facilitates the process and ensures that the plan runs smoothly (Patterson & Radtke, 2009, p.2). An inspiring and meaningful mission statement can be an effective marketing tool, so NPOs should ensure they have one which the audience representing their strongest advocate ("the foundation of an overall messaging platform") can relate to (Levinson et al, 2010, p.61). Patterson and Radtke (2009, p.26) define two tasks that must be completed in this step: (1) the charitable organisation reviews their mission statement and asks if it is still applicable to the direction of the organisation, and (2) review the organisation's programmes, objectives, and financial priorities. The terms for developing a strategic communications plan are shown in Table 1 (below).

Table 1: Strategic communications plan (Patterson and Radtke, 2009, p.25)

TERM	DEFINITION
Mission	Why your organisation exists
Vision	Where your organisation wants to be
Goals	What your organisation wants
Situation analysis	What affects your organisation
Objectives	How your organisation makes it happen
Communication objectives	Who needs to be reached and why

***Step Two: Foundation of the Plan* -** Situational Analysis a strategic communication plan should reflect the surrounding environment, including an analysis of the internal and external influencing factors (Patterson & Radtke, 2009, p.2). Internal analysis examines an organisation's operations and identifies its strengths and weaknesses, while external analysis (or "environmental scanning") identifies immediate opportunities and threat (Omondi & Wambua, 2016, p.233). PR practitioners begin with the environmental survey and design research to determine the audiences, stakeholders, and potential issues, a process necessary for strategic management (Grunig, 2011, p.20). Environmental scanning establishes the long-term drivers of change and assesses their impact by asking "What? So what? And what next?", and includes forward projections so the organisation can plan a for a range of futures they may have to accommodate or attempt to change (Gregory, 2020, p.73). Environmental scanning helps NPOs understand their audience and encourage donations.

Step Three: Focusing the Plan- Target Audiences. Successful communication must account for the audience's information priorities, raising the question at this step: "Who do we need to succeed?" NPOs should focus on communication efforts and resources which are already working to fulfil their mission and those who are willing to get involved (Patterson & Radtke, 2009, p.2). Identifying stakeholders and the public is necessary for PR strategy, as stakeholders have a vested interest through risking something each time the organisation makes a decision (Grunig, 2011, p.21). Stakeholders are defined by Freeman (2010, p.25) as individuals or groups who can affect or be affected by the organisation's actions, decisions, policies, or objectives, and they represent the focus of PR programmes, which cover staff, social, community, customer, and government relations. Grunig (2011, p.21) These stakeholder categories can be conscious (active publics) or not (passive publics). Stakeholders often cohere around certain issues, and PR practitioners can take advantage of web-based platforms that facilitate rapid access to and communication with them without geographic or time constraints (Gregory, 2020, p.75).

The privileged strategic position of PR specialists in managing issues allows them to interact frequently with the public, paying attention to the relative strengths and expectations of stakeholder groups and the changing dynamics within and between them (Gregory, 2020, p.75). Engaging with stakeholders can be a defensive but positive activity that organisations should develop (Gregory, 2020, p.75). Organisations and stakeholders to benefit from each other by combining financial resources, political support, and expert knowledge, with managers facilitating these alliances (Stein, 2007). Segmentation strategies can be developed to solve problems and build relationships with audiences. If a charity can identify and understand its target audiences, it can effectively reduce the cost of communications and strategic threats and increase strategic opportunities (Smith, 2009). Segmenting the public allows PR professionals to identify those who are active and interested in their organisation, and what the audience needs to convince them that the organisation is worth their time and donations. Similarly, identifying the inactive public is necessary to develop platforms to attract rather than isolate this category.

***Step Four: Fostering Audience Support*:** Communications Objectives fostering audience support through communication goals and objectives is a mark of effective strategic communications planning. Communication goals define what is expected of each audience and address the question "What do you want them to do?". Successful communication goals are SMART (specific, measurable, appropriate, realistic, and time-bound) (Patterson & Radtke, 2009, p.2) and can help an NPO target the audience and devise objectives for what will happen and when.

***Step Five: Promoting the Non-profit Organisation*:** Message development is a component of a strategic communication plan that motivates target audiences to take action that supports the organisation's mission. An effective message should inform and engage the audience, and should be mission-centric, audience-centric, and action-centric (Patterson & Radtke, 2009, p.2). Understanding target audiences allows NPOs to develop messages that resonate with individuals through considering figures, mission statements, descriptions of the organisation, messages, news platforms and slogans (Patterson & Radtke, 2009, pp.87-88). Carefully crafting persuasive messages that motivate audiences can attract members, donors, and volunteers to NPOs.

***Step Six: Advancing the Plan*:** vehicles and dissemination strategies as an effective communication plan relies on a coordinated dissemination strategy that uses all five forms of communication: face-to-face, print, audio, video, and electronic. The plan should reinforce the organisation's mission, values and message in various forms to maximise the impact on each target audience (Patterson & Radtke, 2009, p.2)

***Step Seven: Ensuring that the Plan Succeeds*:** measurement and evaluation performance appraisal is a recent requirement for NPO communication activities, as they previously gained goodwill by reporting on the positive efforts they were making in their communities (Patterson & Radtke, 2009, p.150). However, showing results produces greater community credibility, funding opportunities, and strong member support. Programme assessment allows managers to learn what works well and enhance programme development and maximise innovation while also increasing flexibility and preventing future errors (Patterson & Radtke, 2009, p.151). Evaluation analyses may include quantitative research methods and direct observation, including surveys and content analysis, or qualitative research techniques like interviews (Smith, 2009, p.280).

While working within this framework, if they elect to do so, PR in NPOs can still face setbacks unique to their status.

3.6 Public Relations Challenges Faced by Non-profit Organisations

3.6.1 Reputation

Smith (2009, p.36) argues that the basis of effective communication is self-awareness. Therefore, a strategist must have a thorough and factual understanding of an organisation's performance, reputation and structure before developing a successful strategic communications plan. PR practitioners and management scholars have paid a great deal of attention to reputation as applied to organisations, considering it to be an intangible asset that adds monetary and non-monetary value (Grunig, 2011, p.27). Reputation, one of the essential elements within the strategic activity of an organisation, is the generalised collective assessment process of an entity (such as a company or NPO) by stakeholders, achieved cumulatively through direct and indirect experiences, media, and other relations (Wiencierz et al., 2015, p.105). Reputation is based on words and actions and verbal, visual, and behavioural messages (planned and unplanned) (Smith, 2009, p.37), and for an organisation specifically, it can be defined as performance that reflects the perceptions and attitudes of individuals from a particular group of external stakeholders towards the organisation (Cooper et al., 2011, p.3; Highhouse et al., 2009; Schwaiger, 2004).

Organisational reputation serves as a representation of the organisation's previous business and prospects that describe its appeal (Chun, 2005, p.94; Fombrun, 1996, p.165), with CEOs viewing it as an intangible asset (Chun, 2005, p.91) and a mobility barrier because it involves perception, which is not easy to manage. It impacts how stakeholders behave towards the organisation, affecting staff retention, consumer satisfaction, and consumer loyalty (Chun, 2005, p.91). positive reputation can encourage shareholders to invest in the organisation, attract experienced employees and maintain customer loyalty (Markham, 2015). This can be enhanced by strong organisational visibility, while poor visibility suggests the need to create more awareness, and a poor reputation calls for efforts to rehabilitate the public perception of the organisation, first by ensuring it is offering quality performance and then by trying to bring awareness into harmony with that performance (Smith, 2009, p.37). A Carter and Goh (2006, p.14) state that donors prefer to contribute to reputable charitable organisations that have a record of achievement, as this boosts confidence that their donation will fund a worthy cause and be distributed as promised.

3.6.2 Donor Relationships, Branding, and Financial Sustainability

Fundraising is the most important means of financial resourcing for charitable and NPOs. Given this importance in contemporary societies, fundraising methods and techniques have varied in line with social, economic and political developments over the years (Al-Obaidi, 2010). The term “fundraising” refers to efforts made by associations, charities, or NPOs to collect money or benefits-in-kind from individuals, commercial organisations, charitable funds, or government agencies for educational, humanitarian, development, cultural, recreational or other purposes (Al-Obaidi, 2010, p.47).

Rothschild (1979) points out that the relationships between donors and funders with charities and NPOs are fundamentally different from customer relationships in the commercial sector, arguing that that people in the latter relationships are usually direct customers of a company’s services while funders are neither direct customers of an NPO’s services nor do they have experience or involvement in providing those services. Charities cannot survive and achieve their intended goals without real and effective communication with the components of society, individuals, families, organisations, and formal and informal institutions (Al-Obaidi, 2010, p.79). Developing relationships with donors to their full potential is necessary to increase fundraising revenue in the non-profit context, and so donors must perceive that they have a meaningful relationship with the organisation. Increasing competition in the non-profit marketplace provides donors with a widening variety of choices, so it is necessary to adopt a marketing approach which values donors’ needs and desires and reflects them in fundraising activities.

Studies have found that donors are often less willing to give to projects that relate to administrative work and thus reward organisations which report lower costs in this area with charitable contributions, and this also works conversely, as donors prefer to help projects that have what appears to be a more impactful influence to the cause or beneficiaries, rewarding businesses with this forming part of the management budget with larger contributions (Ashley & Faulk, 2010; Gneezy et al., 2014; Jacobs & Marudas, 2009; Tinkelman, 1999; Tinkelman & Mankaney, 2007; Weisbrod & Dominguez, 1986).

An NPO’s brand is a valuable tool that contributes to consumer awareness and an organisation’s gains (Stride and Lee, 2007, p.107), so charities require a strong, memorable brand to win public trust and gain support. To achieve this, they should follow the methods of promotion utilised by the commercial sector: “more than ever, charities must demonstrate how their cause is unique, effective, relevant and worthy of support. A charity’s brand is key to achieving this” (Wray, 1994, cited in Saxton, 1994, p.211). A brand can be defined as “a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors” (Kotler, 1991, p.442). According to the American Marketing Association, a brand is a name, term, design, symbol, or any other feature that identifies one seller’s goods or services as distinct from other sellers (Michel and Rieunier, 2012, p.701). Carter and Goh (2006, pp.8-9) point out that branding is an ancient process of identification originating in Egyptian civilisation, whereby owned items such as cattle or fabricated items such as pottery were branded or printed with a unique mark to identify the owner or manufacturer. They go on note that a brand can broadly be defined as a compilation of words, marks, symbols, designs, or terms used to identify the particular institution or individual who owns, produces or provides certain instruments or services (Carter & Goh, 2006, p.9).

A customer relationship with regard to a brand is given by Kotler et al. (2009, p.426), who describe it as the code representing customers’ experience, perception and feelings toward the company and its products. A similar definition is given by Belch and Belch (2012, p.15), who state that brand identity is a process consisting of several factors, including the name, logo, symbols, design, packaging and performance of a product or service, as well as an image or a kind of association that comes to mind when customers think about the brand. This also includes consumer awareness and the extent of their knowledge of the brand, its owners and its public image. Lury (2004) conceives of a brand as a flow that enables a two-way exchange between the internal and external environments, facilitating an interactive feedback loop and performance between consumers and the production process. This represents an interactive process which contributes to the interpretation and formation of brand meanings by consumers. Carter and Goh (2006, p.9) explain that the concept of a brand in the modern world has become increasingly complicated because the term is not limited to identifying the ownership of something or the definition of a particular service but also to distinguish between the installations or services of a business compared with its competitors, with a brand playing an active role in increasing an organisation’s market share. Urde (1999, p.128) suggest that the brand is a logo that has been established to introduce the organisation and give meaning to what it offers, and it should reflect the values, principles and objectives of the organisation.

Brand authenticity directly impacts brand trust, and warmth and capacity partially mediate the relationship between brand authenticity and brand trust (Portal et al., 2018). Brands need to strengthen the connection they have with their customers by focusing not only on performance but also on what the organisation stands for (Burnett & Hutton, 2007). Brand authenticity is paramount in a digital marketplace that is increasingly connected and socially aware, and brands can communicate their authenticity by supporting social and environmental crises, as consumers take note when brands make a clear effort to assist those in need, whether during an acute crisis such as a destructive weather event or chronic issue such as underfunded schools (Pittman & Sheehan, 2021). In order to tap into notions of authenticity, many brands strive to present themselves transparently through messages that are both genuine and in alignment with their brand principles (Rees, 2020). However, consumers are sceptical and may assess a brand's authenticity more so through its actions than its messages. Such actions may be tied to product or service attributes, but more frequently, these actions are related to how the brand addresses social issues.

This can now be carried out digitally, as Samuel et al. (2018) state: "authentic social media is the modern-day testimonial: It allows users to interact with businesses in real-time but also creates an open space for conversation and feedback." Brands that cultivate open and honest relationships with consumers who sense shared values can directly and positively influence brand attitudes and purchase intentions (Ilicic & Webster, 2014). Portal et al. (2018) argue that successful brands are perceived to be authentic and display human-like characteristics – they are true to themselves and the customers they serve. They are committed to their values and deliver on their promises, and as a result, they develop meaningful relationships with their customers (Portal et al., 2018).

Such relationships can enhance a brand's, and therefore a charitable organisation's, reputation, improving how they are perceived by the public and increasing donations. Burnett (1992, p.48) summarised that relationship fundraising is "an approach to the marketing of a cause which centres not around raising money but on developing to its full potential the unique and special relationship that exists between a charity and its supporter". Many charities operate in "production mode" (Bruce, 1995), in which marketers focus on processes rather than donor needs. As a result, donors often claim to be underappreciated as they are viewed as a class rather than as individuals. Donors who receive direct mail complain of infrequent double and triple mailings due to frequency of access, lack of awareness of previous donation practices, and errors in addresses or even names (Bruce, 1995). As described above, the relationship between a charity and its donors is based on an exchange (Bennett & Barkension, 2005), so the communications frameworks of charities should focus on creating and reinforcing the sense of value donors derive from donating.

Kanter et al. (2010) suggest seven key elements to the process of building and maintaining lasting, mutually beneficial relationships with donors:

1. Be honest and trustworthy, motivate donors to take action and support charity goals.
2. Respond quickly and efficiently to requests in order to demonstrate taking donor or sponsor concerns seriously.
3. Regular, planned communication keeps donors connected, informed, and engaged. Neglecting to update donors with achievements allows other fundraisers to win the donor's attention.
4. Use interesting and memorable stories. Charitable organisations have access to dramatic, interesting, and persuasive material which can be presented attractively and creatively.
5. For donor engagement, take comments, contributions, and complaints. Invite donors to events and offer to visit projects. Encourage feedback in every way possible through dialogue as two-way communication.
6. Allow donors to feel appreciated through a cheerful and helpful attitude, and promote the charities' services.
7. Be open and informative, explain the reasons for financial decisions, and demonstrate that donors' money is well-managed.

Companies and commercial establishments differ in their size and financial status, as well as in their orientation towards contributing to charitable works and community development, but many, especially large ones, can be a source of considerable support for charitable associations, particularly if their areas of activity overlap (Al-Obaidi, 2010). Some of these companies support charitable works on the basis that this represents a means of advertising their products or services, while others may want to improve their image in society as a pillar of charitable work and community development (Al-Obaidi, 2010). Personal relationships play an important role in obtaining donations from charities from these companies, so charities that wish to obtain companies' support must improve their selection of representatives who meet with officials from these companies, and obtaining support is usually easier in terms of procedures and speed if the owner of the institution is one person, as the decision to grant donations to charitable societies is entrusted to one person or a limited number of people, unlike companies that entrust most of their decisions to the board of directors (Al-Obaidi, 2010).

3.6 Summary

This chapter has clarified the concept of PR, examining different ways of describing the communication process and providing ideas about the psychology of communication between organisations and individuals in society. It also discussed the key strategic role of PR in organisations, as practitioners can influence the dominant alliance by collecting and interpreting information from internal and external environments and presenting this as strategic intelligence. Based on this, organisations can adapt or initiate dialogue so that the ongoing support of the key stakeholder audience can be assured. The roles of PR practitioners differ according to their jurisdiction in organisations: if confined to the role of technician, they cannot provide the full benefits of PR, such as intimate knowledge of the attitudes and behaviour of key stakeholders and issue management and proactive attitudes toward environmental variables. The strategies which help charities identify themselves and the strength and reputation of their brand form the interface between the charitable organisation and the public, which in turn influences donor behaviour. The four models of PR by Grunig and Hunt (1984) and communication strategies for NPOs can establish a framework within which PR in charitable organisations can work to improve their chances of success.

Chapter Four: Engagement as Interaction and Exchange

Participation in the online environment and social networking has become increasingly common for individuals and organisations around the world, to the extent that the 21st century can be considered to be characterised by new media and the networked society. Charities and the non-profit sector have embraced information communication technologies in part to address the donor attrition problem, which hinders most charitable organisations, as the internet provides considerable opportunity to cultivate donors. Online communication has become a critical element of fundraising, advocacy, and other activities that relate to fulfilling a charitable organisation's mission or vision (Campbell et al., 2014; Guo & Saxton, 2014; Hackler & Saxton, 2007; Waters, 2007).

This chapter explores how charitable organisations build trust relationships with donors, given the premise that dialogue is the only way to discover what others are thinking. Communication is a fundamental aspect of human life, with both the verbal and non-verbal critical to public relations (PR) practitioners as they are required to understand perceptions of their organisation (Littlejohn, 2002). According to Al-Obaidi (2010), one of the most important drivers of donating behaviour is demand, as many people do not take the initiative to support charitable work unless they are asked to do so, either as a result of ignorance of the causes championed by charitable organisations and institutions or a lack of awareness of the importance of their donation, whatever size it may be, as it may not be widely understood that even very small donations can help a charity achieve its goals and make a difference to those in need of its services or advocacy.

Therefore, this thesis investigates how PR personnel in charities in the Kingdom of Saudi Arabia (KSA) communicate and build relationships with donors. This chapter argues for the necessity of activating social media platforms following the dialogic communication framework of Kent and Taylor (1998) to determine the content that should be available on these platforms to develop relationships with donors as a result of deeper and more interactive conversations online. Such two-way communication is a key element of social media, so non-profit organisations (NPOs) should focus on more than just media tweets by engaging stakeholders in online dialogue to promote their brand and demonstrate accountability. The following sections offer an overview of Social Exchange Theory (SET) based on rewards, the ethics necessary for best PR practice, and an outline of Hon and Grunig's (1999) six elements to measure communication effectiveness: control, trust, satisfaction, commitment, reciprocal relationship, and community relationship. This chapter finally explores the role of trust and accountability in gaining support for the organisation, reviews the principles of dialogic communication, outlines strategies, including those for social media, that can be used to build trusting donor relationships.

4.1 Social Exchange Theory

This study explores the role of PR in creating conversations and developing trust relationships, so it is important to understand Social Exchange Theory (SET), which is fundamental to interpreting the relationship between PR in Saudi charities and donors as it helps conceptualise the nature of the interactions that take place between them, which depend on information, dialogue, and disclosure. Effective PR in a charitable organisation can build long-term and trust-based relationships with donors through the use of a range of communication tools.

Developed by John Thibaut and Harold Kelley (1950), SET argues that people make decisions based on costs and rewards, indicating that human behaviour can be predicted by taking these characteristics into account. The theory has been employed in areas such as interpersonal communication, PR, and organisational theory (Lattimore et al., 2009). SET considers social psychology and vision that explains change and social stability as a negotiating exchange process between different parties. The theory consists of an understanding of the constituent parts of society and the exchange processes that occur between them, as well as identifying the behaviour of individuals and taking appropriate measures to deal with their problems on the basis that behaviour is the basic component of society and organisations operating in its framework (Homans, 1961, p.13).

The theory has many interpretations according to the orientations of those interpreting it, but Homans (1961, p.13) envisions any social interaction as involving values and rewards, where social behaviour is seen "as an exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons". Homans defines exchange as face-to-face interaction which reflects psychological, economic, and social aspects. It is a basis for the exchange process between the interacting parties and social goals and objectives such as reputation, consideration, respect, appreciation, and social influence, rather than purely material benefit, which is not always the goal of social exchange. The individual within his group participates in several continuous reciprocal processes aimed at building social acceptance by and respect from the members of his group, which increases his social consideration and status and intensifies the social symmetry of the group's rules (Homans, 1961). For Homans, the exchange between individuals or groups is a process aimed at achieving benefit and profit between the two parties. In the pursuit of satisfying needs and fulfilling interests, the individual enters into a reciprocal relationship with various groups. Moreover, community institutions may impose on him to perform certain activities in return for getting what they want, according to the conditions and standards of society. Homans (1961) believed that nothing emerges in social groups that could not be described by propositions about people as individuals, together with the given condition that they happen to be interacting. Cook and Rice (2006, p.62) note of Homans that "dyadic exchange, the main emphasis of his work, formed the basis for much of his theoretical consideration of other important sociological concepts such as distributive justice, balance, situation, leadership, authority, and solidarity".

Homans (1974) later stated that rewarded behaviour generally continues (up to diminishing marginal utility), and suggested five statements for studying social behaviour in terms of reward and punishment:

1. The success proposition posits that behaviour that generates positive consequences is likely to be repeated.
2. Behaviour rewarded on such occasions in the past will be performed in similar situations.
3. The more valuable the outcome of an action to an actor, the more likely that action is to be performed.
4. Deprivation-satiation is the stimulus proposition introducing the general idea of diminishing marginal utility. For instance, the more a person has received an appropriate reward for an action, the less valuable an added unit of that reward.
5. Individuals will react emotionally to different reward situations and become angry when they do not receive what they anticipate.

Cook et al. (2006, p.62) criticise Homan's work for being reductive because it takes the principles of psychology as a basis of social phenomena, and its analysis of the sub-institutional level of social behaviour downplays the importance of institutional forces, social processes and structures that arise from social interaction, which is a major focus of Blau (1964) and Emerson's (1976) work.

Homans essentially envisions any social intercommunication as involving costs and rewards, initially applying the term “social behaviour” for what later was named “social exchange”. There is an exchange inherent in social behaviour: for example, at the intangible level, conducting a conversation with someone costs time and energy, but the rewards of confirming one’s value and developing a relationship can offset this. Blau (1964) viewed social exchange as a process of major consequence in social life and as underlying the relations between groups and individuals, focusing particularly on the mutual exchange of extrinsic benefits and the forms of organisation and emergent social structures formulated by this kind of interaction. Blau (1964, p.91) defined “social exchanges” as “voluntary actions of individuals motivated by the returns they are expected to bring and typically do bring from others”, later stating that social exchange processes lead to differentiation in social status and power based on the dependence of some actors on others to provide goods and services of value (Blau, 1986, p.5), and argued that social exchanges “include the principle that one person does a favour to another while having a general expectation of some return in the future” (Blau, 1986, p.93).

In Blau’s view, behaviour should be oriented toward ends that can only be achieved through interaction with other people and should seek to adapt the means to achieve these ends. These two conditions are important in assessing whether or not the behaviour in question leads to reciprocity. Blau (1964) also interpreted social exchange from the perspective of understanding the social structure and the set of reciprocal relations between individuals, groups, and institutions that may differ in their objectives and forms according to the desires and capabilities of each party. From bringing about change within the social structure, the plurality of groups may lead to alliances between them. The greater the value of prizes and rewards during exchange relations, the more solid and continuous the relationship between its members (Blau, 1986, p.5).

While Blau (1964), Homans (1961), and Thibaut and Kelley (1959) wrote about how SET applies to behaviour in groups or organisations, the theory also applies to interpersonal relationships. Blau (1986) indicates that the action must be voluntary, to distinguish it from coerced behaviour such as giving your wallet to a mugger. As with Homans’ definition, this emphasises the conscious costs incurred in the expectation of receiving a reward, which should provide either profit or equity. The rewards received in a social exchange can be intrinsic (love) or extrinsic (help with a task). At least one of the parties is dependent on the other, which prompts the social exchange, as a personal goal can only be met through interaction with another (Blau, 1964). These reflect two general functions of social exchanges identified by

Blau (1964, p.89): “to establish bonds of friendship, and to establish superordination over others”. Engaging in ongoing social exchanges can produce a pattern of trust that facilitates the development of close relationships. If both partners meet each other’s personal goals, they can create a well-balanced, reciprocal, interdependent relationship. Nevertheless, superordination or status difference is created when social exchanges lead to ongoing dependence on the person providing the desired reward.

Exchanges might be reciprocal or negotiated (Molm, 2003). Reciprocal exchanges occur when people experience a cost while providing a reward for their partners without specifying the exact nature of repayment, but expecting a form of repayment at some point. Such exchanges are voluntary and typically occur due to relationships authorised by prior successful exchanges (Mitchell et al., 2012). Failure to pay a debt or service creates resentment and damages the relationship, sometimes leading to a discussion of the failure. In negotiated exchanges, on the other hand, participants engage in discussion and negotiation about the exchange. This may include driving a friend somewhere, or purchasing their used books. However, explicit social exchanges are more likely to have an implicit expectation of thanks, providing an additional intrinsic reward.

Social exchanges affect the relationships between members of groups and organisations. Homans’ (1961) early work focused on relationships between group members and issues such as influence and compliance, while Blau (1964) suggested that the need for advice or help leads to exchanges among members in groups and organisations. The person assisting (cost) is rewarded with respect, esteem, or some reciprocal action. In the work environment, such an equitable exchange would be when one employee trains another: the trainee receives information and, in exchange, displays respect for the trainer. Subsequently, the relationship might continue if both are comfortable with the resulting social rewards.

SET therefore posits that social responsibility is the process of exchanging resources and achieving benefits between members of society by activating and harnessing all available capabilities from official, popular, private and civil, social, and economic institutions. This can provide assistance and services to members of the community, not only to satisfy desires but to ensure the continuity of mutual benefit and the investment of resources and capabilities, with the aim of achieving sustainable development and social justice.

4.1.1: Social Exchange in Charitable Donor Relationships

Exchange theories developed by a wide range of scholars (Blau, 1964; Emerson, 1987; Friedman, 1987) argue that exchange derives value from economic motives to maximise profit, as Lévi-Strauss (1965, p.76) theorised: "goods are not only economic goods, but are instruments of the realities of another system: influence, power, sympathy, status, and emotion". Simmel (1978) states that exchange forms the basis of social relations, and social exchange theorists generally agree that exchanges between individuals or within social structures can have implications for determining the value of an item, social relationships, the intention behind entering into the exchange, and the benefits gained from the social exchange itself. Exchange can occur at the micro level, where individuals exchange resources with other individuals, and the macro level, where exchanges occur between groups and within social systems in line with a belief that contributing to the social system is rewarded with benefits. Donating to a charitable organisation is an example of the latter, as the donor receives gratitude and a sense of satisfaction for having contributed to helping others. Social exchange provides a basis for connecting donors with charitable organisations (Cook & Rice, 2003; Emerson, 1976; Gordon & Khumawala, 1999; Lawler & Thye, 1999).

The opportunity to build and strengthen donor relationships is valuable for donated support since social exchange can produce mutual attachments between two parties (Mitchell & Cropanzano, 2005). Donors supply vital charitable support for operational services, and in return, charitable organisations provide emotional rewards to their supporters by, for example, thanking them and showing them the results of their support. Conveying gratitude immediately through stewardship interactions represents the organisation recalling the intrinsic value of the giver to begin forming a shared relationship, as in social exchange, an obligation is externally defined and the exchange relationship may or may not progress depending on the mutual outcomes that each party contributes (Lawler & Thye, 1999; Luo, 2002). Therefore, NPOs and charities must interact with donors to begin developing ongoing relationships. The exchange demands that when a donor supports charitable causes, the expectation is not to receive self-interested value but to help beneficiaries in need of the services provided by the cause (Cermak et al., 1994; Gordon and Khumawala, 1999; Sargeant et al., 2006).

The following section discusses the relationship between ethics and PR in NPOs, as these represent the morals of communicating with stakeholders and donors.

4.2 Ethics and Public Relations

Henslowe (1999, p.10) defines '*ethics*' as "moral principles or set of moral values held by an individual or group", while Schweitzer (cited in Maddaux & Maddaux, 1989, p.5) states that ethics is "the name we give to our concern for good behaviour". According to Parsons (2004), ethics comprises honesty, openness, faithfulness, rationality, respect, integrity, and frank communication. Haque and Ahmad (2017, p.153) regard ethics as an integral part of PR practice for building trust among the target audience and contributing to the organisation's success. Parsons (2008, p.9) believes that the responsibility of the professional practice of PR is to apply knowledge, understanding and logic to the issues of right or wrong behaviour. PR practitioners want their functions viewed by the public as a profession rather than simply a job (Parsons, 2008, p.9), so as Place (2015, p.122) states, applying ethics and morals in PR helps practitioners understand themselves, enabling them to benefit the community and contribute to promoting the profession. Bowen (2008, p.276) notes that PR professionals play a pivotal role in implementing ethical decisions in an organisation, but Parsons (2016, p.8) cautions that morality requires more than just applying laws as it is erroneous to assume that everything legal is moral. PR ethics bring credibility to organisations and enables them to establish sincere relationships with their audience (Haque & Ahmad, 2017, p.147). One ways that PR can move toward a moral approach is the cultivation of professionalism represented by the efficiency of work, commitment to quality, dedication to the client's interests, and a desire to help (Parsons, 2016, p.11). Parsons (2016, p.18) highlights five pillars of ethics within PR:

- Tell the truth, which is the cornerstone of communications with the public.
- Do not cause harm to others.
- Always do good.
- Be respectful of the privacy of others by adhering to confidentiality.
- Be impartial and collectively responsible.

The first principle, telling the truth, comes along with the caveat that, in some cases, doing so may be detrimental to some members of the public, in which cases it is preferable to avoid full disclosure of the facts if this is not the most ethical course of action (Parsons, 2008, p.15). Haque and Ahmad (2017, p.147) refer to this as 'responsible advocacy' and state that it is based on three main principles: comparison of damages and benefits, respect for people, and distributive justice. The theory outlines that all harmful content should be avoided, and the public's interest should be maintained to preserve human dignity and justice in communication (Haque & Ahmad, 2017, p.147). While telling the truth and fully disclosing all information is broadly considered the right thing to do, in circumstances where individuals may need protection, PR professionals are at liberty to withhold information. However, if the information is withheld with the intent to mislead, this is considered unethical practice (Gregory, 2006, p.300). Haque and Ahmad (2017, p.154) stress that although PR bodies have their code of ethics, they still require practical implementation, as words alone are not enough to ascertain ethical practices in PR. It is, therefore, the responsibility of organisations to enforce ethical obligations, monitor their PR activities and take exemplary action against those involved in unethical practices.

In the KSA, Islam shapes the ethical identity of the community since Muslims derive their ethics from their religion. Haque and Ahmad (2016, p.189) assert that "the ethical guidelines for public relations are set through the Quran and through 'da'wah' activities conducted by the Prophet Mohammed". These are founded on values of honesty, trust, fair dealing, justice, and honour with regard to contracts (Haque & Ahmad, 2016, p. 191). Furthermore, Wang and Ma (2013, p.101) argue that because PR is based on these ethical values, it is consistent with the Islamic ethics preached by the Prophet. Ethical PR ensures the interest of all stakeholders by helping organisations avoid malicious intentions, bad practice, falsehoods, and misinformation that could damage the organisation's reputation (Haque & Ahmad, 2017, p.154).

Ethical practices in PR are required for success, and this applies across all cultures. Saudi PR practitioners in their day-to-day work adhere to the teachings of Islam as an ethical code, and Islamic values are in concert with Western ones, sharing a respect for honesty, openness, respect, integrity, and transparency. Ethics form a significant element of the relationship between an organisation and the public, and these relationships are further explored in the following section.

4.3 Organisation-Public Relationships

Organisation-public relationships (OPRs) are represented by the "patterns of interaction, transaction, exchange, and linkage between organisation and its publics. These relationships have properties that are distinct from the identities, attributes, and perceptions of the individuals and social collectives in the relationships. Though dynamic in nature, organisation public relationships can be described at a single point in time and tracked over time" (Broom et al., 2000, p.18). They are created through "meaningful communication between organisations and the public" (Grunig, 2001) involving "any negotiated exchange of ideas and opinions" (Kent

& Taylor, 1998, p.325) which entail efforts to build genuine mutual relationships between organisations and the public in the form of dialogic communication in line with the most ethical way to achieve mutual understanding (Habermas, 1984). Cissna and Anderson (1998, p.74) argue that real dialogue tends to happen spontaneously and cannot be planned or scheduled, while Kent and Lane (2021, p.7) maintain that dialogue might occur by creating communicative situations between stakeholders and organisations that boost the development of the individual characteristics of dialogue.

For example, organisations might hold events to join a conversation and build relationships with their audiences and stakeholders, or solicit topics through social media and encourage the public to respond to these or suggest related subjects of interest. This can appeal to members and followers by offering a sense of intimacy, that the dialogue is not open to everyone, and such appeal is ideal for the development of mutual satisfaction and commitment between the parties (Kent & Lane, 2021, p.7). Kent and Taylor (2002, p.26) outline five attributes that guide the PR theory of dialogic communication:

> Mutuality, or the recognition of organisation–public relationships; propinquity, or the temporality and spontaneity of interactions with the public; empathy, or the supportiveness and confirmation of public goals and interests; risk, or the willingness to interact with individuals and the public on their terms; and finally, commitment, or the extent to which an organisation gives itself over to dialogue, interpretation, and understanding in its interactions with publics.

Public relations researchers have come to view the dialogue approach as an ethical orientation organisations should rely on the dialogic systems rather than adopting monologic alternative communication behaviours (Hinson et al.,2012, p.509). Charities need to communicate with and engage stakeholders in meaningful ways to begin and strengthen relationships, and reliable and satisfying relationships ultimately generate shared behaviours and reciprocal outcomes (Mitchell & Cropanzano, 2005). Sargeant et al. (2006) argue that donor trust increases as commitment progresses when NPOs maintain direct contact with supporters, especially through the development of open communication flows to enhance deep communication (Lindahl & Conley, 2002; Sargeant et al., 2006). Hon and Grunig (1999) recommend that practitioners focus on the six relationship elements and apply them to strategic communications to measure success through relational outcomes (Table 2, below)

Table 2: Six relationship elements and relational outcomes (Hon & Grunig, 1999)

Element	Relational outcomes
Control Mutuality	A mutual understanding of the balance of power and influence that each party maintains.
Trust	The willingness and confidence to engage openly with one another by achieving three key dimensions: integrity, dependability, and proficiency.
Satisfaction	Positivity and desirability are created through party interactions that lead to enhanced relationships.
Commitment	The value of the relationship is proven, so both parties are motivated to maintain and enhance each other - this includes two main dimensions: ongoing commitment and commitment to action.
Exchange Relationship	Relationships are formed where "give and take" actions take place, recognising that while one may benefit in one instance, they will be exchanged in kind.
Communal Relationship	Each party is sufficiently invested in the relationship to the point that they will contribute to the other to help in its continued success.

Research on interpersonal communication has found that positive attitudes are a retention strategy predicting trust and a major predictor of control reciprocity (Canary & Stafford, 1994; Stafford & Canary, 1991). Ki and Hon (2009) define "positivity" as "the extent to which members of the public benefit from an organisation's efforts to make relationships with the key public more enjoyable" (p.7). An organisation's reputation depends on successful competition, creating a familiar and positive image, working ethically and performing well, and providing platforms for communication with stakeholders (Van Ruler, 2005). Excellence Theory by Grunig et al. (2006) suggests that the two-way symmetric model of PR affords a level playing field for common order and understanding to occur between an organisation and its stakeholders by giving the organisation the tools and method by which it is expected to achieve a solid reputation based on strong and reciprocal ties. This should preserve the interests of the organisation and its stakeholders in a fair and balanced manner, allowing them to collaborate to develop the organisation, driving it to greater achievements (Grunig et al., 2006). One of the key components of robust relationships is trust, and the nature of charitable organisations means that the role of trust and commitment in a relationship is paramount.

4.4 Trust and Commitments Exchange

Mayer et al. (1995, p.712) define trust in terms of vulnerability, as the willingness of a party to be vulnerable to the actions of another is based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party. Communication is an essential concept that charities understand as an act of sharing information and speaking or writing so that the other party can receive a message and respond appropriately in the communication process. Building new relationships requires efficient and effective communication, and so it plays an important positive role in trust development (Mukherjee & Nath, 2007). Trust is important in fostering both commitment and loyalty (Powers & Yaros, 2013), and Hakansson and Ford (2002) note that building trust requires engagement including interpersonal communication, which takes time to create based on personal experiences. Bryce (2007, p.112) similarly maintains that NPOs require the confidence of society for legitimacy, financial and non-financial support, and effectiveness.

The nature and importance of audience confidence in an NPO rely upon their experiences, both positive and negative (Bryce, 2007, p.112). The basis for improving or damaging public confidence may therefore be communication, so charitable organisations need to enhance transparency and accountability to build effective trust relationships with their donors via social media (Pavlovic et al., 2014, p.190). Ortega-Rodríguez et al. (2020, p.14) hold the view that transparency is not just financial reporting and performance management systems but includes transparency in communications surrounding all aspects of the work of NPOs. Organisations that operate without a wall of separation between their internal and external audiences act "like a sponge; instilled with clear objectives, yet allowing easy flow of information in and out" (Kanter et al., 2010, p.27). This level of transparency results in a "learning loop", which ultimately allows for conversational communication between an NPO and its audience.

Bryce (2007, p.112) defines several fundamental transactions which distinguish NPOs from other organisations:

1. Contracting for charitable services.
2. Openly making a promise to provide a public service outlined within their mission.
3. Exemption from taxes, with donations deducted in exchange for carrying out duties concerning the mission for the benefit of society.
4. Utilising the organisation's social capital for the benefit of the public.
5. Exercising custodial trust of care over assets for the agreed public purpose.

Charitable organisations rely heavily on public confidence to sustain their activities (Hyndman & McConville, 2018; Sargeant & Lee, 2002). A charity's social license to work is as a "public benefit" organisation, underpinned by public trust in its ability to achieve its stated mission and provide outcomes that benefit both the targeted beneficiaries and society in general (Morgan

& Fletcher, 2013, p.805). For example, a charity whose mission is to help homeless individuals is expected to provide a public good by addressing an issue of public concern (homelessness) (Yang & Northcott, 2019). If the public loses confidence in the charity's ability to accomplish this mission, it will struggle to find potential beneficiaries and attract funders, donors and volunteers to support its activities (Sutton et al., 2010). Therefore, the donor-charity relationship is based on grounds of confidence. The donor trusts that the charity will act in the best interests of its beneficiaries and keep its promises (Chaudhuri & Holbrook, 2001; Erdem & Swait, 2004). A high level of trust between a charity and its stakeholders significantly contributes to positive outcomes for the charity in terms of loyalty, donor retention, product choices, purchase intention, willingness to act, and overall market performance (Chaudhuri & Holbrook, 2001; Delgado-Ballester et al., 2003; Erdem & Swait, 2004; Matzler et al., 2008; Willmott, 2003). Thus, being considered trustworthy by donors is fundamental to a charity's existence (Knowles & Gomes, 2009).

Trust and commitment are needed to establish reciprocal relationships (Guh et al., 2013). The literature on charitable giving identifies two main types of trust, both prerequisites for inducing people to donate: social (or generalised) trust refers to the confidence of individuals toward personally unknown members of society, while institutional trust represents confidence in existing public institutions (Taniguchi & Marshall, 2014). These are accompanied by two trust approaches: the trust-based approach and the antecedent factors approach (Ali & Birley, 1998). Trust bases can exist where there are shared personality traits, and can be improved through interpersonal communication with the public (Hsu et al., 2011; Lu et al., 2010). However, the antecedent factors approach attempts to determine antecedent factors depending on conditions (Mayer et al., 1995). Studies have found that responsiveness and connectedness exert the strongest impact on trust in a key public (Cyr et al., 2009; Wang et al., 2013, p.68), while the level of social interaction has a powerful influence on user commitment and satisfaction (Zhao & Lu, 2012). Li et al. (2006) argue that users connect with information through technology, such as a potential donor interacting with a charitable organisation via its website, and this can increase their sense of understanding and connection participation, facilitating the development of trust. Confidence can improve during the interaction process and positively affect engagement (Jiang et al., 2010), correlating with a greater behavioural intention to return to the website (Jiang & Benbasat, 2007).

Trust in charities typically involves confidence in both the effectiveness and prosocial orientation of the organisation (Hager & Hedberg, 2016; Naskrent & Siebelt, 2011; Naskrent, 2014). Powers and Yaros (2013) suggest measuring trust via the donor's perception of the ability and willingness of the NPO, which can be assumed to be a distal factor of commitment. Holmes et al. (2002) suggest that adding some return utility to a donation may make donating more attractive, even if the resulting utility is minimal or even illusory. For example, charities and non-governmental organisations often bundle donation requests with an often near-worthless exchange, like a pencil or a set of postcards. In doing so, the donation request is presented as an exchange or an economic transaction (Briers et al., 2007, p.16).

High levels of trust contribute to enhancing donor participation, which leads to an increase in the volume of donations. Bennett and Barkensjo (2005, p.135) showed that people who trust organisations are more likely to feel that their donations are effective and make a difference. They note that trust increases the willingness to commit and donate more frequently, with the duration of a relationship and the level of the donation reflecting the success of the organisations' relationship with the donor, having cultivated confidence, and found that oral communication among donors was significantly more favourable between those with a high opinion of the charity's services. This was accompanied by commensurately larger and more frequent donations (Bennett & Barkensjo, 2005, p.135).

Liu (2019, p.763) determined that trust and commitment mediate expectation, framing the relationship in such a way that the expectation of obtaining a certain result can drive donors to trust the charities concerned, reinforcing the obligation to maintain the relationship and contribute to the charity's work. Liu (2019, p.763) also argues that social status only modifies the relationship between selfish expectation and commitment. Those of high social standing are more likely to donate when they have an expectation of benefiting themselves, but this is also true for individuals of low social standing. Given that the act of donating conveys social information (such as power and reputation), this finding suggests that compared to those with high social standing, those with low social standing are more willing to commit to an altruistic act if they perceive their behaviour will benefit them in the long run.

According to SET, any social interaction between individuals or groups involves values and rewards including mutual benefits and social goals such as reputation, consideration, respect, appreciation, and social influence (Homans, 1961). Social interactions between charitable organisations and their target audience are important since donors, volunteers, and charity members participate in ongoing reciprocal processes to gain the social acceptance and respect of group members, increasing their social consideration and reputation and strengthening the social coherence of the group norms.

NPOs rely on donor contributions, financial and voluntary, to enable them to achieve their goals and objectives (Shehu et al., 2015, p.589). Carter and Goh (2006, p.13) characterised charities as the link between donors and those in need and an ideal means of delivering services and goods. Charities and NPOs manage their business to achieve their goals through multiple marketing strategies, including the brand value of their business, as is the case with other companies (Dolnicar & Lazarevski, 2009, p.277). In addition, charitable organisations provide their donors with non-material benefits, such as a sense of satisfaction: the donor benefits from contributing and helping others (Carter & Goh, 2006, p.13).

Trust is fundamental to successful donor-organisation relationships, and positively influences purchase or donation intention (Morgan & Hunt, 1994). In the digital media context, trust influences the strength of online media interactions, networking activities and sharing (Ulusu et al., 2011). Despite the criticism that applying dialogic approaches to PR practice has limited value (Sommerfeldt & Yang, 2018), dialogic communication has been found to achieve positive outcomes such as trust, exchange, and empathy (Soon & Soh, 2014; Yang et al., 2015; Sommerfeldt and Yang, 2018). Cultivating successful donor-organisation relationships through social media require specific skills and resources that are not easy to obtain (Gou & Saxton, 2017), but positive media coverage is of great benefit to charities seeking to raise public awareness of their causes, highlight their successes, advocate for change, and build trust in their operations and the wider sector.

4.5 The Role of Trust in Charitable Organisations

The two most influential criteria private donors use when deciding which NPOs to support are direct evaluation of charities' work and trust (Bekkers, 2003; Prakash & Gugerty, 2010). Earle (2009) explained the difference between trust and confidence in an organisation: trust consists of common values such as morality, goodness, integrity, qualities, inferred intentions, equity and care, while confidence is based on previous functionality and experience with an organisation. The trustor believes that the trusted parties are fair and compassionate and act according to their expectations (Myers et al., 2000).

Chapman et al. (2021) recognise that trust represents an important consideration for donors when deciding whether or not they want to contribute to a charitable cause, but argue that the reality is more nuanced than this, as some types of trust have greater influence than others. Weinschenk and Dawes (2019) note that giving is more strongly related to trust in an organisation (or the non-profit sector overall) than it is to a donor's general propensity to trust, and this can be influenced by organisational behaviour, branding, and marketing strategy. As confidence building requires time, NPOs must prove to the public that they are trustworthy (Greiling, 2007, p.19), which can entail a slow and difficult process. A significant amount of research shows that trustworthiness and reputation are important for the success of NPOs in general, particularly those that seek donations (Bryce, 2007; Lambright et al., 2010; Wiencierz et al., 2015). Sakakibara et al. (2019, p.134) found that donors can feel annoyed and frustrated if asked for donations too frequently, so NPOs may fear generalised public mistrust of the sector, as trust of one can translate to reduced trust in all and resulting in a culture of not giving to NPOs. Wiepking and Bekkers (2012) found a strong relationship between the donation of time (volunteering) and the donation of money, as those who donate their time to charities are also more likely to donate their money. If these donors begin to experience "request fatigue" from being asked too often, they are likely to be less motivated to pursue donor behaviour in the future, and this would include both money and time. Charitable organisations should therefore take this into consideration when determining the manner and frequency of their requests for donations of time and money, as their honest efforts to motivate donors may inadvertently have the opposite effect and jeopardise their social capital and civil engagement (Sakakibara et al., 2019, p.136).

Most studies on trust have reviewed public perceptions of NPOs and neglected the efforts that organisations themselves may make to gain this trust. Therefore, the current thesis identifies the mechanisms that charitable organisations use to build trust relationships with the public.

4.6 Social Media and Relationship Cultivation

The development of digital communication technology has provided a wealth of opportunities for the growth of institutional communications by leveraging the technological potential of digital media in managing the relationships of interest groups and building the reputation of organisations (Yaxley, 2012, p.431), as the internet has become the primary point of communication between organisations and their audiences (Nothhaft et al., 2018). Organisations have increased their online operations in line with this to manage information and develop interaction with the internal and external audiences, to the extent that this has now become necessary for PR departments (James & Grunig, 2008; Kharisma & Kurniawan, 2018, p.13). The evolution of the online environment proceeded through several steps, representing increasingly advanced iterations of technology and software. The first stage in the evolution of the World Wide Web was Web 1.0, which allowed the creation of webpages accessible by anyone with an internet connection, which opened up a new way to access facts, information and entertainment content. This was largely passive, however, with the user being unable to participate or contribute in a direct or meaningful way. Large-scale user interaction and participation was enabled with the advent of Web 2.0, which incorporates social media (Nath et al., 2014), comprising digital platforms which allow users to create content and exchange communications (Kaplan & Haenlein, 2010, p.61). The spread of this technology has led to a change in PR approaches toward facilitating cross-directional communication to take advantage of the unprecedented opportunity to build direct, interactive relationships with an enormous online audience (Wright & Hinson, 2009). The public therefore now plays an active role in influencing organisations' reputations and their chances of success or failure, with an organisation's status now linked with perceptions formed by the public about its performance, leadership, culture and products (Kaul et al., 2015, p.455). This new PR paradigm is referred to as 'digital organisational communication', which expresses the management of links and interactions between the organisation and its audiences through online applications and the internet. Cohen (2013) suggests that social media consists of any online platform or channel with the possibility of user-generated content through interactive capability. The predominant emphasis of definitions of social media is that the platforms allow users to share information, communicate, publish content they create and collaborate with a community of fellow users. Social media have the potential to enable "more frequent, faster and richer interactions among large groups of people" (Sashi, 2012, p.269). Van Dijck (2013) outlines the platforms of social media, each with unique structures, cultures, and norms (Table 3, below).

Table 3: Social media platforms (Van Dijck, 2013).

Social Media Platform	Definition
Facebook	A social networking site that encourages its users to add creative products such as photos or share videos.
Twitter	A micro-blogging application.
Instagram	A photo-sharing application.
Snapchat	An instant photo messaging application.
YouTube	A site primed to generate creative content by users. It is considered a social networking site because communities share specific video postings.
LinkedIn	A business- and employment-oriented social networking service.

One of the most widely-used social media platforms is Twitter, which enables users to instantly communicate with a vast audience of other users through messages (tweets) of 280 (previously 140) characters. Twitter users can connect and share information by "following" other accounts. Features that allow user interaction include posting comments (@reply) and reposting a message (retweeting, or RT) (Kwak et al., 2010). Tweets can be categorised by specific topics using hashtags (keywords prefixed with a "#"), and these hashtag terms can be clicked or searched in order to collate all such mentions of the topic (Larsson & Moe, 2012). Lovejoy et al. (2012) suggested that Twitter's potentially contingent interactive messages, such as replies and mentions, could facilitate organisations in communicating with the public. Wang and Zhou (2015) examined how sports organisations use Twitter to build relationships with fans and found a preference for building professional relationships through sharing information and promoting products. Social media can help organisations cultivate relationships with their target publics. To investigate how organisations may use social media in this process, many studies have employed dialogic theory as a theoretical framework, as dialogic principles are used by a range of organisations (Rybalko &Seltzer, 2010).

The term 'digital relationships' has also begun to be used to express those interactions arising from continuous and regular contact between an organisation and members of interest groups through digital media, in which all parties participate in building and managing the relationship (Lock, 2019, p.1) through social communication, smartphone applications, texts, images, graphics, and audio and video files (Huang et al., 2017). A new class of increasingly influential individual, the 'influencer', has emerged from this unique combination of social communication and technology. These present a challenge for corporate communication practitioners, as they are the modern version of opinion leaders with whom the organisation needs to develop positive communication to serve its reputation and status (Dhanesh & Duthler, 2019). Further challenges are presented by way social media allows negative messages about the organisation to be disseminated extremely quickly among a large audience during period of organisational turbulence, so crisis management must account for this and for the multiple platforms across which information can spread (Du Plessis, 2018, p.837). However, the same platforms can be used to provide the organisation's own information about the crisis, and to amplify the messages and content that supports the organisation (Zhao et al., 2018, p.549).

At the level of internal communication operations, digital means allows the sharing of messages and information quickly and easily with workers, and, conversely, gives workers the opportunity to make their thoughts known to others in the organisation. If the confrontational interaction is the most suitable communication pattern for managing internal relations, then these means simulate this pattern with their interactive capabilities and dependence on the development of personal relationships based on credibility (Men & Tsai, 2016, p.939). According to Huy and Shipilov (2012), individuals with a strong social media presence and encouraging active public participation can successfully portray themselves as more approachable, compassionate, and open. Likewise, CEOs could engage with the public personally, sincerely, close-knit way while embedded in their networks, strengthening their relationship with them (Huy & Shipilov, 2012).

Social media now forms the lynchpin of many PR strategies, affording practitioners the ability to understand interactions among social media users and stakeholders (Himelboim et al., 2014). Aside from the entertainment and informational functions of social media platforms, they exist as a forum for organisations to provide online services to stakeholders (Kim, Sin & Tsai, 2014). PR specialists consider internet applications to elevate their work quality and increase the delivery speed of an organisation's services to their customers (Alanazi, 2013). Alshehri (2011) further found that social media minimises costs and elevates the quality of production. A survey conducted for the Public Relations Society of America (PRSA) by Eyrich et al. (2008, p.412) found that PR professionals confirmed that communication technology facilitated their work, and social media expanded the circulation of information, ensured access to the public, allowed participation in conversations, and strengthened media relations. Allagui and Breslow (2016, p.21) point out that the various applications of social media enhance an organisation's competitive value by reshaping the practice of PR, encouraging innovation, and reinforcing the relationship between the organisation and its internal and external audience (Alaghi & Breslow, 2016, p.21).

4.6.1 Openness

Ki and Hon (2009, p.8) defined 'openness' as "an organisation's efforts to provide information about the nature of the organisation and what it is doing". Examples of this include annual reports and briefings and holding meetings that are helpful for members to communicate their opinions to the organisation. Openness is widely considered a vital component of trust (Dimmick et al., 2000), with some determining that this strategy is consistent with the symmetrical model of PR (Grunig & Huang, 2000), particularly as it plays a crucial role in PR ethics (Grunig & Grunig, 1996). Disclosure, as discussed earlier, is fundamental to openness, and this remains the case with regard to an organisation's transparency on social media.

4.6.2 Dissemination/task sharing

'Dissemination' refers to how an organisation's social media provides beneficial content for consumers. According to SET, a perception of the benefits of donating provides effective motivation in forming consumers' attitudes toward the charitable cause and in their giving behaviour (Krebs, 1982). Therefore, studies have suggested that charitable organisations disseminate useful, educational information through social media (Sargeant et al., 2006; Waters et al., 2009) as this can enable consumers to become familiar with the charity's process and results and be inspired by the stories of those the charity has helped. Evans et al (2011, p.3) states that:

> Communication professionals must produce creative, innovative and consistent digital messages that successfully represent the brand regardless of the intended audience. Keeping the original message structure through the internet is challenging; public relations practitioners can target their audiences easier to reach via the internet and social media through creative, attractive and innovative messages across all media channels.

This ability to supply a particular package of benefits to consumers tends to build trust in the organisation, and so dissemination positively influences consumer trust. Ki and Hon (2009, p.8) defined 'tasks' as "an organisation's efforts to share in working on projects or solving problems of mutual interest between the organisation and its publics". 'Task sharing' is defined as performing corporate social responsibility by addressing social concerns, or organisational efforts related to the problems of mutual interest between the organisation and its public, such as environmental activities, community activities, education activities, and volunteer efforts.

4.6.3 Networking

Social networks represent a relationship maintenance strategy for organisations. 'Networking' refers to "organisations' building networks or coalitions with the same groups that their publics do, such as environmentalists, unions, or community groups" (Hon & Grunig, 1999, p.15). One way to evaluate an organisation's networking efforts is by documenting its contacts with external groups that engage with the public (Grunig & Huang, 2000). For example, an organisation may sponsor a charity group or co-host an event with a local community association. The retweet function of Twitter is generally considered to be a form of networking, which marks a departure from previous conceptions in which access was measured by the presence of contact information (Ki & Hon, 2006; Waters et al., 2011). In this study, Twitter is itself a form of access for communication, with "accesses" defined as an organisation's efforts to foster communication and provide communication channels or media outlets to other Twitter users. The indicators include posting questions, @reply/mention, providing a phone number or e-mail address, and a link to more information.

4.6.4 Interactivity

Interactive communication using social media can enhance relationships between an organisation and its stakeholders or followers, creating a greater sense of community and encouraging a higher level of accountability due to the presence of two-way communication with the public (Li & Li, 2014; Taylor & Kent, 2014). However, multiple studies have shown that NPOs are failing to leverage the dialogic capabilities of social media and are instead primarily using their platforms for one-way outward communication to their publics. This typically takes the form of general information sharing about the organisation, or educational content about a particular mission-related issue (Guo & Saxton, 2014; Lovejoy & Saxton, 2012).

In this context, "engagement" is "both an orientation that influences interactions and the approach that guides the process of interactions among groups" (Taylor & Kent, 2014, p.384). Gulati (1995) suggests that trust evolves from social interaction, and social media is how an organisation offers consumers the ability to interact with it and other consumers. Online relationships between charitable organisations and the public can offer opportunities for the organisation to establish its quality and help potential donors learn more about its cause through engagement (Raman, 2016). Yang and Lim (2009) found that interactivity increased relational trust toward an organisation's social media. Therefore, the higher the level of interactivity perceived by consumers, the higher the level of trust they perceive. Johnston and Taylor (2018, p.5) state that community engagement is a relational process that facilitates understanding and evaluation, involvement, exchange of information and opinions about a concept, issue, or project to build social capital and enhance social outcomes through decision-making.

Engagement is viewed as a dynamic process rather than a static state serving a utilitarian function of providing a conduit for information exchange and communication between an organisation and elements of its social environment. Engagement is held to represent processes of social interaction that link essential and significant stakeholders in the social environment of the organisation (Everett, cited in Johnston & Taylor, 2018, p.5). Johnston and Taylor (2018, p.6) describe three levels of engagement measurement: a low-level manifestation, mid-level understanding and connecting, and action and impact at the higher level.

- The lowest level of engagement and measurement indicates the presence of activity. Potential measures of activity include numbers and quantities, impressions on social media such as page likes and visits, and monitoring of both traditional and social media, all indicating that individuals are engaging with content at a low level. This may be considered engagement, but Johnston and Taylor argue that this indicates the potential for engagement, albeit at a low level.
- The mid-level of engagement indicates connections and relationships but at the individual level of analysis. Possible measures of connecting and understanding include relationship indices such as levels of trust, legitimacy, and satisfaction, while interaction quality can be measured by outcomes from an interaction such as long-term consumer cognitive/affective or behavioural outcomes.
- The highest level of engagement with measurement focuses on action and impact at a social level of analysis. Measurement of engagement at this group level could include civic indicators (social capital/community-based), participation by disempowered or silent groups in community-based programmes, or indicators of social change, acting as a result of engagement.

Schumann (2015) suggests that NPOs are most likely to employ the information-sharing function due to the desire to broaden existing online networks; however, sending information out in this manner does not allow for the desired community building between the organisation and its stakeholders. Zorn et al. (2013, p.669) argue that social media is distinct from other communication technologies as a result of its collaborative and creative elements, and dynamic rather than static content. Organisations are responsible for much of the PR and communication activities on social networks as it is an easy choice to seek customers and find new ways to promote products and services. Saffer et al. (2013, p.213) note that interactivity has become a primary concept in studies on mediated relationship building, finding that participants assigned to more interactive social media accounts had more positive perceptions of the organisation responsible for the accounts. Additionally, Saffer et al. (2013, p. 214) found that social media users have a higher opinion of organisations when they include interactive social networking accounts as part of communication campaigns. Although NPOs promote ideas or pro-social behaviour versus the for-profit sector which focuses on sales, communication campaigns are integral to their survival.

It is therefore clear that the opinion-interactive social network relationship would extend to NPOs and the communities they serve. The most important feature of social media in relation to donor engagement is consumer-brand interaction.

4.7 Online Dialogic Communication Framework

Corporate communications have been defined as a set of formal and informal messages that convey the identity of an organisation to its target audience or stakeholders through a variety of media (Gray and Balmer, 1998, p.696). Dialogic communication requires these media to represent both traditional and modern practice with a focus on platforms which enable improved engagement with the public (Kent & Taylor, 2002). The World Wide Web was created as a social platform to help people work together (Berners-Lee et al., 2008), and its modern incarnation, the internet, is an essential tool for PR in organisations to establish dialogue between themselves and their publics (Kent & Taylor, 1998). Coombs and Holladay (2007, p.26) describe the role of PR as "the management of mutually influential relationships within a web of stakeholder and organisational relationships", and this now incorporates text messaging, e-mail, websites and social media to help the organisation provide messages and information, raise public awareness and communicate with audiences and monitor their needs (Eyrich et al., 2008, p.414).

Kent and Taylor (1998, p.326) propose five principles of dialogic communication that PR practitioners could use as "guidelines for the successful integration of dialogic public relations". Applying these principles to organisational websites means that they could be designed to deliver useful information to the public, incentivise visitors to return, and provide the public with the opportunity to ask questions and receive a timely response. Kent and Taylor (1998) also offered practical advice to organisations, such as employing specially trained staff to interact with the public in online environments and hosting web-based public information events featuring organisational leaders. Digital media has helped improve organisations' ability to disclose financial and operational information, which also reduces the cost of participation and facilitates the inclusion of stakeholders in decision-making processes (Saxton & Cho, 2011, p.273). Furthermore, website content influences and interacts with users' decisions about volunteering and donating by allowing them to access the information they deem important

(Gordon et al., 2008). Kent and Taylor's (1998) five principles measure dialogic relationships between organisations and their stakeholders in terms of Ease of Interface, Usefulness of Information, Conservation of Visitors, Generation of Return Visits, and Dialogic Loops. Taylor and Kent (2014, p.388) emphasise that "the biggest flaw in how dialogue has been examined in web-based public relations has involved treating features of dialogue as a series of categories that had to be present for the potential for dialogue".

Dialogic communication theory has been tested many times in the research environment with both traditional and new media platforms (Hether, 2014; Rybalko & Seltzer, 2010; Watkins, 2017; Wirtz & Ngondo, 2003). The current thesis aims to employ this theory to determine how Saudi charitable organisations use websites and Twitter to build relationships with online stakeholders while cultivating new donors and volunteers. The dialogic principles of communication (Kent & Taylor, 1998) applied on the website of a charitable organisation are important for raising donor confidence and helping to build trust relationships, as summarised in the following sections.

4.7.1 Website Usability

Fang and Holsapple (2007) highlight that one of the most significant purposes of websites is to serve as an avenue of information for both organisations and their users. Organisations can use their websites to provide information about clients, partners, and services, accounting for the fact that "it is important for the provider of a website to ensure that it is developed in a way that provides a high degree of usability to those who seek to acquire knowledge through it" (Fang & Holsapple, 2007, p.476). Most organisations now utilise websites to reach a broader range of consumers and expand their business, and for companies who seek to maximise profit and compete in growing markets, this should be the primary aim (Lee & Koubek, 2010). Website design should be carried out with users at the forefront, as the features that comprise an effective website are "traditionally explained by relating it to user and usability […] which is user-friendly and user-centred in interface and functional aspects" (Lee & Koubek, 2010, p.330). Amar et al. (2018, p.1643) showed that a number of website features may contribute to affecting the usability of a website, particularly agility, resilience, and attractiveness, and found that usability characteristics impact electronic word-of-mouth for websites. Lee and Blouin (2017, p.254), meanwhile, identified online disclosure as an important strategy, finding a strong positive correlation between donations and online disclosure information. Interaction, therefore, contributes to building trust with donors in terms of what they obtain from the organisation (Lee & Blouin, 2017, p.262). Hyndman and McConville (2018) note that charities earn trust and support by focusing on stakeholders' needs and adhering to the principles of information accessibility and evaluability, as these have the potential to facilitate the meaningful reporting of critical information, an essential aspect of engagement between charities and stakeholders. They also argue that transparent reporting on effectiveness is critical because without transparency, charities may struggle to assume accountability, their legitimacy may be questioned, and they may engage in ineffective activities or be unable to achieve their mission. Furthermore, improving transparency about a charity's effectiveness can support the charity, and the sector as a whole, in generating informed feedback about the sector as a basis for enhancing its legitimacy (Hyndman and McConville, 2018).

4.7.2 Conservation of Visitors

Visitors to a website are valuable, so organisations should recognise that links to other websites may prevent visitors from returning. Advertising on an organisation's website should be avoided or minimised as interactive communication should be the goal rather than marketing (Kent & Taylor, 1998). Features which relate to conservation of visitors include posting the date and time of the last update, quick links to other pages on the same website, and downloadable information (Kent, et al 2003).

4.7.3 Generation of Return Visits

Generating repeat visits should extend beyond updating the organisational website's content regularly, and incorporate interactive strategies such as online forums and open question-and-answer sessions (Kent & Taylor, 1998). Other features relating to this principle include news, forums, blogs, bookmarks, RSS feeds, and a calendar of events (Kent et al., 2003). Taylor et al. (2001, p.281) used the principles of dialogic communication to analyse a sample of 100 websites of activist organisations, and found they that they were more successful in implementing the cluster of technical and design principles (ease of use, useful information) than the relational maintenance cluster (conserving visitors, generating return visits). Similar results by Hether (2014), who investigated through content analysis of in-depth interviews how Kaiser Permanente used social media to communicate with stakeholders, showed that the organisation used the four models of PR in their message content, and incorporated features relating to Generation of Return Visits and Conservation of Visitors. Wirtz and Ngondo (2013) remarked that the websites in their study rated highly for their use of dialogic principles, but the organisations did not use some features of Generation of Return Visits, such as frequently asked questions (FAQ), search engine, and bookmarks, which could affect the websites' dialogic communication potential. Watkins (2017, p.164) notes that an organisation which provides attractive features on its website can greatly motivate public reliability, strengthen and build social ties with wider publics, and ensure return visits.

4.7.4 Useful Information and Accountability

Kang and Norton (2004) argue that websites remain the best source of information even with the advent of social media, as they provide information regarding the charitable organisation and its mission. Organisations must provide useful content to their website visitors, such as contact information, organisational background, and history, which serves the interests of the public and the organisation (Kent & Taylor, 1998).

Useful information includes agency contact information, client list, area of expertise/services, list of employees/team/people, case studies, and publicity about clients and projects (Kent et al, 2003). Accountability to stakeholders, especially donors, is critical to NPOs, of which Saudi charities form a part. Donations can be attracted by building legitimacy, providing evidence of effective organisational housekeeping, and demonstrating the ability to act in the interests of the community (Cabedo et al., 2018; Conway et al., 2015; Levine, Daniel and Eckerd, 2019; Murtaza, 2012). According to Saxton and Guo (2011, p.273), charity disclosure refers to the organisation's online efforts to demonstrate accountability through the voluntary disclosure of key organisational information, as disclosure forms one of the two fundamental dimensions of web-based accountability, with the other being dialogue. Feng et al. (2017) determine disclosure through three dimensions: authentic content about the NPO, credible financial information, and clear information about the charitable cause. Website content analysis models from previous research on accountability suggest that organisations typically provide information about financial resources, history, goals and mission, but do not always include disclosures focused on outcomes or broader societal impact (Kang & Norton, 2004; Lee et al., 2012; Saxton & Guo, 2012).

Saxton and Guo (2011, p.273) state that "financial disclosure" reflects the information that NPOs disclose on their websites to demonstrate financial responsibility. Examples of this would be the publication of budget materials; reports on the use of financial resources; compliance documents including information regarding money management fees; policies for investing, managing and spending money; investment philosophy; investment performance and asset growth; audited and non-audited financial reports; tax authority forms; indirect costs; annual reports; Code of Ethics and Conflicts of Interest policies; and compliance with best practice standards. Conversely, "performance disclosure" refers to the range of goal- and results-oriented information that the NPO discloses on its website. These disclosures are intended to demonstrate accountability for performance that addresses the organisation's mission as well as its outcomes. A performance disclosure includes providing all information about what the organisation is trying to achieve, such as the mission statement, vision, plan, values and goals, its achievements and the impact on the broader community (Saxton & Guo, 2011, p.273).

4.7.5 Dialogic Loop

Feedback loops allows website visitors to raise questions and concerns to the organisation and the organisation to respond openly (Kent & Taylor, 1998). Website dialogic loops could be newsletters, comment boxes and social media widgets (Kent & Taylor, 2002). Yang and Taylor (2010, p.345) consider these important because "visitor interactions with a website could affect visitors' attitudes and involvement levels with the website". It is the role of PR to ensure that an organisation's website creates the opportunity for stakeholders and potential clients to initiate dialogue with the organisation and to subsequently foster this relationship (Hallahan, 2001). Investigating the connection between media format (audio, video, and text) and two human interest news stories, O'Brien (2017) found that the more engaging formats and stories were not those which fostered the greatest short-term knowledge retention. Such studies reveal the tensions between engagement and other outcomes of human-computer interactions, such as learning, and that user characteristics and preferences can affect content and design influences in unforeseen ways.

Kent and Taylor (2002) recommend that organisations use their websites and social media platforms to enhance two-way communication and stimulate interaction with stakeholders and the wider public since online relationships are built through interacting with, listening to and responding to the public. Kent et al. (2003) explored how an organisation's website design can facilitate and contribute to building and maintaining relationships with its stakeholders, finding that organisations whose aim centres on maintaining relationships with stakeholders must seek, consider, and strike a balance to obtain feedback from these stakeholders. However, the study also found that many organisations were not taking advantage of dialogic communication on their websites. Similarly, Park and Reber (2008) suggest that PR practitioners should employ online strategic communication as a tactical tool, which can combine with traditional PR strategies to become an important asset. This would contribute to the creation of an atmosphere conducive to PR best practice, and by implementing these recommendations, organisations can enhance corporate image and accountability, receive feedback and opinions for reviews, and align corporate objectives to reflect the interests of the public (Park & Reber, 2008). However, social media is rapidly growing to become a powerful force of communication and influence, particularly Twitter, and there have been studies which applied the principles of Kent and Taylor (1998) to this platform to determine dialogic communication.

Rybalko and Seltzer (2010) modified the approach of Kent and Taylor (1998) and the questionnaires of Taylor et al. (2001) and Kent et al. (2003) to ensure their relevance for studying Twitter. Responsiveness, for example, was adjusted to measure whether or not an organisation responded to a tweet, and the principle of Ease of Interface was excluded to suit the nature of the new communication platform. Rybalko and Seltzer analysed 930 company tweets across the Twitter profiles of 93 Fortune 500 companies, and found that the principles of the Dialogic Loop and Generation of Return Visits occurred most frequently, with responding to tweets and posting news about the organisation representing the most common activities. They also classified companies as having a dialogic or non-dialogic orientation based on their posting and response activity, discovering that companies with a dialogic orientation were more likely to engage in activities associated with the conservation of visitors, and companies with a non-dialogic orientation were more likely to try to generate return visits. Rybalko and Seltzer (2010) concluded that Twitter was being “under-utilised by organisations to facilitate dialogic communication,” which they deemed unfortunate because “Twitter seems to be designed for the sole purpose of stimulating dialogue between users” (p.340). Likewise, a systematic review by McAllister-Spooner (2009) concluded that organisations’ websites are often easy to use and offer useful information features, but are rarely used as a dialogic tool and frequently fail to fully utile the medium’s capacity to engage in two-way dialogic with their public.

4.8 Summary

Communication is a critical aspect of human life and a fundamental element of the work of PR practitioners who strive to understand public perceptions of organisations, including those in the charitable non-profit sector. This chapter has argued for the necessity of activating social media platforms for charities and the relevance of Kent and Taylor’s (1998) dialogic communication framework to determine the two-way content and activities that must be available on the platforms used by charitable organisations to develop their relationships with stakeholders in order to drive donations and gain support. To ensure charities' sustainability, PR needs to identify their different target public and understand their needs, desires and attitudes to ensure this satisfaction and commitment is met.

NPOs should focus their efforts on utilising the unique two-way features of social media, especially Twitter, to engage stakeholders in online dialogue for brand promotion and to demonstrate accountability, which can improve the organisation's reputation. The six elements of measuring communication effectiveness (control, trust, satisfaction, commitment, reciprocal relationships, and community relationships) and two-way communication represent excellence and ethical practice in PR, and can help charitable organisations engage and build online relationships with donors and stakeholders to ensure empowering and ethical outcomes for society.

The next chapter in this thesis describes and justifies the research methodology for the study.

Chapter five: Research Methodology

This thesis seeks to understand how public relations (PR) practitioners in charitable organisations in the Kingdom of Saudi Arabia (KSA) use social media to communicate with stakeholders including donors, volunteers, sponsors, members and the general public as part of relationship building in order to determine how they gain and maintain trust and loyalty. Kent and Taylor's (1998) dialogic principles, the two-way symmetrical model and Social Exchange theory form the theoretical framework for the study, which took a three-part data collection approach. The first part consisted of qualitative content analysis of 95 Saudi charities' websites, the second comprised a content analysis of the Twitter accounts of seven of these charities selected for their high levels of activity, with 289 tweets forming the sample to investigate which key publics the organisations engage with in dialogue through tweets, their level of interactivity and the themes of their posts. The third part of data collection comprised interviews with PR practitioners working in or for five of the charities from the previous step.

This chapter discusses and justifies the requisite research philosophy and full methodology for this research, beginning with a discussion about the research inquiry paradigms used to solve the specific research problem of this thesis, and explains the interpretivist paradigm along with reasons for its use. The next section describes the qualitative descriptive research design and purposive sampling technique employed for this thesis, followed by an illustration of the data collection methods. This is divided into three phases: quantitative content analysis of websites with a coding scheme to indicate the presence of Kent and Taylor's (1998) dialogic features of communication and the two-way symmetrical model, qualitative content analysis of Twitter posts by the selected charities, employing operational definitions and a coding system for analysing tweets, and semi-structured interviews analysed thematically. The reliability of this research is examined at the end of the chapter.

The central research question guiding this study is:

RQ: How are charities in KSA utilising contemporary public relations communications techniques to build relationships with donors?

Three research questions can be derived from this to clarify the sections of study undertaken in this thesis:

RQ1: What role do public relations practitioners play in building, promoting and maintaining the internal and external relationships of Saudi charitable organisations?

RQ2: How do charities in the KSA make themselves visible and transparent through digital media in an increasingly competitive charitable environment?

- **2a:** What are the strategies used by Saudi charitable organisations to cultivate trust relationships with donors?

RQ3: To what extent do Saudi charities employ dialogic principles of communication and the two-way symmetrical model on organisational websites and social media (Twitter)?

- **3a**: How are social media platforms and websites used by charities to communicate with potential donors?

5.1 Research Paradigm

A research paradigm is an overarching framework which "deals with ultimate or first principles", indicating how meaning is constructed from the data (Denzin & Lincoln, 1994, p.107). Research paradigms define fundamental beliefs which influence what is studied, how it is studied, and how the results should be interpreted (Kivunja & Kuyini, 2017, p.26).

The broad paradigms used in research consist of ontology, epistemology, and methodology (Scotland, 2012, p.9). Ontology is a branch of philosophy concerned with assumptions about the nature of being and social reality, such as "what constitutes reality, what can be said to exist, and what is there" (Daymon & Holloway, 2011, p.100). Epistemology, on the other hand, refers to how knowledge can be created, acquired, and delivered (Scotland, 2012, p.9), relating to the nature of the relationship between what is possible and known (Guba & Lincon, 1994, p.108). A methodology is the strategic action plan underlying the choice and use of research methods for the desired outcomes (Crotty, 1998, p.3). It incorporates the principles, rules, and procedures of specific fields of discipline, such as PR (Daymon & Holloway, 2011, p.100), and systematises the methods used to gather and analyse data from a chosen sample (Bryman, 2012, p.46). Choices within the methodology for a research study commonly depend on the nature of the research questions and the ontological assumptions and epistemological stance adopted (Daymon & Holloway, 2011, p.100).

Two main paradigms guiding most studies in PR and marketing communications are positivism and interpretivism, each with different ontological and epistemological assumptions and accompanying methodologies (Daymon & Holloway, 2011, pp.100-101). Table 4 (below) compares the basic assumptions of these paradigms. Positivism was founded on the belief that the study of human behaviour ought to be conducted in the same way as the natural sciences due to the assumption that social reality is independent of individual perceptions (Daymon &

Holloway, 2011, p.101). From a theoretical point of view, it is based on neutrality and objectivity in its approach to phenomena and the sample, so the researcher remains apart from and unaffected by the research (Daymon & Holloway, 2011, p.102). Positivism was not considered appropriate for this study as its main focus tends to be on statistical analysis and numerical measurement in order to understand cause and effect, predict behaviour, or confirm global patterns while ignoring potentially relevant subjective observations because they cannot be quantified (Daymon & Holloway, 2011).

Table 4: Summary of positivism and interpretivism (Pizam & Mansfeld, 1999, p.337).

Assumptions	Positivism	Interpretivism
Nature of reality	Objective, tangible, single	Socially constructed, multiple
Goal of research	Explanation, strong prediction	Understanding, weak prediction
Focus of interest	What is general, average and representative	What is specific, unique, and deviant
Knowledge generated	Absolute laws (time, context, value free)	Relative meaning (time, context, culture, value bound)
Subject/Researcher relationship	Rigid separation	Interactive, cooperative, participative
Desired information	How many people think and do a specific thing, or have a specific problem.	What some people think and do, what kind of problems they are confronted with, and how they deal with them.

Interpretivism, by contrast, is concerned with understanding the world from subjective viewpoints, focusing on meaning given by individuals to their environment rather than on the environment itself. Interpretivism allows for multiple realities which are socially constructed and not separate from the individual (Daymon & Holloway, 2011, p.102). Approaches that fall under the interpretivist paradigm are phenomenological, constructivist, interactionist, and hermeneutic (Given, 2008, p.517). The interpretative paradigm is deemed suitable for this research as a result of its prioritisation of meaning over cause and effect, as this study seeks to achieve a deeper understanding of the PR practices of Saudi charities to build long-term relationships and create content that enhances stakeholder confidence. Through an interpretative philosophy, the social world which determines social reality can be explained through interaction between the researcher and the research subjects (11 PR practitioners working in five Saudi charitable organisations) (Crotty, 1998, p.43).

The ontological position of this study encompasses multiple realities, taking the view that those realities can be explored and meaning made of them by individual interactions between the researcher and the subjects. The researcher exists as part of the research and meanings are construed through the lens of the researcher's own experiences, behaviour, communication, and perspective. The epistemological position focuses on the interactive relationship between the researcher and the participants' life experiences and knowledge. The researcher is positioned as a participant-observer, observing websites and Twitter posts from the perspective of an internet user. From this position, the researcher's knowledge interacts with the collected data from the social media page, websites, and interviews, and this process allows greater discussion and a broader picture to emerge to effectively answer the research questions. The researcher makes sense of the data through cognitive processing resulting from interaction with the participants (Kivunja & Kuyini, 2017, p.33).

The following sections describe the methodology for this research, incorporating the full 'blueprint' adopted and followed to produce the results.

5.2 Research Design

This thesis employs a phenomenological and case study approach in line with the interpretative paradigm's focus on meaning rather than measurement. A qualitative design provides in-depth meaning and understanding to explain why and how people act and gives the opportunity to identify meaning behind human life experience relating to a phenomenon or significant collective event (Creswell, 2014; Jensen, 2002). Qualitative research allows the construction of a foundation of knowledge and understanding of the real world of PR practice at Saudi charitable organisations. Since there is a dearth of research into Saudi charities' website and Twitter use to build relationships with stakeholders and exploring PR practitioners' efforts to build and gain the trust of donors, this qualitative study can help develop best practice for the use of social media by charities for relationship building. Sampling is the process of selecting a research group from a population to obtain information on a phenomenon that represents the whole population of interest (Polit, 2006, p.236). The sample in this study comprises Saudi charities discovered through online searches in January 2018, which led to a list of organisations with their contact information published on the Ministry of Human Resources and Social Development (2018) website. At the time of the search, 852 organisations were listed, distributed across the thirteen regions of the KSA (Figure3, below).

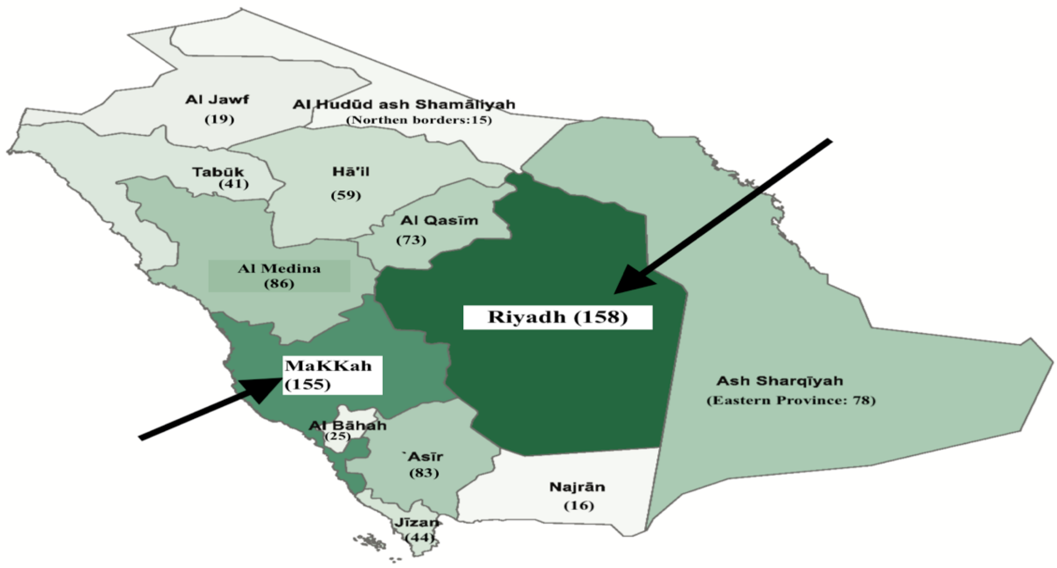

Figure 3:Distribution of Saudi charities by region

More than half of the charities were concentrated in the Riyadh and Makkah regions as the first of these contains the capital city, Riyadh, and the second contains the holiest city in Islam, Makkah, the birthplace of the Prophet Muhammad (peace be upon him) and the faith itself. The target population in this study was formed from local charities affiliated with the Ministry of Labor and Social Development in the Riyadh (158) and Makkah (155) regions, with charities excluded if they were not fully established. A distinguishing element of the qualitative approach is purposive sampling, designed to ensure that the defined and justified sample contains information-rich cases and allowing flexibility in the size of the sample sufficient for the purposes of the research (Patton 2002b, p.273). However, this flexibility and the method of subjective selection also means that a purposive sample may not be generalisable to the whole population. In this study, the sample population represented 50% of Saudi charities, affording a chance to acquire a sufficient amount of data for analysis.

This research comprises three separate study approaches. The first targeted 313 charities in the Riyadh and Makkah regions with accessible websites and Twitter accounts, and excluded charities which lacked an updated website or which were under development. The remaining websites were then analysed for Kent and Taylor's (1998) five principles of dialogic communication in order to help answer the research questions with reference to charitable organisations' websites (Chapter Six). To determine the research sample for the second study approach (Twitter analysis), a multi-pronged search strategy was adopted during the first week of November, 2018. Of the 313 charities' websites searched, 70 were found to have a prominent link to an organisational Twitter account on the homepage. To find the remaining organisations' accounts, a search was conducted on both Google and the Twitter search engine, using the name each charity as a search term. This resulted in 93 additional Twitter accounts. This total of 163 accounts were examined for the number of tweets, the number of followers, and whether the account was verified, for selecting the purposive sample only. It is important to note that the researcher did not include all of these in the analysis, but simply observed these results while selecting the seven charities most active on Twitter with the highest number of tweets and followers for full analysis, which formed the second study approach (Table 5, below).

Table 5: Selected charitable organisations (Twitter content analysis)

Charitable Organisation		Website	Specialisation	Total Tweets	Number of Followers
1	Ensan Charity Committee for Orphans Care	https://ensanonline.com/ensanportal/default.aspx	Orphan Care	21K	169K
2	Kafel Orphan Care	https://kafel.org.sa/	Orphan Care	21.4K	63.8K
3	Al-Mawaddah Society for Family Development	https://almawaddah.org.sa/#ad-image-2	Family Development	21.7K	38.3K
4	Mawaddah Charitable Association for the Reduction of Divorce and its Effects	http://mawaddah.org.sa/	Reducing divorce through awareness	11.2K	40K
5	Saudi Alzheimer's Disease Association	https://alz.org.sa/	Alzheimer's awareness	10.2K	42.4K
6	Saudi ADHD Society	https://adhd.org.sa/en/	Awareness of hyperactivity disorder and attention deficit disorder	11.2K	24.7K
7	Zahra Breast Cancer Association	https://www.zahra.org.sa/public/	Breast cancer awareness	6992	38.7K

The third study approach targeted for interview 11 PR practitioners and other employees responsible for social media platforms within five charities selected from seven in the Twitter analysis. The criteria for choosing these five were based on the results of the first and second study approaches, which revealed those organisations most willing to engage and communicate effectively with their audience and increase opportunities to explore their expertise in this field. The participants were the staff of these charities who were responsible for PR and media (websites and Twitter) (Chapter Eight). Creswell (2007, p.62) suggests that in order to ensure a deep understanding of a phenomenon as experienced by PR practitioners, the participants in the study must be carefully chosen individuals with experience of the phenomenon in question.

5.3 Data Collection Methods

The process of data collection is determined through the analytical requirements and overall purpose of the research (Collis & Hussey, 2014, p.130). For this thesis, three data collection instruments were employed in phases. The first was qualitative content analysis to discover and understand social media features and the dialogic principles of communication observed on Saudi charities' websites and the second was Twitter qualitative content analysis. The third was semi-structured interviews with PR practitioners working for five Saudi charities to explore their expertise in building donor relationships and creating content to enhance stakeholder confidence. Combining these data collection methods for this thesis ensures that the research findings are valid and robust.

5.3.1 Phase One: Qualitative Content Analysis of Charities' Websites

The aim of the first phase of was to explore how Saudi charitable organisations incorporate the principles of dialogic communication (Kent & Taylor, 1998) on their websites through content analysis. Data collection took place during the period 1st-15th November, 2018. The websites for 313 charitable organisations were found through Google, and the sampling criteria were applied: all charities without a website or one that had not been updated for three months were excluded, as well as sites undergoing maintenance. The final sample comprised 95 websites.

5.3.1.1: Operational Definitions and Coding Scheme

The principles of Kent and Taylor (1998) were modified and variables added in order to reflect the dialogic principles most relevant to this study (Table 6, below). The sample of 95 websites was coded to determine whether the 32 variables inherent in the principles of dialogic communication were present on each website: Yes (1) if the variable was present, No (0) if not (see Appendix A for coding sheet for websites). Based on previous coding of the dialogic principles, it was also determined which of the models of PR (Grunig & Hunt, 1984) the website most closely aligned with: one-way public information or two-way symmetrical. Notes were recorded on everything observed on the homepage and sub-pages of each website.

Table 6: Kent and Taylor's (1998) dialogic principles of communication for websites

Dialogic principle	Code	Characteristic	Definition
Ease of Interface	**1**	Site directory/ map	A link that displays the different components of a site on the homepage
	2	Popular topics/searches	A section that highlights popular searches on homepage
	3	Search engine box	The appearance of a search engine box on homepage
	4	Change language	A link that allows the user to change the language of the page
Generation of Return Visitors	**5**	Calendar of events	Presence of a list of events on the homepage
	6	Login/registration	Link to register or login on homepage
	7	Ability to subscribe	A link to subscribe to information, RSS feeds
	8	Downloadable information	How easily downloadable the information is
	9	Help or FAQ	Links to discussion forums or FAQ pages
	10	Newsfeed	An icon that provides news updates
	11	Statistics/ Figures	An icon displaying important numbers
Conservation of Visitors	**12**	Load time	Page loading time less than 10 seconds
	13	Posting of Last Updated	Website information is updated by time and date
	14	Video or picture	A video or picture on the homepage (button, link or self-playing)
Usefulness of Information	**15**	Background of the organisation	A section providing information about the organisation (About us, Mission, Vision Statement, etc.)
	16	News or media centre	A section that provides the latest charity news
	17	Services and projects	Information on charity products, projects and services
	18	Beneficiary information	A list showing the registration conditions for those wishing to benefit from the services provided by the charity
	19	Financial report	Information about donations and how they are disbursed
	20	Get involved /Donation	Information available for those looking to donate, e.g., bank account details; information available for those wish to be members, volunteers, or sponsors
	21	Sponsors & partners	Information about sponsors and success partners
	22	Annual reports	Information about the charity's performance and achievements
	23	Employment information	Information for those looking for jobs with the organisation
	24	Organisational structure	Information about the structure of the organisation and its staff
	25	Regulatory policy	Information about regulatory policy
Dialogic Loop	**26**	Contact addresses	A telephone or fax number, email, mailing addresses and the organisation's location
	27	Comment Box	an open-ended space where respondents can add comments or suggestions in the form of text
	28	Social media pegs	Facebook, Twitter, Instagram, Snapchat or YouTube icons on the homepage
	29	Survey on Issues	to voice Opinion on Issues
	30	Opportunity to vote	A poll about an aspect of the organisation, its events or services
	31	Instant chat or WhatsApp link	A real-time, text-based communication or direct link to WhatsApp
	32	Organisation responds directly to a question or comment by another person	A response from the charity to a comment on the homepage

Usability Features/Ease of Interface: This refers to how easily users can navigate the website. A charitable organisation's website acts as an interface with its target audience and the wider public through which information and services can be accessed. The website must leave a positive impression on visitors and users to increase its chance of promotional success and to facilitate dialogic relationships with its target audience. Kent and Taylor (1998) argue that a well-designed website should contain abundant informational content and load pages quickly. This may require the content to be textual rather than graphical in nature, as text loads faster due to its lower bandwidth requirement. The website should include tools that benefit users in navigating and searching for the information they need, including relevant links, site maps, search engine boxes, language change, and links back to the homepage.

Usefulness of Information: This reflects helpful information and should be tailored to stakeholders such as members, volunteers, donors, sponsors, employees, journalists, and beneficiaries (those who benefit from the services of the charity). Kent and Taylor (1998, p.328) emphasise that valuable information should be presented for all interested parties as "relationships with publics must be cultivated not only to serve the public relations goals of an organisation, but so that the interests, values, and concerns of publics are addressed". This dialogic principle was coded by:

- Usefulness to media: press releases, speeches, downloadable graphics, audio/visual capacity, clearly stated positions, identify member base.
- Usefulness to volunteers, employees, donors, sponsors, and members: information about the organisation such as About us, Mission, Vision Statement, services, telephone numbers, fax numbers, email, mailing addresses, the organisation's location, the charity's logo prominently displayed, statement of philosophy, annual and financial report, how to join, how to contribute money and time.
- Usefulness to beneficiaries: information and conditions that clarify who can register with the charity and benefit from its services; information about regulatory policy and data privacy policy.

Dialogic Loop: This relates to users' opportunities to ask questions, give opinions, and make further enquiries, and the organisation's response. For this to take place the website must include features such as comment boxes, instant chat or WhatsApp links and social media widgets (Facebook, Twitter and Instagram). When social media icons can be found on a charitable organisation's home page, this confirms that its social media accounts are verified and owned by the organisation. However, integrating these features alone is not enough; there should also be a representative available to answer questions and deal with queries from the audience. Features coded to incorporate this principle comprise opportunities for users to contact, respond and vote on issues, surveys for users to offer their opinions, etc. (Kent et al., 2003).

Conservation of Visitors: This represents how users are encouraged to stay on the charity's website for as long as possible. This means avoiding links that take users to other sites, as it will rarely be the case that links will be provided for an easy return. Features coded for this dialogic principle include short loading time, time and date of last update, displayed content types (audio/video) recorded, and the status of links and icons.

Generation of Return Visitors: This relates to the incentives the websites provide for visitors to return over time, considering the importance of repeat visitors. To do this, Kent and Taylor (1998) recommend that content be updated regularly so visitors have a reason to return, as "if the goal of public relations in webbed environments is to create and foster relationships with publics, and not to entertain them, websites should include only "essential links" with clearly marked paths for visitors to return to your site" (p.330). Features coded for this principle comprise those of an explicit invitation to return, such as news forums, a calendar of events, Frequently Asked Questions (FAQ), links to the donation page, the ability to subscribe or provision of RSS feeds, register or login on the homepage, downloadable or requestable information, and news items posted within the last 30 days.

5.3.2 Phase Two: Qualitative Content Analysis of Twitter Posts

Content analysis can be defined as a systematic examination of forms of communication used to objectively document patterns (Given, 2008, p.24). Kent and Taylor's (1998) dialogic theory of PR provide a suitable conceptual framework for this study to explore how strategic communication practitioners enhance online engagement between charitable organisations and donors. To this end, phase two of data collection was a content analysis of the tweets of seven charities over a two-week period. Tweets, hashtag discussions, and conversations were copied into a Microsoft Excel worksheet. The purpose of examining the seven Saudi charities' tweets was:

- To build an understanding of their social media strategy.
- To determine the use of Grunig and Hunt's (1984) four models of PR and Kent and Taylor's (1998) dialogic principles.

- To investigate which key publics the organisations are attempting to engage in dialogue through tweets, and measure their level of interactivity.

The researcher personally followed the seven charities on Twitter to ensure access to conversations between these organisations and their publics. The collected tweets and posts were in Arabic, so the researcher translated them into English before reporting the findings.

5.3.2.1: Operational Definitions and Coding Scheme

The coding scheme for this study was designed in conjunction with Grunig and Hunt's (1984) four models of PR and Kent and Taylor's (1998) dialogic principles. As in previous studies, ease of interface was not included in the analysis because features of Twitter's interface are the same across all profiles and are designed for simplicity (Bortree and Seltzer, 2009; Linvill et al., 2012; Rybalko and Seltzer, 2010; Watkins, 2017). Kent and Taylor (1998) explain that the Ease of Interface principle refers to the ability of followers to easily understand the use of the platform. In this case, Twitter users who visit the profiles of charities will be familiar with the Twitter interface based on their previous use. All other dialogic features were coded on the Twitter profiles and within the actual tweets to determine the presence or absence of each feature (see Appendix B for the coding scheme for Twitter). Although each tweet could contain several dialogic features and themes and align with multiple PR models, individual tweets could target only one public and one level of interactivity.

Data collection and coding took place in the period 1st-15th December 2018 across five phases. The first phase represents the type and purpose of the tweets, investigating their primary themes. Organisations use Twitter for several reasons, and based on the literature, this study coded for the themes of Announcement, Self-Promotion, External Promotion, Question to Followers, Advice, ask for donation, voluntary or member and Giving Recognition. Each tweet could contain one or multiple themes. It was also investigated whether Saudi charities use social media platforms strategically for disclosure, sharing and networking. Ki and Hon (2009, p.8) define "openness" as "an organisation's efforts to provide information about the nature of the organisation and what it is doing", such as providing annual reports, issuing briefings that are informative and valuable, and holding meetings which allow members to communicate their opinions to the organisation. Previous studies have stressed openness as a vital component of trust (Dimmick et al., 2000), while others have found this strategy consistent with the symmetrical model of PR (Grunig and Huang, 2000).

Openness plays an important role in the ethics of PR (Grunig and Grunig, 1996). This thesis examines how openness/disclosure, defined as an organisation's efforts toward transparency, providing information about finances and organisational restructuring or activities, were delivered through Saudi charities' tweets and websites. Different communication models, including one-way communication, two-way asymmetrical communication, and two-way symmetrical communication, operationalise levels of openness. Ki and Hon (2004, p.8) define task sharing as "an organisation's efforts to share in working on projects or solving problems of mutual interest between the organisation and its publics". "Sharing" refers to performing corporate social responsibility by addressing social concerns or organisational efforts related to problems of mutual interest between the organisation and its public, which can take the form of environmental activities, community activities, education activities, and volunteer efforts. Investigating the themes of the tweets addressed the types of messages commonly posted by the charity, and the types of visual imagery and audio-visual content used in the tweets.

The second phase targeted the public to determine the target audiences of the seven charities. Each tweet was coded depending on its most dominant target: donors, employees, volunteers, or beneficiaries of the charity's services. If a target could not be identified, it was coded as "general public".

The third phase defined the interactivity level of the seven charities' tweets. Each tweet was examined to measure the most dominant level of interactivity on a scale of low, medium, or high:

- Low interactivity tweets have no links, @reply, or other notable features.
- Medium interactivity tweets include links to videos, pictures, and other websites.
- High interactivity tweets consist of @reply messages to other users.

The use of social networks represents a relationship maintenance strategy. "Networking" represents an organisation's efforts to build networks or coalitions with the same groups as their publics, such as environmentalists, unions, community groups, celebrities and opinion leaders (Hon and Grunig, 1999, p.15). One way to evaluate an organisation's networking efforts is by documenting its contacts with external groups who engage with their public (Grunig and Huang, 2000). For example, the organisation may sponsor a charity group or co-host an event with a local community association. On Twitter, the retweet function can be considered networking (Johnston and Taylor, 2018, p.6), so in a departure from previous research in which access was measured by the presence of contact information (Ki and Hon, 2006; Waters et al., 2011), in this thesis, Twitter is itself considered a form of access for communication. “Access” in this case is defined as an organisation’s fostering of communication and providing other Twitter users with communication channels or media outlets. The indicators include posting questions, @reply/mention, providing a phone number or email address, and links to more information. Any efforts by an organisation to assure its public that they and their concerns are attended to and to demonstrate that it is committed to maintaining the relationship fall under the definition of “assurances”. Most of the charities’ tweets address availability and willingness to help (Johnston and Taylor, 2018, p.6).

Exploring the level of interactivity within tweets helps to address the following questions relating to RQ3:

- What levels of interactivity are featured in the tweets of Saudi charitable organisations?
- How do charities use Twitter to communicate with their potential donors?

The fourth phase determined Kent and Taylor’s (1998) dialogic principles. Each tweet was examined to determine if it contained one or more of the following dialogic features: Usefulness of Information, Conservation of Visitors, Generation of Return Visitors, and Dialogic Loop. As with the website analysis, Yes (1) or No (0) indicated the presence or absence of these features. The following elements were considered to be useful information for the charities’ target audiences: links to news releases, media rooms, video, audio, historical information about the organisation, links to applicable outside information, links to donation pages, links to volunteer pages, links to annual reports, and links to a description of the charity and its services. Additional useful information for the general audience included links to the charity’s website, contact information such as email addresses and phone numbers, and links to other organisations’ social media platforms (Rybalko & Seltzer, 2010). The reasoning for including these elements is that users who visit a charity’s Twitter profile may find it useful to know if the charity has accounts on other social media platforms. It was also determined at this point who tweets on behalf of the charities to ensure that the stated PR individuals were composing the tweets rather than a volunteer or other member of staff.

The operationalisation of the principles of Conservation of Visitors and Generation of Return Visitors for this research was based on the work of Rybalko and Seltzer (2010). This principle is concerned with keeping visitors connected to the organisation’s online presence and includes measuring the regularity and novelty of posts. Thus, links to pages on the charity’s website, links to other social media platforms, and links to a description of services were considered an application of this principle. Generation of Return Visitors was operationalised by determining features that encourage visitors to make repeat visits to the Twitter profile, such as links to pages where visitors could request supplemental information, links to the charity's events page, links to information on the charity in the media, and links to FAQs about the organisation (Rybalko & Seltzer, 2010). Finally, this study operationalises Kent and Taylor's (1998) Dialogic Loop by exploring each charity's ability to build relationships and dialogue through discussions with stakeholders via timely responses to questions in posts by other audiences on Twitter. Twitter functions that stimulate interaction between users such as retweets and replies were also operationalised following the approach used by Rybalko and Seltzer (2010).

This research examines how PR practitioners communicate with the public online and what skill-building is required in engagement and dialogue. It focuses on real-time writing, referring to a two-way written exchange between an organisation and the public via social media channels in which feedback is involved. Ideally, the sender and receiver should both have the ability to contribute to a conversation where the messages exchanged relate to one another, rather than each party simply broadcasting information without two-way engagement. Kent and Taylor (1998) describe this dialogic feedback loop as the starting point for an organisation to engage in dialogue with its public online. This study considers the dialogic feedback loop of individual tweets to be fulfilled when the charity attempts to communicate with their audience by posing a question, responds directly or indirectly to a question, or retweets content posted by another individual or organisation.

The fifth phase represents the four models of PR by which the tweets are classified (Grunig and Hunt, 1984). Some fell under multiple models, in which case the researcher chose which model the tweet most closely represented: one-way public information, two-way asymmetrical, or two-way symmetrical. Grunig (1990, p.21) describes the press agentry/publicity model as "propagandistic public relations that seeks publicity or media attention in almost any way possible the second one-way model, public information, consists of "public relations practiced by 'journalists in residence' who disseminate what generally is accurate information about the organisation but do not volunteer negative information" (Grunig, 1990, p.21). This mode was coded for tweets in the form of one-way communication containing updates and announcements about the organisation and its affiliates without the persuasive or biased elements found in press agentry/publicity. Tweets in this model contain only facts and employ direct, objective language focusing on information that may benefit the public such as current events, directions to specific locations, updates, and announcements. As with the previous model, these tweets could not contain @reply.

The two-way asymmetrical model relates to "public relations that use research to identify the messages most likely to produce the support of the public without having to change the behaviour of the organisation" (Grunig, 1990, p.21). This model was coded for tweets demonstrating the organisation's efforts to advocate for feedback from its audience, including requests for specific feedback, participation in a survey or poll, or asking the target audience to become more involved with the charity by using Twitter. The final model, two-way symmetrical, is by contrast "public relations that use dialogue, bargaining, negotiation, and conflict management strategies to adjust the relationship between an organisation and its publics" (Grunig, 1990, p.21). Tweets coded for this model typically include @reply, along with any demonstration of the organisation's efforts to solve problems and build long-term relationships with its key public.

The operational definitions and coding scheme found in the previous sections relates to the first and second study approaches, which aim to answer RQ1 and RQ3 and 3a.

In the next section, the data collection process for the third study approach, semi-structured interviews with PR practitioners, is reviewed. This approach sought to answer the remaining research questions (RQ1, RQ2, and 2a).

5.3.3 Phase Three: Qualitative Thematic Analysis of Interviews

This study aimed to investigate how PR practitioners in Saudi charitable organisations adopt digital media channels to build relationships based on the trust and loyalty of donors. For this third study approach, semi-structured interviews were carried out with 11 PR practitioners working within or on behalf of five selected charities to identify their strategic communication plans for enhancing fundraising, gaining donors' trust, and relationship commitment. Qualitative research provides insight into the social environment and enables understanding of how the respondents generate meaning.

Qualitative semi-structured interviews were deemed appropriate for this study approach due to their flexibility in developing an understanding of participants' perspectives, as further information can be requested in follow-up questions asked in response to what emerges during the interview (Damon & Holloway, 2011, p.221). Semi-structured interviews allow respondents to give more personal answers than are possible with rigid interviews, so each interview follows a natural flow, relaxing the participant and gaining individualised data (Damon & Holloway, 2011). Dörnyei (2007, p.140) states that a "good" qualitative interview has two key advantages: "(a) it flows naturally, and (b) it is rich in detail". Interviews are often used to collect data in marketing communications and PR research (Damon & Holloway, 2011, p.220), and given the aim of this study approach was to examine the processes used within charities' PR departments, including the social sphere and intentions around communicating with the audience, their use can provide rich qualitative data to this end.

Rabionet (2011, p.563) describes qualitative interviewing as a powerful and flexible tool for capturing the voices of stakeholders or the public and to explore the process of making meaning from experiences, ideas, feelings, and intentions (Damon & Holloway, 2011, p.220). Dörnyei (2007, p.143) emphasises that the interviewer's presence should ensure mutual understanding, recommending that they questions are rephrased or simplified where necessary to receive relevant answers and more accurate data. There are three broad categories of interview methods: structured, unstructured, and semi-structured (Qu & Dumay, 2011, p.243). Qualitative researchers rarely utilise structured interviews, as they provide similar data to survey questionnaires (Damon & Holloway, 2011, p.226) due to the fact that they are restricted to pre-established questions and a limited number of response categories (Qu & Dumay, 2011, p.244). The opposite of these, unstructured interviews, contain no prearranged questions "except at the beginning, when you start with a general question in the broad area of study" (Damon & Holloway, 2011, p.224). The purpose of unstructured, or open, interviews is to avoid influencing participants with any pre-conceived ideas, and to allow the interview to proceed like a conversation (Greene, 1998, cited in Qu & Dumay, 2011, p.245), with the interviewer adapting and asking follow-up questions that reflect the primary purpose of the research (Qu & Dumay, 2011, p.245). Semi-structured interviews occupy the middle ground between these extremes, as they require a prepared questionnaire including specific topics developed systematically and designed to draw out detailed responses, and so significant planning is required before, during and after semi-structured interviews concerning the way questions are asked and interpreted (Qu & Dumay, 2011, p. 246).

5.4 Ethical Approval for Semi-structured Interviews

The ethics policy of Swansea University requires researchers to apply for approval prior to conducting fieldwork. Therefore, an application for such approval was obtained before proceeding with the field study in this research. All interviewees were informed of the overall purpose of the research before the interview phase, and interviews were arranged at times appropriate for the participants. All participants were assured that they could opt out at any stage for any reason. Maintaining a high standard of ethical practice is critical in the social sciences, with Saunders et al. (2009) pointing out that researchers are required to act appropriately and respect the rights of those who take part in, are the subjects of, or are affected by the research. Moral principles, rules, and standards of behaviour guide choices about our behaviour and our relationships with others (Blumberg et al., 2005, p.92; Saunders et al., 2007). In considering what constitutes an ethical research approach, Anderson (2009) defines two fundamental principles: the interests of all participants must be protected, and the individuals from whom data is collected must not be worse off at the end of the process than they were at the beginning.

All digital data collected for this research will be held securely on an encrypted hard drive and stored in a locked cupboard in the researcher's home. Any hard copies of data (such as notes taken) will be stored in the same place. The data will be used only for the purposes of this research and never made available to a third party, accessible only to the researcher and supervisor. At the end of research period, all data will be securely destroyed in agreement with Swansea University policy.

5.4.1 Data Collection for Semi-structured Interviews

To complement the qualitative analysis of the first and second study approaches in this thesis, the third study approach employed qualitative face-to-face semi-structured interviews with 11 PR and social media professionals working in five Saudi charitable organisations. Each participant had between two and 10 years of professional experience in the field. Interviews took place between January 2019 and March 2019, and took around 60 minutes. The prepared questions sought to address the factors that might affect how messages are designed and implemented and how purposefully the participants foster social and informational support through social media (in line with the research questions), including the participants' backgrounds, strategies, decisions, and challenges. Due to the semi-structured nature of the interviews, questions were not necessarily asked in the same order each time, and questions were skipped if the interview proceeded in other useful directions (see Appendix D for the interview form used in this study). Participants were asked the following demographics questions at the start of each interview:

- How long have you been working in this charity?
- What is your current career?
- What is your educational background?

- Do you have a PR department? If not, which department is responsible for exercising PR roles?

All interviews were conducted in Arabic and audio-recorded using a mobile phone, with the permission of the participants gained during the full written informed consent process which took place before each interview (Appendix E). Analysis of the recorded interviews involved three steps: taking notes of the relevant parts of the research questions, methodical transcription of the recordings, and determination of themes emerging from these transcriptions. Damon and Holloway (2011, p.232) stress that participants' words must be preserved as accurately as possible before analysing the data, and, supporting this, Bryman (2012) suggests recording the interviews as this allows for a better interpretation of what has been said and the way the respondents answer, providing space for more in-depth analysis.

5.4.2 Translation, Transcription and Data Analysis

All interviews were conducted in Arabic as this was the language most convenient for the sample, and is the researcher's first language, enabling a native level of understanding of the content and context of participants' responses. Listening to the recordings allowed for full Arabic transcriptions to be produced, which were then subjected to thematic analysis. The interviews were individually transcribed verbatim from the recordings and attached to the notes taken during the interview to facilitate coding. When themes had emerged and coding was complete, all relevant themes and accompanying sections of the transcriptions were translated into English for the purposes of this thesis. Effective writing and coding of data is essential for the qualitative method (Berger, 2000, p.125; Gilbert, 2008, pp.256-259), so it must be acknowledged that certain words or concepts may have changed during the process of translation. Thus, as it was necessary to ensure the interview dialogue was valid and accurate after the translation (Gilbert, 2008, p.257), all of the English themes were checked for accuracy against the original Arabic transcripts.

The coding procedure commonly used in qualitative analysis, and in this study approach, involved a two-step process recommended by Taylor and Bogdan (1984) and Braun and Clarke (2006). The first step, discovery, required reviewing the relevant literature (discussed in Chapters Two, Three, Four and Five). Transcripts from each interview were then read multiple times to identify relevant themes, concepts, and patterns across all 11 interviews. After this exposure to the content of the interviews, the second step, coding, began first with the refined themes, concepts and patterns based on the research questions. Some data were omitted if not deemed relevant to the research questions, and many of the themes identified and coded overlapped into multiple research questions. These results were then read multiple times to glean insight on how the data provided answers to the research questions. To understand the findings, a descriptive thematic analysis approach was employed.

5.4.3 Thematic Analysis of Interview Data

Thematic analysis is one of the most common methods of qualitative data analysis (Bryman, 2012, p.578) allowing the identification of patterns or themes within a qualitative dataset (Braun & Clarke, 2006, p.79). One significant benefit of the method is its flexibility (Braun & Clarke, 2006, p.79), as unlike other qualitative methods, it is not related to a particular cognitive or theoretical perspective (Maguire & Delahunt, 2017, p.3352). Additionally, it is quick to learn and easy to apply (Braun & Clarke 2006, p.97), and can generate unexpected insights which allow for social interpretation as well as psychological data. Thematic analysis is particularly useful in the participatory research model of this study approach, "with participants as collaborators" (Braun & Clarke, 2006, p.97). It summarises key features and provides broad description of a large dataset, allowing similarities and differences to be highlighted. The goal of thematic analysis is to identify and organise data into specific topics or categories, and then explain and interpret them analytically to find answers to the research questions (Maguire and Delahunt, 2017, p.3352). The framework proposed by Braun and Clarke (2006, p.97) for thematic analysis served as the basis for the analysis process employed in the present study approach (Table 7, below).

The six logical steps of thematic analysis (Braun & Clarke, 2006, p.87) are:

Phase 1: Familiarisation with the data involves getting an overall sense of what is contained within the dataset (Wellington, 2000, p.135) through immersion in the collected data until familiarity is achieved. In this study, the researcher listened to the audio files of the 11 interviews and noted initial observations about the general feeling of the discussion and specific topics that seemed relevant to the objectives of the study. The recorded information was then transcribed while listening to the audio files again and typing manually into Microsoft Word to facilitate analysis. After this, each Microsoft Word document was printed and read again to highlight particular ideas and themes relevant to the study, as "it is a good idea to start taking notes or making ideas for coding that you will then go back to in subsequent phases" (Braun & Clarke, 2006, p.137). Familiarisation is a fundamental stage of analysing qualitative data, as it provides the opportunity to begin thinking about the general ideas and concepts contained within the dataset and highlighting the initial themes that relate to the study.

Table 7: Six-phase framework for thematic analysis (Braun and Clarke, 2006, p.97).

Phase	Description of the process
Familiarisation with the data	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas
Generating initial codes	Coding interesting features of the data in a systematic fashion across the entire dataset, collating data relevant to each code
Searching for themes	Collating codes into potential themes, gathering all data relevant to each potential theme
Reviewing themes	Checking if the themes work in relation to the coded extracts (Level 1) and the entire dataset (Level 2), generating a thematic 'map' of the analysis
Defining and naming themes	Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme
Producing the report	The final opportunity for analysis. Selection of most compelling examples, final analysis of selected extracts, relating the analysis back to the research questions and the literature, producing a scholarly report of the analysis.

Phase 2: When the dataset is familiar to the researcher and a list of concepts that capture new meanings about parts of the text has been produced, the next stage requires the creation of initial codes. This study approach adopts the perspective of Saldaña (2009, p.8), who advocates gathering and organising "similarly coded data into categories or 'families' because they share some characteristic – the beginning of a pattern", with codes clustered into groups.

Phase 3: When all data have been initially coded and collated, leaving a list of the different codes identified across the dataset, this phase re-focuses the analysis to the broader level of themes, rather than codes. Braun and Clarke (2006, p.84) describe how this is carried out. Codes are sorted into potential themes and all relevant coded data extracts are collated within the identified themes, which represents the beginning of this level of analysis and considers how different codes may combine to form an overarching theme. The identification of themes in the semantic approach revolves around the obvious or explicit meanings in the data, examining what is apparent in what participants have said rather than working out any subtext or implicit meaning behind what they said. In essence, this phase organises in order to describe the data to reveal patterns which are then summarised for interpretation. Whereas identifying themes at the latent level concentrates on what was said, that is, beginning to determine the underlying ideas, ideologies, and conceptualisations to interpret and give meaning to the phenomenon in question, analysis at this level requires interpretation and theorising. This study generated themes from both levels, which necessitated an expanded reading of the transcripts of each discussion and the continual revising of codes, categories, and themes. Braun and Clarke (2006, p.89) propose that at this stage, visual representations such as tables and mind maps might facilitate sorting the various codes into themes.

Phase 4: This stage requires reviewing the themes that emerged after initial themes were formed (Braun & Clarke, 2006, p.91). Firstly, the themes are tested for internal homogeneity through reading each coded data extract related to every theme, and external homogeneity through inspecting the existence of sufficient discrimination between themes (Patton, 2002a, p.465). Testing internal homogeneity requires that all code data extracts should move to other themes or be ignored in analysis. Reviewing themes in this way also means continuous transfer between transcripts, audio files, Microsoft Word files, and mind maps to guarantee that each alteration contributes to forming a coherent pattern within every theme. Testing external homogeneity ensures that there is sufficient variation and similarity between the formed themes by reading and re-reading the data several times. Further, the data extracts left uncoded during the process of coding should be identified and coded, or some codes could be re-coded to match other themes.

Phase 5: With the previous phase having produced satisfactory thematic maps, Braun and Clarke (2006, p.92) explain that this phase begins with final refinement of the themes in order to "identify the "essence"" of what each theme is about, with the aim of defining and naming them. Each theme must be briefly characterised in connection with the research questions. This phase can also produce sub-themes through analysis of the data within each theme, which contribute greater structure to especially large and complicated themes and provide a hierarchy of meaning within the data (Braun & Clarke, 2006, p.92). For this thesis, the themes cover the whole process of charities' use of digital media as PR tools to increase donor loyalty, which might be considered a comparatively wide scope of investigation.

Phase 6: The final phase presents comprehensive characterisation for every theme and sub-theme identified, and contains sufficiently vivid data extracts to prove the existence of each. At this stage, a report is produced on the findings and analysis, which provides overall analytic statements around the comprehensive and complicated story that the themes tell to persuade the reader of the utility and validity of the analysis (Braun & Clarke, 2006, p.93).

5.5 Research Reliability

Reliability, an essential component of research quality, refers to the extent to which the research can be replicated to demonstrate that the data collected are trustworthy, credible, and reliable (Anderson, 2017; Saunders et al., 2016; Yin, 2018). However, participant error, participant bias, researcher error, and researcher bias are four threats to reliability that must be taken into account (Saunders et al., 2016).

All research aims for accuracy, and so a high rate of reliability is a key element in ensuring consistency of the processes and outcomes associated with the study. To ensure reliability when reporting the results, the researcher adopted the position of observer during the data collection process for the first two study approaches (Saudi charities' websites and during compilation of the organisation's published Twitter activity). To maintain evidence, screenshots were taken of all tweets published during the data collection period. The evidence collection procedure was repeated three times in order to verify that no information or publication available at that time had been omitted, ensuring accuracy in conclusions relating to Grunig and Hunt's (1984) models of PR and Kent and Taylor's (1998) principles of dialogue. Data was collected in its original language, Arabic, in order to ensure that meanings were preserved during translation. Information was organised using tables for clarity before tweets were coded according to their purpose.

For the third study approach, semi-structured interviews, all ethical rules and guidelines as indicated by Swansea University were followed. Approval was obtained from the five charities from which the interview participants were drawn, and full informed consent was gained from each participant before any data collection began. This involved requesting permission to record the interviews for the purposes of accuracy. As with the website and Twitter data, the Arabic recordings were transcribed to ensure accurate coding and avoid meaning changes when the transcripts were translated.

5.6 Summary

This chapter has provided an in-depth explanation of the methodology employed in this thesis. The interpretivist philosophy was chosen as the most appropriate research approach to identify the practices of Saudi charities' PR staff in building long-term relationships with the public using social media. The three study approaches adopted in this research to determine PR practitioners' use of social communication were (1) analysing the content published through 95 charities' websites, (2) analysing the content of 289 tweets from the accounts of seven charities, and (3) thematic analysis of data gathered through semi-structured interviews with 11 PR practitioners from five charities. Using three data collection methods in this way improves the reliability and validity of the research findings, as the data analysis represents both qualitative and quantitative techniques. Descriptive statistics are used to show the results, with the use of visual aids for comprehension.

The following chapter outlines the online analysis of the charities' websites and presents the main findings of this study.

Chapter Six: Website Analysis (Saudi Charities)

This chapter provides an analysis of seven Saudi charities' use of websites to build long-term relationships with their respective donors and the public. The website analysis is guided by Kent and Taylor's (1998) five principles of dialogic communication: Ease of Interface, Usefulness of Information, Conservation of Visitors, Generation of Return Visitors, and Dialogic Loop. As noted in Chapter Five, the data collection was conducted manually during a two-week period in November 2018 (1^{st} – 15^{th}). Google search was used to find the official websites for Saudi charitable organisations established in the Riyadh and Makkah regions. The social media platform (Twitter) was identified and recorded on the websites. All charities which did not have an active website were excluded from the study. The analysis helped address RQ3: To what extent do Saudi charities employ dialogic principles of communication and the two-way symmetrical model on organisational websites and social media (Twitter)?

This chapter discusses the website analysis results and supports the interpretation of data using tables and figures. The first section reviews the results obtained during the process of searching Google for the websites of the Saudi charities listed by the Ministry of Labour and Social Development. The second section presents the analysis of the websites found according to Kent and Taylor's (1998) five principles of dialogic communication. The final section examines the extent to which the two-way symmetrical model features in the websites of Saudi charities.

6.1: Official Charity Website Search Results

52 of 158 charities in Riyadh were found to have an active website. 55 had no website, and 19 had websites which had been inactive since 2017. In addition, 22 of the charities' websites were under construction or development and a further 10 could not be browsed (Figure 4, below). Therefore, 106 of the 158 charities in Riyadh were excluded because they do not use digital media to communicate with stakeholders.

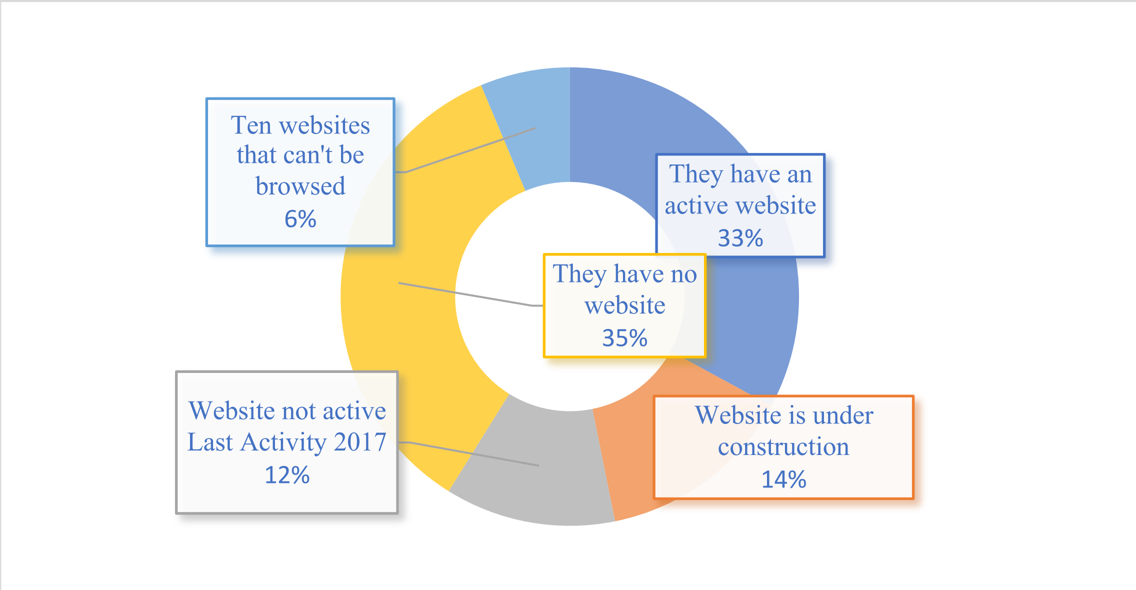

Figure 4:Riyadh charity website accessibility breakdown

In Makkah and Jeddah, 43 of 155 charities had an active website, 25 were in development, and 52 had no website. Twenty charities had not updated their website since 2017 and 15 could be browsed (Figure 5, below). Therefore, 18 of the charities were eliminated from this study as it was not possible to analyse their content.

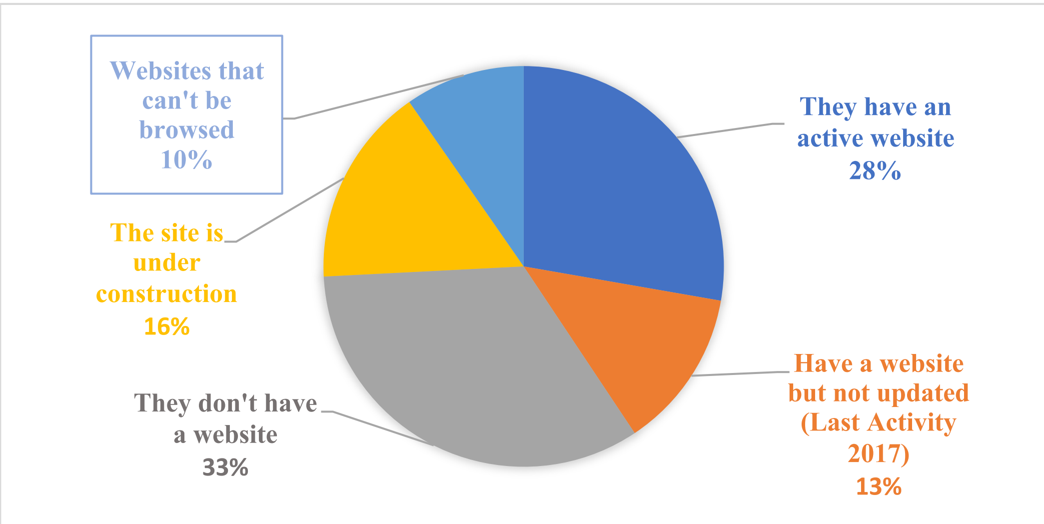

Figure 5: Makkah and Jeddah website accessibility breakdown

An active website is considered one of the most important elements in relationship building for non-profit organisations (NPOs), as websites have become the official interface for most organisations worldwide. However, 171 of 313 charities in the target regions did not benefit from their website's capabilities to build relationships with donors and target audiences. 47 of them were under development and therefore excluded from this study. One could argue that these associations are still relying on outdated, interpersonal communication techniques and have not embraced the opportunities offered by contemporary technology. In addition to the expenditure associated with implementing a website, there may be a lack of awareness of the requirements to use this technology or a shortage of staff. The remaining 95 comprise the sample analysed in this chapter.

6.2 Analysis of Online Presence

Kent and Taylor's (1998) dialogic communication principles were used to measure the use of dialogic communication on the 95 websites in the sample: Ease of Interface, Usefulness of Information, Conservation of Visitors, Generation of Return Visitors, and Dialogic Loop. This approach consists of 31 variables (see Table 6 in Chapter Five) which were used to code the data from the websites using a computed coding sheet comprising of Yes (1) and No (0) responses. The test was conducted to assess whether Saudi charitable organisations incorporate principles of dialogic communication in their website content (Appendix G and Appendix H).

6.2.1: Ease of Interface

The Ease of Interface principle relates to users' efforts to navigate and locate information on a website. For this study, four characteristics were used to determine the ease with which users are able to find information on the charitable organisations' websites: site map; a section for popular topics; a search engine box; and an option to change the language. According to Kent and Taylor (1998), the importance of this principle is that users should be able to find the information they want without trouble, including navigating the entire site. Offering a site directory is useful as it helps determine the types of information available, which can also be marked with clear headings and subheadings. This principle also depends on the user's ability and knowledge to use any functionality or features provided. Table 8 (below) demonstrates the frequency of Ease of Interface features on the charities' websites.

Table 8: Total Ease of Interface features on charitable organisations' websites

Principle	Dialogic Feature	Frequency (n=95)
Ease of Interface	Site map	5
	Popular topics section	95
	Search engine box	41
	Change language option	11

Only five websites provided a site map, while Kafel Orphan Care and the Al-Mawaddah Society for Family Development opted to list different sections and subheadings at the bottom of the page rather than use a site map. Moreover, instead of listing topics, rollover headings were a common feature on the websites of the Ensan Charity Committee for Orphans Care, the Saudi Charity for Alzheimer's Disease and the Zahra Breast Cancer Association. Rollover headings allow the user to see the subheadings of each section before clicking, thereby reducing the time it takes the user to locate the information required. 92 of the websites highlighted key topics using large-print keywords to draw the user's attention, with sub-topics in smaller font.

41 of the websites positioned the search engine box at the top of the page so it was easy for the visitor to locate. A search engine box contributes to the user's ability to find the information they are seeking, but it is not always guaranteed that the user will retrieve the information they want as website search engines only respond to specific tags or phrases. In addition, the analysis revealed that while 30 charities had rich content on their website, it was difficult to find, thus contributing to a negative impression of the charity as the user may not return because they should be able to interact, navigate and obtain information easily. This might cause the organisation to lose the opportunity to build relationships with donors, so it is important for charities with an information-rich website that is difficult to navigate to provide a map of the website and a search box.

Arabic was the official language of 95 of the websites, which is also the official language of the Arab world and the language of the Quran. The option to change the website's language to English was only found on 11 of the websites. Two of these provided the option on the main page but with execution problems: in English, the website displayed all information, but a change to English caused it to become impossible to find any content, shown in Figure 6, below.

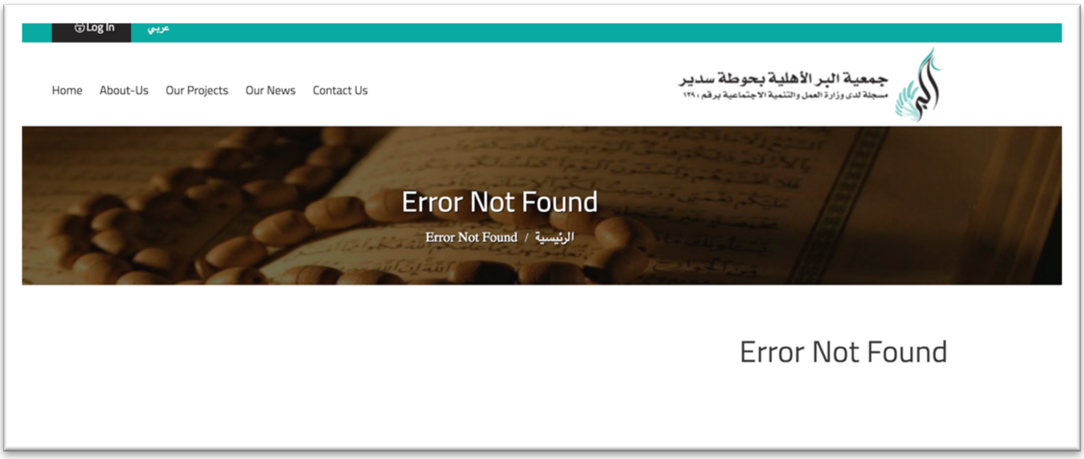

Figure 6:Example of failed language change (Al-Birr Charitable Society, Raudat Sudair)

Accordingly, as the option does not work, it provides no benefit. These two charities should ensure that all of the options presented on their website are functional sure so visitors can use the site as they expect to. The lack of language change functionality across the websites studied may be due to the fact that the charities provide services to Saudi citizens and so see little reason to provide options for other languages, or because the charities' target beneficiaries are largely Arabic speakers. All 11 of the organisations which allowed a language change were related to health, reflecting the desire for non-Arabic speakers to take advantage of the educational materials presented. Overall, the most common functional Ease of Interface features found on the websites were clear headings for popular information and a search engine box.

A charity's website should provide a secure connection, especially if donations are collected through the site. When visitors enter an unsecured site, they may be reluctant to provide personal details and may leave the site entirely. Through the analysis in this study, it was observed that 64 of the 95 websites provided a secure connection, while 31 did not. None of these offered a feature to donate through the website, so securing the website may not be a priority for them as their capabilities are limited. The Al-Nahda Association presents an example of recognising the importance and impact of providing a secure connection, shown in Figure 7, below.

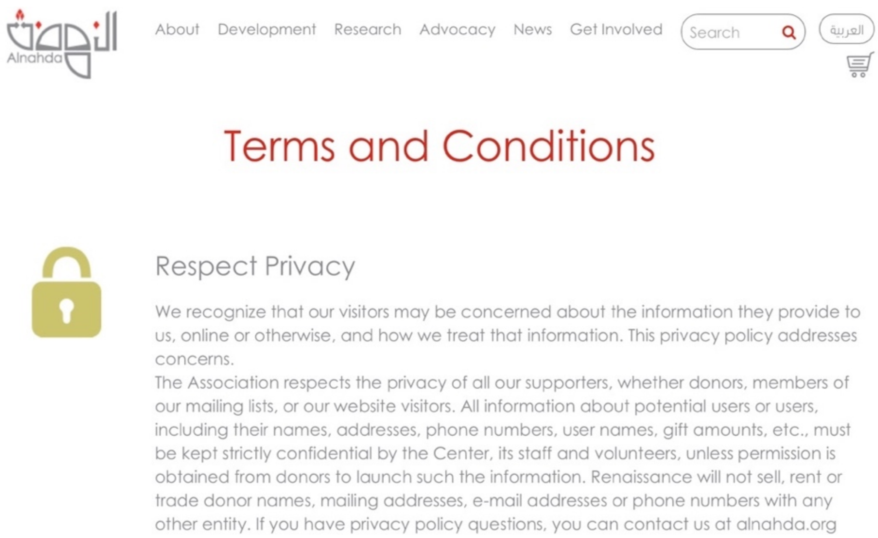

Figure 7:Example of a secure connection for visitors (Al-Nahda Association)

6.2.2 Generation of Return Visits

Generation of Return Visits refers to the extent to which visitors are given incentives to return to the website over time. Charitable organisations can use features on their website to increase the likelihood that stakeholders and the wider public will return. For this research, the ability to subscribe to content, a calendar of events, membership of the organisation (login/registration), frequently asked questions (FAQ), statistics and figures, downloadable information and a newsfeed link were the features used to determine this principle (Table 9, below).

Table 9: Total features on Generation of Return Visits on charitable organisations' websites

Principle	Dialogic Feature	Frequency (n=95)
Generation of Return Visits	Ability to subscribe or RSS feeds	32
	Calendar of events	16
	Login/Registration	23
	Frequently Asked Questions (FAQ)	12
	Statistics and figures	53
	Downloadable information	74
	Newsfeed link	84

32 of the websites offered a subscription to newsletters on their homepage or on a sub-page. The provision of this feature indicates the charity's desire to build and consolidate relationships with those interested in the field or cause, thus gaining their trust and support. 16 of the websites provided a list of upcoming events and activities on the homepage for the target audience and stakeholders, representing a type of one-way communication. 23 of the organisations provided a login/register feature on their homepage, which encourages and invites users to become part of the organisation's community. Most of these organisations specialised in caring for orphans or disabled children, so it may be the case that this feature was available to enable orphans' sponsors to follow the sponsored child and find out what they need. This indicates the interest of 23 charitable organisations in building relationships and gaining the trust of donors, as they provided the opportunity for dialogue and ensuring that visitors remain on their website by providing a login feature. These features allow donors to engage in two-way communication and discussion, and follow-up the progress of their donations on an ongoing basis, which helps build trust and maintain supporters.

Although a Frequently Asked Questions (FAQ) section was found on only 12 of the websites, the content differed between them depending on their respective charitable field. Providing a FAQ feature helps establish trust in the organisation because it demonstrates a commitment to saving visitors' time and ensuring that all questions related to the identity of the charity are answered without the need to send an email or contact the organisation. Another feature which motivates visitors to return is statistics and figures, as these are constantly changing and reflect the efforts of charities to provide services to their beneficiaries. Approximately 53 of the websites highlighted key figures on their homepage. For example, Kafel Orphan Care displayed the numbers of registered orphans, orphans sponsored, households donating, orphan friends and site visitors as a form of promotion and to attract supporters for current projects (Figure 8, below).

Figure 8:Figures on the Kafel Orphan Care homepage

The Ensan Charity Committee for Orphans Care similarly displays the number of widows and orphans associated with the charity on the homepage beside the number of orphans and widows who have yet to receive support as a form of indirect donation request (Figure 8, below). The Al-Shaqaiq Charitable Association also presents the number of individuals who benefit from the charity's training and the number of consultations carried out by the charity as a measure of its effectiveness on its homepage as a way of promoting its services (Figure 9, below).

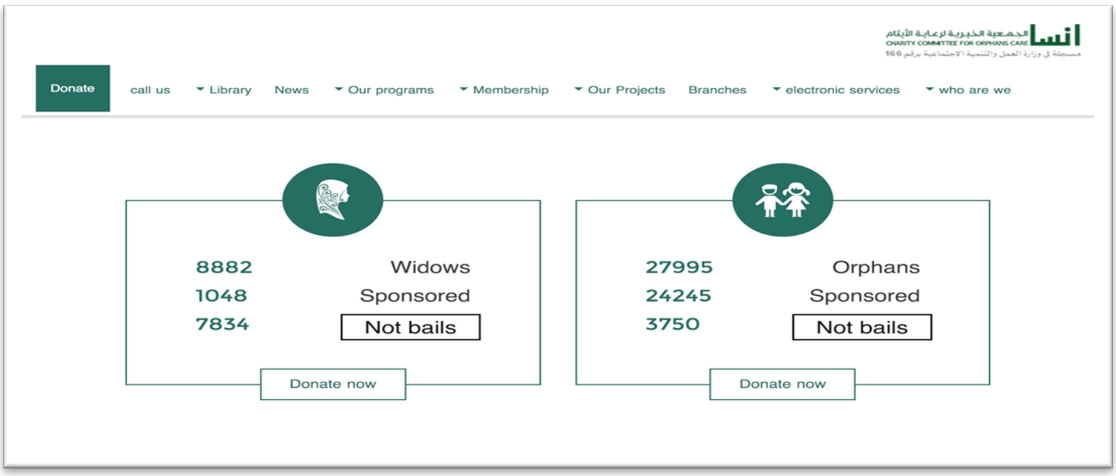

Figure 9:Statistics on the Ensan Charity Committee for Orphans Care homepage

Figure 10:Statistics on the Al-Shaqaiq Charitable Association homepage

These charities use statistics as a way of motivating visitors to donate, as they serve as easily understandable visual shorthand for the effectiveness of the charity. Some therefore use them as a form of marketing.

Downloadable information represents another way an organisation may generate repeat visits to its website. 74 of the charities' websites in this study provided this feature. Most of the downloadable information was financial, such as annual performance reports and presentations, but the Ensan Charity Committee for Orphans Care also publishes a magazine containing the latest news and achievements of the charity, which also thanks supporters and requests donations. Kafel Orphan Care also provide downloadable periodicals in PDF format, shown in Figure 11, below.

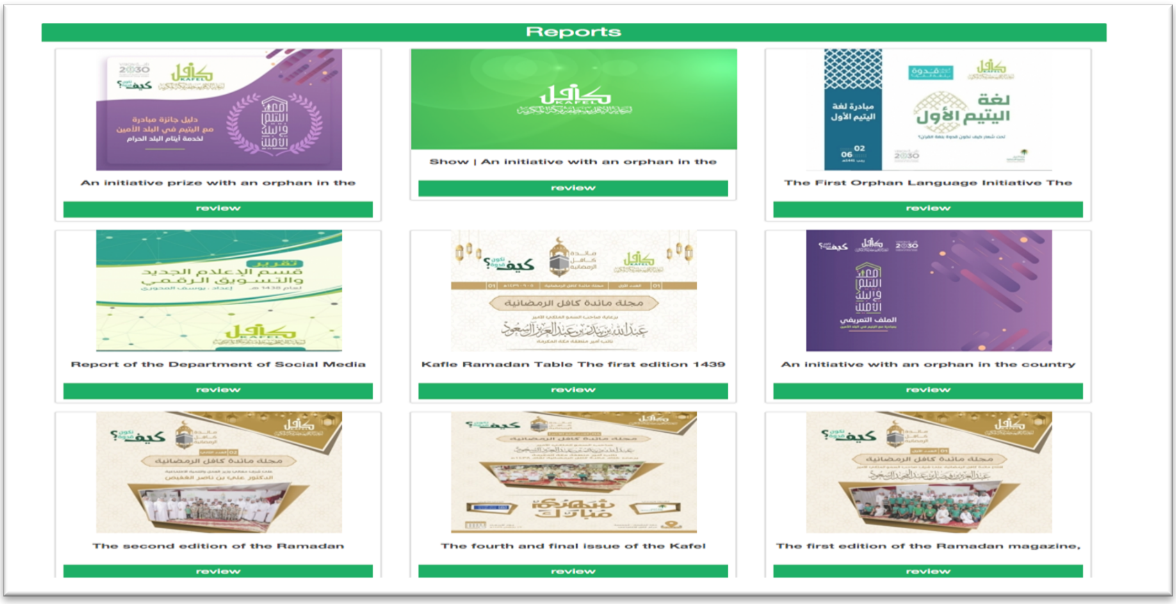

Figure 11:Downloadable documents provided on the Kafel Orphan Care website

The Al-Mawaddah Society for Family Development offers downloadable research studies the organisation has carried out in its field (Figure 12, below).

Figure 12:Downloadable studies on the Al-Mawaddah Society for Family Development website

20 charities included their operational plan and impact measurement on their website as a form of information disclosure. According to Social Exchange Theory (SET), the more information is presented, the more likely the charity is to receive a donation. Charities which take the initiative to provide all of the information a visitor may want to obtain without requiring them to make a special request and wait to receive an answer are more warmly considered in terms of impressions made on their performance, demonstrating the importance of disclosure and openness and the role they play in influencing visitors' decisions to support the charity.

Newsfeeds or newsletter options were provided on the homepage of 84 of the charitable organisations, designed to showcase what the organisation does and what it offers (Figure 13, below). Content included media releases, events, new products, and information about project and services, which may attract visitors to find out more. Newsfeeds are considered part of a one-way model of PR.

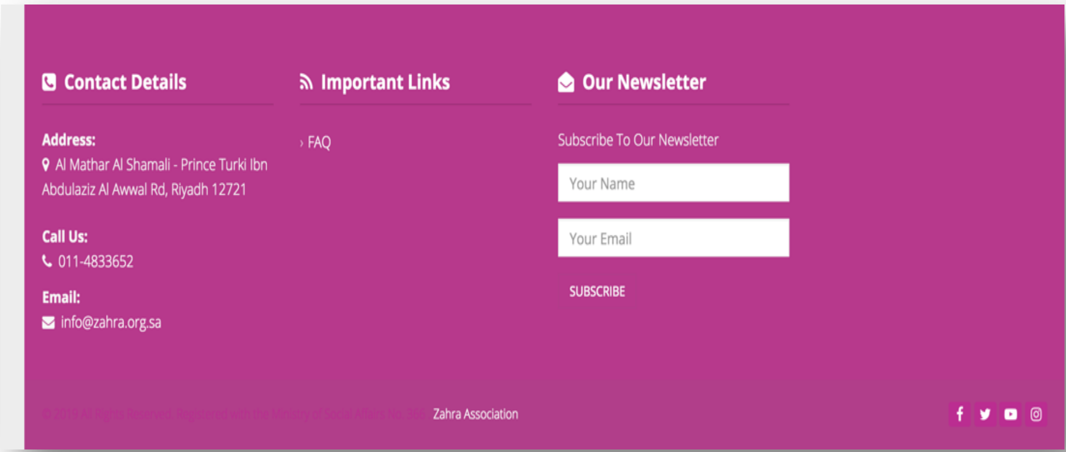

Figure 13:E-mail newsletter option on the Zahra Breast Cancer Association homepage

Overall, analysis of the frequency of Generation of Return Visits features on the charities' websites showed that newsfeeds and the ability to download content are the most commonly utilised elements. In addition, providing the option to subscribe makes the target audience aware of the developments and programmes produced or run by the charities, establishing a kind of familiarity between them and motivating visitors to participate, whether this is by donating money or volunteering. The 23 charities which provided the opportunity to register on the website and allowed visitors to follow up on cases which received donations took advantage of features which make donors feel a part of the charity, increasing their commitment.

6.2.3: Conservation of Visitors

The Conservation of Visitors principle is based on the notion that users should be motivated to stay on the site. Website visitors are to be valued, as they specifically navigated to the site for what it offers and, in most cases, not to shop for other sites. Kent and Taylor (1998) indicate that organisations underestimate the use of third-party links that might take users away from their website: once a visitor leaves the site through another link, he or she may never return. The goal is to keep visitors on the website, and so it should be "interesting, informative and valuable" to the audience (Kent & Taylor, 1998, p.330). Features that keep visitors on an organisation's website are video/pictures, clear posting of the time and date of the last update and ensuring pages load quickly.

Table 10: Total features on Conservation of Visitors on charitable organisation websites

Principle	Dialogic Feature	Frequency (n=95)
Conservation of Visitors	Page load time (< 10 secs)	81
	Posting of time and date of last update	46
	Videos and pictures	57

Websites should not take more than 10 seconds to load. Visitors are not prepared to wait longer than this, so the charity is likely to lose them if there is a significant loading delay. Therefore, it is important for charities to ensure that their site does not contain too many graphics that require time to download.

81 of the websites met this timing criterion, and therefore kept the visitor long enough to have the opportunity to build a relationship. Furthermore, 46 of the charities' websites demonstrated efforts to update information on their website and provided the date and time that this last took place, which makes the visitor feel that the site is current and always providing new information. It also signifies that the organisation values website maintenance and not only want visitors to return but are interested in their online identity.

Providing videos and photos encourages visitors to remain on a website. 57 of the charities displayed videos on their website. One of these, Kafel Orphan Care, had 37 videos, divided into four categories:

- An introduction which aims to provide visitors with information about the charity, its activities and beneficiary groups.
- Media coverage of the charity's activities and events.
- A video that urges visitors to donate and support orphans.
- Reports about the charity's activities and achievements.

Provision of photos and videos illustrates the charity's creativity and drive to inform the public. Videos can improve the charity's reputation and increase public confidence in their performance. The Zahra Association, for example, features eight awareness-raising videos and three videos about their programmes and campaigns (Figure 14, below).

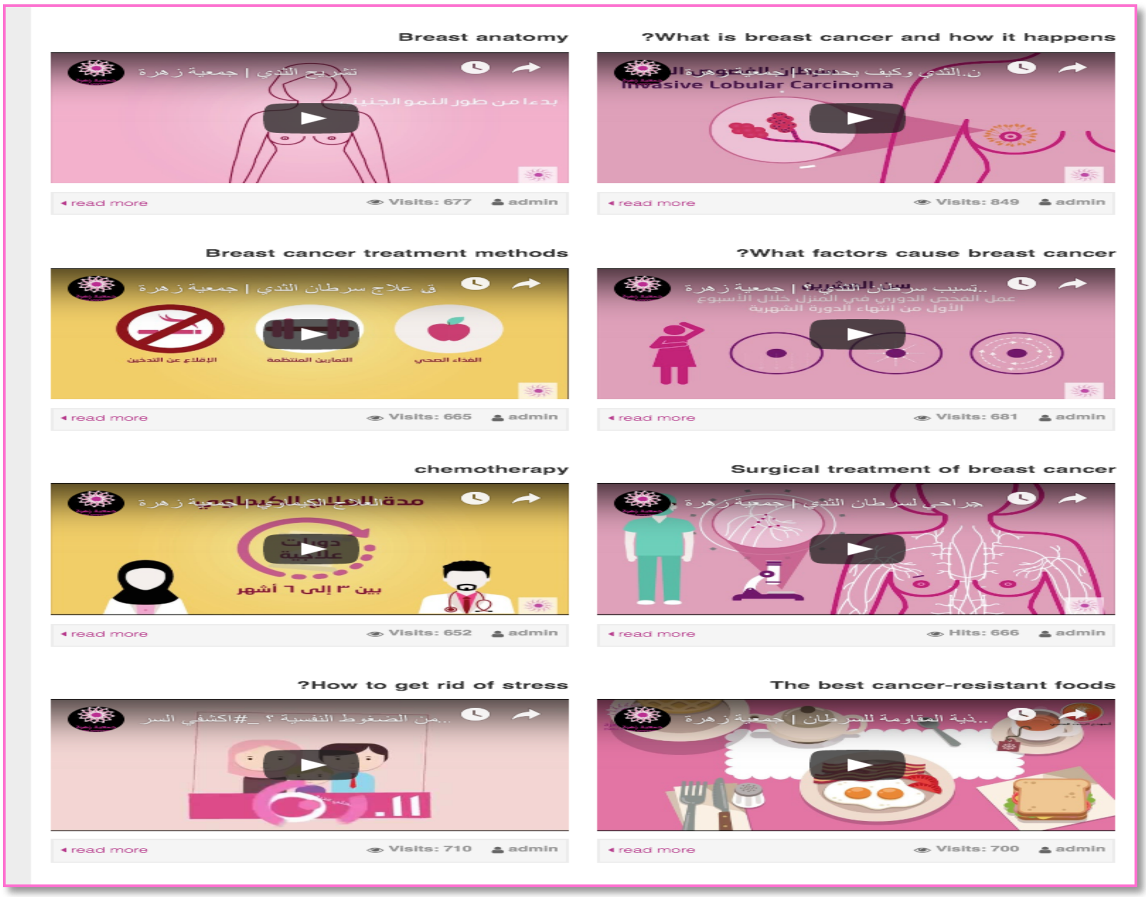

Figure 14:Videos on the Zahra Association website with number of views

6.2.4: Usefulness of Information

The Usefulness of Information principle was apparent on 95 of the Saudi charitable websites in this study. Seven primary target audiences were identified: donors, volunteers, members, employees, suppliers, supporters, journalists and beneficiaries of services and programmes. The websites provided content to fulfil the information needs of these, as well as the media, including annual reports and financial information, media releases, job vacancy listings, the option to volunteer and donate, service details and activity. Many of the websites incorporated sections on employment, sponsorship and community, an overview of the organisation, a media centre and a contact centre through which the public could contact the organisation or provide feedback and ideas. It is not surprising that the websites of charitable organisations contain sections such as organisational background and media centre, as they offer opportunities to display and promote the charity's identity through mission statements, core values, news releases and content concerning its products and services. Media relations are a core element of PR practice, referring to the relationship between PR practitioners and journalists. Most of the websites analysed include local press releases, which form an important part of maintaining the organisation's and the media's reputation, and indicates that the charities' PR staff maintain positive relationships with journalists to influence the target audience and achieve the organisation's goals.

Table 11: Total Usefulness of Information features on charitable organisation websites

Principle	Dialogic Feature	Frequency (n=95)
Usefulness of information	Background of the organisation	93
	Financial reports	76
	Media centre	49
	Products/services and projects	90
	Beneficiaries' information	86
	Donation	91
	Sponsors and partners	63
	Annual reports	38
	Employment information	43
	Organisation structure and staff information	83
	Regulatory policy	92

Websites were used to publicise what each organisation is about, with whom it associates, and what it does within its community. The information displayed frequently did not require interaction or two-way communication between the organisation and its stakeholders, indicating that websites are used as a way for charities to communicate services, products, and history in order to connect with stakeholders and the broader public. Although some information about beneficiaries was provided on a number of the websites, this was not always sufficient. However, beneficiary groups should be accurately described so those wishing to join can determine whether or not they meet the conditions for registration. Additionally, while most of the charities published financial reports, 38 published an annual report on the charity's performance and achievements during the year, helping boost accountability and public trust. The majority of the websites offered opportunities for users to apply for membership or volunteer with the organisation, and all included a privacy policy, some hidden in the terms and conditions and others clearly visible on the homepage. Organisational structure and information for those wishing to benefit from the charity's services were standard features on all of the websites included.

Most of the charities provide information to encourage the public to donate, many of which represent Islamic values through slogans and phrases from the Quran and the Sunnah.

Figure 15:Donation request using a quote from the Quran on the Ensan Charity Committee for Orphans Care homepage

The Ensan charity homepage, for example, displays information in Arabic and employs a quote from the Quran which translates as “whatever you spend on charity, He will compensate you for it, for He is the best provider” (Surah Saba - 39) (Figure 15, above). This adoption of the cultural-religious approach by PR is a reflection of the deeply religious character of Saudi society.

6.2.5 Dialogic Loop

The dialogic loop refers to the extent to which organisations facilitate dialogue through the establishment of channels and procedures for dialogic communication. According to Kent and Taylor (1998), PR practitioners can embed the feedback loop in the tactic itself online, which allows audiences to communicate directly with the organisation and organisations in turn to directly address the public’s questions, concerns, or problems. Kent and Taylor (1998) assert that organisations should ensure that the staff responsible for this are dedicated and trained to respond to public online enquiries. The dialogic loop is often operationalised as instances where website visitors can leave comments to which the organisation can respond. For this study, the dialogic loop is representative of the responsiveness of each organisation, measured by observing its attempts to stimulate dialogue and respond to user questions or comments, the presence of feedback forms, email addresses, polls regarding services, and platforms or channels that can be used to foster dialogue. Once the organisation is seen to respond to a query or comment, the loop is closed.

Table 12 : Dialogic loop features on charitable organisation websites

Principle	Dialogic Feature	Frequency (n=95)
Dialogic Loop	Contact information	90
	Comment box	74
	Social media link	78
	Opportunity to vote on issues	22
	Survey to voice opinion on issues	10
	Instant chat or WhatsApp link	19
	Organisation’s response to visitor questions	23

The results showed that 90 of the charities displayed their contact information on their website (Figure 16, below), and 74 provided a comment box to enable visitors to submit a comment or complaint. Almost all of the charities included icons for social networking, but only 78 attached a link to enable fast transition to their social networking pages. Social networking links continue the engagement between the visitor and the charity.

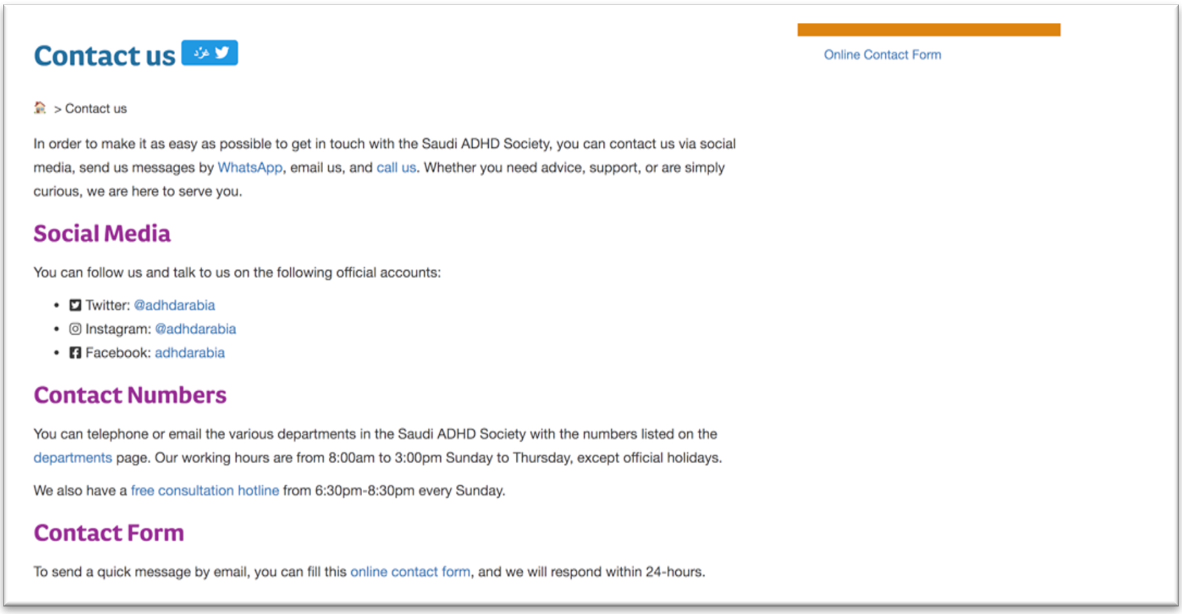

Figure 16:Eshraq (Saudi ADHD Society) providing ways to communicate with the public

18 charities provided questionnaires to measure the satisfaction of visitors, beneficiaries, volunteers and donors with their performance, reflecting the interest of these organisations in their publics and their desire to develop their performance and meet the needs of their audience. 10 of the websites allowed visitors to voice their opinions on the site or the charity's services. By providing evidence of authenticity, this kind of social communication, along with the comment box, are means of allowing the public to convey their point of view of one-way dialogue. 19 of the websites included direct links to WhatsApp to facilitate direct communication with those interested in the organisation and those wishing to donate or volunteer. Three of the charities also provided an instant chat facility on their website, representing a direct example of two-way communication. With regard to responding to the public, of the 95 websites in this study, only 23 responded directly to email and WhatsApp messages. Two forms of communication are presented below: the first (Figure 17, below) taken from the website of the Al-Wedad Charity for Orphans Care, illustrating how visitors were invited to offer their opinion on the charity's performance.

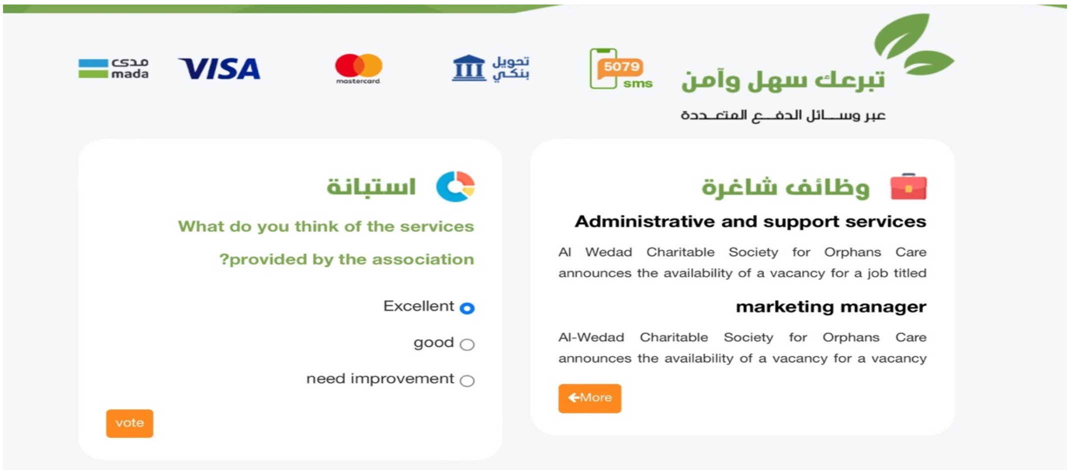

Figure 17:Performance poll on the Al-Wedad Charity for Orphans Care website

The Al-Wedad Charity for Orphans Care asked visitors to vote on their satisfaction with the services provided to beneficiaries, which is a form of one-way communication. In contrast, the Children with Disability Association provided two-way communication through instant messaging (Figure 18, below).

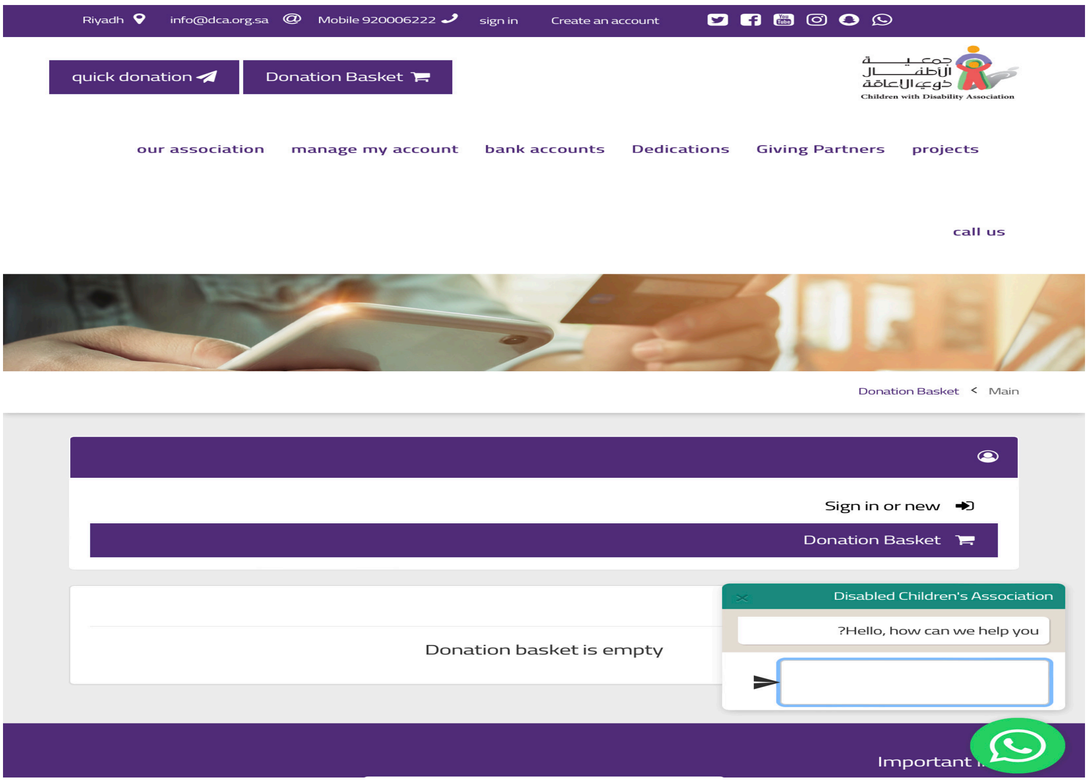

Figure 18:Instant messaging feature on the Children with Disability Association website

6.3 Summary

This chapter has outlined the extent to which the organisational websites of 95 Saudi charities employ the dialogic principles of communication and the two-way symmetrical model. The Usefulness of Information principle was the most visible among all 95, as providing information about the organisation and the services provided is essential for charitable organisations. 76 charities provided their financial reports, while 38 included annual reports which incorporate performance reviews. This is key, as charities should disclose the results of their impact in order to gain the trust and support of their target audience. Generation of Return Visits was the second most observed principle, with features including clear notification of the time and date of information updates and enabling visitors to download content such as financial reports, periodicals and studies. Following this was the dialogic loop, for which most of the websites provided methods that enabled visitors to communicate unidirectionally, such as filling out forms to join the association as a member, donor, or volunteer, or to leave suggestions for developing the website. Almost all of the charities' websites provided opportunities for some type of user response. Conservation of Visitors was the fourth principal analysed on the websites, which emphasised features such as the site taking less than ten seconds to load, a clear time and date of the last website update, and pictures and videos documenting the achievements of the organisation. Ease of Interface was the final principle assessed in this analysis of Saudi charities' websites, and found that only two charities offered site maps while 40 provided a search box to enable visitors to find information as quickly as possible. The websites commonly featured headings such as "Who we are", "Our message", "Our goals", "Ways to donate and volunteer", and a media centre. Only 23 of the organisations used their website as a two-way symmetrical model, while 72 engaged in one-way communication on their websites as well as using them as a way to strengthen their identity. The predominant PR model evident on the websites was therefore that of public information, employing one-way communication, and the majority of the websites were religious (Islamic) in nature. The inclusion of religious content, financial reports, and statistics can boost the credibility of the charity's message in the KSA and build trust by demonstrating that Saudi charities follow Islamic religious guidelines. The design and content of the websites clearly reflects the religious nature of Saudi society, which may be effective for members of the Muslim community but potentially less so for those outside of the country and culture. The next chapter reports the findings of the Twitter analysis of selected Saudi charitable organisations.

Chapter Seven: Twitter Analysis (Saudi Charities)

The previous chapter reviewed the results of the analysis of Saudi charitable organisations' websites. This chapter reports the results of the subsequent Twitter analysis conducted on seven of the charities' Twitter feeds to examine the public relations (PR) implications of how Saudi charities utilised Kent and Taylor's (1998) dialogic principles and the two-way symmetrical model within individual tweets on 1^{st}-15^{th} December 2018. This research also explores which target audiences the seven charities attempted to engage in dialogue with through their tweets, and explores the multimedia features (link, hashtag, photo and video) employed in the tweets, determining their level of interactivity and theme.

The results are highlighted and supported with tables and figures. The chapter begins by highlighting the descriptive demographics of each charity and its respective Twitter account, and then attempts to understand the Twitter strategy by examining sharing features, level of interactivity and the theme of the tweets. Finally, the tweets from the Saudi charities are analysed to determine the presence of the dialogic principles and the two-way symmetrical model.

7.1 Background to Selected Charities

As mentioned in Chapter Five, a multi-pronged search strategy was taken on charitable organisations' websites. 313 total charities were identified in Riyadh and Makkah, 163 of which had Twitter accounts found either through links on the organisation's homepage or through a Google or Twitter search. The number of tweets and followers and the account's verification status were measured to determine suitability for inclusion in the Twitter analysis (purposive sampling).

Only 26 of the 163 charities had verified accounts on Twitter, and 39 displayed insufficient use of the account, which significantly narrowed down the field and facilitated the final selection of the seven charities which were included in the Twitter analysis. From these charities, 289 Arabic language tweets in total were analysed, and translated into English by the author for inclusion in this thesis. The organisations were chosen due to their comparatively large number of tweets and followers during the Twitter data collection period from 1st-15th December 2018. The number of followers ranged from 24.7K to 169K, and the total number of tweets for each charity ranged from 6992 to 21.7K. All of the charities selected for this study had an official Twitter account. The screenshots collected for analysis included both the homepage and individual tweets.

The Al-Mawaddah Society for Family Development, founded in 2003, is a non-profit development organisation specialising in education, training, guidance, reform and awareness of families, aiming to be a first point of reference for family issues. Al-Mawaddah is committed to improving quality of life for families and creating a healthy and safe environment for children after parental separation, prioritising mutual respect. The charity joined Twitter in December 2011, and has 21.7K tweets and 38.3K followers. The biographical section (bio) of Al-Mawaddah Twitter homepage states that it is “non-profit association license No. 601, aiming to improve the quality of family life”. This includes a direct link to the charity’s website, a WhatsApp number to organise its work and a direct number for telephone consultations.

The Kafel Foundation for Orphan Care, founded in 2006, is a charitable organisation dedicated to the comprehensive care and support of orphans, helping them access social, educational, health and recreational care, as well as training and rehabilitation for the labour market, ensuring a positive upbringing until they become independent and self-reliant. The charity joined Twitter in June 2012, and has 21.4K tweets and 63.8K followers. In its Twitter bio, Kafel states that it is “a charitable (non-profit) institution authorised by the Ministry of Human Resources and Social Development No. 42., specialists in caring for the orphans of Makkah”. It includes a direct link to the charity’s website and WhatsApp.

The Ensan Charity Committee for Orphans Care, founded in 2000, defines itself as “a civic organisation that enables orphans and their mothers in Riyadh to lead a dignified life by earning the trust of the local community through quality programmes and differentiated styles”. It joined Twitter in February 2011, and has 21K tweets and 169K followers. Ensan’s Twitter bio states that it is a “charitable Society for Orphan Care in Riyadh (Ensan), registered in the Ministry of Human Resources and Social Development No. 166”.

It also provides direct telephone numbers for the administration in addition to direct links to the charity's website.

The Eshraq Association (the Saudi ADHD Society), founded in 2009, is a non-profit civil association officially registered in the Ministry of Human Resources and Social Development No. 474. Eshraq describes itself as the first association established in the Middle East to support people with ADHD and aims to contribute to society by providing specialised and comprehensive support for those with the disorder. It joined Twitter in September 2010, and has 11.5K tweets and 24.7K followers. In its bio, Eshraq states: "Eshraq, a non-profit civil association specialising in ADHD, our contact number is 920009973; we receive your calls from Sunday to Thursday from 8am to 3pm", and include a direct link to the charity's website.

The Mawaddah Society for the Reduction of Divorce and its Effects, founded in 2009, is a specialised development organisation concerned with the stability and health of the Saudi family in all circumstances. It aims to reduce divorce rates in Saudi society and address its effects. It joined Twitter in March 2011, and has 11.2K tweets and 40K followers. In its Twitter bio, Mawaddah introduces the charity, states its license number, and includes a direct link to its website.

The Saudi Alzheimer's Disease Association, founded in 2009, is a charitable organisation concerned with people living with Alzheimer's disease. It aims to improve the quality of life for those affected by raising awareness, offering treatments and providing care programmes for patients and those concerned with their affairs. It joined Twitter in October 2011, and has 10.2K tweets and 42.4K followers. In its Twitter bio, the charity states: "Alzheimer's charity is the first organisation in Saudi Arabia that cares for people with Alzheimer's disease. For more inquiries, please call: 0112143838". Following this is a direct link to the charity's website.

The Zahra Breast Cancer Association, founded in 2007, is a charitable organisation whose mission is to engage and support the health sector to spread knowledge and awareness of breast cancer prevention, and to limit its incidence in society. It joined Twitter in March 2010, and has 6992 tweets and 38.7K followers. Its Twitter bio states that it is "a health charitable organisation that specialises in raising community awareness about breast cancer and supporting patients and survivors”. It also publishes its vision: “We work together for a breast cancer-free society”. The bio links to its social media accounts on Instagram and Snapchat, its website, and provides a contact number.

All of the selected charities included introductory statements in their Twitter bios, most adding a direct link to their website and a phone number. In addition, Kafel Orphans Care added a direct link to WhatsApp for instant communication with the public at any time. The Eshraq Association set times contact, stating that they “receive your calls from Sunday to Thursday from 8am to 3pm”. Including this information conveys a desire to communicate and serve their beneficiaries and the public. All seven of the organisations’ Twitter accounts were verified, displaying the “blue tick” verification mark, which shows that the accounts were official, adding credibility. Table 13 (below) contains an overview of the relevant information on the seven charities.

Table 13: Twitter information of selected charitable organisations

	Charitable organisation	Twitter username	Total tweets	Following	Followers	Tweets from 01-15 Dec 2018
1	Al-Mawaddah Society for Family Development	@almawaddah_j	21.7K	303	38.3K	75
2	Kafel Foundation for Orphan Care	@Kafel_Makkah	21.4K	19	63.8K	8
3	Ensan Charity Committee for Orphans Care	@ensanorg	21K	1	169K	87
4	Eshraq (Saudi ADHD Society)	@adhdarabia	11.5K	459	24.7K	8
5	Mawaddah Society for the Reduction of Divorce and its Effects	@MawaddahKsa	11.2K	190	40K	42
6	Saudi Alzheimer’s Disease Association	@SaudiAlZheimer	10.2K	4	42.4K	55
7	Zahra Breast Cancer Association	@Zahra_Ksa	6,992	399	38.7K	11
	Total					289

All seven charities created their Twitter accounts between 2010 and 2012, but there were considerable differences in their numbers of tweets and followers, and in their tweeting strategy. Table 13 shows that the total tweets for both Ensan and Al-Mawaddah was similarly high (21k), and over the 15-day data collection period, Ensan posted 87 tweets and Al-Mawaddah published 75. This indicates the enthusiasm of these two charities to engage with the public. The Saudi Alzheimer's Society posted 55 tweets in the same period, three tweets per day on average, while Mawaddah tweeted 42 times, averaging two to three tweets per day. The lowest number of tweets came from Kafel Orphan Care and Eshraq (Saudi ADHD Society), who only published eight tweets each across the period, more than ten times fewer than Ensan. A possible explanation for this could be that these charities prefer to tweet only when there is information to share or an event to raise awareness of, rather than posting daily. The Zahra Breast Cancer Association also fell at the low end of the scale, tweeting only 11 times during the period, averaging less than one tweet per day.

7.2 Saudi Charities' Strategies for Twitter

This section outlines the Twitter multimedia features utilised by the charities and determines the sharing features, level of interactivity, and target audience as well as the theme and type of tweets to gain an understanding of each organisation's Twitter strategy.

7.2.1 Strategy One: Sharing Features

Twitter offers interaction through tweets, sharing photos and videos, and hashtags and links. Hashtags allow organisations to gather all tweets related to or written about them, and employing them can help a charity reach its target audience and allows followers to find specific information and spread it quickly. User engagement should be the goal of charitable organisations advocating support. The results of the Twitter analysis show that all seven charities used Twitter sharing features in their tweets (Table 14, below). Charities included links (n = 42), @mentions (n = 34), hashtags (n = 150), photos (n = 180) and videos (n = 4) in their tweets. Photos and hashtags were far more commonly employed than links and videos.

Table 14: Twitter multimedia features utilised by Saudi charities

Charitable organisation	Link	@Mention	Hashtag	Photo	Video
Al-Mawaddah Society for Family Development	26	2	59	70	0
Kafel Foundation for Orphan Care	1	1	1	4	0
Ensan Charity Committee for Orphans Care	6	16	25	29	0
Eshraq (Saudi ADHD Society)	2	1	6	6	1
Mawaddah Society for the Reduction of Divorce and its Effects	3	0	18	26	0
Saudi Alzheimer's Disease Association	4	12	33	35	2
Zahra Breast Cancer Association	0	2	8	10	1
Total	42	34	150	180	4

The Al-Mawaddah Society for Family Development used links, hashtags, and photos more frequently than any other organisation, followed by the Saudi Alzheimer's Disease Association, which included tweets with two videos, 35 photos, four links and 33 hashtags. The Ensan Charity Committee for Orphans Care included 29 photos in its tweets, using links in six and hashtags in 25. While three of the charities posted videos, the Saudi Alzheimer's Disease Association was the most likely to use videos in their tweets. The low rate of use of Twitter's video feature may be due to the fact that the charities often post their videos on their websites and on other new media sites like YouTube and Instagram and reserve Twitter for interaction with prospective partners and volunteers. Furthermore, it should be emphasised that the tweets analysed only represent a two-week period, which may also be why few videos were observed.

Only two organisations used the @mention feature: Ensan used 16 @mentions, and the Saudi Alzheimer's Association used 12 @mentions in order to draw the attention of specific parties and request their interaction, either by commenting or retweeting, ensuring that its content was more visible. The frequent use of hashtags indicates that the charities understand the importance of this feature to promote public events or market their courses, workshops or achievements in order to reach and interact with the largest number of followers.

7.2.2 Strategy Two: Interactivity

Interactive capabilities are important for charities and non-profit organisations because it is in their interest to ensure that targeted supporters and donors are well-informed about their philanthropic programmes and activities which contribute to improving the situation of certain groups of society. According to Johnston and Taylor (2018, p.6) tweet levels of interactivity are classified as follows: low interactivity, when tweets do not have links, @replies, @mentions or any other additional features such as videos or pictures; medium interactivity, if tweets include links to videos, pictures, and other websites; high interactivity, if tweets are simply messages that are @replies or @mentions to other users (Sundar et al., 2003). Through a frequency analysis of the charities' tweets, this study found all three levels of interaction (Table 15, below).

Table 15: Charities' Twitter interactivity

Charitable organisation		Level of interactivity frequency			Total
		Low	Medium	High	
1	Ensan Charity Committee for Orphans Care	0	14	68	82
2	Al-Mawaddah Society for Family Development	1	70	4	75
3	Zahra Breast Cancer Association	0	9	2	11
4	Kafel Foundation for Orphan Care	0	3	3	6
5	Mawaddah Society for the Reduction of Divorce and its Effects	3	26	11	40
6	Eshraq (Saudi ADHD Society)	0	6	2	8
7	Saudi Alzheimer's Disease Association	0	37	18	55
	Total	4	165	108	277

Medium interactivity was the most dominant level of interaction in the individual tweets of the seven Saudi charitable organisations studied. Of the 277 tweets analysed, 165 met the criteria for medium interactivity. These tweets included videos, pictures, and links to charities' websites and social media platform or to external websites such as the Sabq newspaper. An example of a medium interactivity tweet from the Ensan Charity Committee for Orphans Care was posted on 12th December 2014 in Arabic shown in Figure 19, below:

Ensan Charity [@ensanorg]. (2018, December 12).

Sabq: Ensan Society in Riyadh launches its services to the beneficiaries through the portal. #Ensan #S3 ***https://sabq.org/C7xZyt***

Figure 19:A medium interactivity tweet from Ensan Charity

This met the criteria for medium interactivity as it contained a link to another website. Another example, from the Mawaddah Society for the Reduction of Divorce and its Effects (also shown in Figure 20, below):

Mawaddah Society [@MawaddahKsa]. (2018, December 7).

Together we mend hearts broken by separation, gather the families scattered by divorce. The value per share is 150 riyals.

Figure 20:A medium interactivity tweet from Mawaddah.

This tweet is classified as medium interaction because it contained an image with QR codes for the organisation's website. High interactivity was the second most dominant level of interactivity featured in the tweets of the Saudi charitable organisations. 108 of the 277 tweets met the criteria for high interactivity. An example of a high interactivity tweet from the Zahra Breast Cancer Association is shown in Figure 21 (below):

Figure 21:A high interactivity tweet from Zahra Breast Cancer Association

Zahra [@Zahra_Ksa]. (2018, December 1)

As part of the strategic partnership between the Zahra Association and the Dawae Association, a workshop was held today that included a well-recovered story with Dr. Rola Ibrahim, and developments in the treatment of breast tumours with Dr. Umm Al-Khair 🌸 *@SSME_SA.*

A similar example from Kafel Orphan Care can be seen in Figure 22 (below):

Figure 22:A high interactivity tweet from Kafel Orphan Care**.**

Kafel [@Kafel_Makkah]. (2018, December 09).

Signing a cooperation agreement with the Ministry of Housing @SaudiHousing within the exhibition (Restatex Jeddah Real Estate), which aims to enable the non-profit sector to be more effective in the housing sector.

These examples are classed as high interactivity because they are in the form of @mentions to other users. Another example from the Ensan Charity Committee for Orphans Care (Figure 23, below):

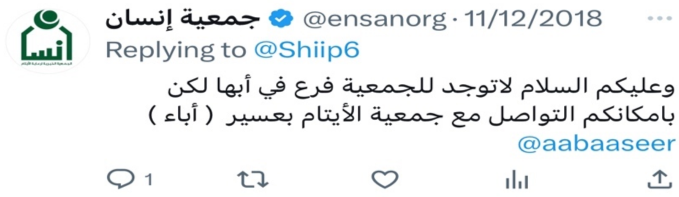

Figure 23:A high interactivity tweet from Ensan Charity .

Ensan Charity [@ensanorg]. (2018, December 11).

Replying to @Ship 6 (Wa Aalaykum as-salaam), there is no branch in Abha city but you can communicate with orphans in Asin @aabaaseer

The above example is classed as high interactivity because it is in the form of an @reply to one of the charity's followers.

Low interactivity was the least featured level of interactivity in the tweets analysed. Only four of the 277 tweets classed as low interactivity, with no links, @replies, or any other features. An example of a low interactivity tweet in Arabic from the Mawaddah Society for the Reduction of Divorce and its Effects (in Figure 24, below):

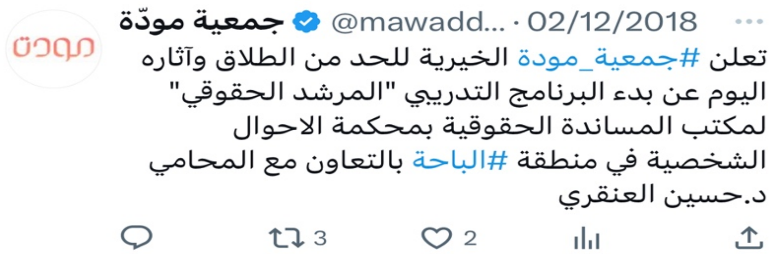

Figure 24:A low interactivity tweet from the Mawaddah Society for the Reduction of Divorce and its Effects

Mawaddah Society [@MawaddahKsa]. (2018 December 02).

#Mawaddah Charitable Society for the Reduction of Divorce and its Effects Announces the Launch of the Training Program "Human Rights Advisor" for the Human Rights Support Office at the Personal Status Court in Al-Baha Region in cooperation with the lawyer Dr. Hussein Al-Angari.

It is therefore clear that the charities depend on high and medium levels of interaction. Ensan was the charity with the highest level of engagement with its audience, as 68 of its tweets classed as this level, 52 of which were responses to followers and 16 were @mentions. The Al-Mawaddah Society for Family Development was the most involved at the medium level, with 70 of its tweets containing pictures and 26 including links to its website, describing its services and presenting its studies.

7.3 Theme of Tweets

This section investigates the type and themes of the seven charities' tweets. Type involves the categories of original, @replies, retweets, or retweet + comments, while themes encompass announcements, promotions, requests for donations, and others. Investigating the themes of tweets can help determine the target audience and discover the extent to which the tweets include the principles of dialogue, and allows examination of whether the seven charities aimed to create two-way communication.

The Ensan Charity Committee for Orphans Care posted 87 tweets during the data collection period. 30 of these were original tweets, four were retweets; one was a retweet with comments, 52 were @replies, and 16 were @mentions. This demonstrates the willingness of Ensan to interact directly with potential donors, volunteers and beneficiaries of their programmes and services and to answer their enquiries, which constructs a foundation of trust. Furthermore, Ensan created 10 posters and published 19 pictures to advertise their workshops and events. However, they posted no videos. Eight themes emerged from the tweets of Ensan: responding to questions from followers (n=46); announcements (n=9); self-promotion i.e. promoting their services and attendance at a conference, their events and their achievements (n=6); external promotion representing the opinions of the public, supporters and partners (n=7); asking for donations (n=7); requesting volunteers (n=4);

giving recognition and thanks, whereby the charity thanks donors and those who contribute to its success (n=6); and replying to followers' questions (n=1).

The Al-Mawaddah Society for Family Development posted 75 tweets, almost all of which (73) were original. Of the 70 photos posted by the charity, 35 were taken to cover events such as workshops held by the organisation and receiving awards, and 29 images were posters created by the charity which included details of their workshops, services provided, their schedule of family courses, and a price list displaying details about donations. The six remaining images were taken from the internet. The organisation posted no videos or retweets and only two @replies. Seven main themes were observed from the thematic analysis of the Al-Mawaddah Society's tweets: announcements, such as the organisation's statements and the announcement of the latest news (n=11); self-promotion such as promoting their services and attendance at a conference, their events, and achievements (n=31); requesting a donation (n=8); requesting volunteers (n=1); asking a question of a follower (n=1); providing advice (n=8); and offering free telephone consultations (n=14). This indicates that this organisation uses Twitter to publish its events and services, neglecting its capabilities for creating two-way dialogue.

The Saudi Alzheimer's Society posted 55 tweets during the study period. 44 of these were original, four were retweets, one was a retweet with comments, and six were @replies. The tweets included three posters created by the Alzheimer's Society, 32 pictures covering workshops and events held by the charity, and two videos. This shows that the Saudi Alzheimer's Society relied on photos and videos as a tool to attract followers. Six main themes were derived from the analysis of these tweets: giving recognition and thanks, where the association thanks donors and contributors (n=15); responding to followers' questions (n=6); announcements such as organisational statements, meetings or news (n=8); self-promotion, such as promoting their services or attendance at a conference, their events, and their achievements (n=18); external promotion represented by the opinions of the public, supporters, and partners (n=6); and providing advice (n=2). This indicates that the Saudi Alzheimer's Society employed Twitter to build a community, as there was great emphasis on thanks and appreciation to supporters and responses to enquiries.

The Mawaddah Society for the Reduction of Divorce and its Effects published 42 tweets across the two-week period. 29 were original, two were retweets, and 11 were @replies. 19 tweets contained posters prepared by the organisation, and seven included photos intended to cover the charity's workshops. No videos were posted. Eight themes emerged from the thematic analysis of the Mawaddah Society: giving recognition and thanks (n=1); responding to followers' questions (n=11); announcements (n=12); self-promotion (n=6); providing advice (n=3); offering free telephone consultations (n=2); donation requests (n=4); and joining as a member (n=1). This reveals that the Mawaddah Society used Twitter to inform its followers about its programmes and services and to respond to enquiries.

The Zahra Breast Cancer Association posted 11 original tweets during the study period. Seven contained one of the charity's posters and three were pictures of workshops and events held by the Association. One video was posted promoting the workshops, and no @replies. Five main themes were observed: announcements (n=4); self-promotion (n=1); providing advice (n=1); offering free telephone consultations (n=1); and giving recognition and thanks to the donors and volunteers who contributed to its success (n=3). This demonstrates that the Zahra Breast Cancer Association used Twitter for one-way communication.

Eshraq, the Saudi ADHD Society, published eight original tweets between December 1st and 15th, and one @reply. One tweet contained a poster designed by the organisation and five pictures were published of workshops and events. One campaign video was posted. Four themes emerged from the analysis of Eshraq: announcements (n=3); self-promotion (n=3); giving recognition and thanks (n=2); and offering responses to an enquiry (n=1).

The Kafel Foundation for Orphan Care also published eight tweets during the period, four of which were original, one retweet, one retweet with comments and two @replies. One tweet contained a poster by the charity, and three contained photos of the Foundation's workshops and events. No videos were posted. Three themes came from the analysis of Kafel: self-promotion (n=3); giving recognition and thanks (n=1); and offering responses to an inquiry (n=2).

A charity's target audience is important to determine the nature of the online relationships the organisation is attempting to build. The general public was the most targeted audience of the individual tweets posted by the seven Saudi charitable organisations. Of the 289 individual tweets, 181 of them targeted the general Saudi community. Partners and charity beneficiaries were the second most targeted (n=59), followed by donors and volunteers (n=49). Table 16 (below) shows an overview of the seven charities' tweet themes and types.

Table 16: Charities' tweet themes and types

	Charitable Organisation	Tweet theme										Type of tweet			
		Announcements	Self-promotion	Giving recognition and thanks	Offering free consultations	Responding to questions	External promotion	Help and giving advice	Asking for donation	Responding to followers ' questions	Asking for volunteers & members	Original	Re-tweets	Retweet + comments	@replies
1	Ensan Charity Committee for Orphans Care	9	6	6	0	46	7	0	7	1	4	82	4	1	52
2	Al-Mawaddah Society for Family Development	11	31	1	14	0	0	8	8	1	1	75	0	0	2
3	Saudi Alzheimer's Disease Association	8	18	15	0	6	6	2	0	0	0	56	4	1	6
4	Mawaddah Society for the Reduction of Divorce and its Effects	12	6	1	2	11	0	3	4	0	1	40	2	0	11
5	Zahra Breast Cancer Association	4	2	3	1	0	0	1	0	0	0	11	0	0	0
6	Eshraq (Saudi ADHD Society)	3	3	2	0	1	0	0	0	0	0	8	0	0	1
7	Kafel Foundation for Orphan Care	0	3	1	0	2	0	0	0	0	0	6	1	1	2
	Total	**47**	**69**	**26**	**17**	**66**	**13**	**14**	**19**	**2**	**5**	**278**	**11**	**3**	**73**

Responding to public inquiries, self-promotion, and announcements were the most frequent of the ten themes identified (Table 16, above). This is followed by thanking contributors, which should be combined with responding to followers according to Social Exchange Theory (SET). Giving thanks and effective communication motivates people to donate, whether this is time or money.

The following sections review examples of each of the ten themes.

7.3.1: Announcements

The number of tweets involving announcements was 47. Mawaddah used this form of tweet the most, an example of which is in Figure 25 (below):

Mawaddah Society[@MawaddahKsa]. (2018 December 4).

Good news for the graduates of Sharia and the law. Registration in the legal incubator programme for personal status will start soon. Be quick, as seats are limited.

Figure 25:Tweet containing announcements about charity news

Another example of a tweet containing updates and announcements about charity news is from Eshraq (Figure 26, below):

Eshraq [@adhdarbia]. (2018 December 05).

We are pleased to announce the opening of registration for parents and those interested in #Qassim to attend a lecture to create a home environment for people with ADHD which will be presented by Dr. Nader Rehaily. To attend, register at the following link: https://adhd.org.sa/?p=2165

Figure 26:Tweet containing updates and announcements about charity news

These two tweets are an example of one-way communication that represents the public information model as they simply communicate information regarding the charities' services.

7.3.2 Self-Promotion

Self-promotion was the most popular theme, evident in 69 of the sample. This describes tweets containing advertisements for events, services, resources, or detailing the charity's accomplishments. An example of an advertisement of events and services from the Zahra Breast Cancer Association is seen in Figure 27 (below):

Figure 27:Tweet containing an advertisement of events and services from the Zahra.

Zahra [@Zahra _Ksa]. (2018 December 09).

In cooperation with the Riyadh Commission #Zahra Association invites its beneficiaries to attend the event of the Saudi race to register or inquire: 0555059813. #Association_Zahara #Breast _cancer # Do not neglect _ any _ signal

Another example of self-promotion from Al-Mawaddah Association tweets (Figure 28, below) is:

Al-Mawaddah Society [@almawaddah-j]. (2018 December 13).

The Al-Mawaddah Association team, led by the General Manager, discuss the operational plan and the estimated budget for the year 2019, before submitting it to the Board of Directors.

Figure 28:Tweet A tweet from Al-Mawaddah Association for self-promotion.

The Al-Mawaddah tweet shows that staff cooperate with the CEO to produce the operational plan before presenting it to the Board of Directors, indicating that the association seeks to raise public awareness of its efforts to serve the community and the beneficiaries of its services based on planning. The Zahra Breast Cancer Association and Al-Mawaddah Association tweets (Figures 27 and 28) are consistent with the one-way communication model of public information as they disseminate factual information designed to be consumed by the public. This reflects the ethical value of PR practitioners within Saudi charities, which are based on religious principles and cultural norms that encourage work integrity.

7.3.3 Giving recognition and thanks

This theme encompasses tweets containing expressions of thanks and praise. An example of this is from Ensan (Figure 19, below):

Ensan Charity [@ensanorg]. (2018, December 2).

Thanks to God and with His support, the accounts of the families for the month of December 2018 were recharged with an amount of 11,450,400 riyals for 38,168 beneficiaries. #MakethemHappytobeHappy

Figure 29:Tweet containing thanks and praise from Ensan

This tweet has two goals: thanking supporters and disclosing the organisation’s output. These actions enhance donor trust, loyalty and commitment, and encourages new donors to contribute. This tweet represents one-way communication in the public information model, since Ensan is posting trustworthy information about the charity’s accomplishments.

Another example from Mawaddah (Figure 30, below) is:

Mawaddah Society [@MawaddahKsa]. (2018 December 05).

Many thanks and gratitude to the volunteers #Mawaddah _charity for their noble and lofty efforts in serving the Society. Wishing them continued success. #World_Volunteer Day.

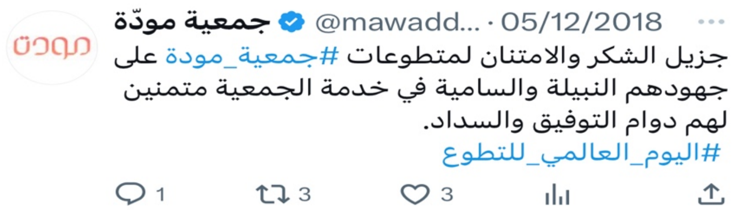

Figure 30:Tweet thanking volunteers from Mawaddah Society

An example from the Saudi Alzheimer's Society thanking journalists who covered an event is shown in Figure 31 (below):

[@SaudiAlZheimer]. (2018 December 18).

Many thanks to 24 channels for their volunteering with us on #World_Volunteering_2018 and our gratitude to all media and those influential people who devoted their time to addressing the issues of their community: artist Fayez Al-Maliki, media figure Mona Abu Sulaiman, journalist Muhannad Abu Ubaid, social activist Faisal Al-Abdulkarim, journalist Afnan Al-Khadr, influencer Nayef Madkhali.

https://twitter.com/family24_tv/status/1072538782589702146

Figure 31:Tweet thanking media figures from the Saudi Alzheimer's Society

The Saudi Alzheimer's Association appears to have close ties with journalists and influencers as it personally recognises the importance of their role in raising public awareness of the organisation's efforts. This might have the added effect of motivating individuals to make financial contributions or volunteer their time.

7.3.4 Offering free consultations and advice

An example of a tweet of this theme from the Saudi Alzheimer's Society, providing advice to people caring for Alzheimer's patients is shown in Figure 32 (below):

Alzheimer's Society [@SaudiAlZheimer]. (2018 December 5).

Maintain a correct pose while transporting or carrying the patient to avoid back injuries.

Figure 32:Tweet from the Saudi Alzheimer's Society giving advice

Another example of a tweet offering free consultations from the Al-Mawaddah Society for Family Development is in Figure 33 (below):

Mawaddah Society [@almawaddah-j]. (2018 December13).

Because your happiness and your comfort concern us, we offer you the best #family counselling by telephone on 920001421. Call us, we hear you.

Figure 33:Tweet offering free consultations from the Al-Mawaddah Society

7.3.5 Responding to followers' queries

This theme includes any tweet in the form of a response to a query or question asked by one of the charities' followers. An example of a direct response from Ensan can be seen in Figure 34 (below):

> Ensan Charity [@ensanorg]. (2018 December 14).
>
> *Replying to @ abdulla_a93 (Wa Alaikum Assalam) Abdullah brother. We are pleased to be members of the association. To register for membership, we hope you communicate via WhatsApp membership on the attached link* ***https://iwtsp.com/966553020079***

Figure 34:Tweet from Ensan responding to follower queries

This tweet opens a balanced conversation aiming to reach mutual understanding, which is the primary element of two-way symmetrical communication.

An example of a question tweet directed to a follower by the same charity is in Figure 35 (below):

Ensan Charity [@ensanorg]. (2018 December 5).

What is volunteering? What are its types? Why do we volunteer?

Figure 35:Tweet from Ensan directing a question at followers

7.3.5 Asking for Donations, Volunteers and Members

This tweet theme consists of direct or indirect requests for donations, volunteers or members. An example of a direct request for donations from Ensan (Figure36, below) is:

Ensan Charity [@ensanorg]. (2018 December 14).

Charity inform the saving pictures because you save it on a day when neither money nor children will benefit you. Charity with #winter_clothes when transferring Send the picture to WhatsApp with the attached link to allocate the donation http://iwtsp.com/966555249104

Figure 36:Tweet from Ensan consists indirect requests for donations

Another example of a donation request, this time from Mawaddah, is shown in Figure 37 (below):

Mawaddah Society [@almawaddah-j]. (2018 December 12).

By SMS, send 1 to 5081 for 12 riyals, or send a "blank message" to 5081 for 10 riyals per month. Your donation can be made by VISA / Mastercard / via Al-Khair Al-Mawaddah Online Store: almawaddah.org.sa/storePages/1.

Figure 37:Tweet from Al-Mawaddah Society requesting donations

The charities also requested that followers join them as members. An example of this from Mawaddah is (Figure 38, below):

Mawaddah Society [@MawaddahKsa]. (2018 December 01).

Join us assisting with the stability and development of broken families by registering as an active member of# Mawaddah-Association ***http://mawaddah.org.sa/?page_id=142***

Figure 38:Tweet from the Mawaddah Society encouraging membership

Direct requests were also made for volunteers, as in this example from Ensan (Figure 39, below):

Ensan Charity [@ensanorg]. (2018, December 07).

Give others your time and experience and you'll find the impact in this life, before you reach the afterlife. #Volunteer_Day_2018 # Volunteer_ *humanitarian duty @DominosKSA*

Figure 39:Tweet from Ensan encouraging volunteering

7.4 Application of Dialogic Principles of Communication on Twitter

The results revealed that all of Kent and Taylor's (1998) dialogic principles of communication were present at least once in the tweets from each charity, verifying that the seven charitable organisations applied Twitter for various reasons and in different ways. However, based on the belief that PR has evolved into an industry focusing increasingly on interactive two-way dialogic communication practices, the results confirm that the Zahra Breast Cancer Association and the Al-Mawaddah Society for Family Development may be under-utilising Twitter in terms of their strategy and therefore failing to benefit from its two-way dialogic capabilities.

Table 17: Adoption of Dialogic Principles of Communication within Charities' Tweets

Charitable Organisation		Dialogic Principles of Communication			
		Usefulness of Information	Dialogic Loop	Generation of Return Visitors	Conservation of Visitors
1	Ensan Charity Committee for Orphan Care	30	57	3	13
2	Al-Mawaddah Society for Family Development	73	2	26	47
3	Saudi Alzheimer's Disease Association	44	11	5	2
4	Mawaddah Society for the Reduction of Divorce and its Effects	26	13	2	24
5	Zahra Breast Cancer Association	11	0	0	7
6	Eshraq The Saudi ADHD Society	7	1	0	2
7	Kafel Foundation for Orphan Care	6	4	1	0
Total		197	88	37	95

The results of this Twitter analysis show that Usefulness of Information was the most commonly featured dialogic principle in the seven charities' tweets, evident in 197 of them (Table 17, above). These tweets contained information on the charities' products or services, the impact they have made, and special events. Donors and volunteers need to see visual results of the impact of the charity's contribution to those in need. The overall results indicate that Saudi charitable organisations used Twitter to keep their publics informed about important information.

The Mawaddah Society is an example of a charity that featured useful information in their tweets, as in the example in Figure 40 (below):

Mawaddah Society [@MawaddahKsa]. (2018 December 04).

Conflict in front of children leads them to aggression and social withdrawal, so be kind to them.
#نصائح_مودة_التربوية

Figure 40:Example of advice for parents from the Mawaddah Society

Another example of the Usefulness of Information principle from the Al-Mawaddah Society for Family Development, including information about a women's empowerment initiative is Figure 41 (below):

Mawaddah Society [@almawaddah-j]. (2018 December11).

One of the Mawaddah Association's initiatives, the Life Academy for Women's Empowerment, has signed a support agreement with the Saeed and Society Initiative at Tamr Company, to sponsor a group of women's empowerment programmes in 2019.

Figure 41:Example of an Al-Mawaddah initiative to empower women

This effort to empower women reflect recent government reforms and technological advancement which have caused cultural shifts in the KSA, such as the value of empowering women, which is one of the main objectives of the Saudi Vision 2030 plan. This aims to integrate women into the labour force to strengthen the economy, boosts competitiveness, and reduce unemployment.

Conservation of Visitors was the second-most featured dialogic principle employed by the Saudi charitable organisations, evident in 95 of the tweets. Kent and Taylor (1998, p.330) describe Conservation of Visitors as an organisation's attempt to keep visitors on their site for as long as possible. The majority of the charities' tweets did not contain links to their own social media pages such as blogs, YouTube, Facebook or Instagram, potentially because they had designed posters displaying such contact information rather than offering direct links.

Figure 42:Example of sharing contact information from Ensan

Some of the contact information included on these posters was social media accounts, websites, QR codes, and phone and WhatsApp numbers (Figure 42, above), and were also observed in many of their tweets. These all inform followers about the brand of the charity itself. Moreover, the charities provided links to their store, membership pages, and donation forms. The Al-Mawaddah Society for Family Development is an example of a charity that applied the principle of Conservation of Visitors in their tweets by always including links to one of their own websites. An examples of this is shown in Figure 43 (below):

Mawaddah Society [@almawaddah-j]. (2018 December11).

Explain to the specialists the reasons for your problem through the electronic counselling service: almawaddah.org.sa/sign in

Figure 43:Tweet providing electronic counselling services from the Al-Mawaddah Society

The third most featured dialogic principle within the charitable organisations' tweets was the dialogic loop. Kent and Taylor (1998) describe this as the starting point at which an organisation can engage in dialogue with its publics online. Although not applied as often as Usefulness of Information and Conservation of Visitors, this is an important principle because engaging in dialogue contributes toward building trust and strong relationships, and demonstrates that the charity attempts to engage in dialogue with their publics through Twitter by posing and responding to questions. The Ensan Charity Committee for Orphans Care is one organisation which strived to create dialogic feedback loops, as exemplified in the following tweet urging a user to contact a representative (Figure 44, below):

Ensan Charity [@ensanorg]. (2018 December14).

(Replying to@idrc_7) *Please communicate with the services of beneficiaries: 0503850244 (WhatsApp only).*

Figure 44:Tweet responding to a question from Ensan

Another example of a response from Ensan to a follower's question about the procedures for adopting a child is shown in Figure 45 (below):

> Ensan Charity [@ensanorg]. (2018 December 05).
>
> (Replying to @saalharthy1435) *Wa ʿalaykumu salaam*
> *The Ensan Charity takes care of orphans for those whose father has died and lives with his family and cannot be adopted. In addition to contacting the Wedad Charitable Association*
> @WedadCharity

Figure 45:Tweet from Ensan responding to question

Ensan's replies to followers demonstrates a two-way symmetric communication model whereby the charity attempts to maintain its positive public image by responding effectively to followers' questions and guiding them to other charities which can help them.

Kent and Taylor (1998) identify two issues with the dialogic feedback loop: incomplete loops, and a lack of training in those required to respond to electronic communications. The results of this study suggest that three of the Saudi charitable organisations are investing in Twitter by dedicating individuals to respond to public concerns, questions, and requests made through Twitter. Once again, this can strengthen the bond these organisations have with their publics.

The least featured principle was Generation of Return Visitors, which only featured in 37 of the tweets in the sample. Kent and Taylor (1998, p.329) describe this principle as an organisation's attempt to ensure visitors return to the website. The relevant tweets contained links that led to discussion forums, FAQ pages on the charities' websites, and pages on the website on which visitors could request additional information. Internal and external pages highlight newsworthy information about the charity. Mawaddah is an example of a charity that posted tweets with links to internal and external websites for this reason. An example of this (Figure 46, below) is:

Mawaddah Society [@MawaddahKsa]. (2018 December 11).

The Mawaddah Society announces the opening of registration for the programme of the #legal incubator for personal status through the following link: https://goo.gl/forms/2fe9yF9hvHZRx6Bu1

Figure 46:A tweet announcing the opening of programme registration from the Mawaddah Society.

Overall, the results showed high occurrence of three of Kent and Taylor's (1998) dialogic principles, with the least frequent being Generation of Return Visitors. A low number of tweets containing this dialogic principle is surprising considering how important it is for a charitable organisation to ensure that visitors keep returning to their Twitter page: the public will often respond favourably to an organisation that manages to hold their attention. The principle of dialogic loop was most prominent in the tweets of Ensan, but appeared in the tweets of every charity in the sample except the Zahra Association. It can be seen that many Saudi charitable organisations are not taking advantage of Twitter's capabilities to generate return visits and build two-way communication.

7.5 Adopting the Two-Way Symmetrical Model

With regard to the PR model followed by the seven charitable organisations, it can be stated that those which respond to their followers pursue the two-way model. For example, the Ensan Charity Committee for Orphans Care followed a two-way symmetrical model of PR in its tweets because they contained 52 @replies, five retweets and 16 @mentions in order to motivate the audience to engage via Twitter. The Al-Mawaddah Society for Family Development proved the closest to the public information model for PR because its 73 tweets were updates and announcements about the charity or offering services and requesting donations, with only two comments. However, they also posted 14 tweets containing a phone number and encouraged followers to communicate with them for a free consultation. Similarly, the Zahra Association followed the one-way public information model as they published tweets but did not respond to enquiries, thus losing the opportunity provided by Twitter to build relationships with followers and gain their support. Kafel Orphan Care, Eshraq, Mawaddah and the Saudi Alzheimer's Disease Association used a combination of both the two-way symmetrical model and the public information model, as evidenced by tweets about their activities but also responding to enquiries. These four charities also made efforts to respond to followers, but should prioritise this in order to develop their programmes and gain the trust of the public.

7.6: Summary

This study has examined how seven Saudi charitable organisations used Twitter as a communication and relationship building tool between the 1st and 15th of December, 2018 in order to develop guidelines for charity practitioners to apply in their engagement efforts on Twitter. This chapter has highlighted the findings of tweets sampled from the seven Saudi charities, which included evaluating Twitter strategies such as sharing features, level of interactivity and the purpose of the tweets to understand each organisation's social media strategy. The final section determined which models of PR were employed by each charity.

Hashtags and photos were shown to be the most common sharing features used by the charities on Twitter, with links and videos proving the least common. Links in tweets may be scarce because the charities display direct links to their website on their Twitter profile bios. The most popular level of interactivity in the tweets was medium. In addition, ten themes emerged from the analysis, five of them held in common by all seven organisations (announcements, thanks, response to public enquiries, self-promotion, and advertisements). The Ensan Charity Committee for Orphans Care was the most prolific in responding to general enquiries, with this happening at a lower rate in five of the other charities, and not at all in the Zahra Association. This reflects the desire of Ensan to build relationships, engage in two-way communication, and gain the trust of followers. Moreover, three of the charities issued calls to action in their tweets, with requests for donations and volunteers.

The next chapter provides an objective analysis of the results of the semi-structured interviews with PR practitioners in five selected Saudi charities.

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Chapter Eight: Results - Thematic Analysis of Interviews

This chapter presents the results of the thematic analysis of the data obtained through the interviews of Saudi public relations (PR) practitioners in charity organisations in the Kingdom of Saudi Arabia (KSA) conducted for this thesis, including the demographics of the participants and examples of participants' answers. The interviews took place after the content analysis of the selected charities' websites and Twitter accounts to allow comparisons to be made between the findings of the methods of data collection and analysis in this thesis. The data collection for this element of the study comprised 11 semi-structured interviews with PR practitioners working in five Saudi charitable organisations: the Ensan Charity Committee for Orphans Care; Eshraq (Saudi ADHD Society); the Mawaddah Society for the Reduction of Divorce and its Effects; the Kafel Foundation for Orphan Care; and the Zahra Breast Cancer Association. These are referred to in this thesis respectively as Ensan, Eshraq, Mawaddah, Kafel and Zahra. Participants are referred to by their participant number as shown in Table 18 (below).

The six-step thematic coding procedure recommended by Braun and Clarke (2006) was employed to analyse the data. This data was in the form of audio files, a PDF of three charities' operating plan, and a Microsoft Word document of two participant responses via email. First, the process examined "all the collected information to get a sense of the overall data" (Creswell, 1998, p.140), and then the audio files were listened to and edited for transcription. The data was entered into Microsoft Word 2016 under headings corresponding to the respective interview guide prompts. After transcription of the audio files, data analysis began with a thorough reading of the transcripts while listening to the audio files in order to obtain a high level of familiarisation with the data. Transcripts were re-read multiple times to derive the common themes. The data represented the views of the participants, with the analysis process intending to draw out the meaning, values and qualitative information on their interaction with external stakeholders to participate in operational activities as volunteers, advocates or financial donors. There were 11 complete interviews at the end of the interview period (March, 2019).

The chapter begins with an overview of the participants' demographic profiles and reporting the results obtained in terms of the themes and sub-themes derived from the analysis in line with the research questions.

8.1 The Status of Public Relations in Saudi Charitable Organisations

PR activities focus on managing internal and external communication and implementing the outcomes, creating an image of charities through dissemination and contextualising of information. Therefore, it is important to understand the status of the PR work for each of the five charities (participant data can be found in Table 18, below). Participants' experience in related fields ranged from 2-14 years. Three of the charities had a PR department connected to the Executive Director (Mawaddah, Kafel and Ensan) but lacked employees with PR qualifications. The exception to this was Ensan, for which the responsible employee held a PR qualification and three years of experience. Ensan trained its employees for approximately five months, which included external courses (five courses in total, each 25 days long). The employees of the other charities had received training in addition to the knowledge gained through their work in building charitable relationships, and all were eager to train new employees to be able to carry out the tasks assigned to them. For example, Kafel employed an Information Technology (IT) specialist with 17 years of experience in the field of media and PR who had gained knowledge through his work experience. Kafel also trained employees for three months on their roles, and enrolled them in external courses. One of Mawaddah's employees had a degree in sociology and one of the specialisations most closely related to charitable work, in addition to 11 years of experience in PR. Zahra was the only charity with neither a PR department nor PR employees; their closest analogues were an IT employee with seven years of experience who was qualified to manage the website and communication platforms and an employee with a business administration degree and four years of experience who may be able to perform PR duties. Employees of Eshraq lacked PR qualifications but had extensive experience in the field. The majority of the participants were women with no PR specialism, which may be explained by the fact that the fields of PR and media are relatively new in women's universities in the KSA, having been established in 2012.

Table 18: Interview participant demographics

Charity	Participant number	Gender	Educational level	Specialisation	Job title	Years of experience	Type of interview
Zahra Breast Cancer Association	1	Female	Bachelor's Degree	Computer technician - technical support	IT Supervisor	7 years	Face-to-face
	2	Female	Bachelor's Degree	Psychology	Manager of Awareness Programmes	4 years	
	3	Female	Bachelor's Degree	Pharmaceutical sciences	Manager of Training Programmes and Research	2 years	
	4	Female	Bachelor's Degree	Business administration	Financial Resources Manager	4 years	
Kafel Foundation for Orphan Care in Makkah	5	Male	Diploma	Computing	Media and Public Relations Supervisor	17 Years in total, 7 with Kafel	Face-to-face
	6	Female	Bachelor's Degree	Law	Public Relations Officer	Around 2 years	
Mawaddah Society for the Reduction of Divorce and its Effects	7	Female	Bachelor's Degree	Sociology and social work	Director of Public Relations and Marketing	11years in total, 3 with Mawaddah	Face-to-face
	8	Female	Bachelor's Degree	Psychology	Public Relations Coordinator	2 years in marketing, 1 year in public relations	Phone call and email
Eshraq (Saudi ADHD Society)	9	Male	Diploma	Arabic language	Project Management Manager	14 years	Face-to-face
	10	Female	Bachelor's Degree	Biology	Public Relations Officer	10 years in total, 3 with Eshraq	
Ensan Charity Committee for Orphans Care	11	Male	Bachelor's Degree	Media & Public Relations	Director of Marketing and Partnerships, responsible for managing media and communications	3 years	Phone call and email

The interviews were conducted to determine the interpretations and motivations for utilising digital media as communications tools for building trust and transparency concerning relations with donors, as described by social media and PR practitioners at the selected Saudi charities. The interviews were designed to answer RQ1,RQ2 and RQ3 of this thesis, and to discover the opportunities, challenges, and consequences associated with social media PR strategy for charitable organisations.

8.2 The Role of PR practitioners in Saudi charitable organisations

To understand how PR practitioners in Saudi charitable organisations can build trusting relationships, it is necessary to first understand the PR roles and functions they perform. Two main themes emerged from the analysis with regard to the participants' stated roles as PR practitioners in their organisations: technician role and management role. Several sub-themes were identified within these (Figure 47, below).

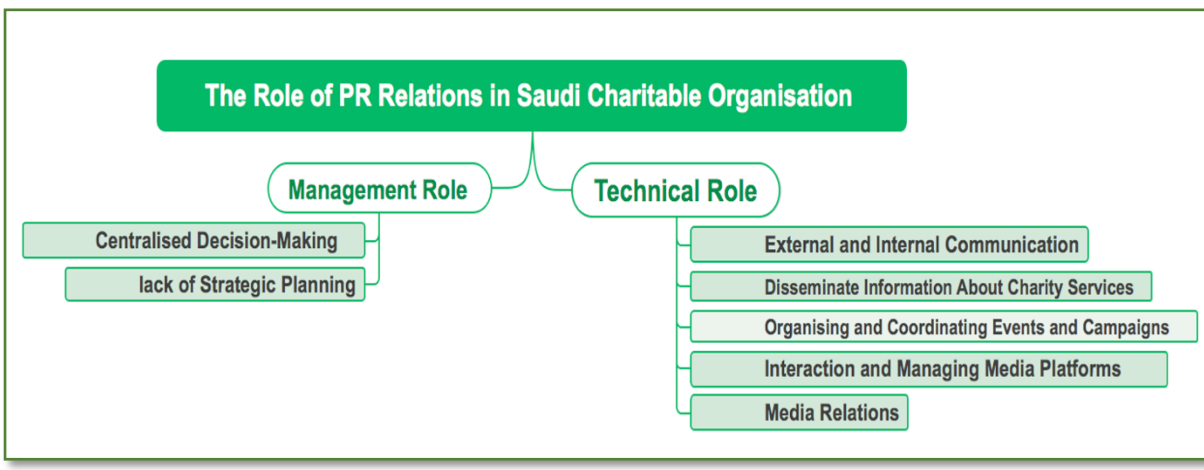

Figure 47:Themes and sub-themes for public relations roles

8.2.1: Technical Public Relations Role

The participants performed a set of tasks that fall under the role of technical communication, which fell into the following sub-themes related to the main theme of the technical PR role**.**

8.2.1.1: External and Internal Communication

All participants agreed about the importance of communicating with target audiences, including beneficiaries, sponsors, donors, volunteers, companies, charity members, and non-profit institutions, viewing their key role as engaging with and creating relationships with these audiences. Through communication, charities can reach out to society, attract individuals to their activities, and ensure retention of and feedback from supporters. Participant-7 noted the importance of relationship building between Mawaddah and the community in general (and donors in particular), while Participant-11 emphasised how permanent communication can strengthen a charity's relationship with the internal and external community, and extend cooperation with supporters, donors, and volunteers.

Communication is the basis for building relationships, and this was done through a range of traditional and new channels. All participants confirmed that communication with supporting bodies or partners was carried out through SMS text messages, WhatsApp, phone calls, meetings, fax or e-mail. The type of communication was based on the preferences of the parties involved, with the exception of annual reports, which were sent via e-mail with attached lists of programmes and activities requiring support. On this, Participant-4 said:

> *Personally, I prefer to communicate with them through phone calls or meetings, and I try to get to the responsible person and make sure that he has a decision because it gives me the opportunity to talk directly with him and enable me to convince him and get support (*Zahra*).*

With regard to facilitating communication opportunities between the organisation and its audience, Participant-5 mentioned that they provided a feature on their website that enables sponsors to follow up on orphaned children called 'Sponsor Services' (login). Donors register with a username and password and are presented with a homepage containing information about the needs of orphans. After signing up, sponsors receive monthly text messages stating receipt of their donation, and if the sponsor has forgotten their donation, a reminder is sent promising to transfer money to the orphan. In terms of communication with key stakeholders and potential supporters, Kafel used similar methods to the other charities, such as e-mail, official letters, and telephone. The differing modes of communication that the participants described may reflect a charity's willingness to modernise, as some preferred direct contact while others kept pace with technological developments and devised ways to strengthen their relationship with donors via newer methods, as is the case with Kafel, which provided the possibility of registering on the website for mutual communication with sponsors of orphans.

The charities also differed in the extent of their internal engagement, but all shared the practice of staff meetings to prepare content, publications, and press reports, and routinely shared their opinions. For example, Zahra divided tasks into four departments, and at the end of each week, these departments met to review the work and prepare educational messages and advertisements to be published on social media. Periodic meetings were also held to discuss the work of the Association.

These extra steps taken illustrate the dedication of employees, as Participant-5 described:

> *Building team spirit is important and results in total loyalty to the organisation. We have a group of employees who have high loyalty to the organisation and a sense of responsibility and initiative. The employees work even after the end of the official working time. For example, our official working hours are from 8am to 1pm, but these employees go to our exhibitions pillars after working hours to identify our services and activities and communicate with the audience in order to take their feedback and needs until 1:30am, all on a voluntary basis. The next day they start at 8am as usual* (Kafel).

The participants emphasised the importance of interacting internally with colleagues and working together for the common good in their daily PR practice, which reflects both the Islamic value of working for the community (as they are motivated, enthusiastic, and focused on their work) and the culture of the KSA, where a work team think of themselves as a family.

8.2.1.2: Dissemination of information about services

All of the participants referred to their role in disseminating information about their charity's services and activities via the website and communication tools, including print media and social media platforms, as a daily practice of their PR work. This indicates an understanding of the need to provide and spread information, which is a matter of concern and a requirement for all supporters. In the modern online environment, individuals are more aware of a charity's activities than ever and seek to find out about the charity and its goals, the quality of its performance, and the extent of its impact on the community and beneficiary groups.

8.2.1.3 Organising and coordinating events and campaigns

The participants provided similar explanations of their role in organising events and campaigns in concert with members through meetings, such as general assembly parties, spring camps, international days, visits and various trips, external participation in events and conferences, and lectures. They also organised news, conventions, community events, ribbon cuttings and grand openings, anniversary celebrations, fund-raising events, visiting dignitaries' contests, award programmes, and other special observances, as examples of charity special events. Event organising included traditional Saudi occasions, such as Al-Janadriyah Festival, a charity's participation in which is important because these events help build strong community relations and increase the charity's visibility.

8.2.1.4: Interaction and handling media platforms

Participants from all five of the charities stated that they adapted their communication depending on the audience, employing face-to-face communication, WhatsApp, email, telephone, and traditional and new media platforms such as Twitter, Instagram to answer questions from the public and communicate with the target audience to introduce and promote the charity's services. Participant-11 discussed how they used social media platforms to manage relationships and communication and respond to followers' queries rather than as a tool for content management, as Ensan relied on its website as a reference for information on which disclosure and participation in all activities and reports were shared in press articles. Communication platforms were managed for several purposes, such as introducing charities and their activities and requesting donations. All participants confirmed that their organisation collects donations through various sources, including interpersonal communication, SMS, the website, member fees, transfer through the Point of Sale (POS) available at the association, waqf (endowments), zakat, or sadaqah (alms), and direct bank transfers. Furthermore, they stressed the need to abide by the terms of any agreements concluded by the charity with donors to ensure the sustainability of the support.

When asked if fundraising practices had changed or improved since the advent of social media, Participant-10 said that through Twitter, the percentage of those who followed and wished to support the organisation had increased and attracted celebrity endorsements (such as the YouTube star Faisal Al-Yousuf). Participant-11 responded that the organisation had begun publishing messages on social networking sites and urging donations on the website, offering the option to donate electronically and conveniently through bank transfer. When a donation was made, the donor could communicate with the sponsorship department if they wished to allocate their money to a specific project. Furthermore, Participant-4 described their charity's electronic payment gateway, which was a link to the bank page to facilitate a donation, while Participant-2 spoke of the smartphone application designed by Zahra which displays the nearest early detection centres, health information, Zahra's services and programmes, reminders for self-examination, and information on how to donate.

8.2.1.5: Media relations

Three of the participants highlighted their role in building media relations to disseminate press releases about the charity's achievements and recent events, as this is an essential part of maintaining the organisation's image and attracting supporters and partnerships. For example, Participant-7 described conventional media coverage of their activities as a photograph in the news, a press report that appears in electronic or print newspapers or on the television or radio, or a direct interview with a media spokesperson. Participant-11 enthusiastically discussed the utility of interacting with a variety of media to spread the organisation's message to all segments of society. The year 2017 was particularly fruitful, as Ensan saw a distinguished media presence, with its activities and events being covered in the news and in print, audio, and visual media for a total of 227 news items and 30 press reports. Similarly, Participant-5 discussed Kafel's positive press relations, as they publish news in a group of newspapers including Al-Madina, Al-Nadwa newspaper, Al-Wi'am electronic newspaper, Asir electronic newspaper, and Okaz. Participant-10 explained how media coverage of Eshraq's programmes and events played a significant role in supporting their reputation in the community.

This represents a general understanding of the value of positive media coverage and its ability to increase public awareness of a charity's cause, highlight successes, campaign for change or build confidence in its operations. However, some found it frustrating, such as Participant-4, who described a changeable relationship with members of the press, stating that some journalists contacted them to cover Breast Cancer Awareness Month events but did not deal with Zahra at other times. Capitalising on the benefits that media coverage can offer a charity may be challenging, because effective media relations require a combination of skills, resources, and relationships. These necessitate qualifications and training, especially in PR, which the employees at Zahra lacked.

In the previous section, it became clear that the PR in the KSA focused on communication (technical) skills represented in writing, oral communication, and media production, but also skills represented by the management role of PR, such as decision-making, planning, organisation, leadership, and individual management. These are addressed in the following section.

8.2.2 Management role of public relations

The management role of PR was the second theme to emerge from the interviews with regard to the role of PR in Saudi charities. This includes two sub-themes: centralised decision-making and lack of strategic planning**.** All participants noted that they hold periodic meetings to discuss plans and projects, and adopt strategic planning to implement the charity's strategy.

8.2.2.1: Centralised decision-making

The results of the study reveal that most of the charities practiced centralised decision-making to a large extent, with Ensan and Kafel standing apart as a result of their decentralised decision-making. There was a sense that the PR employee can make quick decisions on their own, reflecting the independent work ethic and decision-making capability of PR practitioners. Participant-5 stated:

> *Communicating with the staff through periodic meetings, transparent discussions, taking their suggestions and thanking them for their efforts is very important. When employees feel valued and appreciated by the board of directors, they will work effectively and consistently to improve the organisation's success and reputation. This is followed by the stage of communication with the outside public through public announcements, organising visits and publishing news through newspapers, magazines, and social media websites, which aims to inform the public about the work of the Foundation and attract their material and moral support* (Kafel).

This independent decision-making is useful for its flexibility and responsibility-sharing, which can save time and effort, but may lead to the problem of multiple different opinions and plans of actions for the same thing, which may create confusion and work duplication.

Zahra, Mawaddah and Eshraq preferred to entrust decisions to the authority of senior management (Chairman of the Board of Directors), a structure in which PR employees must adhere to administrative stipulations when planning programmes, initiatives or new media strategies. Participant-1 noted that, at Zahra, the directors have the final say:

> *Internal communication is important as we divide tasks and make recommendations, but the board of directors ultimately makes the decision* (Zahra).

This represents a reflection of the top-down culture of PR in the KSA, as senior management made all decisions without involving the employees to participate in the process. This may stem from the belief that the role of PR is only technical and not strategic, which stifles PR development in an organisation. However, centralised decision-making can assist the process of distributing work, improve coordination between departments, and allows for policy and practice standardisation. As it can take advantage of planning, it optimises the use of resources and staff and makes the smooth running of the organisation more likely. On the other hand, strict discipline and precise delineation of responsibilities can constrain and limit an employee's ability to make appropriate decisions, slows down work and potentially damages employees' spirit of perseverance and creativity because their role is limited to implementing instructions issued by a central authority. The best course of action may be to pursue a balanced compromise between decentralisation and centralisation, which relates to good governance. Governance helps organise work, encourages agile management, and ensures employees' commitment to ethical ideals. Organisational culture, it could be argued, has a significant impact on facilitating continuous improvement as it emphasises positive relational behaviours at work.

8.2.2.2 Lack of strategic planning

Only two of the charities conducted strategic planning. Participant-5 stated that their organisation tried to include every employee in programme and service planning, taking all employees' opinions and suggestions on board because they regularly interact with donors, supporters, and volunteers. Participant-11 indicated a significant level of planning, saying that the charity had an administrative operational plan, a financial plan, and a human resources plan, all displayed on their website, and that the PR department enacted opinion-sharing and team decision-making, and conducted research and evaluation including surveys and measuring customer satisfaction. Designing strategic plans involved developing clear and measurable objectives, holding internal meetings and workshops with employees, board directors and members, choosing appropriate communication methods and messages, organising events and activities, identifying partnerships, and initiating a media campaign.

Only two of the charities (Ensan and Kafel) adopted the two-way communication model, as they work towards mutual understanding between the organisation and its public by gathering feedback from the audience, conducting formative research to identify their public, and carrying out evaluation before and after completing a plan. However, this can only be done effectively with a functioning PR department, as Participant-3 highlighted when noting that Zahra cannot include all planning stages in their strategic planning:

> *Our PR department is currently empty, but public relations tasks have been distributed to the rest of the administration staff (Manager of Awareness Programmes, IT Supervisor, Director of Financial Development, and Events Department assistant* (Zahra).

In addition to this, the decision-making structure of Zahra was centralised and made no requirement to share opinions with employees. Although they identified target audiences through formative research with focus groups, the final step of planning, evaluation was not carried out. The practitioners from Eshraq and Mawaddah also carried out technical roles, such as dealing with the media, and as such were able to maintain and improve their organisation's image. This may be the result of external PR counselling, which is appropriate because these organisations lacked adequate knowledge of planning techniques but nevertheless desired the benefits. Learning best practice from other organisations can be an effective strategy, and planning is more successful when charity workers are involved with external consultations because as the ones communicating with stakeholders, they are the people most familiar with the nature of the organisation and its audience.

This section has analysed PR roles in the selected charities and argued that it is critical for these organisations to maintain positive relations with the press and for PR personnel to be involved in planning and decision-making, but that these employees should be formally qualified and adequately trained to most effectively execute the full range of PR roles. The next section of this chapter addresses the strategies used to develop trust relationships with donors.

8.3 Strategies Used to Develop Trust Relationships with Donors

Participants from all five of the charities in the sample maintained that a charitable organisation's work is based entirely on the trust and satisfaction of the public in the form of sponsors, donors, partners, or volunteers. They therefore expressed enthusiasm for building confidence in their charities' performance through transparent communication with the public through the presentation of annual reports that include details of programmes, activities and disbursements. Two themes emerged about the strategies the charities used to build trust relationships with donors: enhancing trust and managing reputation, and maintaining and earning new donors, shown in (Figure 48, below).

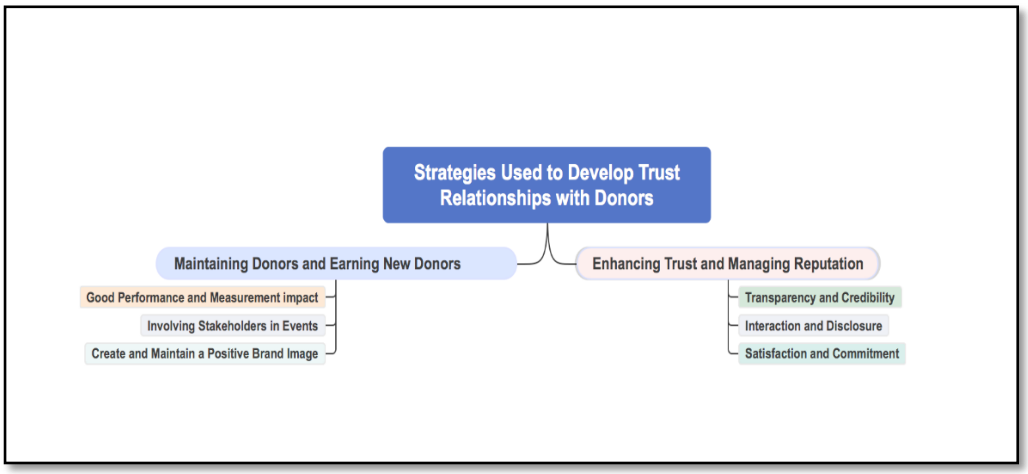

Figure 48:Themes and sub-themes for 'Strategies used to develop trust relationships with donors'

8.3.1 Enhancing trust and managing reputation

The management of a non-profit organisation's (NPOs) brand image and reputation is a core PR function which occurs through continuous institutional communication to ensure those who deal with it view it as a valid institution. The three sub-themes to emerge for this theme were: transparency and credibility, interaction and disclosure and satisfaction and commitment.

8.3.1.1: Transparency and credibility

Transparency with stakeholders and supporters was universally considered a cornerstone of confidence-building to ensure sustainability. All respondents defined this as clarity and credibility in providing clear information and reports to the public about the charity's activities, objectives, and financial situation, along with persuasive messages commensurate with the programmes and services provided. The participants were confident that their level of transparency was high and presented examples which reflected their transparency.

Participant-11 was particularly proud of their high degree of transparency, mentioning the awards they had previously earned for transparency and integrity. They argued that without transparency and credibility there can be no trust and commitment from donors:

> *We have won the Forbes Awards in the United Arab Emirates and the Palme Award. We have also received a high rating from the Social Development Center in Riyadh by applying the standards of governance that promote transparency and accountability according to the standards of the McCain program, which is overseen by the Ministry of Labor and Social Development* (Ensan).

Participant-2 also cited transparency as crucial in building confidence as it is the basis of dealing with any other party: among success partners, the support of certain institutions, such as the King Khalid Foundation, is impossible to obtain if the charity is not transparent. Zahra never concealed its defects or difficulties, instead asking supporting bodies for help in overcoming them. Participant-2 said:

> *We accept constructive criticism that contributes to improving the Association's performance and thus the advancement of society (Zahra Association).*

Participant-4 was also emphatic about the importance of transparency and integrity:

> *When we receive support from a certain party, we always provide an estimated budget for the amount of the donation required and how we will spend it on the project. Moreover, in some cases, we have an extra amount of their contribution. We communicate with the person who donated and tell them about the remaining value and ask them if they would like to use it to support another project or want to recover the amount* (Zahra).

Through this answer, it is clear that Zahra appreciates integrity in work, which is one of the pillars of building trust and continuity of support. In similar efforts, Mawaddah produced detailed annual reports explaining their activities and showing the effect that donations have on beneficiaries. This dedication to transparency was discussed by Participant-7, who described how Saudi Basic Industries Corporation (SABIC) asked for evidence of its impact, so Mawaddah transparently prepared the evidence for them despite their low level of influence due to its firm belief that credibility and transparency contribute to winning and maintaining the confidence of supporters. This reflects its commitment to Islamic law, which mandates that employees should not publish false information because the religion urges honesty, integrity, and sincerity. This dovetails neatly with accountability, making it a voluntary act which enhances credibility and trust, which can be translated into benefits and material support. Participant-10 also believed transparency to be more important than anything else for establishing a solid foundation of trust, and so ensured that the level of transparency at Eshraq was very high. Likewise, Participant-5 indicated four main factors of openness: honesty in all agreements, transparency and clarity of the organisation's activities to uphold neutrality in the primary objectives on which the establishment was founded, adopting a professional system and a precise working method to raise the organisation's performance, and submitting official financial reports. In this way, ethical PR practise and a dedication to honesty and sincerity are demonstrated by placing the interests of society, the organisation, and colleagues ahead of personal objectives.

8.3.1.2: Interaction and disclosure

All five of the charities emphasised accountability as they adhered to laws and regulations surrounding transparency, disclosure of information and conflicts of interest. Many of the participants detailed how they interacted with stakeholders and the public to disclose important information regarding their charities. Participant-5 said:

> *We are trying to reduce the amount we pay in our programmes to 0% through partnerships that fund our projects. As an example of partnerships, we have some families who do not have enough money to visit a hospital for testing or X-rays. The Kafel Foundation works on achieving a partnership with clinics to provide 50% discount on their services to help these individuals. The Al-Borg Medical Laboratory, for instance, now provides free services to orphans and their families* (Kafel).

Kafel expressed interest in satisfying all stakeholders who dealt with them, seeking to serve target groups (charity beneficiaries) by providing free health services, while attempting to reduce programme-related expenses in order to satisfy donors who prefer that their donations directly go to the beneficiary, without deductions. This also satisfies partners by highlighting their social responsibility, and serves as an example of how to cultivate relationship-building. It is clear that the participant applied the three stages of organisation–public relationship by Ki and Hon (2009), which are represented in antecedents of relationships, relationship maintenance strategies, and relationship quality outcomes.

Three participants reported interaction, dissemination of information and responding to all public queries as important to gaining public confidence. Participant-7, for example, emphasised communicating effectively and continuously with the public to measure their satisfaction and gather their feedback and suggestions on its performance, and Participant-6 discussed responding to audience queries and engaging in continuous communication with all stakeholders, whether they were beneficiaries, donors, companies, supporters, or volunteers, describing it as fundamental to ensure positive reputation management. Participant-11 outlined how Ensan manages its reputation through social media, addressing public concerns and enabling instant access to any information disclosed. Ensan additionally visits parties and organisations interested in their work.

The participants declared a readiness to answer followers' queries swiftly and to their satisfaction, indicating an interest in adopting a two-way communication model. This may be a response to the KSA's new approach to digital transformation and its increasing reliance on technology and connectivity, requiring organisations to adapt.

8.3.1.3: Satisfaction and commitment

The majority of respondents noted significant correlations between credibility, trust, and gaining donor loyalty and commitment. Participant-11 discussed how PR builds confidence by promoting transparency in the charity's proposition, responding to inquiries from interested parties, and being fully committed to donors, beneficiaries and stakeholders to obtain their satisfaction and support. Zahra and Eshraq confirmed their responsibility to provide trusted awareness content to patients, which they receive from the doctors who support them. Participant-2 stated that Zahra strove to ensure that only accurate health awareness information was disseminated by coordinating with specialists such as doctors and psychiatrists. Similarly, Participant-9 explained that as their organisation (Eshraq) was the only charity specialising in ADHD in the Middle East, they take great care in their responsibility to provide accurate and necessary information so the community can benefit and donors are encouraged to support them. Participant-10, meanwhile, stressed their charity's interaction and dedication to serve all members and supporters without the need for an appointment:

> *Sometimes we spend an hour or more with our visitors to guide them on the appropriate way to observe the child. We also offer contact numbers for all of our employees so that anyone can have immediate access to staff at any time. These factors have helped to increase confidence* (Eshraq).

The priorities of charities with a health focus therefore appeared to lie in providing awareness and educational content along with moral support to gain the satisfaction of beneficiaries and fulfil their roles in line with their significant social responsibility. Participant-11 and Participant -5 strongly believed that confidence, honesty, and adherence to PR ethics can improve donor loyalty. Participant-10 also argued that credibility and trust are strongly correlated with donor loyalty, but noted that for some supporting firms, their association is relative because their goal is primarily to complete core programmes (social responsibility programmes).

8.3.2 Theme Two: Maintaining donors and earning new donors

Charities work to improve the community by offering resources and services to individuals and organisations dealing with particular issues, and rely largely on donor relations to promote and provide these activities. This section reviews the methods used by Saudi charities to preserve donors. The three sub-themes to emerge for this theme were: good performance and measurement impact, involving stakeholders in events, and creating and maintaining a positive brand image.

All participants explained the importance of clarity and transparency in gaining media coverage and beneficiaries' satisfaction, which leads to the confidence and support of donors and institutions. Participant-7 reinforced the utility of online resources, as media coverage and charity websites are useful resources for donors and sponsors:

> *With donors and businesses, as soon as we communicate with them for support, they go to social networking platforms and the website and follow the companies that have already supported our programmes. They check the evidence of impact and outputs and build on them to support media coverage as the foundation* (Mawaddah).

Participant-4 emphasised the supply and demand approach as effective in obtaining support; it was made clear if the support required was financial or advisory to ensure efforts were not wasted due to the employees' lack of experience in media relations. They discussed how consultants (other parties) might be able to address this lack:

> *When I submitted the application, I was very clear and indicated that I did not want financial support just because we needed guidance and advice. Since we*

> *were honest and transparent in our requests, we had the support of the project advisory committee and at the same time follow-up with other parties* (Zahra).

Participant-11 reported that Ensan had a permanent donor, a Hospitality Board, which dedicated some of its resources for the benefit of the charity and stood alongside other donor institutions who offered continuous support including the Sultan Foundation, the Al-Jomaih Charity, and the Sulaiman Al-Rajhi Charitable Foundation. Ensan gained new donors by highlighting the support of previous donors in the media and on social networking platforms and describing the satisfaction of the beneficiaries, which encourages donations. Ensan indicated a willingness to offer a monthly disbursement of orphans with transparency and credibility, which earns the commitment of new donors.

Participant-9 ensured the maintenance of positive relationships with institutions such as the King Khalid Foundation, as they offer grants in line with programme development. They stated that gaining these grants and the guidance and supervision of the Foundation for the entirety of a project increases confidence in the charity's performance. Participant-10 further clarified that Eshraq prioritises its relationships with donors, citing a two-year sponsorship agreement with Al-Jazira Bank from which both parties' benefit: the bank demonstrates its social responsibility, and Eshraq gains support for their projects. This participant believed that it is more important to retain existing donors than to find new ones, calculating that this saves 20% of a charity's time and effort; renewing donor and sponsor agreements in this way is efficient for all concerned, and low in risk as the parties have an ongoing relationship. While participants from Eshraq and Ensan specifically discussed the advantages of stewardship and Social Exchange theories of donor preservation and principal exchange, all of the charities in the sample acknowledged the value of exchanging benefits with donors, represented in giving thanks and praise and aiding in the demonstration of their social responsibility.

8.3.2.1: Performance and impact measurement

The factors which affect a charity's reputation, including care around which organisations the charity deals with, were listed by Participant-9: campaign planning, up-to-date information on the website and Twitter, programme announcements, campaign results and charity services on all social communication platforms, and covering all events, workshops, and lectures. It was mentioned that Eshraq had stopped fundraising and collecting donations, support or sponsorships from pharmaceutical companies because:

> *We do not want people to believe that we are involved in the marketing of pharmaceutical products* (Eshraq).

Participant-9 highlighted the importance of conducting impact measurements, reports and visual content (e.g., videos, photos), but indicated that while this has not yet been realised, it is included in the operational plan to be carried out in the coming years. Participant-4 and Participant-7 similarly stated that gaining a charity's support requires a good quality of performance as companies and institutions do not offer their support unless they are confident with the charity's performance and have a positive perception of its output. Participant-4 explained:

> *Our annual reports prove that we make every effort to achieve our objectives and provide support to all who need it* (Zahra).

It was discovered, however, that some of the charities face challenges to good performance and measurement impact. For example, Zahra did not have PR employees to practice these specialised roles, so nobody was directly responsible for improving the charity's brand awareness. Participant-4 cited the need for public familiarity through intensified media activity, and mentioned that the charity faces difficulties in measuring the impact of awareness campaigns due to a lack of knowledge. Along these lines, Participant-9 and Participant-10 from Eshraq understood the importance of developing impact measurements to raise the organisation's performance credibility, but argued that the small size of the charity made it very difficult to achieve this because they need to first establish an identity and gradually develop from there. Therefore, it appears that two elements impact the performance of these charities. The first is a lack of knowledge in the field of PR and the methods used to spread awareness of the charity's brand and build relationships, and the second is a lack of resources, as staff can rarely carry out more than one task, which affects the decision to measure performance.

8.3.2.2: Involving stakeholders in events

Involving members, volunteers and donors in programmes and activities was mentioned by three of the participants as this enhances their confidence and appreciation for the efforts of the charity. For example, Participant-2 described how their practice of visiting recovering women raised their level of responsible action in supporting cancer sufferers, and helped encourage new donors as a result of word of mouth from members to their peers. Participant-11 discussed the involvement of donors in the events they ran for orphans in which the child's achievements (such as academic success) are celebrated, stating that this increased donor satisfaction and ensured their continued support. Participant-9 pointed out the additional benefit that positive relations with members can attract qualified volunteers like lawyers and psychological counsellors.

8.3.2.3: Creating and maintaining a positive brand image

The main objectives of PR include building brand credibility and increasing donor awareness of the charity. The majority of participants emphasised the value of cultivating a positive reputation to promote the goals and services of their organisation to funders. To achieve this, they used a number of communication techniques to monitor and manage public perception of their charities. Kafel and Ensan used media to introduce their organisational services. Participant-5 described using multiple media channels to attract public attention and raise awareness of the charity's services, including the sharing of multi-visual media and text messages via WhatsApp, whereby each employee sent promotional messages to all of their contacts and displayed their most recent activities in their WhatsApp status. Participant-11 reported responding to public inquiries and managing the organisation's reputation through social media, as it allows for fast access to and broadcast of information. The fact that these two participants recognised the value of building a good image for the organisation in this way may be a result of their personal knowledge and experience in the field of PR and the training courses they had received. In the same vein, Participant-7 noted that building a positive image could be gained through events organised by the organisation which introduce its objectives and programmes, and that confidence is reinforced by reporting on the charity's accomplishments through social or traditional media. Participant-8 stated that they managed their organisation's reputation on Twitter by monitoring activity and rapidly responding to any comments or complaints, and publicly resolving issues, a form of transparency which helps to improve a charity's image. For example:

> *In May 2018 we faced a problem on Twitter with people saying that we do not support women well and urge men to discipline. We solved the problem through Twitter on the same day. We presented a press release that was approved by the Executive Directorate and the Board of Directors. We, as the Public Relations Department, published it and cooperated with celebrities to produce a Twitter trend hashtag in support of the Mawaddah Society. In addition, we contacted the Ministry of Labor and Social Development to clarify the situation, and replied to the gossip and fake news about our charity in the same place as it was published* (Mawaddah).

This response indicates that the charities benefitted from the capabilities of social media platforms to manage crises and instantly correct misinformation.

Participant-10 recognised the role of PR in creating a charity's identity and brand reputation, as in Eshraq, PR contributed to success by organising work, marketing, and communicating with a clear and deliberate plan, increasing public awareness of the charity's programmes and services, and developing relationships with stakeholders. Participant-9 detailed the organisation's efforts to differentiate itself: when the association was founded, it operated under the auspices of King Faisal Specialist Hospital, an institution aimed at doctors. This led the public to believe that it was only for VIPs and targeted doctors, so Eshraq separated from the hospital in 2015 and the PR team launched a new brand identity in October, 2017 which portrayed Eshraq as an organisation that helps people of all ages, from children to the elderly, with a remit to raise awareness of ADHD.

From the participants' responses, it can be seen that the charities generally appreciated the importance of openness, disclosure, and accountability in cultivating trusting relationships with donors. The need for a charitable organisation to interact with a diverse range of stakeholders with varying information needs and interests means that providing information proactively without having to request it from donors reflects their ability to work for the benefit of the community.

In summary, the PR practitioners in the Saudi charitable organisations selected for this study understood that transparency is extremely important, as is disclosure of financial reports and measuring the impact of the charity's work, as these things contribute to gaining donors. In addition, the ability to prepare clear, realistic programmes was believed to distinguish a charity in its field, as competing charities can be distracted by the multiplicity of their goals. The practitioners further believed that gaining the trust of donors and obtaining new supporters depended mainly on the clarity of the charity's mission and goals, its ability to implement its promises, the satisfaction of its beneficiaries, understanding the category in which the charity exists, and the use of digital and traditional media platforms to raise awareness. Combined with this were performance factors and reminders of the importance of the support they receive, honesty with all parties, and transparent analysis.

8.4 Use of digital media to engage with target audience

Digital media is widely regarded as representing the most effective communication tools for informing, educating, and influencing the general public. This section presents the digital media strategies of Saudi charities (Figure 49, below). Two themes emerged from the interviews in reference to digital media use: websites, and social media platforms.

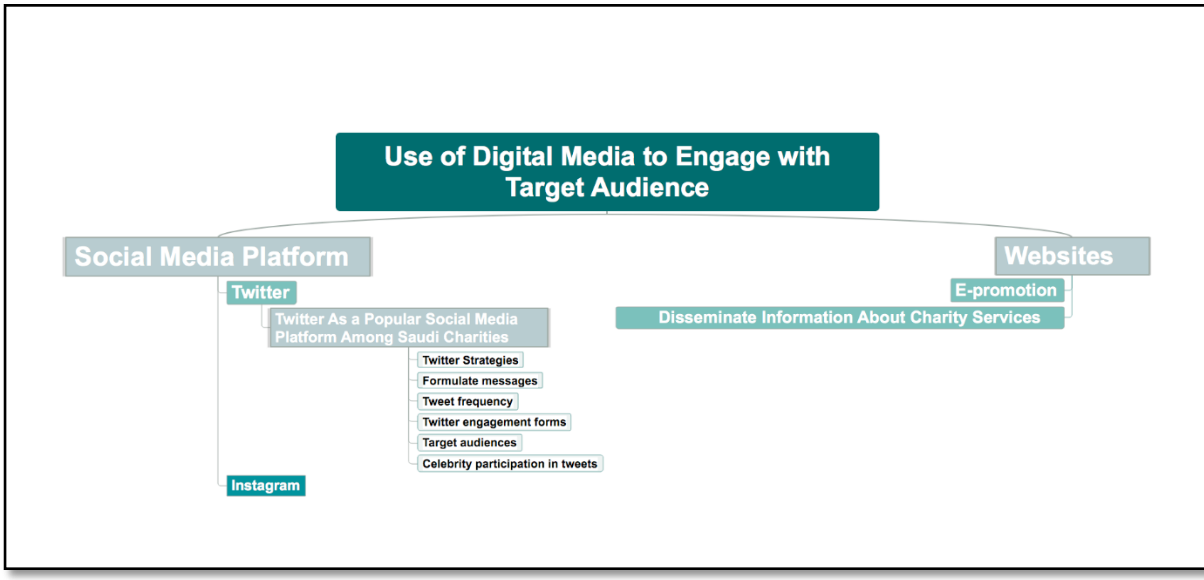

Figure 49:Themes and sub-themes for 'Use of Digital Media to Engage with Target Audience'

8.4.1: Websites

The PR practitioners in this study were asked about their use of communication technologies. All stated that they used traditional websites as a reference and identification portal for their brand, noting that many donors rely on websites and public records to gather information about the charity. They therefore took care to ensure their documents were up-to-date.

Each of the participants explained their strategies for e-promotion. Kafel invested in the Google programme for NPOs, which provides the opportunity to benefit from Google products and discounts that can help them find new donors and volunteers, work more efficiently, and urge supporters to contribute and invest in their projects. Participant-5 reported:

> *If you type 'Kafel' into Google, it will show the website of the Kafel Foundation for Orphans Care and our social media accounts* […] *Our Foundation is distinguished from other charities by our activation of digital media, especially automatic promotion for upcoming events and programmes* (Kafel).

Participant-9 cited the organisation's website as the main method of remaining in contact with the public, which held contact details for employees and application forms for individuals to volunteer, join, become a member or donate. Although this represents a form of one-way communication, the participants were confident that all those who sought contact were subsequently contacted via telephone or email. Participant-11 noted that Ensan uses its website to demonstrate accountability, transparency and disclosure, as a website is ideal for information display and availability, and uses social media for dialogue due to its unique two-way attributes.

8.4.2: Social Media Platforms

The participants employed a wide range of social media platforms, including Twitter, Instagram, Snapchat, Facebook, YouTube and LinkedIn. All of the participants had verified their social media accounts and only shared material with the public on pre-approved sites. Social media was universally considered to be helpful for community participation, media relations, recruitment of new members, volunteer and contributor acknowledgment, and promoting awareness. However, social media was understood as a form of additional media which complements traditional methods of managing relationships with volunteers and donors, rather than as an independent form of communication.

Distinct from the other charities, Zahra used Instagram as its main platform to raise awareness of and combat breast cancer, and reduce its spread among its female target audience, as explained by Participant-3:

> *With Instagram, we are able to live broadcast our events and activities. Moreover, by using the Instagram story, we get the opinions and point of views of our followers and the general public on the health habits and methods of early detection.*

Participant-5 and Participant-11 described their use of Twitter as a platform to communicate with the public, employing it to announce services, lectures, and programmes, and to thank donors, sponsors and volunteers who contribute to the achievement of their objectives. Like the other charities, they also used Snapchat to cover events and campaigns, and YouTube to share videos of TV interviews, events, and workshops. Participant-9 reported that they used Twitter, YouTube, and Instagram, but primarily employed Twitter to answer followers' queries. This participant found it difficult to manage more than one communication platform as they were part of a small charity with few employees. This could explain the social media use patterns of several charities in the sample, and so it is clear that the size of the charity and its workforce affects decisions around social media use.

8.4.2.1 Twitter as a popular social media platform for Saudi charities

Most participants cited Twitter as their preferred platform due to its effectiveness and facilitation of fast communication with different segments of society, which lines up with the fact that Twitter is the most popular social media platform in the KSA as a whole, with many companies and celebrities using it as their main platform for communication. Instagram was also mentioned by participants from Mawaddah, Kafel, and Eshraq, who noted that women tend to be the most active users of Instagram to share photos and videos. Participant-7 reported that they considered Twitter the most important social media platform because it provides a space for writing and expression and ensures access to the largest segment of society, especially its target audience of supporters, volunteers, individuals, companies and celebrities. They also made use of the hashtag feature as a marketing tool as it encourages participation and draws views, responses and followers. Participant-11 echoed these remarks, adding that it provided the opportunity to respond to followers' queries. Participant-10 favoured it because of its spread; most companies have an official account on Twitter, which facilitates communication, and more people collect information about the organisation from Twitter than from its website. Participant-9 described using Twitter to promote the organisation and its services, cover events, announce courses and lectures, and raise awareness and educate about ADHD.

Participant-5 conducted an analysis of each of the platforms used by their organisation to determine what would reach the largest possible audience, and in light of the fact that Twitter is popular among males and females of all age groups and classes, including the rich, the poor, the educated, the uneducated, companies, celebrities and institutions, concluded that Twitter should be their choice of social media platform to promote services and events. Zahra participants were the only ones to state a preference for Instagram as a main platform to raise awareness of breast cancer, as their target audience was female, they posted educational pictures and videos to raise awareness, and the unlimited writing space afforded the chance to tell stories about recovering patients.

8.4.2.2 Twitter Strategies

The interview question relating to the process of creating a plan and setting standards for the use of social media in building relationships based on mutual trust and transparency received responses that revealed a range of Twitter strategies, all relying on one structure. Through the analysis, the strategies of charities generated five sub-themes

Sub-theme One: Formulate messages

The practitioners were all involved in publishing and designing tweets covering charitable services and activities, containing information about events, and thanking supporters. The participants from Ensan and Kafel prioritised accurate, concise messages which invoke Islamic duty, as sponsoring orphans is a matter important to the religion. Participant-5 said:

> *We always ensure that the message is clear and concise. For example, "all fathers for the orphan", refers to the request for orphan sponsorship* (Kafel).

The content produced by Kafel and Ensan was generally religious in nature, with tweets frequently containing images and hashtags evoking Islamic values, which clearly illustrates the influence of religious culture on shaping the practice of PR in the KSA. Zahra also appeared to adhere to social values influenced by ancient customs, as they emphasise strong family ties. Family is a central pillar of Saudi society, with men holding responsibility for their families. Consequently, Zahra formulated one of its campaign slogans to reflect this culture, noting that it was one of the most influential campaigns they had ever run.

Participant-2 said:

> *In one of our campaigns ("For you, my dear"), all of the advertising posters were men, not women. This was one of the most influential campaigns that we have launched. The male was saying "because you are important in my life, please go for early detection", representing every young man sending a message to his mother, wife, or daughter. We ask patient care specialists to communicate with the families of patients to convey the importance of psychological support in healing* (Zahra).

Tweets made by Zahra tended to fall into the category of one-way communication, but their strategy was more comprehensive than those of the other charities. Participant-4 described the organisation's social media content calendar, which incorporated a plan and a schedule for releasing social media content from all departments and automatic Twitter postings throughout the year. After the schedule was completed, those in charge of managing the social media accounts posted items on Twitter every day, with content including health awareness and education, charity services and events, appreciation for corporate sponsors, sales and donation appeals, thanks to volunteers, and stories of survivors. Participant-7 described a similar system in which the PR department prepared content for social media communication such as photos, news or press reports, information about activities, and family advice, and posted this after gaining approval from the legal department and the social development service department. This approval process also applied to report to be broadcast on television or direct interviews with a media spokesperson or the executive director. These two charities, Mawaddah and Zahra, were managed by women, and they followed similar approaches for reporting. Women in Saudi society throughout history have always been active parties and flexible in their work, and participants from both of these charities sought specialist advice before publication (doctors for Zahra and lawyers for Mawaddah) due to the fact that they wanted to ensure what they produced and disseminated was correct and within the bounds of the law.

Sub-theme Two: Tweet frequency

The second sub-theme relating to the Twitter strategy of Saudi charitable organisations was about the number of tweets posted. Participants from each organisation in the sample discussed the specific strategies they employed. Participant-11 tweeted two to three times a day and responded to followers' comments and questions, and Participant-7 declared a similar tweet frequency. Participant-1 provided further detail, stating that although they tweeted at least once per day, during the month of October (Breast Cancer Awareness Month), the frequency of their tweets increased to three times a day to cover events and workshops and provide information about breast cancer awareness. Participant-10 reported that they tweeted three times a week about their organisation's programmes and activities, attaching images and video as they were more concerned with quality of content than quantity. Participant-6 shared a similar view, stating that they published one tweet per day, except during events when this rose to two to four. The participant explained this by describing their belief that tweeting simply for the sake of tweeting may displease the organisation's followers. Despite the differences between them, however, all of the charities in this study agreed about the necessity of tweeting regularly, with an average of once per day, in order to maintain a presence in the digital society.

Sub-theme Three: Twitter engagement forms

A third sub-theme emerging from the Twitter strategy revolved around the communication features employed on Twitter to communicate with the audience and build community relations. This suggests a desire for two-way communication. Kafel, Ensan and Zahra participants reported managing dialogues and responses to followers via Twitter. Participant-9 said: *We give ourselves room to respond to queries and comments* (Eshraq).

Similarly, Participant-7 stated:

> *We also respond to all messages that we receive privately during the weekend […] We dedicate Fridays and Saturdays, holidays days such as Eid Al-Fitr and Eid Al-Adha off for answering public inquiries* (Mawaddah).

This participant revealing that they dedicate the weekend (Friday and Saturday) to responding to followers' inquiries and comments is a reflection of the Islamic principle of honesty and hard work and a demonstration of basic professional ethics by taking responsibility and working accurately and efficiently at the assigned task.

These steps toward a two-way communication model were only discussed by four of the charities, but this indicates a shift in the practice of PR in the KSA.

Participants from five of the charities stated that they used the Twitter hashtag feature as it allowed them to reach a wide range of audiences for supporters, influencers and beneficiaries. Participant-10 described its utility for their charity:

> *Our use of the hashtag attracted donors and contributors, in addition to publishing our awareness content. Two companies contacted us, one offering us free equipment and the second free training for our employees. The Twitter platform has contributed to attracting donors and beneficiaries because it really helps to reach them* (Eshraq).

Participant**-11** reported that Ensan adopted a uniform style that simulated its identity, and distinguished the content provided through its website and social media through the use of hashtags:

> *Hashtags were identified by the type of activity, such as "Ensan partners". We have hashtags for each branch of our charity, such as #Ensan_dawadmi #Ensan_Al-Aflaj, to publish branch news and our participation in the most popular and active social events, such as international days (e.g., Universal Children's Day) (Ensan).*

Mawaddah also described using hashtags to promote and obtain support for their programmes. Participant-8 said:

> *We share the most popular and effective hashtags related to our goal of family stability in order to preserve our charity's reputation. We also*

> *collaborate with social media celebrities to promote our charity* (Mawaddah).

Regarding @mentions and hashtags, Participant-11 noted the use of similar features:

> *Our strategies on Twitter involve using @mentions and hashtags to refer to our supporters' accounts briefly without going into detail* (Ensan).

Using Twitter features such as hashtags and @mentions in this way was described as a means to attract followers and encourage engagement with the charity's content. Moreover, the Twitter retweet function was mentioned by participants from two of the charities, who used it for different purposes. Participant-10 employed this feature to spread awareness information produced by doctors, especially in October, reflecting their objectives of raising awareness and educating the community on how to deal with childhood ADHD. Taking a different strategy, Participant-4 retweeted those tweets which amplified their organisation's message:

> *We retweet useful content and try to bring about satisfaction without upsetting any of the parties that support the Zahra Association, so we retweet the tweets that mention us* (Zahra).

This indicates an interest in using retweets for donor relations.

Two charities followed the social network strategy of asking celebrities for support through retweets. Participant-11 represented one of them:

> *We connect the audience by organising an electronic campaign to increase awareness of the importance of orphan sponsorship by requesting celebrity support to retweet and respond promptly to incoming queries* (Ensan).

Participant -8 was another:

> *We call celebrities to support us through participating in hashtags. For example, we communicate with the celebrity and provide them with the content of the tweet to share with their followers* (Mawaddah).

These charities used influencer endorsements for long-term promotion of the charitable cause, which reflects positively on the charity's brand and assists fundraising.

Sub-theme Four: Target Audiences

A core element of the work of PR is segmenting the public so as to identify those who are engaged with and interested in their organisation, and from there determine what the target audience needs to be persuaded that the organisation deserves their time, attention, and donations.

Each charity's target audience differed in line with their varying concerns. For example, Ensan and Kafel deal with the welfare of orphans, widows, and divorced women, so these targeted Saudi society as a whole as Islam strongly emphasises caring for orphans. Eshraq and Zahra, on the other hand, focused on doctors and psychologists to provide voluntary services as they were concerned with issues of a medical nature. Mawaddah's work related to family rehabilitation and reducing divorce, and so it targeted parents, lawyers and psychologists (the latter to counsel children after the separation of their parents). Therefore, unsurprisingly, each charity targeted the audience (groups and individuals) who were most likely to help them carry out their mission and achieve their objectives.

Sub-theme Five: Credible Social Media Platform

The social media accounts of every participant in this study were official, ensuring that the information published therein was correct and credible. Participant-9 and Participant-10 characterised their charity as the only one specialising in ADHD in the KSA, and argued that accuracy in information displayed on their website or social media accounts was therefore critical to individuals' health. This led to an emphasis on content from doctors, consultants and certified scientific studies; when receiving questions or inquiries, Eshraq asked participating doctors to respond by retweeting and commenting on them, increasing the credibility of the charity as a source of information.

Participant-7 confirmed that their organisation's accounts were verified:

> *The Mawaddah Society has verified all its official accounts on social media, and any information we wish to convey to the public is through our approved and documented platforms* (Mawaddah).

The participants attempted to set their charities apart from the others through use of social media, such as the Google programme for NPOs or a continuous presence on social media with use of the hashtag feature via Twitter, which contributes to participation in the charity's tweets as it provides the opportunity to spread curated content among the community. Others stated that setting a time to respond to followers makes them feel as though the charity cares for them and allows employees to collect evidence about what is mentioned, thus improving performance.

8.5: Summary

This chapter has presented the results of the thematic analysis of semi-structured interviews (face-to-face and via email) with 11 PR practitioners from five selected charities in the KSA: the Ensan Charity Committee for Orphans Care; Eshraq (Saudi ADHD Society); the Mawaddah Charitable Association for the Reduction of Divorce and its Effects; the Kafel Foundation for Orphan Care; and the Zahra Breast Cancer Association. Participants' responses revealed themes which related to the research questions of this thesis, and represented a follow-up to the content analysis of each charity's Twitter account and website to ensure that the results matched the charities' intentions.

The results showed that not all of the charities had specialised PR departments, but were aware of the roles and importance of these functions in the charity's success. The interview analysis with regard to the role of PR showed that the participants believed gaining public confidence and support required the dissemination of information and effective, continuous communication with the public along with methods to measure their satisfaction and gather feedback and suggestions on the organisation's performance. The charities reported activities to encourage the public to participate in the programme planning process and to volunteer for events that make them feel a part of the charity, which strengthens their commitment. There was also emphasis on the need to provide ongoing media coverage of all programmes and activities, and submitting annual and financial reports to inform donors of the results of their contributions and material support. However, very few participants mentioned PR management roles, such as internal communication and strategic planning: those that did had a distinct organisational culture involving decentralised design-making that allowed flexibility and cooperation with employees. Encouraging employee participation in decision-making processes raises their awareness of how their work relates to the organisation's growth and success. For cultivating trust relationships with donors, it was found that building trust depends on transparency, disclosure of performance and financial reports, and honest communication.

The charities demonstrated differences, but there were considerable commonalities. Responses from the charities centred on the ability to plan, prepare, and promote using all available means. For example, Kafel used the Google programme for NPOs, while the majority of the other participants reported making significant use of the Twitter hashtag feature. All reported using social media to introduce the charity and its roles and raise awareness of the importance of donations, employing diverse strategies to request these. The participants unanimously agreed about the importance of thanking donors and informing them of the effect and impact of their support.

The PR practitioners in this study used a range of strategies to encourage donations, focusing on active continuous communication and prioritising retention of supporters, donors and volunteers by keeping them informed of activities and events. The dissemination of information and media through social media platforms such as Twitter played a major role in winning donors, and most of the participants discussed maintaining media relationships and sharing news and activities on social media and their website. Eshraq reported that it received support from two companies through its use of Twitter, while Mawaddah stressed the importance of keeping the website updated with achievements, as when support and donations are requested, people turn to the charity's website to form opinions. Openness and transparency about programmes and activities through a clear work environment was considered crucial, with most of the practitioners stating that they published an annual report detailing the charity's achievements and presenting its financial situation. Providing evidence of the charity's impact, such as measuring the level of recipient and donor satisfaction with the charitable services, was considered to be positively related to the charity's reputation and a key method of attracting donors. The full findings of this thesis are discussed in the following chapter.

Chapter Nine: Discussion

This exploratory thesis is one of the first to empirically investigate how public relations (PR) practitioners in charitable organisations in the Kingdom of Saudi Arabia (KSA) use contemporary digital media (websites and Twitter) for communication techniques to build trust relationships with donors and volunteers. As noted earlier in the methodology chapter, this study is divided into three stages. The first explored the effectiveness of charities' websites in the Riyadh and Makkah regions using Kent and Taylor's (1998) principles of dialogue as a basis for analysis. The second was a descriptive investigation of how seven selected Saudi charities use the social networking platform Twitter as a PR communication tool. The recency of this medium affords the study the opportunity to make unique insights in the area of PR practices on microblogging social networking sites. The third stage involved analysing the content of interviews conducted with PR practitioners in five Saudi charities. An integrated approach was adopted examining how the charities used their websites and Twitter to cultivate trust relationships with stakeholders. The results indicate how such organisations use social media to build long-term relationships and develop trustworthy interactions with stakeholders.

This chapter reviews the findings obtained and presented in the previous chapters (Six, Seven and Eight), drawing on the existing literature for comparison and contextualisation based on their results and theoretical assumptions. The chapter is divided into five sections to answer the research questions: the first section reviews PR practitioners' role in building, strengthening, and maintaining charities' internal and external relationships; the second addresses the seven Saudi charities' use of digital media (websites and Twitter), providing examples of the practices that define them, raise awareness of their role, and ensure sustainability; and the third investigates the way in which charities employ the principles of dialogue and the Grunig and Hunt (1984) public information or two-way symmetrical models of PR on their websites and Twitter. The fourth section identifies the charities' target audiences and asks whether or not the charities use Twitter strategically, examining their level of interaction on Twitter and the types and purpose of their tweets. The fifth section determines the most effective strategies PR practitioners follow in five Saudi charities to build long-term relationships and develop trust with donors.

9.1 What role do public relations practitioners play in building, promoting, and maintaining the internal and external relationships of Saudi charitable organisations?

The two main PR roles which emerged from the thematic analysis of participants' responses in the interviews conducted for this study related to technical and management functions, with the former proving considerably more prominent. This finding agrees with Kirat (2005), who determined that top management generally consider PR as a technical role which deals with publicity and designs materials which boost the organisation's reputation, although in many cases management across the Arab world consider PR only to the extent that they can delegate employees from other departments (with no specialist knowledge or experience) to conduct PR work.

The participants in this study performed five technical roles: building external and internal communication, disseminating information about the charity's services, organising and coordinating events and campaigns, interacting and handling media platforms, and media relations. Their roles with regard to external communication included networking with stakeholders such as donors, beneficiaries, partners, target audiences, sponsors, volunteers, companies, charity members, and non-profit institutions. Creating relationships with these was considered the main element of meeting and disseminating the charity's goals, as Participant -11 reported:

> *Permanent communication has a key role in strengthening the relationship between the charity and the internal and external community, in addition to its role in extending cooperation with supporters, donors and volunteers* (Ensan).

This result is consistent with Harlow (1976) and Theaker (2001, p.4), who confirmed the importance of building external communication with different stakeholders.

Each of the charities communicated with audiences in their sector. Zahra and Eshraq, for example, operate in the field of health, so their communications tended to be with doctors and patients' families, while Mawaddah dealt with legal authorities as the charity is chiefly concerned with women's rights after divorce and child custody. Saunders (1999, p.38) stated that the long-term success of an organisation depends entirely on the quality of its external communications, and in line with this, all of the charities demonstrated awareness of the importance of the external audience, targeting partners and supporters who could contribute to achieving the charity's aims and ensuring its sustainability according to their priority as stakeholders. All participants confirmed that they communicated with supporting bodies or partners using various methods such as SMS text messages, WhatsApp, phone calls, meetings, fax or e-mail and face-to-face communication. Ensan and Mawaddah also garnered support from celebrities as they can attract and influence a wider audience to support the organisation, whether by volunteering, donating or through word of mouth, which highlights the charity's brand, role and activities. Other charities sought to attract certain professionals directly, such as lawyers who provided free consultations to the charity and its beneficiaries, doctors who supplied medical advice for the benefit of the community, or indirectly from attracting prominent members of the community who can grow the charity's supporters and build its reputation. Eshraq and Zahra, for instance, consulted with doctors to act as reliable sources for their educational content.

The PR systems in the five Saudi charities from which participants were interviewed were open rather than closed, as they collected feedback from their public, which strengthens an organisation's relationships (Latimore et al., 2009). Since the majority of Saudi charities are small, collaboration with larger organisations may benefit both parties by sharing and increasing knowledge and supporting a wide range of community benefit programmes and fundraising activities, thus enhancing brand value.

Participants from all five of the charities agreed that professional cooperation between departments and holding meetings to discuss the charities' activities and achievements could boost performance. Participant -5 described the dedication of their charity's employees:

> *Building team spirit is important and results in total loyalty to the organisation. We have a group of employees who have high loyalty to the organisation and a sense of responsibility and initiative. The employees work even after the end of the official working time. For example, our official working hours are from 8am to 1pm, but these employees go to our exhibitions pillars after working hours to identify our services and activities and communicate with the audience in order to take their feedback and needs until 1:30am, all on a voluntary basis. The next day they start at 8am as usual* (Kafel).

This reflects the strong work ethic encouraged by Islam, which given the overwhelming dominance of religion in Saudi society, can be said to have influenced the participants. This can be combined with the strong cultural drive in the KSA to value and prioritise the family (rather than the individual) as the main unit, which brings about a powerful sense of participatory cooperation in the workplace as team members think of one another as a kind of family. The results reflect those of Parsons (2016, p.11), who argued that PR is an ethical approach represented in work efficiency, commitment to quality, dedication to the interests of the client and a desire to help, and is consistent with previous studies which highlight that maintaining close relationships with employees and two-way symmetrical communication provides conversation mechanisms for employees (Chen, 2008; Grunig, 2013; Stevanović and Gmitrović, 2015).

In addition to internal and external communication, the participants in the technician role also disseminated information about the charity's services, organised and coordinated events and campaigns, and interacted on and managed media platforms. The charities employed various communication channels, tools and social media to spread information about their services, including interpersonal communication, traditional and print media, phones, SMS, WhatsApp and Twitter. The participants also declared an interest in organising events, workshops and lectures, and discussed dedicated ways to communicate with their audience based on their preferred channels. Donor companies and entrepreneurs were said to prefer formal communication via e-mail and meetings, while engagement with the general public took place via social media platforms such as Twitter and Instagram, which were used to disseminate information and solicit donations, and WhatsApp to coordinate with donors and respond to public enquiries. Donations were collected through sources such as zakat. These findings are consistent with Cutlip et al. (1994, p.34) and Dozier and Broom (1995), who identified that PR practitioners perform technician roles such as organising special events, production, writing, editing, media relations, and placement.

Media relations is a prominent technician role to emerge from both the interview analysis and the content analysis of charities' tweets and websites. The participants recognised the importance of building relationships with media figures such as journalists, and did so by providing them with press releases to publish about the charity's achievements and events, and with expressions of gratitude for their cooperation. Participant -8 stated that they send journalists photographs of news or press reports to appear in newspapers or on the television, or participate in direct interviews with media spokespersons, while Participant -11 described how their charity enjoyed a significant media presence in 2017, with their activities and events covered in print, audio, and visual media for a total of 227 news items and 30 press reports. This desire to form positive relationships with the press is beneficial as it can increase the charity's brand reliability and the level of community knowledge about the charity and its activities. This result support the findings of Dennis et al. (2015) who found that over 6000 Middle Eastern respondents revealed that most of the population believed that news was accurately reported by the media. Cooperation and interaction with the media is the main function of a charity's media department, as identified by Bailey (2006, p.312), Cutlip et al. (1994, p.33), White and Mazur (1995) and Wilcox et al. (2000, p.240), who confirmed that conveying the organisation's voice to the public through the media requires buildings relationships with publishers, press, television and radio. This is not necessarily a challenge, as the press can generally be relied upon to be eager for news to publish. Thus, PR practitioners should provide the press with stories and events for regular publication, as suggested by studies which demonstrate the importance of creating and building strong, positive relationships with journalists and the press as a part of PR strategy (Broom and Sha, 2013, p.536; Grunig 1990, p.18; Waters et al., 2010, p.244).

The findings of this thesis revealed that two Saudi charities were neglected media relations. Zahra-4 described a fluid relationship with the press, claiming that some journalists contacted them to cover Breast Cancer Awareness Month events but remained distant at other times. This indicates that Zahra, for one, made little effort to develop its media relationships and maintain contact with members of the press who took the initiative to offer their services. This may form part of the explanation for why their services and achievements were not visible, with Zahra-4 describing them as 'buried' and stating that some members of the community had never heard of the Zahra Association or were unaware of its activities and services. In the case of Zahra, they may find it challenging to create relationships with journalists because they lack a PR department competent in this field.

Saudi charities should pay more attention to developing their media relations and intensifying their press file to widely disseminate stories, as they represent some of the most important means of communication for PR practitioners who want to reach their target audience. Media relations can promote charities' efforts and provide significant moral return for their image by highlighting their ability to serve the Saudi community. When donors are making choices about their donation behaviour, they tend to research the charity they are considering donating to online, and what they find will be what has been published in the press, which is deemed a reliable source of information. Therefore, positive media relations contribute to increasing investment opportunities.

The second PR role to emerge in this study was that of management, but it was found that the PR practitioners in this study performed few functions related to PR management. Two sub-themes of the management role were lack of strategic planning and centralised / decentralised decision-making. This finding is consistent with Mohamed (2018p.41) who found that most Saudi non-profit organisations failed to implement strategic planning throughout their work due to poor management practices. The three of the charities practiced centralised decision-making (Eshraq, Mawaddah, and Zahra) in which all strategic planning and problem-solving decisions emanated from the organisation's administrative authority without the participation of any other administrative levels or the PR department. This contradicts previous studies that recommended excellent PR officers implement two-way communication models and make collective decisions with the director's participation in the strategic management process, with the work of planning and evaluating communication programmes carried out strategically through conducting research. Only Ensan and Kafel demonstrated decentralised decision-making, for which they held periodic meetings to discuss plans and projects and adopt strategic planning to implement the charity's strategy. Participant -5 explained:

> *Communicating with the staff through periodic meetings, transparent discussions, taking their suggestions and thanking them for their efforts is very important. When employees feel valued and appreciated by the board of directors, they will work effectively and consistently to improve the organisation's success and reputation. This is followed by the stage of communication with the external public through public announcements, organising visits and publishing news through newspapers, magazines, and social media websites, which aims to inform the public about the work of the Foundation and attract their material and moral support* (Kafel).

That only two of the charities established and planned a long-term strategic PR framework in this way and the preponderance of technical over managerial functions in the sample confirms that PR practitioners in Saudi charities practice one-way rather than two-way PR models. Femi (2014, p.75) linked effective two-way communication between employees and directors with consistent internal communication for providing feedback and suggestions to develop and achieve organisational goals, so implementing a management role help with the planning of strategies (planning, organising, recruitment, guidance and control).

Charities that involve their members, beneficiaries and volunteers in strategic planning are more likely to achieve their goals. Ensan and Kafel both indicated efforts to maintain the satisfaction of beneficiaries by remaining attentive to their opinions when designing their strategy. This raises stakeholders' sense of responsibility towards the charity and increases their support. This is pointed out by Theaker (2001, p.4), who stated that PR practitioners should understand their audiences because they have diverse information needs, and Blake and Haroldsen (1979, pp.60-61), who suggested that PR should aim to gain the support and cooperation of those in a position to advance the organisation's objectives.

The two-way symmetrical model of PR was found to be largely absent among the Saudi charities in this study. This may primarily be a reflection of the top-down culture of the KSA, with centralised structures whereby senior management make all decisions without involving employees, and the widespread misconception that PR is technical and not strategic, which stifles PR development. However, centralised decision-making can help with work distribution, improve coordination between departments, and allow for policy and practise standardisation. A centralised structure can take advantage of planning and therefore optimise the use of resources and personnel to increase the likelihood of the organisation running smoothly. When discussing why Zahra could not incorporate all planning stages in their strategic planning, Participant -3 noted that this is due to the lack of a qualified PR department:

> *Our PR department is currently empty, but public relations tasks have been distributed to the rest of the administration staff (Manager of Awareness Programmes, IT Supervisor, Director of Financial Development, and Events Department assistant* (Zahra).

The findings of the present study show that Saudi PR practitioners' function mainly as technicians with the responsibilities of disseminating information, organising and coordinating events and campaigns, handling media relations and media platforms, and producing PR materials associated with the public information and press agentry models. The limitations imposed upon them leave them unable to demonstrate the value of PR in achieving organisational effectiveness.

In the Saudi charities, the conception of top management that PR is a tool of publicity negates the potential for PR to gather feedback from the public as it involves strictly one-way communication and no relationship-building with audiences. It leads management to routinely underemphasise the role of PR and take little interest in its functions and potential. This represents just one of the challenges facing PR in the KSA, stemming from a number of cultural, economic, educational, and religious factors which influence Saudi charities' PR practice.

9.2 How do charities in the KSA make themselves visible and transparent through digital media in an increasingly competitive environment?

Only 95 of 313 charitable organisations in the Riyadh and Makkah regions were found to have an active website, which represents a significant gateway to a large proportion of the public and enable internet users to acquire information about the organisation and its services, products, and activities (Fang & Holsapple, 2007). 47 charities showed websites that were in development, indicating a recent effort to take advantage of the ability of an online presence to spread awareness of the organisation and its contribution to society. 142 of the charities in this section of the study displayed some digital media presence.

The remaining 171 charities showed no evidence of benefitting from a website's capabilities as a source of information to engage with donors. This may be the result of a lack of understanding of the importance of providing information platforms such as websites and social media to maximise their ability to communicate their image and increase their financial resources. 107 charities did not have a website, and 39 were found to have neglected their website since 2017. A further 25 charities' websites could not be browsed, potentially disadvantaging them by preventing visitors from accessing their information and services, as Kent and Taylor (1998, p.330) warn: "it is not desirable to design your site to be accessible only to those users with the [latest] or [particular] versions of network software". Finally, it was discovered that only 64 of the 95 active websites offered secure connections.

One unanticipated finding was that out of the 313 total Saudi charitable organisations, 163 had a Twitter account while only 142 organisations had a website, which is uncommon practice. A website is a resource that enables people to access the information they may be seeking about the organisation, while Twitter is a platform for advertising and communication more than it is a resource for information. In general, it seems that these 163 charities chose to use Twitter because it is the most popular platform among the Saudi community, and in fact the most commonly-used platform by organisations to communicate with the public (Rybalko & Seltzer, 2010). However, few of the charities in the sample appeared to be using Twitter strategically, despite its capabilities as a communication platform to provide opportunities for two-way communication by responding to followers' comments and questions, as they were not taking advantage of Twitter features such as likes, shares, @replies, hashtags, retweets and comments. A possible explanation for this may be a lack of adequate practitioners responsible for managing the Twitter account and insufficient text editors. Only 26 of the charities' Twitter accounts held verified status, which is essential to enable the public to trust that the account is official. This is likely to be related to the lack of practitioners specialising in PR and social communication working at the charities. In this study it was not possible to subject all 163 identified Twitter accounts to rigorous analysis, and therefore only seven were selected for this (Ensan Charity Committee for Orphans Care, the Saudi Alzheimer's Disease Association, the Al-Mawaddah Society for Family Development, the Zahra Breast Cancer Association, Eshraq [the Saudi ADHD Society], Kafel Orphan Care and the Mawaddah Charitable Association for the Reduction of Divorce and its Effects). These observations became clear during the sampling process, and may benefit from verification in future research.

There are several possible explanations for why many Saudi charities had neither websites nor social media accounts. They may lack employees who are aware of how to update and maintain information on websites, or an insufficient number of PR and social media practitioners, therefore encountering difficulty managing social media. Additionally, the charities' employees may lack experience in PR and communication, as they were found not to use communication strategically, which is essential in building relationships. As previously noted, PR staff have a technical role in managing social media and engaging and communicating with the public. Employees with limited experience of digital engagement, and the necessary skills or knowledge to use digital media for relationship building are highly unlikely to be able to effectively do this. Therefore, Saudi charities should attract employees acquainted with how to use digital technologies, especially in the light of technological development and recent events, such as the Covid-19 pandemic which forced more people online. Allagui and Breslow (2016, p.21) assert that social media has reshaped the practice of PR, enhancing organisations' competitive value, encouraging innovation, and reinforcing the relationship between the organisation and its internal and external audience.

The most important finding relating to e-promotion came from Saudi PR perspectives, as described by participants from Ensan, Mawaddah and Kafel. Kafel's use of the Google programme for non-profit organisations (NPOs) has helped them find new donors and volunteers, work more efficiently, and encouraged supporters to contribute and invest in their projects. Participant -5 reported:

> *If you type 'Kafel' into Google, it will show the website of the Kafel Foundation for Orphans Care and our social media account. Our Foundation is distinguished from other charities by our activation of digital media, especially automatic promotion for upcoming events and programmes* (Kafel).

Ensan expressed interest in using Twitter features such as the hashtag and @mention for their role in spreading tweets and reaching the largest segment of society interested in their content. Likewise, Mawaddah confirmed its use of the hashtag feature to ensure access to content, noting that they participate in hashtag trends that relate to their community building activities. As Participant -7 said:

> *We share the most popular and effective hashtags related to our goal of family stability in order to preserve our charity's reputation. We also collaborate with social media celebrities to promote our charity* (Mawaddah).

Participant -5 described an interest in online promotion not only through social media platforms such as Twitter, Instagram and Snapchat, but also through WhatsApp as a communication method, relating how each employee published the latest events and activities carried out by the association on WhatsApp on a daily basis. All contact numbers were registered on their phones, enabling them to spread knowledge of their organisation. WhatsApp has several advantages as a tool for communicating with stakeholders: it is used by all age groups in the Saudi community, it allows two-way communication with stakeholders either through direct messages or video calling, and users can share photos and videos of their accomplishments and announce events.

Regarding transparency, interaction and information disclosure, this study found that the majority of Saudi PR staff perceived that their websites were up-to-date and rich in information that reflected the organisation's identity and their role in community development. This finding is consistent with that of Watkins (2017, p.164) who argues that dissemination via social media is not only useful, but must be constantly updated to maintain engagement with the target audience. Furthermore, all participants confirmed the importance of transparency and were confident that their transparency level was high as their work depended on it. For example, Ensan and Kafel highlighted all of their organisations' activities and achievements as a form of transparency, publishing these through the year in their magazine and on their websites and social media platforms. Both charities considered their identity to lie in defining their roles and presenting their achievements in the field of orphan care, representing and supporting orphans so that they are able to rely on themselves. To this end, each of the two charities provided a portal enabling sponsors to follow up on the status of children adopted in terms of their level of education and health status, and ensure that this news reaches donors. They believed that accessing donor support depends heavily on how the charity's performance is perceived and confidence in the role the charity plays in community development, which is why charities must make aggressive efforts to build and maintain mutually beneficial relationships with stakeholders. These results reflect Laurett and Mainardes (2018), who found that knowledge of donor behaviour helps compose strategies for consistently attracting funds. Thus, in order to gain more funding sources, NPOs need to understand donor intention to donate and volunteer (Lwin et al., 2014; Weerawardena & Mort 2008). Transparency can be of great benefit in this regard, and this was discussed by Participant - 11:

> *We have a very high level of transparency, as we have received several prestigious awards including the Forbes Awards in the United Arab Emirates and the Palme Award. We have also received a high rating from the Social Development Center in Riyadh by applying the standards of governance that promote transparency and accountability according to the standards of the McCain programme, which is overseen by the Ministry of Labor and Social Development* (Ensan).

Ortega-Rodríguez et al. (2020, p.14) assert that transparency is more than just the presentation of financial reporting and performance management systems, but requires openness in all aspects of the organisation. Kafal, Eshraq, Ensan and Mawaddah stated that they appreciated and understood this, and were adamant about managing their own social media accounts to engage with the public and respond to all enquiries. An example of this is the testimony of Eshraq-9, who stated that Eshraq emphasises building relationships with the public and raising the general level of knowledge about ADHD: they manage social media platforms internally and always respond to enquiries from the audience, referring questions related to ADHD to doctors in order to ensure the reliability of the answers. These findings concur with the work of Waters et al. (2009), who found that the success of a charity can depend on how well it builds and maintains effective relationships with its stakeholders. Under Islamic law, employees are not permitted to publish false information because the religion promotes honesty, integrity, and sincerity. This ties in with accountability, as it is a voluntary act that increases credibility and trust, which can be translated into benefits and material support.

9.2.1 What strategies are used by Saudi charitable organisations to cultivate trust relationships with donors?

Three themes emerged about the strategies the charities used to build trust relationships with donors: enhancing trust and managing reputation, maintaining and gaining new donors and creating and maintaining positive brand image.

For the first theme, strategies to enhance trust, four sub-themes emerged: transparency and credibility, interaction and disclosure, satisfaction and commitment, and good performance and measurement impact. Transparency and credibility were considered powerful tools in building strong trust relationships with stakeholders, with participants from all five charities aware of the importance of openness, disclosure and accountability in cultivating relationships of trust, in addition to disseminating news of achievements, the organisation's mission and goals, financial reports, performance, and impact measurement of programmes. For example, all participants stated that credibility in dealing with stakeholders and supporters means providing information such as financial and annual reports which show donated goods and funds in addition to clear information about the charity's objectives, programmes and services, and interacting with all interested parties and supporters. This is in concert with Park and Reber (2008, p.410), who confirm that the key to developing mutually beneficial relationships with multiple publics would be the extent to which the charity effectively uses the dialogic capacity of their website to promote dialogue.

Organisations which operate without a wall of separation between their internal and external audiences act "like a sponge; instilled with clear objectives, yet allowing easy flow of information in and out" (Kanter et al., 2010, p.27). This level of transparency results in a "learning loop", which ultimately allows for conversational communication between an NPO and its audience. Transparency offers an NPO the opportunity for participation, and this can create and maintain donor trust. Mawaddah-7 reported how the Saudi Basic Industries Corporation (SABIC) supported their Pioneer Artisans programme, and asked for evidence of its impact. The participant prepared the evidence for them despite their low level of influence due to their firm belief that credibility and transparency contribute to winning and preserving the confidence of supporters. Donors appreciate being listened to, and using online communication tools makes that desire possible. Participant -5 also emphasised transparency and clarity of all the organisation's activities, and honesty in all agreements, including disclosure of the impact of programmes and services and submitting official financial reports. They believe this can be done if a professional system and a precise working method are implemented and supporters (donors and volunteers) are involved in charitable programmes, as this gives them a sense of responsibility towards the charity. The importance of building trust with stakeholders has been confirmed by Bryce (2007), Chapman et al. (2021), Greiling (2007), Lambright et al. (2010), Weinschenk and Dawes (2019), and Wiencierz et al. (2015), and concur with those among these who assert that tools for planning charity communication should focus on creating and boosting the sense of value donors derive from donating.

The first sub-theme of transparency and credibility is closely tied to the second sub-theme of satisfaction and commitment. The majority of respondents recognised significant relationships between credibility and trust, and gaining donor loyalty and commitment. All participants named transparency as a cornerstone of confidence building to ensure sustainability. Participant -2 noted that transparency builds confidence as it formed the basis of their dealings; without it, they would not have gained the support of institutions such as the King Khalid Foundation. Zahra ensures not to conceal its defects or difficulties, instead asking supporting bodies for help to overcome them and accepting constructive criticism. This was echoed by Participant -10:

> *For donors, credibility and trust strongly correlate with donor loyalty; however, for some supporting firms, their association is relative because their goal is primarily to complete core programmes (social responsibility programmes)* (Eshraq).

The Saudi charities were therefore aware of the importance of openness, disclosure and accountability in cultivating trust relationships with donors. Charities providing information proactively without donors having to request it reflects their professionalism and demonstrates their ability to work for the benefit of the community, particularly important for NPOs as they interact with a wide range of stakeholders who require different information and have varied interests.

Reducing expenditure was cited as another way to increase stakeholder satisfaction. Participant -5 stated that their organisation aims to reduce its operational costs along with those of medical treatment for orphans and their families, and therefore seek to establish partnerships with hospitals and medical laboratories to secure discounts for testing and examinations. These findings are consistent with those of previous studies regarding donors' preferences for how their money is spent. Donors prefer to fund projects that make an impact rather than management functions, and so tend to reward organisations that report lower administrative costs with larger charitable contributions (Ashley & Faulk, 2010; Gneezy et al., 2014; Jacobs & Marudas, 2009; Tinkelman, 1999; Tinkelman & Mankaney, 2007; Weisbrod & Dominguez, 1986). The results also agree with Yang and Northcott's findings (2019) that charitable institutions rely on public confidence in their ability to achieve their mission and results that are beneficial to their target and society in general.

The further sub-themes which emerged from trust relationships with donors (interaction and disclosure, and good performance and measurement impact) relate to reputation and brand management. Practitioners from all five charities in the interviews agreed that a charity's reputation relies on a combination of good performance, clarity of goals, communication through all media platforms, and responding to follower or supporter inquiries. They stressed the importance of clarity as a basis for forming a positive image of the organisation, which is linked to their achievements or fostered through effective and continuous communication with external or internal publics to measure their satisfaction. Communication with the internal public takes place through periodic meetings and transparent discussions or taking staff suggestions and thanking them for their efforts, while communication with the external public occurs through communication tools including traditional and new media. For example, Participant -9 highlighted the importance of conducting impact measurements, reports and visual content (e.g., videos, photos), but indicated that while this had not yet been realised, it was included in the operational plan to be carried out in the coming years.

Informing donors of the charity's performance and evaluation is an effective means of promoting mutual transparency between the donor and the charity. This study confirms that when donors see the impact and benefit of previous support, they are encouraged to give more and invite others to follow their example. Participant -7 stated:

> *As a public relations practitioner, I always believe that media coverage and charity websites are a substantial element in maintaining donor and sponsor relationships. As soon as we communicate with donors and businesses for support, they go to social networking platforms and the website and follow the companies that have already supported our programmes. They check the evidence of impact and outputs and build on them. Supporting media coverage is the foundation of this (interest in media dissemination and transparency)* (Mawaddah).

This finding is consistent with Alhibari et al. (2018) on building trust, which occurs when individuals verify that the charity can fully perform its mission, is honest in using donations for the benefit of society, and prioritises the rights of beneficiaries. Donors' confidence in the performance of charities is an important factor in the donation decision-making process as trust can lead to unexpected benefits.

An example of this was given by Participant -10:

> *Ten days ago, Faisal Al-Yousuf, a celebrity in the field of new electronic devices who has a channel on YouTube, contacted us and said that he knew us via Twitter, and gave us a donation from his company. We had not contacted him or ask for support; he decided to support us based on what we offer on Twitter. We also received offers of hardware and free coaching staff from two supporters* (Eshraq).

Zahra-4 further cited familiarity as the main aspect of managing their brand reputation, stating that raising awareness of their brand was a priority as parts of the Saudi community were still unaware of their existence. Carter and Goh (2006) highlighted that a strong brand and reputation can be used to increase market share as it represents a tool to market an organisation to customers and the public who have never previously bought their products or used their services. A brand strategy can be used to identify the owner, the products, and the services available, and helps consumers or potential supporters distinguish between the tools or services provided by a particular charity and its competitors, and assess their quality (Carter & Goh, 2006).

Mawaddah and Zahra confirmed their belief that a charity's reputation is linked with its performance, while five of the participants stated that responding to public questions and engaging in two-way communication with all stakeholders is a main element of managing reputation. This aligns with Powers and Yaros (2013, p.165), who suggest that cultivating donors requires enhancement of the relationship between the organisation and the public through the building of trust, satisfaction, and commitment with new donor prospects and existing contributors. Trust-building demands adhering to any obligations concerning the charity's use of donated funds, so NPOs should assure donors that their contributions are used as stated.

The second main theme regarding the cultivation of trust relationships with donors was earning new donors and retaining existing ones. All of the participants understood the role of clarity and transparency in gaining media coverage and beneficiary satisfaction, which attract the confidence and support of donors and institutions. Donors are likely to support the charity if it is clear about its mission and goals and its ability to implement its promises, understands the category in which it exists, and employs digital and traditional media platforms to raise awareness. Combined with these were the factors of the charity's performance and reminders of the importance of the support they receive, honesty with all parties, transparent analysis, and disclosure of annual and financial reports. Participant -7 emphasised compliance with all provisions at all times and the significance of giving recognition and thanks to those who provide assistance, while Participant-10 noted that they contribute to highlighting the social responsibility of the companies that conclude agreements with them and in return these companies help provide financial sustainability.

Participants from all five of the charities included in the interviews emphasised that preserving current donors should take priority over finding new ones, as mutually beneficial relationships should be formed. This may be because cultivating donor relationships requires time and effort, as discussed by Håkansson and Ford (2002), who note that building trust requires a social process incorporating interpersonal interaction, which takes time to build based on personal experiences.

The third theme regarding the cultivation of trust relationships with donors was the creation and maintenance of a positive brand image, mentioned by participants from all five of the Saudi charities. This involves promoting the organisation's mission and services by highlighting its achievements, responding to audience enquiries, demonstrating commitment to all stakeholders, intensifying communication and planning clear strategy. Discussing building the image of Eshraq, Participant -9 explained:

> *The identity of the Eshraq organisation launched in October, 2017. Our public relations staff worked to change our image by intensifying communication to introduce Eshraq as an organisation that provides support to all troubled individuals, from children to the elderly. We support all ages and seek to spread awareness before anything else.*

At one point, the charity took steps to change an element of their image in order to benefit the Saudi community. A misunderstanding arose when the organisation was established with regard to its name "Support for Hyperactivity Disorder Patients" and its affiliation with the King Faisal Specialist Hospital and Research Centre, as this led to many thinking it served only those registered with the hospital, but to correct this misconception they separated from the hospital, therefore using PR to better focus on Eshraq's identity.

It is therefore recommended that charities seek to understand and encourage public attitudes toward their philanthropic work and, accordingly, develop marketing strategies to attract donations of time and money. Furthermore, charities should strongly channel their image and brand both internally and externally to create and maintain cohesive and consistent relationships, positively influencing attitudes towards the charity and the intent to donate and contribute to its development and continuation in the market. Trust evolves from social interaction, and an organisation's social media offers consumers a way to interact with the organisation and other consumers. This has been determined in previous studies on trust in charitable organisations, which found that online interaction provides additional opportunities for organisations to demonstrate their quality and helps potential donors learn more about charitable causes through two-way communication (Feng et al, 2017; Gulati, 1995; Raman, 2016; Yang & Lim, 2009). Charities interested in cultivating trust with donors and volunteers should provide a high level of transparency and commitment to the mission to satisfy donors and gain their support. The results of the organisation's long-term relationships with main target groups could be measured by focusing on the six elements highlighted by Hon and Grunig (1999): mutual control, trust, satisfaction, commitment, exchange relationships and community relationships. Many of these, and successful PR as a whole, require ethical practices across cultures. In their day-to-day work, Saudi PR practitioners adhere to the ethical teaching of Islam, with honesty and transparency forming part of the core these fundamental values.

9.3 To what extent do organisations employ dialogic principles of communication and the two-way model of public relations on websites and social media (Twitter)?

This study investigated the presence of dialogic communication on websites and Twitter from PR practitioners in charitable organisations in the KSA, and the results revealed clear evidence of some dialogic principles being incorporated. The most prominent was Usefulness of Information, while Two-way Communication was the least featured.

9.3.1 Dialogic principles of communication on charities' websites

Kent and Taylor's (1998) framework hypothesised that the online environment is ideal for fostering dialogue and establishing channels and procedures for building relationships. The findings from this research identified that all of the charities' websites provided significant links to other parts of their websites. Almost all displayed the charity's logo, which is an essential element of an organisation's image that helps the audience connect with it visually. The text on the websites was in Arabic, and made significant use of religion, with phrases from the Quran and Sunnah to encourage donations. As well as reflecting the extremely religious character of Saudi society and domestic focus of the charities, religious teachings have been found to improve value-drivenness, with certain behaviours rewarded with God's favour. The particulars of Saudi culture were also evident, as all photographs depicting staff showed them in traditional dress (thobe and shemagh for men, abaya and hijab for women).

Website flexibility enhances website usability and website attractiveness, and while 41 of the 95 applicable websites provided a search engine box, only 5 offered site maps and 11 included a change language option. 22 of the websites were time-consuming to browse, which may affect their opportunity to obtain support. Websites should enable fast browsing to ensure that visitors stay on the site and can find what they are looking for. This broadly supports Amar et al. (2018, p.1643), who emphasise that website agility positively contributes to its usability and attractiveness. 64 of the charities' websites were secure for browsing, which is crucial particularly for those seeking to collect donations. A charity may lose the opportunity to obtain support as a result of not providing a secure site that donors can trust and through which they can make donations.

Usefulness of Information was the primary dialogic principle found among the 95 applicable websites. The information displayed targeted donors, potential employees, volunteers, media professionals, supporting companies, and potential beneficiaries, which agrees with Kent and Taylor's (1998, p.328) identification of the importance of providing content targeting the general public and not just the media and supporters. The websites studied were consistent in providing valuable content, such as the charity's background, donation and volunteering methods, an annual report explaining the charity's achievements, financial reports, a media centre, a list of the charities' services, social media links and contact information. An organisation's website communicates its identity to stakeholders and the broader public, including donors searching for information about a charity's services and spending plans. The findings of this study support previous observations by Lee and Blouin (2017), who confirmed that donors seek high-quality information regarding the charity's management and performance.

Charities advertise their accountability through voluntary disclosure of information regarding their mission and goals. 93 of the websites did this, and 76 included a financial report. However, disclosing performance and measuring impact was not regarded as important by all charities, with only 38 disclosing their annual reports. This concurs with Hyndman and McConville (2018), who stated that NPOs rarely offer impact measurement and performance disclosure. However, charities should provide a large amount of information to their audience through their website, including financial and annual reports and performance measures, because these factors contribute to donors' decision-making. Therefore, charities must prepare and publish periodic reports to disclose their activities and services as they rely on the trust of the public to maintain these activities. Charitable institutions are based primarily on public confidence in their ability to achieve their mission and results that benefit both the intended beneficiaries and society in general (Yang & Northcott, 2019). Useful information is therefore extremely important as "relationships with publics must be cultivated not only to serve the public relations goals of an organisation, but so that the interests, values, and concerns of publics are addressed" (Kent & Taylor, 1998, p.328).

Another way to communicate a charity's identity and maintain the image that stakeholders and the wider public have of it is to provide channels to generate return visits to its website. The Saudi charities in this study showed an interest in providing links to news, statistics on cases, and providing downloadable information, suggesting a commitment to providing valuable and up-to-date information to a variety of audiences. This finding is consistent with Kent and Taylor (1998), who point out that this principle of interactive communication demonstrates an organisation's ability to attract visitors to continue returning to their website. The Saudi charities generate return visitors by providing updated time and date details of posts (n=46), newsfeed links (n=84), and downloadable information such as charity policy, membership forms, financial reports and beneficiary forms (n=74), all useful as Saxton and Guo (2009) found that offering publications through organisational websites can significantly increase reliability, strengthen charities' bonds with wider publics, and ensure return visits. However, only a small number of the charities provided the mailing list subscription feature, which is a useful way to link donors with the charity, and which can increase the return rate of visitors by sending email links to new publications or articles that may interest them in visiting the website.

The extent to which the Saudi charities interact with the public on their websites varies. 23 specify their membership base (electronic portal) that enables those wishing to join to register and follow the groups they wish to support, provide statistics and information on how to join, detail how to donate money or follow up on those the charity helps and, finally, publish opinion polls or comment. These features are necessary as they reflect the charity's interest in building relationships with their audience and a desire to adapt and engage with beneficiaries. Those charities which choose not to interact with the public in this way may find it more challenging to find fundraising avenues or volunteers.

Retaining users on a charity's website is another significant element of relationship building, and half of the websites in the sample used video to do this. This low proportion could be attributed to a lack of expertise and training in the field and a lack of technical skills, as video preparation demands training and experience in filmmaking and production. Additionally, some individuals may prefer not to be photographed or video-recorded, and this is especially true of many women in the KSA, who wish to maintain their privacy for cultural and religious reasons.

The findings reported in Chapter Six showed that few of the charities have active, interactive, dynamic websites. Usefulness of Information and Conservation of Visitors were the most common dialogic features found, but only 23 of the websites effectively utilised the Dialogic Loop by responding to visitors. This may be due to a number of reasons, one-way official communication can be used to describe PR output, poor management, confusion of tasks and prerogatives, lack of professionals and qualifications and lack of resources. Furthermore, this may be the result of a lack of employees responsible for responding to suggestions and queries from site visitors, but Saudi charitable organisations must begin to recognise the importance of these channels as they affect performance and service quality. If they fail to do so, visitors are likely to form a negative opinion of the organisation as they assume the charity does not care to respond to them, reducing the chance that they will offer their support. McAllister-Spooner (2009, p.321) similarly determined that websites with poorly designed dialogic tools do not effectively utilise the interactive potential of the medium to build and maintain relationships, finding that although the majority of the websites provided opportunities for user feedback (e.g., comment box), users were made to wait a long time for a response, if a response came at all. Websites and social media platforms cannot be utilised to foster dialogue on their own without the intervention of PR practitioners or staff in charge of online communication, so practitioners ought to possess an understanding of how to apply dialogic communication principles on their organisations' platforms (Kent & Taylor, 1998, p.327; Park & Reber, 2008, p.411).

Despite growing anticipation around and comprehension of the potential of online media for charity stakeholder interactions and two-way communication, the findings of this research suggest that Saudi charitable organisations are not fully exploiting that potential. This study found disclosure and information-dissemination features to be more prevalent than engagement features on the websites in the sample. Many access features lacked the interactivity that could stimulate quality conversations between members of the organisation and its stakeholders. Overall, the websites appeared to be useful sources for stakeholders to obtain information about the organisation, but not a tool with which stakeholders could engage and interact with its representatives. This is consistent with the findings of Kang and Norton (2004), Park and Reber (2008), Taylor et al. (2001), Waters et al. (2011) and Uzunog'u and Kip (2014).

9.3.2 Dialogic principles of communication on charities' Twitter accounts

Cutlip, Center and Broom (1985) defined PR as "the management function that builds and maintains mutually beneficial relationships between an organisation and the publics on whom its success or failure depends" (p.6). Using Grunig and Hunt's four models of PR and Hon and Grunig's (1999) relationship indicators, this study analysed how seven Saudi charitable organisations form these relationships on Twitter. Most used a mixed Twitter strategy, announcing news, promoting products, asking for donations, answering questions, conversing with users, gathering feedback, and engaging in conversation about the charity. As Twitter combines the characteristics of mass media and interpersonal communication, charities can use it both to disseminate information to a wide range of publics and target messages to individuals or have conversations with supporters in real time. It is therefore the case that PR practitioners should use Twitter to cultivate relationships with the public.

Four of the charities (Ensan, Eshraq, Al-Mawaddah, and Mawaddah) demonstrated all of the principles of communication. Two principles, Usefulness of Information and Conservation of Visitors, were evident in tweets from Zahra, while Kafel did not employ the Conservation of Visitors principle and Eshraq did not utilise the Generation of Return Visitors principle.

The principles most featured in the Saudi charities' tweets were Usefulness of Information and Dialogic Loop, with the former used to communicate with stakeholders rather than engage with the public in two-way communication. However, the dialogic features were not present in all of the charities' tweets, which may be a result of the fact that the number of tweets differed between charities during the two-week period of analysis. For example, Zahra tweeted 11 times while Al-Mawaddah published 73 tweets. Usefulness of Information was the most prominent feature (n=197), followed by Conservation of Visitors (n= 95), Dialogic Loop (n=88), and Generation of Return Visitors (n=37). The second most featured dialogic principle in the Twitter analysis, Conservation of Return Visitors, was identified in 95 tweets. Kent and Taylor (1998, p.330) describe conservation of visitors as an organisation's attempt to keep visitors on their site as long as possible. The relevant tweets contained posters which included contact information such as social media accounts, website QR codes, links to FAQ pages, donation pages, phone and WhatsApp numbers, and links to internal pages highlighting newsworthy information that could be found by potential donors who might visit their websites. This is significant because it shows that the charities use Twitter strategically to keep stakeholders informed about what they offer.

Strategic use of Twitter also involves ensuring that links which take visitors away from the organisation's page are not overly prominent, as visitors who follow these links may not return to the organisation's site, which negatively impacts relationship building. Al-Mawaddah is an example of a charity that employs the principle of Conservation of Visitors in their tweets, always providing links to one of the charity's own websites:

> *Sign up for #free in the Al-Mawaddah Association's programmes and start your step with us to achieve your family happiness. To sign up visit:* http://almawaddah.org.sa/activities (@almawaddah_j, 01 Dec 2018).

The principle of Dialogic Loop was prominent in tweets by Ensan, appeared in the tweets of six others, and was absent in the tweets of Zahra. This suggests that Zahra used Twitter for one-way communication, sharing information rather than engaging in conversation with their followers. This was however common to the other charities as well, who used Twitter to inform the public, make announcements (highlight events) and share publicity rather than stimulate public interactions, as the dialogic loop was rarely employed. This is consistent with Waters and Jamal (2011), who found that Twitter is used primarily for the one-way communication and provision of information rather than for the creation of dialogue and community building. Although employed less than other principles, a charity using the dialogic loop is attempting to engage in conversation with their donors and the general public, important because "dialogic public relations theory provides a foundation for public relations practitioners to successfully exchange and maintain communications with their publics" (Linvill et al., 2012, p.636). This is especially the case in the online environment, which represents the future of PR. Analysis of the charities' websites and the semi-structured interviews with PR practitioners showed that Zahra did not exploit its resources in a way that contributed to achieving its goal of strengthening its identity and raising community awareness of its role. The charity has 38.7k followers on Twitter but did not motivate its followers to engage in dialogue during the study period. Although the organisation's website carries a page that displays the stories of cancer survivors, representing a method of stimulating dialogue, its Twitter account contained no content to verify followers' knowledge of their services or methods of examination. When charitable organisations pose a question to their followers, this attracts individuals who are well-versed in their field. Zahra and other charities seeking to raise their profile and gain support must develop a modern and comprehensive strategy to interact with their public. The type of content which attracts followers could be easily identified by measuring likes and retweets, as Saffer et al. (2013, p.214) point out: to achieve this purpose via Twitter, NPOs need to ensure that their content results in two-way communication and is closely monitored to ensure the best PR outcomes are being achieved. In addition, if charities wish to create positive perceptions towards them, they must provide messages of an interactive nature, such as asking questions and providing opportunities to vote on specific topics. These observations have been confirmed by Brubaker and Wilson (2018), Kim and Yang (2017), Saxton and Waters (2014), and Sung and Kim (2014). Applying a two-way symmetrical model within tweets and on their websites allows NPOs to acquire real-time feedback and engage in genuine conversations with their stakeholders (Kim et al., 2014). Grunig (2013, p.18) asserts that there is a need to add the four models of PR to include a "two-way model of excellence or a dialogic communication". The results of this study indicate a disparity in the appearance of the characteristics of dialogue on the charity's websites, which compromises the achievement of two-way communication.

Some charities took advantage of Twitter's capabilities for combining the features of mass media and interpersonal communication. Al-Mawaddah used the platform to publicise, and direct users to interact with, the charity's own measurement tests to solve marital problems. Other services such as family counselling, registering in programmes, making a donation, and exploring the latest studies in the field of family development are available on their websites. This was evident in 24 of the charity's tweets, which fell under the public information one-way model of PR. An example of this is given in Figure 50 (below).

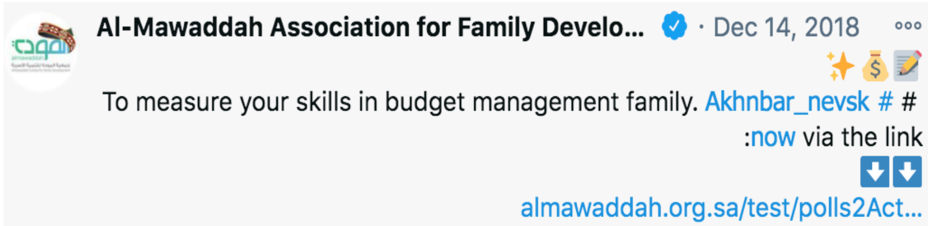

Figure 50:Example of public information one-way communication from Al-Mawaddah

Al-Mawaddah used Twitter to share information to promote the charity and build relationships with the public by urging them to share their problems (Figure 51, below).

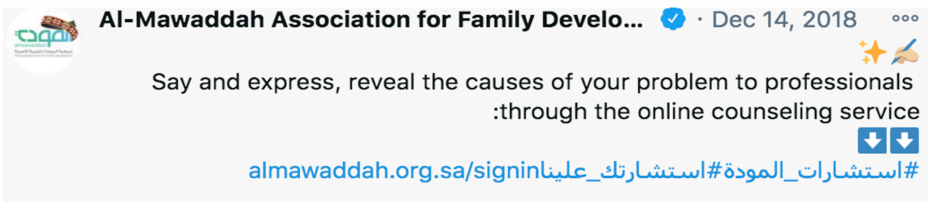

Figure 51:Example of a tweet sharing information from Al-Mawaddah

Zahra posted no tweets representing the two-way symmetrical model, preferring to follow a public information model which does not encourage dialogue with the public. Their tweets were expressions of thanks to volunteers, coverage of specific events or health advice. Figure 52 (below) provides an example of this.

> *As part of the strategic partnership between the Zahra Association and the Dawae Association, a workshop was held today that included a well-received story with Dr. Rola Ibrahim, and developments in the treatment of breast tumours with Dr. Umm Al-Khair 🌸 @SSME_SA* (@Zahra_Ksa, 2018, December 1).

Figure 52:Example of the public information model from Zahra

Mawaddah, Eshraq, and Kafel followed the press agentry and two-way symmetrical models on Twitter, posting information such as charity activities, events, donation requests, news, and responses to followers' comments. Ensan and the Saudi Alzheimer's Disease Association used Twitter to provide customer service. An example of this from the latter, which engaged with the public by responding to followers' enquiries, is:

> @AzizHlool posted: *I am a graduate of Al-Imam University, majoring in social services, with an average of 4.54. I hope I can be employed by you.*
>
> In response, @jobs_km and @__imamu replied*: You can fill out the employment form via our website, in the "Share the bid" field.*

This demonstrates that Ensan and the Saudi Alzheimer's Disease Association's wish to build relationships with their public on Twitter through two-way symmetrical communication. It should be noted that the latter charity immediately responded to all enquiries received, while Ensan took longer to respond directly but did not ignore any enquiries (example in Figure 53, below).

Figure 53:Example of response to audience query from Ensan

Tweets of this nature reflect efforts by Ensan and the Saudi Alzheimer's Disease Association to build trust and satisfaction with their audiences. Ensan also sought out audience conversations by searching for information about their organisation and correcting misinformation. For example, there were rumours circulating about an Association which was receiving water cans to recycle and donate to orphans suffering from kidney failure. Ensan issued a statement denying this, using the "Pin" feature to install the tweet at the top of their feed so the public saw it as soon as they visited the account. This demonstrates a willingness to seek out and correct misinformation, which represents a form of audience research, the first step in the four-step PR process (Swann, 2014, p.6).

The majority of the seven organisations' tweets followed both the public information and two-way symmetrical models with varying degrees of success. For example, over half of Ensan's tweets fell under the two-way symmetrical model, and the Saudi Alzheimer's Disease Association and Mawaddah utilised the two-way symmetrical model in almost a quarter of their tweets. On the other hand, Zahra, Eshraq, Kafel, and Al-Mawaddah tended to use the press agentry and public information models when posting on Twitter.

These differences in the use of models between the charities suggest that those who did not interact with the public or neglected to use the two-way symmetrical model are perhaps still trying to determine the optimal way to use Twitter. However, it is imperative that charitable organisations strive to utilise Twitter as a two-way symmetrical communication tool by using the reply and direct messaging features, which allow organisations to interact with users and discover what users like or dislike about their brand, service, or performance. The instantaneous gathering of feedback helps with tailoring services to better accommodate customers' needs and build trust. Hon and Grunig (1999) argue that two-way symmetrical, or mutually beneficial, methods are vital to measuring the effectiveness of relationships between organisations and their publics. Twitter affords PR practitioners an avenue of communication that allows them to bypass traditional media and speak directly with their publics, which represents two-way symmetrical communication. Twitter's social dimension is key to its effective use, as users can engage in two-way conversations to help one another. This makes Twitter one of the most powerful communication and PR tools because it can be used in a wide range of ways and is accessible to audiences all over the world (Pak & Paroubek, 2010). Although many charitable organisations have a social media presence, there is significant variation in how well they employ this to engage stakeholders, as simply existing on social media is insufficient for this.

9.4 How are social media platforms and websites used by charities to communicate with potential donors?

Websites are an organisation's point of contact online, serving as an information board on which the public and stakeholders can seek information about the organisation's services, what kind of organisation it is, how to donate, and activities with which the organisation is involved within its community. The official website of a charity therefore represents the ideal reference point for the public to gain knowledge about it. The findings of this study indicate that the charities in the sample use websites and Twitter similarly, for information dissemination rather than user engagement and one-way rather than two-way communication.

Saudi charities used Twitter to communicate and engage with external stakeholders and the wider public. As an organisation's reputation extends beyond traditional communication channels such as radio and television, it is pressured to move into new communication channels to manage an online reputation. The results from the interviews and website analysis in this study show that all of the Saudi charitable organisations use social media platform (Twitter, Instagram, Snapchat, Facebook, and/or YouTube) to manage organisational reputation online and communicate with stakeholders and the public. The seven charitable organisations studied were concerned with PR and dealing with the media to raise the level of trust in their organisation, as they considered their clients to be society as a whole, with expectations that they must satisfy. This is the case whether the "client" is affiliated to the charity or is only interacting with it on the level of material consumption and moral support.

This research indicates that charities aspire to upgrade their financial and administrative practices in a way that preserves the reputation of the entire sector and the community's continuing confidence. Almost all Saudi charitable organisations have at least one primary Twitter profile, which can be used as a powerful dialogical PR tool to build mutually beneficial relationships between an institution and its key public. Although Kent and Taylor (1998) provide the blueprint for practitioners to incorporate dialogic features into their online PR efforts, many organisations are failing to take full advantage of this, although all dialogic principles were represented at least once in the tweets of the seven charities that were analysed in this study.

Two themes emerged from the participants' responses during the course of the interviews with PR practitioners from five charities: Twitter as a popular social media platform among Saudi charities and Twitter strategies. Twitter platform strategies differed between the charities, with some using it as a source of information, interacting with the public but without engaging in two-way communication. Twitter was revealed as the most common platform used by four of the charities to ensure access to the largest target audience, including supporters, volunteers, individuals, companies and celebrities. However, participants from Zahra more often used Instagram as their main tool, and this was also the second most commonly-used platform among the charities to communicate and share information with the public. The five sub-themes for the Twitter Strategies were formulating messages, tweet frequency, Twitter engagement forms, target audiences, and celebrity participation in tweets.

Relating to sharing information, PR practitioners from all five charities used Twitter to disseminate information about their organisation such as advertisements, coverage of events, requests for donations, and programmes and activities. All documented their support for a trustworthy platform that could be relied upon as a source of information. Those specialising in health were enthusiastic to ensure that their educational content came from a reliable source such as doctors, so they entrusted professionals with the task of answering medical enquiries. This broadly supports Saffer et al. (2013, p.214), who suggest that organisations should use the interactive functionality of Twitter more effectively to influence stakeholders, prove their credibility, and achieve a "positive public relations outcome". Similarly, Krebs (1982) argued that according to social exchange theory (SET), a perception of the benefits of giving is an effective motivation in forming consumers' attitudes toward the charitable cause and in their giving behaviour. Dissemination of information can enhance the utility of charitable behaviour by enabling consumers to become familiar with the charitable cause's processes and results, and be inspired by the stories of people who have been helped. Thus, the ability of the charitable organisation to supply a particular package of benefits to consumers would tend to build trust in organisations. This finding is consistent Feng et al. (2017).

The Twitter analysis revealed that the Saudi charities used Twitter to make announcements, self-promotion, give recognition and thanks, offer free consultations and advice, respond to questions, and request donations, volunteers and membership. However, self-promotion, announcements and giving recognition and thanks were the main themes that emerged from the analysis. Responding to questions and asking questions of followers was the strategy used by Ensan charity. Self-promotion was coded by whether a tweet contained information regarding advertisements of events, services, resources, or organisational accomplishments relating to the charity, and this featured in 69 of the tweets analysed, making it the most-featured theme. This is unsurprising as many organisations primarily use Twitter to promote their products and services, similar to the way a billboard is used for marketing and advertising, as organisations can engage their publics by offering access to new products and services, live customer service, and the opportunity for their target audiences to provide feedback (Johnson, 2009). This accords with an earlier study by Wigand (2010), which showed that Twitter is used for several reasons, including reporting news.

The participants widely agreed that tweets should be simple and attractive to target groups. Kafel, for example, adopted a logo that reflected the initiative "We are all fathers of orphans" to solicit affection from men and make them feel responsible for and obligated to participate in supporting orphans. In Islamic culture, the father is the primary caregiver for the family, and his involvement in the child's life is regarded as an essential component of upbringing. This cultural influence is what led Kafel to choose this slogan, as in the KSA, the father's presence signifies care, protection, and family integration, and provides a role model. Although the child's life begins with the mother, culturally, the father plays a different role, showing the child tenderness, watching over their life and shielding them from harm, communicating with them, and ensuring that they develop healthily. Saudi society emphasises the important, distinct roles of both the father and the mother.

Saudi culture also values family loyalty and encourages people to live their lives for the benefit of their families rather than simply for themselves. This provided the impetus for Zahra to launch a Twitter awareness campaign with the phrase "For you, my dear", to encourage men to support women and urge them to get examined for breast cancer. Zahra also launched their "Don't ignore the signs" campaign at the same time that women in the KSA were granted the right to drive, to improve the memorability of the campaign's message within the community. Smitko (2012) found that organisations tend to use ethos and logos more often than pathos, but the present study contradicts this, finding that of these three rhetorical strategies, pathos was used most often, particularly in messages structured to provide motivation or a sense of community.

Some of the Saudi charities used Twitter to encourage donations and volunteers, and build a community by giving thanks and recognition to their partners and donors. These results corroborate the findings of Lovejoy and Saxton (2012), who argued that NPOs are most likely to use Twitter for the provision of information, followed by community building and requests for action. Differences were observed between the Saudi charities studied about the frequency of tweets. Some preferred to publish 3 per week, as they believed that too many tweets annoy followers and lead them to unfollow the organisation, while others published 7 to 14 a week for an average of 1 to 2 a day, as they believed that it is beneficial to remain present in the minds of followers, and that a stagnant social media account is more likely to lose followers than an active one.

Saudi charities targeted a variety of audiences with their tweets, such as the Saudi community, volunteers, donors, beneficiaries and business partners. The Twitter analysis found that the group most targeted was Saudi society in general, while 30% of tweets targeted specific people, for example, thanking a specific party who provided support in terms of finance or knowledge. This shows that the seven charitable organisations directed their Twitter efforts to a broader audience. This is consistent with what the Chartered Institute of Public Relations (CIPR, 2021) stated regarding understanding stakeholders and their influence on the success and effectiveness of the organisation. Understanding of the audience comes through listening to the opinions of stakeholders and not only providing information: "launching a barrage of propaganda is not enough in today's open society" (CIPR, 2021). The finding that the general public was the audience most targeted in the tweets posted by the seven charitable organisations, accounting for 70% of the total, was unexpected, as when one thinks of who a charity is most likely to target, one may assume that it would be donors because charities depend heavily on donations to sustain their activities. The tweets targeting the general public contained information on news, programmes, donation requests and special events, which could be useful for anyone interested in volunteering or providing support to the charity's community. Grunig and Repper (1992) argue that PR could take place more effectively if practitioners clearly defined their main audience, but that the specific audience often depends on the nature of the organisation.

In terms of sharing features, it found that the seven charities adopted Twitter communication features (links, @mention, # hashtags, photos and videos) in their individual tweets. The tweets included 42 links, 34 @mentions, 150 hashtags, 180 photos and 4 videos. Photos and hashtags were far more common features than links and videos. The low use rate of Twitter's video feature may be due to a number of factors, the first of which is that the charities often shared coverage of events via the more visual media of Snapchat and Instagram, publishing video clips of their television interviews there and longer-form videos on YouTube, while reserving Twitter for interaction with prospective partners and volunteers. A further reason is likely to be a lack of expertise and training in video content preparation among employees because this requires specific skills, and the previously mentioned desire of many Saudis to maintain their privacy for cultural and religious reasons.

Hashtags allow tweets to be published between those interested in their content, and the results show that the charities understood the importance of this feature to reach the largest number of followers for them to interact with the hashtag and to encourage participation in public events arranged by the charity or to market their courses, workshops, or achievements. They also participated in popular hashtags related to their sector, such as International Volunteer Day. Some, such as Ensan, adopted the @mention feature to urge celebrities and others to support them, either by re-posting or introducing the organisation through their platform to benefit from their audience. Additionally, Ensan, Mawaddah and the Saudi Alzheimer's Disease Association made the effort to answer followers' enquiries, which may be because while Saudi charities use Twitter as a one-way information channel by posting information about their organisation, they may still desire interaction with the target audience through communication features. Despite this, the charities did not engage in dialogue by asking public questions.

9.4.1: Interactivity

In experimental research, Sundar et al. (2003) investigated the interactivity of political websites among a group of undergraduate students. They utilised three categories, low, medium, and high interactivity, to examine its effects on impression formation surrounding the candidates' websites. The low stimulus condition did not contain any hyperlinks, the medium condition contained links related to biographical information on the webpage, and the high-interactivity condition was the same as the medium-interactivity condition, but the subsequent page posted links for further reading. They found that higher interactivity led to more positive impressions of a candidate, and extended to organisations.

This study modified the research of Sundar et al. (2003) to investigate levels of interactivity of the Twitter communication platform. Twitter interactivity was divided into low, medium, and high categories: low-engagement tweets contained no @links, @-replies, or other extraordinary features; medium interactivity tweets included links to videos, pictures, and other websites, and high interactivity tweets often consisted of messages that were @replies to other users. For the most part, the interactivity level of individual tweets depended on each Saudi charity's goals.

The results revealed that medium interactivity was the most dominant level featured within the individual tweets of the Saudi charitable organisations, with 165 tweets demonstrating this interactivity level. This demonstrates that the charities provided their audience with an abundance of information by leveraging the technical potential of Twitter to provide links to videos, images, and other websites. Al-Mawaddah is an example of a charity that utilised medium interactivity in its tweets:

> *Register # for free in the programmes of the Al-Mawaddah Association and start your steps with us to achieve your family happiness. To register: almawaddah.org.sa/activities* (@almawaddah_j, 01 Dec 2018).

High interactivity was the second most dominant level featured in the charities' tweets, with 108 meeting this level of interactivity. 68 of these were from Ensan and 18 were from the Saudi Alzheimer's Disease Association, demonstrating that these charities monitored Twitter to respond to the questions and concerns of their key publics. This has a profound influence on building mutually beneficial relationships between these organisations and their audiences. Ensan provides an example of a charitable organisation that utilises high interactivity within its tweets:

> *@-Replies For employment or to provide volunteer work, please contact the Human Resources Department. E-mail: Ensan.jobs@gmail.com* (@ensanorg, 13 Dec 2018).

Low interactivity featured the least within the tweets of the Saudi charitable organisations, accounting for only 4 of the total. The purpose of these is to send quick messages to the audience, so the goal is achieved simply from sending the tweet. Mawaddah utilised low interactivity in their tweets, as in the following example:

> *Many thanks and gratitude to the volunteers of #Mawaddah society for their noble and lofty efforts in serving the society. Wishing them continued success* (@Mawaddahksa, 05 Dec 2018).

These results support Men and Tsai (2014), who found that the level of organisational interactivity on Twitter influences relationship quality with stakeholders. Participants in their study indicated higher levels of trust, satisfaction, commitment, and control mutuality with highly interactive organisations on Twitter than less interactive ones. Such information strengthens the strategic importance of organisational communication through Twitter.

Charity Twitter accounts can be used independently to publish information, as they are a form of owned media. However, simply "tweeting" represents only one-way communication. This study found that the major type of post was original tweets, followed by @replies and retweets. The @reply function enhances two-way interaction between charities and key audience groups, and this represented the most frequently used post type for Ensan. The Saudi Alzheimer's Disease Association, Al-Mawaddah, Zahra, Eshraq, Kafel, and Mawaddah all preferred to post original tweets. @reply tweets accounted for only a quarter of these charities' total posts, which can be explained by their reasons for publishing, whether this is to collect donations, raise awareness, advertise, or answer an enquiry.

The results indicate that Ensan was the most inclined to use Twitter for two-way communication, while the others were more one-way oriented. Although the internet and social media platforms make the public far more accessible, "communication professionals must produce creative, innovative and consistent digital messages that successfully represent the brand regardless of the intended audience" (Evans *et al.,* 2011, p.3). The results of the interactivity analysis show that Saudi charitable organisations used Twitter to engage in responsive discourse with other users, although Ensan activated a two-way model in its desire to achieve mutual benefit more so than the other charities, which did not stimulate interaction and seemed therefore satisfied with the one-way model. Creating a high level of interaction with the audience reflects an interest in them and a desire to serve them. In return, this type of interaction generates follower satisfaction and increases confidence. Through research mechanisms, charities can contact the public for an assortment of reasons, whether to address customer complaints, obtain feedback about existing services, or reach out to give thanks or request donations and volunteers. While a healthy mix of low and high interactivity is desirable, PR practitioners should strive for a higher level of interactivity, which could help implement transparency in their communications and build credibility for their organisations.

9.5: Summary

In this chapter, the main research findings were discussed in three phases, beginning with the results of each outcome along with the relevant literature and analysed with regard to theories of social media strategy and trust in order to provide contextualisation within the field of study. The results were then examined through the lens of Social Exchange Theory, Kent and Taylor's (1998) dialogic principles of communication, and Grunig and Hunt's (1984) models of PR theory so as to determine what charities can do to appear transparent in the competitive non-profit environment.

This chapter has focused on answering the research questions related to PR practitioners' roles in building, strengthening, and maintaining charities' internal and external relationships. It was found that Saudi charities overwhelmingly practice the technical functions over the managerial functions of PR and were interested in building relationships with journalists and the media as they viewed the press as a reliable source of information which can have an impact on the credibility of charities. This thesis has also examined the current use of digital media (websites and Twitter) by seven Saudi charities in Riyadh and Makkah, and provided examples of the practices that define them, raise awareness of their role, and ensure sustainability. The charities in the sample used their websites as a source of information and Twitter to respond to queries, although little evidence was uncovered of strategic Twitter use. Analysis of the tweets of seven charities revealed that they all posted advertisements, self-promotion, recognition, and responses to followers' questions, and the most prominent level of interaction was medium, with only Ensan achieving a high level of interaction.

This thesis investigated the way in which charities employ the principles of dialogue and the Grunig and Hunt (1984) public information or two-way symmetrical models of PR on their websites and Twitter. The main dialogic principle of communication applied by was found to be Usefulness of Information, while Two-way Communication featured least. Further, this thesis identified the most effective strategies PR practitioners follow in five selected Saudi charities to build long-term relationships and develop trust with donors. Transparency and clarity with all the organisation's activities and adhering to the primary objectives on which the establishment was founded were considered most important, along with honesty in all dealings, including disclosure of the impact of programmes and services and submitting official financial reports within the framework of a professional, precise working system. These measures improve the organisation's performance and involve supporters (donors and volunteers) in the charity's activities by offering them a sense of responsibility towards the charity. It was determined that PR practitioners in Saudi charities were influenced strongly in their practices by culture, religion, the media, education, and the economy as these things pertain to the modern Kingdom of Saudi Arabia.

It was determined that there is much work to be done within Saudi charitable organisations regarding research, planning and use of new media such as Twitter. With communication methods continually evolving, charities must not lag behind in an increasingly competitive environment, but should remain realistic and informed about the importance of effective branding and a positive reputation, their ability to understand and target donors efficiently, and why communication and planning are important to realise all of this in pursuit of their organisational goals. Charities should understand that developing mutually beneficial relationships with donors, volunteers and partners can be done through effective use of the power of dialogic communication to promote dialogue and implement Social Exchange Theory and accountability (dialogue, disclosure information, and transparency).

The next chapter presents the conclusions of this research and an assessment of the achievement of the research objectives and questions, the contributions of the research, evaluation of the research method and its limitations, and suggestions for future research in this area.

Chapter Ten: Conclusion and Recommendations

There have been many studies into how organisations use social media platforms, but few exploring how charitable organisations build trust relationships and create dialogue using multiple online communication platforms. This represents a major lack of published scholarly research on how charities use digital media for public relations (PR). The current study addresses this by investigating how PR practitioners in charitable organisations in the Kingdom of Saudi Arabia (KSA) currently use contemporary digital media (websites and Twitter) for PR communication techniques to build long-term relationships with donors and volunteers, involving gaining trust and maintaining the loyalty of supporters and other stakeholders. As the first of its kind in the KSA, it seeks to bridge the gap in the literature to guide PR and management in charities in general and to explore how PR practitioners in Saudi charities employ dialogic principles of communication (Kent & Taylor, 1998) and the two-way symmetrical model (Grunig & Hunt, 1984), utilising organisational websites and Twitter to build relationships and ensure financial sustainability.

Data collection for this research involved qualitative methods across several stages. The first was an online inductive content analysis of 95 Saudi charitable organisations' websites to determine the extent to which they applied Kent and Taylor's (1998) principles of dialogue, whether or not the usefulness of their information reflects accountability, and how far they ethically implemented two-way symmetrical communication with their public through digital media. This was followed by an analysis of 289 tweets published by the following seven Saudi charitable organisations: the Ensan Charity Committee for Orphans Care; the Saudi Alzheimer's Disease Association; the Al-Mawaddah Society for Family Development; the Zahra Breast Cancer Association; the Saudi ADHD Society; Kafel Orphan Care, and the Mawaddah Charitable Association for the Reduction of Divorce and its Effects. This data was collected manually in the first two weeks of December, 2018, and analysed using inductive content analysis. The third stage involved inductive thematic analysis of semi-structured interviews with 11 PR participants within five of the seven charitable organisations from the previous segment to explore their use of social media and to understand their perspectives on gaining donors' trust and ensuring their loyalty. It is important to note that the PR participants of these five organisations were selected based on the results of the website and Twitter analysis in order to ensure that only organisations with an effective digital communication presence were included, as the study aims to provide guidance to other charities to develop their practices and improve their performance. This thesis applied Social Exchange Theory (SET), Kent and Taylor's (1998) principles of dialogue and the two-way symmetrical model of PR to examine website use and Twitter communications. This chapter comprises the conclusion to the study, practical recommendations, the implications and limitations of the research, and recommendations for further research.

The overarching research question guiding this study is:

RQ: **How are charities in KSA utilising contemporary public relations communications techniques to build relationships with donors?**

This is followed by three research questions (along with two sub-questions), answered in the following sections along with a summary of the results of this study.

10.1 What role do public relations practitioners play in building, promoting and maintaining the internal and external relationships of Saudi charitable organisations?

The responses of the PR practitioners in the interview section of this study revealed a significant focus on technical over management roles, with their duties including disseminating information, organising and coordinating events and campaigns, media relations, running social media accounts and other tasks associated with the public information and press agentry models. Media relations was commonly discussed by the participants, as the charities in the sample considered it important to cooperate with the media and build relationships with journalists by preparing content and publishing coverage. Positive relationships with the press were prioritised as this improves the charity's brand reliability and raises community awareness not only of the charity itself and its activities, but also of the charity's cause. Communication with stakeholders took place through traditional (print) and new (digital and social) media, with participants discussing the differing methods they employed depending on the preferences of their target audience. Social media platforms such as Twitter and Instagram were used to post information, request donations, and respond to followers, while WhatsApp allowed coordination with existing donors and responding to general queries. Donor companies and business owners tended to be contacted via e-mail or personal communication, and occasionally with meetings.

Participants from only two of the charities in this study carried out PR management functions, as the others operated under a centralised decision-making structure in which management decisions were made at the top of the organisation. The PR management role involved planning strategy, for which the two charities held periodic internal meetings to design strategic planning steps (research, plan, action strategy, and evaluation) to realise the organisation's goals.

The fact that the technical role was considerably more common among the charities than the managerial is largely due to organisational culture and education. Centralised decision-making dominates Saudi charities, with employees having little to no say in planning strategies or conducting research and evaluation. Therefore, allowing space for PR to participate in decision-making could allow the employees to flourish because positive, relational behaviours at work are essential for effective lean leadership: leaders focused on building high-quality relationships with their co-workers are likely to see an upsurge in employee creativity. Additionally, full qualifications and training for PR staff enable those in charge of PR tasks to practice them fully and achieve the best possible results. This study found that charities with qualified PR employees could apply two-way symmetrical communication models.

10.2 How do charities in the KSA make themselves visible and transparent through digital media in an increasingly competitive charitable environment?

A charity's website communicates its identity to stakeholders and the wider public and is often the first point of contact for those seeking information on the charity. Therefore, it presents a significant opportunity to engage with potential donors and lay the foundation to build trusting relationships with them. The results of this study show that Saudi charitable organisations use both one-way and two-way communication on their websites, disseminating information and links on their webpages while engaging in two-way communication for customer service and interaction with their stakeholders and the public. Despite the hopes of online dialogue between Saudi charitable organisations and stakeholders, the findings indicate that the PR practitioners were more concerned with using digital media to build trust and maintain a positive image of the organisation. However, all seven charities selected for the sample were found to use Twitter to engage and build relationships with their key donors and beneficiaries, and distinguished from the other charities in the larger sample due to their greater abilities with:

- effective and continuous communication with the public

- updating information via the website
- using Twitter communication features such as hashtags, @mentions, retweets and replies
- paying attention to innovation in developing methods of displaying information and informing of the charity's activities
- making use of all available communication platforms to support and publicise their work and activities.

The charities offered secure connections on their websites, and their Twitter accounts were verified and authentic.

10.2.1 What are the strategies used by Saudi charitable organisations to cultivate trust relationships with donors?

One of the main responsibilities of a charity is to raise funds to further its objectives, and to maintain funding, contact must be maintained with investors and donors, any services provided must be for the benefit of the community, and initiatives should be effectively publicised. Traditionally, these responsibilities have been met through media marketing, individual appeals, and active community involvement. However, the social media revolution has created new opportunities for attracting public attention and involving key stakeholders.

PR creates a positive image of the organisation by publicising its achievements and promoting its mission and services. In this study, the participants described cooperation between departments in their organisations, and meetings with other staff and stakeholders to discuss the charities' activities and achievements in order to enhance performance, which is needed for sustainability. The PR practitioners in the selected Saudi charities agreed that a charitable organisation could earn donor trust through transparency and involvement of donors and supporters in its programmes and activities, and by providing donors with periodic reports that include information about the charity's activities, services and spending. This relates to Social Exchange Theory as the employees of the charities demonstrated commitment to their donors by meeting and implementing the terms of agreements and providing detailed reports showing the impact of donations on beneficiaries and the charity's achievements (through photos and videos), and reports on the organisation's financial status, enhancing their social responsibility. Potential donors are influenced by evidence of a charity's effectiveness, and the sense of information disclosure can improve donor confidence and the development of long-term relationships with stakeholders. The

PR practitioners reported that the involvement of volunteers enhanced their confidence in charitable associations and helped raise their value and sense of community development.

The charities also explored innovative ways to attract donations, such as holding periodic scientific forums and symposia where PR practitioners could solicit donations. To enhance visibility and increase the number of potential donations, executives can prioritise building relationships with members of the charity, and the organisation as a whole can train workers and develop programmes that enable them to understand donor behaviour and work to gain their satisfaction and support.

10.3 To what extent do the organisations employ dialogic principles of communication and the two-way model of public relations on organisational websites and social media (Twitter)?

The main dialogic principle of communication applied by PR practitioners in the Saudi charities in this study was found to be Usefulness of Information, with Two-way Communication representing the least-employed principle. Information on the charities' websites targeted donors, potential beneficiaries, and stakeholders with valuable content about the charity's background, achievements, financial reports, ways to donate and volunteer, information about the charity's services and spending plans, social media links, and contact information for the organisation. Features such as annual reports, a media centre and employment details were less evident. The findings revealed that Saudi charitable organisations were not fully exploiting interaction and two-way communication on their websites and Twitter accounts. Only 23 of the websites, for example, provided two-way communication through instant chat or offered a direct link to WhatsApp chat, and only one charity (Ensan) leveraged the potential of Twitter as a two-way communication platform by responding to public queries (n=52).

The majority of tweets from the seven charities analysed in the Twitter segment of this research followed both the public information and two-way symmetrical models with varying degrees of success. Over half of tweets from Ensan qualified as part of the two-way symmetrical model, with the Saudi Alzheimer's Disease Association and Mawaddah demonstrating the two-way symmetrical model in around a quarter of their tweets. Conversely, Zahra, Eshraq, Kafel, and Al-Mawaddah skewed heavily in the direction of the press agentry and public information models in their Twitter output.

10.3.1 How are social media platforms and websites used by charities to communicate with potential donors?

The Saudi charities' strategies for designing Twitter (the most commonly-employed platform in this analysis) and websites differed from one another, but all used their platforms as sources of information, whether shared or original, and for fundraising, with few instances of two-way communication. The sub-themes emerging from the perceptions of PR personnel on their charity's Twitter strategy were: formulating messages, tweet frequency, Twitter engagement forms, target audiences, and celebrity participation in tweets. The Twitter analysis of seven selected charities' tweets revealed that they all posted advertisements, self-promotion, recognition, and responses to followers' questions, but only used the platform to share information with beneficiaries and stakeholders rather than engaging in conversations with them. The most prominent level of interaction among the seven charities was medium, with Ensan the only one to achieve a high level of interaction. Therefore, it cannot be said that the charities used Twitter strategically, despite the fact that it provides opportunities for two-way communication, possibly due to a lack of adequately trained practitioners capable of managing the Twitter account, and not enough time for staff assigned to Twitter to take full advantage of its features.

Several of the reasons for the charities' lack of two-way communication and PR management functions involve the specific culture, religion, and education of the KSA. A top-down culture whereby instructions are generally given from above means that decentralised organisational structures are rare, and this is true of charities as well as businesses, and the advisory and planning role of PR is widely marginalised as a result of pervasive misconceptions. Effective, qualified PR is how an organisation communicates with the external public, and understands the needs of these audiences, so without this, the organisation is unable to exploit modern technologies and methods and is stuck repeating an old-fashioned vision of PR functions, which are predominantly forms of one-to-one communication. This is the case in the Saudi charities in this study. While a few provided a participatory decision-making environment, most were heavily centralised. The influence of religion on PR practices was found to be strong, as expected in such a deeply religious society. This involved the emphasis on compliance with moral values, which reflects their social responsibility in working for the charities' beneficiaries. Education and experience played a clear role in defining some of the differences between the charities, as those with employees specialised in PR demonstrated a greater interest in dialogue and the application of two-way communication, and recognised the benefits of public feedback in developing its services and meeting the audience's desires.

10.4 Practical and Theoretical Implications

This thesis makes several contributions to the literature. Whereas most prior studies focused almost exclusively on whether organisations utilise social media, this study explored how Saudi charities use social media to build donor relationships and confidence through the framework of three research questions (and two sub-questions) to guide the analysis. These questions concern Saudi charitable organisations' digital communication practices and map them against stakeholder engagement and dialogic communication theory to understand how current practice aligns with PR theories to provide insight into the usefulness of theory in helping Saudi charitable organisations achieve their strategic communicative outcomes. The influence of culture on PR theory and practice cannot be ignored, but the vast majority of research to date has taken place in Western countries. Therefore, studying PR in non-Western cultures such as the KSA can provide a valuable foundation for developing PR theory in a Middle Eastern context. This is important because PR in the KSA currently relies upon Western methods and theories, which are inappropriate for dramatically different cultures. Since the KSA is organised similarly to other Arabian Gulf countries, this study offers an opportunity for future researchers in this field to apply the findings to improve PR theory in other countries in the region.

Kent and Taylor's principles of dialogic communication (1998) and Grunig and Hunt's four public relations models (1984) were chosen to better understand digital media's role in building PR relationships in Saudi society. The most outstanding implication of this research is that PR practice in Saudi Arabia cannot continue to be defined or its advancement measured based on the Grunig and Hunt (1984) models of PR: the two-way symmetrical model's applicability in the Saudi context is constrained by Islam and Saudi Arabia's cultural influence. In other words, different PR models must be considered to define PR practice in Saudi Arabia as none of the existing PR models account for the influence of social-cultural systems and religion in PR practice. The unique contribution of this thesis is that it connects PR concepts in the two-way symmetrical model and 'dialogue' with regard to building donor relationships. Western PR trends influence charitable institutions in the KSA, but despite the movement in the West toward two-way systems, the analysis revealed that Saudi PR remains unidirectional, predominantly employing the press agentry and public information models. Only a small minority of the charities studied adopted any part of the two-way symmetric model. This research thus confirms that existing PR models are inapplicable in the KSA. The recognition among the charities analysed that transparency and disclosure are fundamental to obtaining the support of donors and standing out from other organisations led some of them to open up a dialogue with stakeholders online. However, other charities' PR staff may be prevented from doing this by the top-down nature of decision-making that still prevails across the KSA. This is not easy to change as it is embedded in the country's culture and system of ethics. Such an organisational culture is unlikely to prioritise planning strategies which incorporate research to identify the problem, develop the programme, and take primary responsibility for its implementation (the management functions of PR), undermining the role and effectiveness of PR departments and practitioners.

Regarding Islamic ethics in PR practice, the five Saudis charities followed an Islamic-based code of public relations ethics. The findings of this study established an almost inseparable link between Islam as a religion and the lifestyles of the general public and PR practitioners in Saudi charities. In other words, no social media or public relations practice in Saudi Arabia is exempt from Islamic law. The data yielded evidence showing that Saudi charities like Ensan, Mawaddah, and Al Mawaddah Societies sometimes post religious messages to encourage donation and support. The practice of public relations in Saudi charities is influenced by religious morals, and therefore their use of websites reflects religious culture; for example, the Kafel foundation formulation of content and slogans is influenced by religion. ("We are all fathers of orphans").

In this study, Kent and Taylor’s principles of dialogue were adopted and their application on the websites and Twitter accounts of Saudi charities analysed. These results demonstrate the extension of Kent and Taylor’s (1998) principles of dialogical communication modified by the researcher to include web-based accountability for the disclosure element and dialogue dimension. The researcher modified these principles and added variables in order to reflect the dialogic principles most relevant to this study, including direct links to WhatsApp are an example of a variable in the dialogue circle. This variable was included because of Saudi society's reliance on WhatsApp, the nature of the correspondence, which guarantees privacy and is an important factor in Saudi culture, and the possibility of logging in and benefiting from the services of the electronic portal. Thus, this model is applicable to Saudi charities that decide to use social media in their business strategy. The usefulness of information principle includes financial and annual reports, media centres and statistical information as elements that enhance confidence and raise awareness of the brands of charities. The results of this research show that some of the charities in the sample demonstrated the principles of Usefulness of Information and Dialogic Loop as they prioritised transparency and disclosure in order to distinguish themselves from other charities to obtain the support of donors. The dialogic principles were adopted to help Saudi charities comply with the modern trends contained in the Kingdom's Vision 2030, which aims to empower the non-profit sector. The Kingdom of Saudi Arabia has prioritised digital transformation, governance principles, and a focus on transparency and disclosure to organise the non-profit sector's work and achieve benefits.

The theoretical concepts introduced by Grunig and Hunt (1984) caution that PR and communications departments cannot improve organisational effectiveness unless they are fully integrated into the organisation, and senior PR practitioners are placed as part of the dominant alliance. The organisational culture present in most Saudi charities affects their communication strategies via social media. This study found that for most Saudi charities, their strategy for the website may be somewhat weak. For example, charities provide a large amount of information to their audience through their website. However, disclosing performance and measuring impact was not regarded as important by all charities, with only 38 disclosing their annual reports. In addition, this study found that most Saudi practitioners have inadequate knowledge of effective social media use. Although the results revealed that Saudi charities still do not take full advantage of the dialogic capabilities of their websites, they do try to take advantage of the dialogic features of tweets; for example, the Twitter analysis showed that the principles most featured in the charities' tweets were usefulness of information and dialogic loop. Eighty-eight tweets in the sample were examples of the latter, including message posts and activated hashtags, @ mentions, and retweets, suggesting that some of the charities used Twitter to communicate and build relationships with the public.

This study shows that Saudi charities which use social media are willing to be part of the more interactive and collaborative environment which is being brought about by the digital transformation resulting from the Vision 2030 plan, as it highlights that Saudi charity PR practitioners can use digital media and understand the utility of two-way communication. These findings apply to Saudi charities which employ social media to improve charities performance by discovering methods to combine websites and Twitter into an overall operational strategy. The implications of this research for professional practice and decision-making are that Saudi charities can strategically communicate on websites and social media to manage their reputations by employing qualified PR staff or by fully training employees to apply digital tools effectively in a two-way communication model. Thus, this model is applicable to Saudi charities that decide to use social media in their business strategy.

The lack of formal qualifications related to PR among the participants in the sample of Saudi charities and their mixed experience in the field provides a significant explanation for the lack of awareness of the full suite of roles and responsibilities carried out by a professional PR department, including audience interaction. To address this, The Saudi Vision 2030 plan includes large-scale reforms of the non-profit sector to develop a more effective strategic role for non-profit and charitable organisations in the economy and wider society. In a sector subject to a considerable body of regulation but which can benefit from the most effective local and international practices, the reforms assign the responsibility for change to each individual charity, which can, without difficulty, incorporate a re-organisation of the decision-making process to allow employees to contribute. The Saudi Vision 2030 also aims to change perceptions of PR, improve the work of PR departments across all government sectors, and divide PR departments into multiple sections, such as the crisis department, media, social responsibility, events management, and so on. In tandem with this, Saudi universities are developing and redesigning curriculums to match the output required by the changing Saudi economy and to produce highly qualified PR specialists. The reforms mean that, in the near future, the two-way symmetrical model of PR practice is likely to be used more effectively in the Saudi context, despite the challenges unique to the KSA.

Charities should also take advantage of adopting two-way communication and relationship building by implementing the principles of dialogic communication (Kent and Taylor, 1998) upon which this current thesis is based. As has been shown, all seven Saudi charitable organisations included in the online analyses used Twitter to engage and build relationships with their key donors and beneficiaries, but joining a conversation should be more strategic. Charities should use Twitter strategically if they plan to build relationships with donors, and this can be achieved by using a strategic communication planning process for NPOs (Patterson and Radtke, 2009). Charities could post more tweets, including polls or questions, to improve the dialogical communication feedback loop. During the research stage, they can monitor their Twitter accounts to identify and address public opinion and questions in their Twitter communications. During the second stage, charities must set clear and verifiable goals. Saudi charities must determine how to use and design Twitter strategically and design their messaging carefully, clearly, and simply. Plans should be in place for when they should employ certain communication features, so charities are not adversely affected. This was noted by participants from Ensan and Kafel, who stressed the importance of communicating with the public, but in moderation. During the evaluation stage, Saudi charities could conduct formative evaluation research of their tweets, and identify changes and trends in the types of tweets receiving the most likes, comments, or retweets, as these show their target audience's interest. Based on this information, they can tailor their Twitter activity to ensure maximum engagement. The impact of social media PR can be measured in communication features and qualitatively by observing the dialogue that ensues when soliciting feedback from individuals, opening up a research area that can influence practice. Excellent PR management functioning is linked to the application of a two-way symmetric model, characterised as "management understanding the viewpoints of employees and neighbours as well as employees and neighbours understanding the viewpoints of management" (Grunig & Hunt, 1984, p.42).

A theoretical implication of this thesis reflects SET with regard to Blau (1964) and Emerson (1976). Five Saudi charities-built relationships with donors based on the principle of benefit exchange and achieving the goals of their charitable organisation in exchange for various disclosures, which may include performance, financial and annual reports, measurement impact, donor satisfaction and stakeholder involvement. The idea behind developing charity disclosure efforts is to build donors' positive perceptions, which can create familiarity and motivate financial or voluntary participation and provision of valuable information and experiences. For example, Ensan, Kafel, Eshraq and Mawaddah recognised the importance of publishing their performance and achievements as well as their financial and annual reports on their websites, as this contributes to enhancing donor confidence in the performance and role of the charity in the development of society. These relations between charities and stakeholders are a clear illustration of Blau (1964) and Emerson's (1976) theory. Accordingly, Saudi charities should implement the following suggestions to maintain social exchange:

- To build and maintain successful donor relationships, provide adequate feedback to donors on how their contributions are used and communicate that their money is not wasted. This accountability factor must be communicated effectively to build trust and commitment.
- Non-profit PR practitioners should appeal to donors' egos rather than focusing on altruistic framing of rewards. The rewards, although not necessarily spoken, relate to the intangible benefits of giving and connect to an understanding of who the donor is or wishes to be seen as, as reflected by ego-based theories like Social Exchange Theory and Impression Management Theory.
- This framing of message communication must match up with the personalities of donors. The donor should be able to see his or her personality traits reflected in the organisation itself and how it chooses to brand its message.

10.5 Limitations of the research

Although the results of this thesis have both theoretical and practical implications, there are some limitations. This study employed a combined population sample of Saudi charities with active websites in two regions of the KSA, identified in 2018. A total population sample is a type of purposive sampling in which the entire population is examined. This sampling technique allows analytical generalisations about the studied populations but not statistical generalisations. Only tweets published during the first two weeks of December 2018 were analysed. Although content analysis allowed the inclusion of media messages, the overall design shows limitations. The other most obvious limitation is that not every available tweet posted on the Twitter profiles was coded. Stemler (2001, p.7) argues that "two fatal flaws that destroy the utility of a content analysis are faulty definitions of categories and non-mutually exclusive and exhaustive categories". However, the categories identified in this study adequately address the research questions. Furthermore, content analysis is an appropriate research method for mass communication research into the effects of messages (Lombard et al., 2002), but due to a combined total population sample, it is very difficult for this study to generalise Twitter use among all charitable organisations. Finally, the semi-structured interviews explored the motivation to adopt social media platforms such as Twitter and how Saudi charitable organisations use social media platforms and websites to build and maintain long-term relationships with stakeholders and secure donations. Typically, enough interviews should be conducted to reach theoretical saturation. This study interviewed only eleven charity employees; nine were interviewed face-to-face, and two sent email responses. A larger interview sample would have afforded a greater pool of data for analysis, but many PR practitioners in the charitable organisations were unavailable for an interview despite repeated requests. For example, the PR officer of one charity resigned before the scheduled interview, but a representative nevertheless sent the answers from this participant via email. Despite the limited number of interviewees, the responses provided insights into the relevance of the charity's websites and Twitter use themes identified through thematic analysis. Existing research on some digital channels was also limited, so it was not easy to accurately assess this study against similar research. Despite the identified limitations, this research design is appropriate to understand how Saudi charitable organisations use Twitter as a PR tool. Furthermore, the limitations indicate opportunities for further research regarding the website and Twitter's use as a PR tool for building trust.

10.6 Recommendations for Saudi Charitable Organisations

Questions raised by community members about charities' budgets, their supporting bodies, or their volunteer work which do not receive satisfactory answers can cast doubt and suspicion over the entire charitable sector. This is part of the explanation for why many charitable organisations are not adequately integrated with society and clear in the nature of their activities and services. It is therefore recommended that charities seek to understand and encourage the public to share their attitudes towards their philanthropic efforts. The following recommendations can be made based on the results of the current study:

- Charities must use social media such as Twitter and WhatsApp as well as traditional means of communication such as telephone and e-mail in continuous communication with donors to enhance their confidence in the charity's management and service process, and collect donations from subscriptions or membership fees.

- Charitable organisations should search for innovative ways to obtain donations and improve their operations, and develop novel charitable projects that suit the needs of beneficiaries, such as providing training and rehabilitation workshops on specific activities.
- Charitable organisations should emphasise the role of all in society in helping those in need, and that this requires not only material or in-kind support but knowledge of how to deal with the issue at root. This can be done by delivering human development courses to instil self-confidence in the charitable organisation.
- Charities should adopt a strategy of keeping donors for life. This means maintaining relationships with donors even if they choose not to donate for a certain period. Kafel Orphan Care does this by using WhatsApp messages to remind donors or supporters of its role in community development.
- Charities should consider how best to disseminate knowledge of all of their activities, encourage volunteer recruitment and effective communication with the public, seek donation support, or market a new product or existing service using PR opportunities to gain credibility in their communities or valuable feedback to use in ongoing assessment to ensure charities achieve their overall organisational goals.
- To ensure their digital communication is structured to form partnerships and build long-term relationships with donors and gain their trust and support, PR and communication practitioners should work closely with staff and the board of directors of the organisation to develop a digital communication strategy that uses all digital channels (ideally before using them), and include this as part of the organisation's overall communication strategy.
- With a digital communication strategy in place, PR and communication practitioners should apply dialogic relationship management and stakeholder engagement theories to create communication with confidence to apply across the charitable organisation's multiple digital channels. The organisation would then be able to apply these theories to practice, which would help them use the channels strategically to apply a transmedia engagement approach across their digital channels.
- As part of the digital strategy, the charitable organisation should invest in resources to investigate digital channels and consult with stakeholders to determine the most effective,

as this can provide a roadmap of where to target communication strategically and ensure greater return on investment in the long term. With a greater understanding of the digital channels stakeholders actively use, the charitable organisation can invest in training for their communication practitioners, making them better equipped with digital channel best practices.

- Twitter in particular should be used proactively and strategically to engage stakeholders in two-way dialogic communication and to evaluate feedback. Importantly, charitable organisations should choose channels that fit their purpose and avoid the unfocused approach that characterises their current digital communication practice. Communication practitioners can keep their digital communication fit for purpose through regular evaluation and measurement of their digital channels.
- Most communication practitioners were unsure what evaluation and measurement of digital channels would mean for their organisation, which could explain why the buy-in to digital channels by charities remains relatively small.
- A charitable organisation should ensure that its communication practitioners are skilled in evaluation and measurement across all of the digital channels the organisation uses and commit the time to regularly evaluate all digital communication using both formal and informal tools. If communication practitioners can report on the success of digital communication, this demonstrates the true value of communication across multiple channels so that the charity can allocate additional investment for future strategic digital communication campaigns.

10.7 Recommendations for Further Research

This research was limited to interviewing Saudi charities' PR personnel and analysing their websites and Twitter accounts to investigate whether they used digital channels to build long-term relationships with their target audiences. Further research could examine feedback from stakeholders including partners, sponsors, and donors, to clarify whether users' needs around digital platforms are being met and to examine perceptions about the charities' performance in dialogical communication and its impact on building relationships with users. Surveys or interviews with stakeholders would complement this thesis and support the findings obtained from PR interviews and website and Twitter analysis. The findings from investigating Saudi stakeholders' preferences for social media would be enlightening since this thesis did not survey or interview these groups to determine the reasons for their lack of interaction.

Appendix A: Illustrate the coding scheme of the Appearance of The Dialogic Principles of Communication in website Yes (1) No (0).

Charity Name		Ease of Interface				Generation of Return Visit							Conservation of visitors			Usefulness of information											Dialogic Loop						
		Site Map	Popular Topics	Search Engine Box	Change Language	Calendar of Events	Subscribe\ RSS Feeds	Login\ Register	Statistics \ Figures	Downloadable Information (Pdf, Doc)	Newsfeed Link	Help Of FAQ	Page Load Time (10 Secs)	Posting of Last Updated Time and Date	Audio \Video	Background of org Mission & Goal	Beneficiaries info	Products/ Services	Regulatory policy	Annual report	Financial report	Employment info	Donation / Involve	Organizational structure/staff info	Media centre	Sponsors &partners	Contact US	Comment Box	Social Media Widgets	Survey to Voice Opinion on Issues	Opportunity to Vote on Issues	Instant Chat or WhatsApp Link	Organization Is Response to Visitors Q
Total																																	

APPENDIX: B Code Sheet Two: Twitter Account

Researchers will use this codebook for each tweet posted by each Saudi charities Twitter account from 01 December, 2018 to December15, 2018.

1. **Twitter handle**: Type in the Twitter username.
2. **Followers**: Type in the number of followers belonging to the Twitter account.
3. **Following**: Type in the number of users the Twitter account is following.
4. **Date**: Type in the date of tweet in designated section. (MM-DD-YY)
5. **Exact text of tweet**: Copy and paste exact content of tweet in this section.
6. **Type of Post**: The number corresponding with "original," "at reply," "MT," or "Other" will be recorded.

Type of Tweets

1. Original Post: This is a tweet created by the charity social media administrator. This does not include replies to other Twitter accounts.

2. Retweet "RT": This is a tweet belonging to another Twitter account and includes "RT" followed by the username "@user" before the message. This is not an original post.

3. @reply: This is a tweet in reply to another Twitter user and acts as a response to another message. This will include another user's Twitter handle within the message (@user), likely at the beginning of the tweet.

4. MT This is a tweet belonging to another Twitter account with slight modification in the text. This will include a "MT," likely at the beginning of the tweet. Multimedia Feature: Type in "hyperlink," "photo,"" video," or "hashtag"

Twitter Features use with Charites Tweets

1. Hyperlink – Researchers will type "yes" if a hyperlink is included in the charities Twitter tweet or "no" if a hyperlink is not present. 1 = YES, 0 = NO.

2. Photo - Researchers will type "yes" if a photo is included in the charity tweet or "no" if a video is not present. A description of the photo will also be provided, but will not be used at as a variable. 1 = YES, 0 = NO.

3. Video - Researchers will type "yes" if a video is included in the charity tweet or "no" if a video is not present. A description of the video will also be provided, but the message of the video will not be used at as a variable. 1 = YES, 0 = NO.

4. Hashtag - Researchers will type "yes" if a hashtag (#text) is included in the charity tweet or "no" if a hashtag is not present. 1 = YES, 0 = NO. If yes.

5. @Mention - Researchers will type "yes" if @Mention is included in the charity tweet or "no" if it not present. 1 = YES, 0 = NO. If yes.

Level of Interactivity

Interactivity of the Tweet: Each individual tweet will be examined to determine if it demonstrates low, medium, or high interactivity. The researcher will circle the most dominant level of interactivity for each individual tweet. Interactivity of the Tweet: circle one:

- **Low**: Low interactivity tweets have no links or @replies, or any other extraordinary features.

- **Medium**: Medium interactivity tweets include links to videos, pictures, and other websites.

- **High**: High interactivity tweets consist of messages that were @replies to other users.

Tweets' Targeted Public: Circle one

1. General Public
2. Donors
3. Volunteers
4. Partners
5. Employees

Theme of the Tweet:

Each individual tweet will be examined to determine if it demonstrates Announcement, self-promotion, external promotion, question to followers, response to a question, offered free consultations, Advice, ask for donation, voluntary or member and Giving Recognition and Thanks. The researcher will circle the most dominant theme in which the tweet aligns with.

1. **Announcement: Circle: Circle Yes (1)or No (0)**

The tweet meets this theme if any of the following features are present, and does not meet this theme if all of these features are absent:

- Important Updates
- News stories
- Random Statements

2. **Self-Promotion: Circle Yes (1) or No (0)**

The tweet meets this theme if any of the following features are present, and does not meet this theme if all of these features are absent:

- advertisement of events
- services, resources
- accomplishments of the charities.

3. **External Promotion: Circle Yes (1) or No (0)**

The tweet meets this theme if any of the following features are present, and does not meet this theme if contained

- information regarding the self-promotion
- or advertisement of events, services, resources,
- or accomplishments of outside organizations or individuals.

4. Question to Followers: Circle Yes (1) or No (0)

The tweet meets this theme if any of the following features are present, and does not meet this theme if all of these features are absent:

- Tweet was in the form of a question that was directed towards the institution's followers.

- Tweet is in the form of an opinion or complaint posted by the institution or any of its followers.

5. Response to a Question: Circle Yes (1) or No (0)

The tweet meets this theme if any of the following features are present, and does not meet this theme if all of these features are absent:
Tweet was in the form of a response to a question asked by one of the institution's followers.

6. Advice, ask for donation, voluntary or member: Circle Yes (1) or No (0)

The tweet meets this theme if any of the following features are present

- Call for donation
- Call for voluntary
- Call for member

7. Giving Recognition and Thanks: Circle Yes (1) or No (0)

The tweet meets this theme if any of the following features are present, and does not meet this theme if all of these features are absent:
If the tweets contain expressions of thanks and appreciation.

Kent and Taylor's (1998) Dialogic Principles:

Each individual tweet will be examined to determine if it contains the following dialogic features: usefulness of information, conservation of return visitors, and dialogic feedback loop. It's perfectly fine if the Twitter profile contains more than one of the dialogic features. The researcher will circle Yes (1) if the individual tweet contains the dialogic principle and circle No (0) if the individual tweet does not contain the dialogic principle.

1) Usefulness of Information: Circle: Yes (1) or No (0)

The tweet meets this dialogic principle if any of the following features are present, and does not meet this principle if all of these features are absent:

- Information about the charity goals
- Announcement
- link to annual report
- Employment, donation, voluntary Information
- Statistics
- Giving Recognition and Thanks
- Coverage of programs and events.

2) Conservation of Visitors: Circle: Yes (1) or No (0)

The tweet meets this dialogic principle if any of the following features are present, and does not meet this principle if all of these features are absent:

- Links to charities' other social media sites
- Links to charities' websites

3) Generation of Return Visitors: Circle: Yes (1) or No (2)

The tweet meets this dialogic principle if any of the following features are present, and does not meet this principle if all of these features are absent:

- Links to donation Pages.
- Links to the charities' FAQ pages
- Links to pages where visitors can request more information about the charities'
- Links to internal pages highlighting newsworthy occasions about the institution charities'
- Links to external pages highlighting newsworthy occasions about the charities'

4) Dialogic Feedback Loop: Circle: Yes (1) or No (0)

The tweet meets this dialogic principle if any of the following features are present, and does not meet this principle if all of these features are absent:

- Poses a question
- Responds directly to a question
- Responds indirectly to a question
- A Retweet of an original tweet that was posted by another.

Public Relations Models:

Each individual tweet will be examined to determine if it closely aligns with public information, two-way asymmetrical, or the two-way symmetrical model of public relations. Although some tweets may be classified under multiple models, the researcher will choose the model in which the tweets represent the most. The researcher will circle ‘Yes’ if the tweet aligns with the public relations model and ‘No’ if the tweet does not align with the public relations model.

1) The Public Information Model Circle: Yes (1) Or No (0)

The tweet meets this model of public relations if any of the following features are present, and does not meet this model of public relations if all of these features are absent:

1. Uses persuasive and biased language, as well as words that express emotions, to describe or promote an event/program, or accomplishment
2. Demonstrates propaganda for the institution and attempted to persuade followers to act in a manner that would benefit the institution, such as attending any of the institution’s events or programming or supporting any of its causes
3. Contains updates and announcements about the institution without the use of persuasive and biased language, emoticons that express emotions, and words that express emotions
4. Contained only facts, through direct and objective language that focused on information that would benefit the public, such as scores to game, current events, directions to specific locations, special updates and announcements, etc.

2) Two-Way Asymmetrical: Circle: Yes (1) or No (0)

The tweet meets this model of public relations if any of the following features are present, and does not meet this model of public relations if all of these features are absent:

- Asks for specific feedback,
- Asks for participation in a survey or poll
- Asks for targeted publics to become more involved with the institution by using Twitter

3) Two-Way Symmetrical: Circle: Yes (1) or No (0)

The tweet meets this model of public relations if any of the following features are present, and does not meet this model of public relations if all of these features are absent:

- Attempts to resolve conflict.
- Is in the form of a direct message featuring Twitter’s @-reply function for conversation.

Appendix C: Interviews Questions

1. How would you describe your role in the charity as a Public Relations Practitioner?

2. Which department in your organization has an important role regarding the disclosure of information? Who is responsible? Which office has the leading role?

3. How has public relations contributed to this success of your charity?

4. How do you communicate with your key stakeholders and potential supporters? What tools and strategies do you use?

5. How does charity ensure that proactively disclosed information reaches its audience; (how to put information, where it will be found; is it relevant to users and understandable timely) Communication strategy?

6. Which form of communication allows an organization to best manage its reputation with stakeholders?

7. How could charity improve its communication to gain more of public trust?

8. What strengthens trust? To what extent do trust and credibility related to donor loyalty?

9. How useful is transparency for building trust and increase donation?

10. Do you have examples of a successful way of keeping donors and earning new donors? Why was this successful?

11. How do you define transparent communication, and what level of transparency do you expect from your charity?

12. Do you find that your charity uses digital media in a different way than other industries and if so, how? Examples?

13. Do you think that there is a relationship between the charitable organization reputation and the ability to raise funds? Please explain.

14. How would you describe the fundraising strategy adopted by your organization? Is there a written document that captures the fundraising strategy?

15. What are the tactics you use to connect your business with your audience through social media?

16. Would you take me through the whole process of how you create the plan or set the standards for how your charity uses social media in building a relationship based on mutual trust and transparency?"

17. How do you create your social media sites to be credible sources for your audience?

18. What are the social media platforms used by your charity, arranged according to the importance of your organization? Why were these platform chosen?

19. How do you hope to use your social media and website in the future?

Appendix D: Illustrate the Appearance for The Dialogic Principles of Communication in Riyadh Charitable Organization.

	Charity Name	Ease of Interface				Generation of Return Visit							Conservation of visitors			Usefulness of information											Dialogic Loop							Total
		Site Map	Popular Topics	Search Engine Box	Change Language	Calendar of Events	Subscribe\ RSS Feeds	Login\ Register	Statistics \ Figures	Downloadable Information (Pdf, Doc)	Newsfeed Link	Help Of FAQ	Page Load Time (10 Secs)	Posting of Last Updated Time and Date	Audio \Video	Background of org Mission & Goal	Beneficiaries info	Products/ Services	Regulatory policy	Annual report	Financial report	Employment info	Donation / Involve	Organizational structure/staff info	Media Centre	Sponsors &partners	Contact US	Comment Box	Social Media Widgets	Survey to Voice Opinion on Issues	Opportunity to Vote on Issues	Instant Chat or WhatsApp Link	Organization Is Response to Visitors Q	
1	جمعية النهضة النسائية الخيرية (Al Nahda Society)	0	1	1	1	0	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	1	26
2	جمعية البر الاهلية بالرياض Civil Association of) Alber in Riyadh)	0	1	1	0	0	0	0	0	0	1	0	1	0	0	1	1	1	1	1	1	1	1	1	0	0	1	1	1	0	0	0	0	16
3	جمعية الوفاء الخيرية النسائية (Al-Wafa Women Association)	0	1	1	0	0	0	0	0	0	0	0	1	0	0	1	1	1	1	0	1	0	1	0	0	0	1	0	1	0	0	0	0	10
4	جمعية الغاظ الخيرية (Al Ghad Youth Association)	1	1	1	0	0	0	0	1	0	1	0	1	0	1	1	1	1	1	0	1	0	1	1	1	0	1	1	1	0	0	0	0	18
5	جمعية أيامي لرعاية الارامل والمطلقات (Ayama Association)	0	1	0	0	0	0	0	1	0	1	0	0	1	1	1	1	1	1	0	1	0	1	1	1	1	1	1	1	0	0	0	0	17
6	جمعية الأطفال المعوقين بالرياض (Children with Disability Association)	0	1	0	1	0	1	0	1	1	1	0	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	0	0	1	1	24

Appendix:D Illustrate the Appearance for The Dialogic Principles of Communication in Riyadh Charitable Organization.

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7	الجمعية الخيرية بالدلم (Charity in Dilam)	0	1	0	0	0	0	0	0	1	0	0	0	0	1	1	1	1	1	0	1	0	1	1	0	0	1	1	0	0	0	0	0	11
8	جمعية الحلوة الخيرية (Alhuluwh Charitable society)	0	1	1	0	0	1	0	1	1	1	0	1	0	1	1	1	1	1	1	1	1	1	1	0	0	1	1	0	0	0	0	0	17
9	الجمعية الخيرية بالضرماء Charitable Association in) Darma)	0	1	1	0	0	0	0	0	1	1	0	0	0	0	1	1	1	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	10
10	جمعية البر بالزلفي (AL Birr Charitable Society In Alzulfi)	0	1	0	0	0	0	0	0	0	0	0	1	0	1	1	1	1	1	0	1	0	0	1	1	0	1	1	0	0	0	0	0	12
11	جمعية اشيقر الخيرية (Ushaiger Charitable Society)	0	1	1	0	0	0	0	0	1	0	0	1	1	0	1	1	1	1	0	1	1	1	1	0	0	1	1	0	0	0	0	0	15
12	الجمعية الخيرية بشقراء (Charitable Society in Shaqra)	0	1	0	0	0	0	0	0	1	0	0	1	1	1	1	1	1	1	1	0	1	0	1	0	0	1	0	0	0	0	0	0	13
13	جمعية الافلاج الخيرية (Aflaj Charity Association)	0	1	0	0	1	0	0	0	1	0	0	1	0	0	1	1	1	1	0	0	0	1	1	0	1	1	1	1	1	0	0	0	15
14	جمعية البر الخيرية بمحافظة السليل (Al Ber Charitable Society in Al-Sulail)	1	1	0	0	0	1	0	0	1	0	0	1	0	0	1	1	1	1	0	0	0	1	1	0	0	1	1	1	0	0	0	0	14

Appendix:D Illustrate the Appearance for The Dialogic Principles of Communication in Riyadh Charitable Organization.

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15	جمعية البر الخيرية بحوطة سدير (Al Ber Charitable Society Bhouta Sudair)	0	1	0	0	0	0	0	0	1	0	0	0	0	0	1	1	1	1	0	1	0	1	1	0	0	1	1	0	0	0	0	0	11
16	الجمعية الخيرية برغبة (Charitable Association in Raghbah)	0	1	1	0	0	1	0	0	1	1	0	1	0	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	0	1	0	0	21
17	جمعية البر الخيرية بحوطة بني تميم (Al Ber Charity Association in Hotat Bani Tamim)	0	1	1	0	0	0	0	0	0	1	0	1	0	0	1	1	1	1	0	1	1	1	1	0	0	1	1	0	1	1	0	0	16
18	الجمعية الخيرية بمحافظة الحريق (Charitable Society in Al-Hariq)	0	1	0	0	0	1	0	0	1	1	0	1	0	0	1	1	1	1	1	1	1	1	1	1	0	1	1	1	0	0	0	0	18
19	الجمعية الخيرية لرعاية الايتام انسان Ensan Charity Committee for Orphan Care	0	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	29
20	جمعية كلانا لرعاية مرضى الفشل الكلوي (Kellana Chariy)	0	1	0	0	0	0	0	1	0	1	0	1	0	0	1	1	1	1	1	0	0	1	1	0	1	1	1	1	0	0	0	0	15

Appendix D: Illustrate the Appearance for The Dialogic Principles of Communication in Riyadh Charitable Organization.

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21	الجمعية الخيرية لمتلازمة داون /دسكا DSCA	0	1	1	0	0	1	o	0	1	1	1	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	21
22	جمعية البر الخيرية بالارطاوية (Al Ber Charity Association in Artawiyah)	0	1	0	0	0	0	0	0	1	1	0	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	0	0	0	18
23	جمعية البر الخيرية في جلاجل (Al Ber Charity Association in Jalajel)	0	1	0	0	0	0	0	0	1	1	0	0	1	1	1	1	1	1	1	1	0	1	1	0	0	1	1	1	0	0	0	0	16
24	جمعية البر الخيرية بالجلة وتبراك (Al Ber Charity Association in Jella and Tabrak)	0	1	0	0	0	0	0	1	1	1	0	1	0	0	1	1	1	1	0	1	0	1	1	0	1	1	0	1	1	0	0	0	16
25	الجمعية السعودية للتوحد (Saudi Autism Society)	0	1	1	0	0	0	0	0	1	1	0	1	1	0	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	0	0	0	20
26	جمعية البر الخيرية بالبديع في الافلاج (Al Ber Charity Society in Budaiya in Al Aflaj)	0	1	0	0	1	0	0	0	0	1	0	1	0	1	1	1	1	1	1	1	0	1	1	1	0	1	0	1	0	0	0	0	16

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27	جمعية سند الخيرية لدعم الأطفال المرضي بالسرطان (Sanad Children's cancer support Association)	0	1	1	1	0	0	0	1	1	1	0	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	0	1	1	0	0	1	23
28	الجمعية الخيرية السعودية لمكافحة السرطان (Saudi Cancer society)	0	1	1	0	1	1	0	0	1	1	0	1	0	1	1	1	1	1	0	1	0	1	1	0	1	1	0	0	0	0	0	0	17
29	جمعية البر الخيرية بعشيرة السدير (Al Ber Charitable Society in Sudair clan)	0	1	0	0	0	0	0	1	0	1	0	1	1	0	1	1	1	1	0	0	0	1	1	0	0	1	0	1	1	0	0	0	14
30	الجمعية الخيرية للخدمات الهندسية Charitable society for Engineering serves	0	1	0	0	0	1	0	0	0	1	0	1	0	0	1	1	1	1	0	0	1	1	1	0	1	1	1	1	1	0	0	0	16
31	جمعية البر الخيرية بعرجاء Al Ber Charity Association in Arja'	0	1	0	0	1	0	0	0	1	1	0	1	1	1	1	1	1	1	0	1	1	1	1	0	0	1	1	1	0	0	1	0	19
32	جمعية التوعية والتأهيل الاجتماعي بمنطقة الرياض (وعي) the Awareness and Social Rehabilitation Association.	0	1	1	0	0	1	0	0	1	1	0	1	0	0	1	1	1	1	1	1	0	1	1	1	1	1	1	1	0	0	0	0	19

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33	الجمعية الخيرية للتوعية الصحية (حياتنا)HAYATONA	0	1	0	0	0	0	0	1	0	1	0	1	0	0	1	1	1	0	0	0	1	1	0	0	0	1	1	1	0	0	1	0	13
34	جمعية زهرة لسرطان الثدي Zahra Association	0	1	1	0	0	1	0	1	1	1	0	1	1	1	1	1	1	1	0	1	1	1	1	0	1	1	1	1	0	0	0	1	22
35	جمعية الإعاقة الحركية للكبار (الحركية) Disability Association motor for adult's mobility headquarters	0	1	0	0	1	0	0	1	1	1	0	0	1	1	1	1	1	1	0	1	0	1	1	0	1	1	1	1	0	0	0	0	18
36	جمعية المجد الخيرية النسائية (Al-Majd Women's Charitable Society)	0	1	0	0	0	0	0	0	1	1	0	1	0	0	1	1	1	1	0	1	1	1	1	0	1	1	1	0	0	0	0	0	15
37	جمعية البر الخيرية بمركز الجو (Al Ber Charity Association in the "Al Jaw" Center)	0	1	1	0	0	0	0	1	1	1	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	0	0	0	13
38	جمعية السكري السعودية الخيرية (Saudi Diabetes Charity Association)	0	1	1	0	0	1	0	1	1	1	0	1	0	0	1	1	1	1	0	1	0	1	0	0	1	1	1	1	0	0	0	0	17

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39	جمعية اشراق دعم اضطراب فرط الحركة والنشاط Eshraq (Saudi ADHD society)	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	1	28
40	الجمعية الخيرية السعودية لمرض الزهايمر Saudi Alzheimer’s Disease Association	0	1	0	0	0	0	0	0	1	1	0	1	1	1	1	1	1	1	1	1	0	1	1	0	1	1	1	1	0	0	0	1	19
41	جمعية مودة الخيرية للحد من الطلاق وأثارة Mawaddah society for reduction of Divorce and its Effects	1	1	1	0	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	0	1	28
42	جمعية اسر التوحد الخيرية Society of Autism Families	0	1	1	1	0	1	0	1	1	1	0	1	1	1	1	1	1	1	0	1	0	1	1	0	1	1	1	1	0	0	0	0	21
43	جمعية البر الخيرية بمركز النويعيمة (Al Ber Charitable Society in Nuweimah)	0	1	1	0	0	0	0	1	1	1	0	1	1	1	1	1	1	1	0	1	0	1	1	0	1	1	1	1	0	0	0	0	19

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44	الجمعية الخيرية لمكافحة السمنة Kayl Association for Combating Obesity	0	1	0	0	0	0	0	0	1	1	0	1	1	1	1	1	1	1	0	1	0	1	1	0	1	1	1	1	0	0	0	0	17
45	الجمعية الخيرية لصعوبات التعلم Society Learning Disabilities	0	1	0	0	0	0	0	0	1	0	0	1	0	0	1	1	1	1	0	1	0	1	0	1	1	1	1	1	0	1	0	0	15
46	جمعية صوت متلازمة الدرن (The voice of Down syndrome society)	0	1	1	1	0	1	0	0	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	0	0	0	0	23
47	الجمعية السعودية الخيرية لمرضى الفصام (Saudi Schizophrenia Charity Association)	0	1	0	0	0	1	1	1	0	1	1	1	1	0	1	1	0	0	0	0	0	1	0	0	0	1	1	1	0	0	0	0	14
48	جمعية بنيان الخيرية النسائية للتنمية الاسرية(Bunyan Women's Charity for Social Services)	0	1	0	0	0	0	1	0	1	0	0	1	1	1	1	1	1	1	0	1	1	1	1	0	0	1	1	1	0	0	0	1	18
49	جمعية ذوي الإعاقة الخيرية بالخرج (Charitable Association for People with Disabilities in Al-Kharj)	1	1	1	0	0	1	0	0	0	1	0	1	1	1	1	1	1	1	0	0	0	1	0	1	1	1	1	1	0	0	0	0	18

Appendix D: Illustrate the Appearance for The Dialogic Principles of Communication in Riyadh Charitable Organization.

Charity Name		Ease of Interface				Generation of Return Visit							Conservation of visitors			Usefulness of information											Dialogic Loop							Total
		Site Map	Popular Topics	Search Engine Box	Change Language	Calendar of Events	Subscribe\ RSS Feeds	Login\ Register	Statistics \ Figures	Downloadable Information (Pdf, Doc)	Newsfeed Link	Help Of FAQ	Page Load Time (10 Secs)	Posting of Last Updated Time and Date	Audio \Video	Background of org Mission & Goal	Beneficiaries info	Products/ Services	Regulatory policy	Annual report	Financial report	Employment info	Donation / Involve	Organizational structure/staff info	Media centre	Sponsors &partners	Contact US	Comment Box	Social Media Widgets	Survey to Voice Opinion on Issues	Opportunity to Vote on Issues	Instant Chat or WhatsApp Link	Organization Is Response to Visitors Q	
50	جمعية رعاية الطفولة (Child Care Association)	0	1	0	0	0	0	0	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	21
51	الجمعية السعودية للعمل التطوعي (Saudi Volunteer Organization Takatuf)	0	1	1	0	0	0	1	1	1	1	0	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	0	1	0	0	23
52	الجمعية الخيرية للإرشاد والتنمية الاسرية ارشادي Charitable Association for Guidance and Family Development Irshady	0	1	0	0	0	1	0	0	0	1	0	0	0	0	1	0	0	1	0	0	0	1	0	1	0	1	1	0	0	0	0	0	9

Appendix E: Illustrate the Appearance for The Dialogic Principles of Communication in Makkah Charitable Organization.

	Charity Name	Ease of Interface				Generation of Return Visit							Conservation of visitors			Usefulness of information											Dialogic Loop							Total
		Site Map	Popular Topics	Search Engine Box	Change Language	Calendar of Events	Subscribe\ RSS Feeds	Login\ Register	Statistics \ Figures	Downloadable Information (Pdf, Doc)	Newsfeed Link	Help Of FAQ	Page Load Time (10 Secs)	Posting of Last Updated Time and Date	Audio \Video	Background of org Mission & Goal	Beneficiaries info	Products/ Services	Regulatory policy	Annual report	Financial report	Employment info	Donation / Involve	Organizational structure/staff info	Media centre	Sponsors &partners	Contact US	Comment Box	Social Media Widgets	Survey to Voice Opinion on Issues	Opportunity to Vote on Issues	Instant Chat or WhatsApp Link	Organization Is Response to Visitors Q	
1	جمعية البر بجدة Al Ber Society in Jeddah	0	1	0	0	0	1	0	0	1	1	0	1	1	1	1	1	0	1	1	1	1	1	1	1	0	1	1	1	0	0	1	1	21
2	جمعية البر الخيرية بالطائف Al Ber Charity Association in Taif	0	1	0	0	0	0	1	1	0	1	0	1	0	1	1	0	0	1	0	0	1	1	1	0	0	0	1	1	0	0	1	1	15
3	الجمعية الخيرية بتربة Charitable Society in Torba	0	1	0	0	0	0	0	1	0	1	0	1	1	0	1	0	1	1	0	0	0	1	1	1	1	1	1	0	0	0	0	0	14
4	جمعية البر الخيرية بالقنفذة Al Ber Charity Association in Al-Qunfudhah	0	1	0	0	0	1	1	1	1	1	0	1	1	0	1	1	1	1	1	0	0	1	1	1	1	1	1	1	1	0	1	1	23
5	الجمعية الخيرية لرعاية الايتام بمكة المكرمة Charitable Society for Orphans Care in Makkah Al-Mukarramah	0	1	0	0	0	0	1	1	1	1	0	1	0	0	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	20

Appendix E: Illustrate the Appearance for The Dialogic Principles of Communication in Makkah Charitable Organization.

	Charity Name	Ease of Interface				Generation of Return Visit							Conservation of visitors			Usefulness of information											Dialogic Loop							Total
		Site Map	Popular Topics	Search Engine Box	Change Language	Calendar of Events	Subscribe\ RSS Feeds	Login\ Register	Statistics \ Figures	Downloadable Information (Pdf, Doc)	Newsfeed Link	Help Of FAQ	Page Load Time (10 Secs)	Posting of Last Updated Time and Date	Audio \Video	Background of org Mission & Goal	Beneficiaries info	Products/ Services	Regulatory policy	Annual report	Financial report	Employment info	Donation / Involve	Organizational structure/staff info	Media centre	Sponsors &partners	Contact US	Comment Box	Social Media Widgets	Survey to Voice Opinion on Issues	Opportunity to Vote on Issues	Instant Chat or WhatsApp Link	Organization Is Response to Visitors Q	
6	جمعية البر الخيرية بوادي خليص Al Ber Charity Association in Wadi Khulais	0	1	0	0	1	0	1	1	0	0	0	1	0	0	1	0	1	1	0	0	1	1	1	0	0	0	1	1	1	0	0	0	14
7	جمعية البر الخيرية بمحافظة رابغ Al Ber Charity Association in Rabigh Governorate	0	1	0	0	0	0	1	1	1	1	0	1	0	1	1	1	1	1	0	1	0	1	1	1	1	0	1	1	1	0	0	0	19
8	الجمعية الخيرية بوادي قديد Wadi Qadid Charitable Society	0	1	0	0	1	0	1	1	0	1	0	1	1	1	1	0	1	1	0	1	0	0	1	0	0	0	0	1	1	1	0	0	16
9	جمعية ماجد بن عبد العزيز للتنمية والخدمات الاجتماعية Majed bin Abdulaziz Association for Development and Social Services	0	1	0	1	0	0	1	0	1	0	0	1	0	0	1	0	1	1	0	1	0	1	1	0	1	1	0	1	0	0	1	1	16
10	جمعية البر الخيرية بالمظيلف Al Ber Charitable Society in Al Muzailif	0	1	0	0	0	0	1	1	1	1	1	1	1	0	1	1	1	1	0	1	1	1	1	0	1	1	1	1	1	0	0	0	21

Appendix E: Illustrate the Appearance for The Dialogic Principles of Communication in Makkah Charitable Organization.

Charity Name		Ease of Interface				Generation of Return Visit							Conservation of visitors			Usefulness of information											Dialogic Loop							Total
		Site Map	Popular Topics	Search Engine Box	Change Language	Calendar of Events	Subscribe\ RSS Feeds	Login\ Register	Statistics \ Figures	Downloadable Information (Pdf, Doc)	Newsfeed Link	Help Of FAQ	Page Load Time (10 Secs)	Posting of Last Updated Time and Date	Audio \Video	Background of org Mission & Goal	Beneficiaries info	Products/ Services	Regulatory policy	Annual report	Financial report	Employment info	Donation / Involve	Organizational structure/staff info	Media centre	Sponsors &partners	Contact US	Comment Box	Social Media Widgets	Survey to Voice Opinion on Issues	Opportunity to Vote on Issues	Instant Chat or WhatsApp Link	Organization Is Response to Visitors Q	
11	الجمعية الخيرية بوادي فاطمة Charitable Society in Wadi Fatima	0	1	1	0	0	0	0	1	1	1	0	1	1	0	1	0	1	1	0	1	1	1	1	1	0	1	0	1	1	0	1	1	20
12	جمعية البر بمحافظة الليث Al Ber Association in Al-Laith Governorate	0	1	0	0	0	0	1	1	1	1	0	1	1	0	1	0	1	1	1	0	1	1	1	1	1	1	1	1	1	0	1	1	22
13	جمعية البر الخيرية بوادي حلي Al Ber Charitable Society in Wadi Heli	0	1	0	0	0	0	1	1	0	1	0	1	1	0	1	0	1	1	1	1	0	1	0	1	1	1	1	1	1	0	0	0	18
14	جمعية البر الخيرية بوادي يبه القوز Al Ber Charitable Society in Wadi Yebah Al Quoz	0	1	0	0	0	0	1	1	1	1	0	1	1	0	1	1	1	1	0	1	0	1	1	1	1	1	1	0	1	0	1	1	21
15	جمعية البر الخيرية بوادي ليه Al Ber Charity Association in Wadi Leyeh	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0	0	0	0	1	0	0	1	1	0	0	0	0	0	0	7
16	جمعية مركز الاحياء بمنطقة مكة المكرمة Association of "Al-Ihya" Centers in Makkah Al-Mukarramah Region	0	1	1	0	0	1	0	1	1	1	0	1	1	1	1	1	1	1	0	1	1	1	1	0	0	1	1	1	0	0	1	1	22

Appendix E: Illustrate the Appearance for The Dialogic Principles of Communication in Makkah Charitable Organization.

Charity Name		Ease of Interface				Generation of Return Visit							Conservation of visitors			Usefulness of information											Dialogic Loop							Total
		Site Map	Popular Topics	Search Engine Box	Change Language	Calendar of Events	Subscribe\ RSS Feeds	Login\ Register	Statistics \ Figures	Downloadable Information (Pdf, Doc)	Newsfeed Link	Help Of FAQ	Page Load Time (10 Secs)	Posting of Last Updated Time and Date	Audio \Video	Background of org Mission & Goal	Beneficiaries info	Products/ Services	Regulatory policy	Annual report	Financial report	Employment info	Donation / Involve	Organizational structure/staff info	Media centre	Sponsors &partners	Contact US	Comment Box	Social Media Widgets	Survey to Voice Opinion on Issues	Opportunity to Vote on Issues	Instant Chat or WhatsApp Link	Organization Is Response to Visitors Q	
17	جمعية البر الخيرية بعشيرة مكة Al Ber Charitable Society in Makkah clan	0	1	0	0	0	0	1	1	1	1	0	1	0	0	0	1	1	1	0	1	0	1	1	1	1	1	0	1	1	0	1	1	19
18	جمعية البر الخيرية بالأبواء Al Ber Charity Association in Al Abwa	0	1	1	0	0	0	0	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	0	0	0	22
19	جمعية البر الخيرية بأبو راكة بمحافظة الطائف Al Ber Charitable Society in Abu Raka, Taif Governorate	0	1	0	0	0	0	1	1	1	1	0	1	1	0	1	1	1	1	0	1	0	1	1	1	1	1	1	1	0	1	0	0	20
20	جمعية البر الخيرية بشقصان Al Ber Charitable Society in Shaskan	0	1	1	0	0	0	0	0	1	1	0	1	1	0	1	1	1	1	0	1	0	1	1	1	1	1	0	1	1	0	1	1	20
21	جمعية البر الخيرية بالمحاني Al Ber Charity Association in Almahani	0	1	1	0	0	0	1	1	1	1	0	1	1	1	1	1	1	1	0	1	0	1	1	0	1	1	0	1	0	0	1	1	21

AppendixE : Illustrate the Appearance for The Dialogic Principles of Communication in Makkah Charitable Organization.

	Charity Name	Ease of Interface				Generation of Return Visit							Conservation of visitors			Usefulness of information											Dialogic Loop							Total
		Site Map	Popular Topics	Search Engine Box	Change Language	Calendar of Events	Subscribe\ RSS Feeds	Login\ Register	Statistics \ Figures	Downloadable Information (Pdf, Doc)	Newsfeed Link	Help Of FAQ	Page Load Time (10 Secs)	Posting of Last Updated Time and Date	Audio \Video	Background of org Mission & Goal	Beneficiaries info	Products/ Services	Regulatory policy	Annual report	Financial report	Employment info	Donation / Involve	Organizational structure/staff info	Media centre	Sponsors &partners	Contact US	Comment Box	Social Media Widgets	Survey to Voice Opinion on Issues	Opportunity to Vote on Issues	Instant Chat or WhatsApp Link	Organization Is Response to Visitors Q	
22	جمعية كفى للتوعية بأضرار التدخين والمخدرات بمنطقة مكة المكرمة Kafa Charitable society to raise awareness of the damges of smoking and drugs	0	1	0	0	0	0	0	0	0	1	0	1	0	1	1	1	1	1	0	0	0	1	1	1	1	1	1	1	0	0	0	0	15
23	جمعية زمزم للخدمات الصحية التطوعية Zamzam Association for charitable voluntary health services	0	1	0	1	1	1	0	0	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	1	24
24	جمعية البر الخيرية بمركز قريع بنى مالك بالطائف (Al-Bir Charitable Society in Al-Quraya Center, Bani Malik, Taif)	0	1	1	0	0	0	0	0	1	1	0	1	1	0	1	1	1	1	0	1	0	1	1	1	0	1	0	1	0	0	0	0	16
25	جمعية أصدقاء مرضى السكري الخيرية بجدة Society of Diabetic Patient Friends in Jeddah	0	1	0	0	1	0	0	1	1	1	0	1	0	1	1	1	1	1	0	1	0	1	1	0	0	1	1	1	0	0	0	0	17

AppendixE: Illustrate the Appearance for The Dialogic Principles of Communication in Makkah Charitable Organization.

	Charity Name	Ease of Interface				Generation of Return Visit							Conservation of visitors			Usefulness of information											Dialogic Loop							Total
		Site Map	Popular Topics	Search Engine Box	Change Language	Calendar of Events	Subscribe\ RSS Feeds	Login\ Register	Statistics \ Figures	Downloadable Information (Pdf, Doc)	Newsfeed Link	Help Of FAQ	Page Load Time (10 Secs)	Posting of Last Updated Time and Date	Audio \Video	Background of org Mission & Goal	Beneficiaries info	Products/ Services	Regulatory policy	Annual report	Financial report	Employment info	Donation / Involve	Organizational structure/staff info	Media centre	Sponsors &partners	Contact US	Comment Box	Social Media Widgets	Survey to Voice Opinion on Issues	Opportunity to Vote on Issues	Instant Chat or WhatsApp Link	Organization Is Response to Visitors Q	
26	جمعية البر لقرى جنوب مكة المكرمة (Al-Birr Association for the villages of southern Makkah Al-Mukarramah)	0	1	1	0	1	0	0	0	1	1	0	0	0	1	1	1	1	1	0	0	0	1	0	0	1	1	1	1	0	0	0	0	15
27	جمعية أصدقاء المجتمع الخيرية Friends of the Community Charity Association	0	1	1	0	0	1	0	1	1	1	1	1	0	1	1	1	1	1	1	1	0	1	0	0	1	1	1	1	0	0	0	0	20
28	جمعية الشقائق الخيرية Al Shaqaiq Charitable Association	0	1	1	0	1	1	0	1	1	1	0	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	0	0	24
29	Saudi Environmental Society جمعية البيئة السعودية	0	1	1	0	0	1	0	0	1	1	0	1	1	1	1	1	1	1	1	1	0	1	1	0	1	1	0	0	0	0	0	0	18
30	الجمعية الخيرية لمساعدة الشباب على الزواج والتوجيه الاسري Charitable Association to Help Young People Get Married and Family Guidance	0	1	0	0	0	0	0	1	1	1	1	1	0	1	1	1	1	1	0	1	1	1	1	0	1	1	1	1	0	0	0	0	19

Appendix E: Illustrate the Appearance for The Dialogic Principles of Communication in Makkah Charitable Organization.

Charity Name		Ease of Interface				Generation of Return Visit							Conservation of visitors			Usefulness of information											Dialogic Loop							Total
		Site Map	Popular Topics	Search Engine Box	Change Language	Calendar of Events	Subscribe\ RSS Feeds	Login\ Register	Statistics \ Figures	Downloadable Information (Pdf, Doc)	Newsfeed Link	Help Of FAQ	Page Load Time (10 Secs)	Posting of Last Updated Time and Date	Audio \Video	Background of org Mission & Goal	Beneficiaries info	Products/ Services	Regulatory policy	Annual report	Financial report	Employment info	Donation / Involve	Organizational structure/staff info	Media centre	Sponsors &partners	Contact US	Comment Box	Social Media Widgets	Survey to Voice Opinion on Issues	Opportunity to Vote on Issues	Instant Chat or WhatsApp Link	Organization Is Response to Visitors Q	
31	جمعية الوداد الخيرية Al Wydad Charitable Society	0	1	1	0	0	1	0	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	0	0	24
32	جمعية اكتفاء الخيرية النسائية بمكة المكرمة (IKTVA Women's Charitable Society in Makkah Al-Mukarramah)	0	1	0	0	0	0	0	0	1	1	0	0	0	0	1	1	1	1	1	1	0	1	1	1	1	1	0	1	0	0	0	0	14
33	جمعية الاحسان والاكتفاء الاجتماعي Ehsan and Social Sustainability Association	0	1	1	0	0	0	0	0	1	1	0	0	0	1	1	1	1	1	0	1	0	1	1	0	0	1	1	0	0	0	0	0	14
34	جمعية الرضوان الخيرية Al-Radwan Charitable Society	0	1	1	0	0	1	0	1	1	1	0	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	0	0	1	1	24
35	جمعية هديه الحاج والمعتمر الخيرية (Hajj and Umrah Charitable Society)	0	1	0	0	0	1	0	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	24

Appendix E: Illustrate the Appearance for The Dialogic Principles of Communication in Makkah Charitable Organization.

Charity Name		Ease of Interface				Generation of Return Visit							Conservation of visitors			Usefulness of information											Dialogic Loop							Total
		Site Map	Popular Topics	Search Engine Box	Change Language	Calendar of Events	Subscribe\ RSS Feeds	Login\ Register	Statistics \ Figures	Downloadable Information (Pdf, Doc)	Newsfeed Link	Help Of FAQ	Page Load Time (10 Secs)	Posting of Last Updated Time and Date	Audio \Video	Background of org Mission & Goal	Beneficiaries info	Products/ Services	Regulatory policy	Annual report	Financial report	Employment info	Donation / Involve	Organizational structure/staff info	Media centre	Sponsors &partners	Contact US	Comment Box	Social Media Widgets	Survey to Voice Opinion on Issues	Opportunity to Vote on Issues	Instant Chat or WhatsApp Link	Organization Is Response to Visitors Q	
36	جمعية الدواء الخيرية لتوفير الدواء للجميع (Al-Dawaa Charitable Society to provide medicine)	0	1	0	0	0	1	0	1	1	1	0	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	0	0	1	1	23
37	الجمعية الخيرية الطبية (Charitable Health Care Society)	0	1	0	0	0	1	1	1	1	1	0	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	0	1	0	0	0	0	21
38	جمعية المودة للتنمية الاسرية Al-Mawaddah Society for Family Development	0	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	29
39	جمعية رعاية الأجيال الخيرية Charitable Society for the Care of Generations	0	1	0	0	0	0	1	0	0	1	0	1	0	1	1	1	1	1	0	0	0	1	1	0	1	1	1	1	0	0	0	0	14
40	الجمعية النسائية الخيرية بجدة Jeddah Women's Charitable Society	0	1	0	1	0	0	0	1	1	1	0	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	21

Appendix E: Illustrate the Appearance for The Dialogic Principles of Communication in Makkah Charitable Organization.

Charity Name		Ease of Interface				Generation of Return Visit							Conservation of visitors			Usefulness of information											Dialogic Loop							Total
		Site Map	Popular Topics	Search Engine Box	Change Language	Calendar of Events	Subscribe\ RSS Feeds	Login\ Register	Statistics \ Figures	Downloadable Information (Pdf, Doc)	Newsfeed Link	Help Of FAQ	Page Load Time (10 Secs)	Posting of Last Updated Time and Date	Audio \Video	Background of org Mission & Goal	Beneficiaries info	Products/ Services	Regulatory policy	Annual report	Financial report	Employment info	Donation / Involve	Organizational structure/staff info	Media centre	Sponsors &partners	Contact US	Comment Box	Social Media Widgets	Survey to Voice Opinion on Issues	Opportunity to Vote on Issues	Instant Chat or WhatsApp Link	Organization Is Response to Visitors Q	
41	جمعية الفيصلية النسائية الخيرية AL-FAISALYA SOCIETY	0	1	1	1	0	0	0	1	1	1	0	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	0	0	23
42	جمعية ام القرى الخيرية النسائية بمكة المكرمة UMM AL-QURA WOMEN’S CHARITABLE SOCIETY	0	1	0	0	0	0	0	0	1	1	0	0	0	1	1	1	1	1	0	1	0	1	1	1	1	1	1	1	0	0	0	0	16
43	كافل لرعاية الايتام بمنطقة مكة المكرمة Kafel for orphans Care in Makkah Al-Mukarramah	0	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	28

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