

STRATEGIC COMMUNICATION THROUGH DIGITAL PUBLIC RELATIONS AND ITS TREND IN MALAYSIA

Mohd Nur Najmi Nuji, Mohd Azul Mohamad Salleh, Mohd Nor Shahizan Ali

Universiti Teknologi MARA, Universiti Kebangsaan Malaysia, Universiti Kebangsaan Malaysia

Author Correspondence: mohdnurnajmi@uitm.edu.my

ABSTRACT

The development of strategic communication practices through the use of digital platforms is seen to have an impact on the sustainability of strategic communication in the public and private sectors. Strategic communication is a process that determines the stability of an organization's image, reputation, and position. The digital platform now not only serves as the main communication medium, but also able to function as a platform for dialogue communication between content creators and followers of the platform. Accordingly, the theory used to explain this article is the strategic communication theory (Hallahan et.al, 2007) According to Hallahan, strategic communication is involved in the development, implementation, and assessment of communication. This research aims to understand the impact and the role of strategic communication through digital public relations and its trends in Malaysia. The discussion and findings in this research are based on a qualitative study that uses an in-depth interview method as a data collection technique and 12 informants among communication practitioners in Malaysia were selected through a purposive sampling technique. The results of the study found that strategic communication through digital public relations is used continuously and has a very important role to ensure that all communication strategies are used to reach the target audience. However, the function and impact of using digital platforms as the main medium of strategic communication still cannot guarantee the sustainability of corporate communication in the future.

Keywords: *strategic communication, digital public relations, corporate communication, communication planning, communication implementation.*

INTRODUCTION

Digital Public Relations has been practiced by public relations practitioners and social media is a popular online platform that people use to build relationships. Various research have been conducted based on strategic communication theory,

especially on the element of planning, implementation, and evaluation. Thus, this paper focuses on digital content development or content creator perspective, digital content implementation, and digital content assessment to add value to digital public relations. Every content uploaded to social media needs to have proper planning before implementation and then the impact of the messages on followers or audiences should be evaluated. Public relations practitioners need to have a proper strategy to implement their digital contents which can have great value to the organization. The element of storytelling in digital can be evaluated through the right channel, strategy, and content in digital platforms. In the context of Malaysia, the study on the government's social media is still low (Wok & Mohamed, 2017). Most studies adopted from western countries may not suitable for local culture (Rahman et al., 2017).

Besides socializing, digital media is a medium to communicate and disseminate information. Malaysians spend five hours and 47 minutes a day on social media, with more than half the population regularly using it, which places Malaysia in the top 5 of Southeast Asia mobile social media in 2019 (BERNAMA, 2019). About 78% of the 32 million Malaysians are active users of social media and 97.3% are using Facebook as their main platform of social communication (MCMC, 2018). Every day a variety of information, news, and information will be presented to the community through digital mediums such as Facebook, Twitter, Instagram, Website, WhatsApp, Telegram, and so on. Public relations practitioners play a very important role in this to ensure that every piece of information presented to the public can be understood and the public is able to take action based on the information received online, and most organizations only measure dialogue in terms of the number of 'likes' and 'shares' received. The fact is that feedback from PRO is very important to the public (Macnamara 2014).

However, PRO as an individual who conveys information to people through a digital medium does not know and know whom the public read the information, what is the form of information reception and how the public who receives the information interprets the information received (Ji, Li, North & Liu 2017). This will pose a risk in digital strategic communication through communication planning and communication implementation as the PRO is unable to ensure that the message conveyed through the line forms an understanding and in turn, results in similar actions. If this is not addressed, PR practitioners will continue to face the problem of creating more effective and efficient digital public relations in turn reaching out to the target audience. Therefore, organizations through PR practitioners need to formulate a strategy that has an impact on the people to ensure that each channel of information delivery is used as best as possible and effectively. Thus, the government introduced strategic communication in digital public relations through the use of social media to diversify communication channels and expand access to services to the people which is the main agenda of the government since time immemorial (Karakiza, 2015).

Strategic communication is also seen from the perspective of communication effectiveness and its impact on the organization. In this context, previous studies have discussed a lot about the elements contained in strategic communication that led to the achievement of effective communication. Among them is the communication

pattern used, which is either in the form of communication direction, communication channel, communication content, and communication style. Other aspects that are seen are the role of leadership, interpersonal relationships, planning, implementation, and communication assessment (Maizatul Haizan et. al., 2019). Subsequently, this paper will discover the impact and the roles of strategic communication through digital public relations and its trends in Malaysia. According to Dominic, D., & Gisip, I. A., 2021, the paper highlights past studies on the characteristics of government social media and the relationship of continuance to use the government social media. The review addresses the gaps from past studies. Hence, the study helps government agencies to review the usage and effect of social media in government. This research will add to the existing literature reviews of government social media towards the communication effort in government agencies. Motivated by the efficiency, advancement, and increasing use of technology by the private sector firms, social media applications have begun being adopted by government agencies to change the way of communication and their delivery of services to the public, especially in improving the performance, productivity, and efficiency to the public (Androutsopoulou et al., 2019). Despite that government provides 24/7 access to information, forms, and common transaction for the public, the use of social media, such as blogs, Facebook, YouTube, and Twitter is not merely empty chat rooms or spending free time, but it is also a way for government leaders, in particular, to explore people's problems and to approach the community.

Social media is now a network of extensive communication across all social levels. The youths, adults, and leaders are using social media. Government agencies around the world have been enthusiastic about exploring the use of digital public relations to promote citizen communication in crisis management. Digital public relations through social media applications have the possible way to improve responsiveness, influence, effectiveness, and cost saving in public sector (Tagliacozzo & Magni, 2018). The use of social media during a crisis is very significant. In any natural disaster events, such as floods, wildfires, earthquakes, wars, or tsunamis, information sharing is necessary (Aisha et al., 2015). The Covid-19 pandemic has not been challenging the health system but also affecting the whole world. To spread information to the citizens about the Covid-19 pandemic, the government cannot rely on traditional methods of disseminating information in one-way communication through television, radio, newspaper, and flyers, while public announcement through mobile does not seem effective (J. Park & Cho, 2009).

In Malaysia, the first announcement of the Movement Control Order (MCO) was made on March 16, 2020 by the Prime Minister which requested to forbid mass gatherings for any activities (News Straits Times, 2020). The imposing of MCO by the government resulted not only restriction on the movement, but also on communication, particularly the face-to-face interaction. In confusion during the pandemic, people seek information and alternative communication tool that they can use during the pandemic, and social media was considered as the most reliable medium which giving them two-way of communication and real-time response. Governments took full advantages of social media to minimize mass panic, mix-ups, distress, and anxiety (Chen et al., 2020). Due to social media characteristics such as openness, dialogism, and engagement, it offers significant benefits in delivering information to

the citizens.

Throughout the COVID-19 pandemic, social media played an important role in disseminating information in most countries, however it also linked to the blowout of misinformation (Teichmann et al., 2020; Thelwall & Thelwall, 2020). Misinformation would cause chaotic circumstances and may damage the authenticity of the information (Tasnim et al., 2020). The COVID-19 Pandemic has made the government's social media encountered unequalled public visits and public-seeking information, especially on health communication. This study became unexpected attention and the method of transmitting information through social media has been huge. News media such as live conferences, direct messages, and interactive interaction from health and government leaders played an important role. According to past researchers, giving repeated information and statement has a strong association with the increase of trust in statements given (Teichmann et al., 2020).

Digital public relations aim to ensure that all information and government services are accessible by the people and provide satisfaction to the people, and should be accessible by the target audience at all times. The use of social media today has changed the communication pattern and form between the government and the people in the electronic government governance system (e-Governance). However, each platform used by PR practitioners to convey information to the community has not been able to meet the information needs and community involvement in determining the authenticity of information presented through the social media medium. The use of digital platforms among public relations practitioners has given many new dimensions to organizations. Among the trends of this digital platform is the use of hashtags, keywords, shares, likes and various interactivity activities that can be carried out to the public. Organizations will strive to best meet the needs, request, and satisfaction of their digital platforms' users, especially with the use of social media that continues to connect organizations and communities.

The effective use of social media may strengthen the relationship between the organization and the target audience. This allows people to carry out interactivity activities such as sharing, discussing, and submitting more thoughtful ideas to add value to the organization. According to Hopkins (2014), engagement in social media is more active when users' emotions are in a negative state. In this regard, every PR practitioner must practice public relations with excellence because a PR practitioner is an individual who is responsible for delivering information and organizational services to the community as well as achieving the objectives, mission, and vision of the organization. In addition, the digital public relations dialogue demonstrated by civil servants in the delivery of information as well as the management of entrusted issues will determine the positive or negative impact on the sustainability of corporate communication in the ministry.

Thus, it can be seen that the strategic communication theory through the ability of communicators to differentiate between traditional communication activities and their effects rapidly disappearing will determine the government's strategic communication to stakeholders to continue to seek services from PRO through corporate communication. A total of twelve (12) public relation practitioners were interviewed in depth to obtain comprehensive and accurate data to discuss the impact and the role of strategic communication through digital public relations can be dissected

more systematically and clearly. Besides that, there is an important change in public communication are being driven by technology and by media economics. Digital technologies such as the World Wide Web and instant messaging, for example, make it increasingly impossible to differentiate what is advertising versus publicity, sales promotion, or e-commerce. Technology is converging communications channels. Thus, public relations practitioners should be well-versed to plan their strategic communication in order to deliver information and important messages to their constituents efficiently.

The technology transformation and innovation outside the public sector are changing the expectation of the public towards the public administration service delivery (Mergel et al., 2019). Observing at the impact of social media to engage with the public, the government accepted social media in their practice following the open government around the world which first introduced by former US President Barack Obama in 2008 during his first presidential campaign (Kim & Lee, 2012; Mergel, 2016). Using social media as a communication tool is cost-saving and breaks the costly traditional media in government's budget.

The exclusion of middlemen like reporters and editors in conveying government's information could have reduced the manipulation or failed the deliverance of authentic government information (Arshad & Khurram, 2020). According to Kuzma (2010), social technology can transform the way government deliver the online information and service. However, only 30% of Asian governments are fully utilizing the social media to communicate and disseminate information, and this led to missing chances to better engage in greater community participation. Social media is heavily used to increase public participant and help influence online users of social media sites to change their perception towards the government. Apart from that, the goal is to give information to the public that will improve transparency and participation in government's programs (Mergel, 2016). There are three main effects that many scholars used to predict the success of the government's social media, that include transparency, participation, and collaboration (Abu-Shanab, 2015; Baur, 2017; Lee & Kwak, 2012; Medaglia & Zheng, 2017; Mergel, 2013a).

To cover the various dimensions of strategic communications, this paper tries to narrow down the scope of strategic communication discussions based on three main perspectives, which is planning, implementation, and evaluation of communication through digital public relations. Communication planning usually involves a master plan and an information that will be disseminate to the audiences by using digital platform. The main plan of an organization usually focuses on branding the organization and its products, deploying managers and staff to perform their functions efficiently, and advocating the policies, regulations, and laws that become their operational framework (Patterson & Radtke, 2009). While the agenda is to inform specific messages to the public through really efficient channels to give awareness and understanding to the public about the organization's vision, mission, and goals.

The main communication plan will involve a period of time that can be categorized into short, medium, and long term. Besides that, the variety of channels is defined as the amount of information that can be conveyed using the right communication channel. Examples of channels with high volumes of usage are face-to-face communication, video conferencing, talking on the phone, public speaking or

debating, online discussions, and voice mail. For example, salesperson prefers to use face-to-face communication or direct sales strategies, so that they can give a clearer explanation of the products they sell, influence, and get immediate feedback from customers (Nuredayu Omar, 2018). The importance of communication technology as a tool for spreading messages has been found to have a positive impact on organizations and top management (Ahlam, 2016). This is because activities in the organization can be improved with the help of communication technology and it requires the cooperation and commitment of all parties to ensure that the chosen technology has a positive effect. The study found that organizations that are efficient in using communication technology will achieve their goals faster and be able to give competitiveness to other organizations. With its use, many things that were previously difficult to implement can be simplified through the use of e-mail, Facebook, Telegram, WhatsApp, Skype, Facetime, and many more.

The use of social media as above shows that there are strategies used to attract audiences and facilitate communication between staff. This was proven when Tao and Wilson (2015) in their study showed encouraging results. The social media space allows organizations to dialogue online to build reputation and influence. Raji Ridwan et al. (2018), found that social media plays a significant role in advertising product brands. Their study of advertising through social media found that promotion and word of mouth through social media had a significant positive relationship with consumer-based brand equity. This means that the appropriate communication channel selection strategy can create effective communication. The strategic communication plan serves to integrate all organizational programs, including public education and advocacy efforts. This integration involves a long-term strategy and is proactive rather than reactive to the current environment. Strategic plans help managers allocate resources effectively and strategically by promoting synergies and shared opportunities across programs. With this plan as well, managers can change the organizational culture toward communication efficiency because every organizational activity has an element of communication.

From the perspective of communication implementation, it involves the implementation of a carefully planned communication strategy that involves a certain period of time. The implementation of communication needs to start with objective setting. This is followed by the selection of the appropriate audience to ensure that the objectives can be achieved. The next step is to prioritize important messages based on objectives and work to address information gaps that may contribute to barriers to message acceptance. In addition, the use of communication tools and channels is very important so that the actions taken can guarantee the effectiveness of the strategy. The last step is to coordinate and work with stakeholders to ensure that communication activities become more efficient and that the message to be conveyed can be implemented effectively (Baltic Marine Environment Protection Commission, 2014). While from the perspective of communication evaluation, it involves improving the communication strategy that will be used in the future. One form of communication assessment is a communication audit. The study shows that rigorous evaluation of communication strategies' effectiveness provides a better understanding of the factors that influence the effectiveness of communication strategies. As a result, it can improve communication skills and build more effective

communication methods.

Situational analysis is also a very important element for PR practitioners to monitor and do analytics analysis. Obviously, not all viral content in digital platforms that involves your organizations need to be entertained and demanded feedback from PR practitioners. The strategy can be started through SWOT analysis by PR practitioners to identify and examine the issue and its impact on organizations (Maizatul Haizan et. al., 2019). It includes what is the issue to be addressed, who is involved, who is the target (customers, audience), what is the audience's attention, what are the factors that affect the audience's situation (internal or external factors), how is the SWOT analysis (S - Strength, W – Weakness (weakness), O – Opportunity (opportunity) and T - Threat (threat)) can be carried out, and what research methods are used. The second level, which is strategy, what are the organization wants to do and why. Thus this level involves planning and programming that includes the setting of SMART objectives (S - Specific, M - Measurable, A - Achievable, R – Relevant, and T - Time-based goals specific time), the target audience, the message to be conveyed to the target group, the appropriate communication channel to use, the management's expectations, the time taken, the budget and the extent of the success or achievement of the objective.

The next step is implementation. It involves action and communication. Implementation includes the coordination of actions and communication, mutual interests of the organization with its stakeholders, message framing, message semantics and symbols, barriers in communication as well as dialogue and message dissemination. Finally, the evaluation that will explain what the organization has done. Evaluation of the implemented program includes the organization's commitment to evaluate measurable results. This evaluation evaluates the level of preparation, implementation, and impact, reports evaluation results to management, and provides added value to professional knowledge. Thus, strategic communication is considered as an umbrella, under which various disciplines such as public relations, communication management, and advertising are covered. Strategic communication integrates various communication disciplines including media and communication technology so that communication can be done using appropriate methods and means in the current context (Maizatul Haizan et. al., 2019). This communication concept tries to explore the capacity of every type of organization whether public, private, or NGO. The strength of this approach is emphasizing strategies to communicate in order to avoid any flaws that may result in the conveyed message that is not being well managed. Among the communication strategy concepts used is message selection, the communicator clearly or implicitly chooses what needs to be discussed and what should be ignored. Strategies also involve setting goals and anticipating the reactions of others.

In addition, strategy naturally serves as a basis for action, i.e. it provides a basis for structuring, implementing, and evaluating communication practices. Because of this, organizations need the formation of a clear vision, mission, goals, and objectives to deal with the complexities faced. Strategic communication not only helps in the formation of all this (mentioned above), but it also helps in terms of strategy selection, the approach to be used, the stakeholders involved, resources, dependencies, risks, and responses (Government Communication Service, 2014). The concept

of strategic communication can be further explained through the description of the Strategic Communication Model by Barret (2006). The competition in today's globalization is a very important signal for organizations to think of the best strategies to deal with current issues, especially those that are internal. One of them is communication strategy. Communication is one of the organizational phenomena that is very interesting to study because it is very complex and has various functions. Understanding this complexity forms the basis of a practical communication audit (Downs & Adrian, 2004). Because of that, Upik (2016) stated that communication strategies should be supported by theory, because theory is knowledge based on (empirical) experience that has been tested for truth. Hallahan et al. (2007) argue that organizations can improve their effectiveness through synergy, efficiency, and reducing information duplication. Hallahan also identified six things related to communication that usually exist in organizations. It includes communication management, marketing communication, public relations, technical communication, political communication as well as social marketing campaigns. All of this is related to the implementation of the communication strategy and how the organization works to achieve its mission. It focuses on how the organization promotes itself through the deliberate activities of management, employees, and communication practitioners.

Using social media as a communication tool is cost-saving and breaks the costly traditional media in government's budget. The exclusion of middlemen like reporters and editors in conveying government's information could have reduced the manipulation or failed the deliverance of authentic government information (Arshad & Khurram, 2020). According to Kuzma (2010), social technology can transform the way government deliver the online information and service. However, only 30% of Asian governments are fully utilizing the social media to communicate and disseminate information, and this led to missing chances to better engage in greater community participation. Social media is heavily used to increase public participant and help influence online users of social media sites to change their perception towards the government. Apart from that, the goal is to give information to the public that will improve transparency and participation in government's programs (Mergel, 2016). There are three main effects that many scholars used to predict the success of the government's social media, that include transparency, participation, and collaboration (Abu-Shanab, 2015; Baur, 2017; Lee & Kwak, 2012; Medaglia & Zheng, 2017; Mergel, 2013a).

However, the main focus of in this particular paper is the impact of strategic communication through digital public relations and also the roles of PR practitioners as content creators in the digital platform to ensure the sustainability of corporate communication. Strategic communication can be expressed in the form of "big ideas" and helps integrate communication activities (Moss & Desanto, 2011). O'Hair et al. (2011) explained that strategic communication means achieving potential in four areas. The first is knowledge about the situation that can increase the effectiveness of communication, if you know what is appropriate and what is expected in one situation. Second, communication activities are successfully implemented if clear goals are set. Third, planning communication strategically, which means choosing several factors, such as the type of message, type of channel, delivery technique, and organizational needs. Fourth, emotional management, such as controlling anxiety.

ety. Therefore, the four areas need to be in the communication strategy to ensure it is successfully implemented. Strategic communication practices in organizations help a lot towards the implementation of communication strategies. Communication strategy is understood as a written reference document that aims to evaluate progress, identify collaboration between leaders and communication experts. This is linked to clear communication objectives and can be measured by evaluation.

The communication strategy also includes reviewing large-scale, complex and long-term projects such as innovation, layoffs, construction and the opening of new buildings (Pearson et al., 2016). Overall, communication strategy can be considered as a solution to communication problems (Government Communication Service, 2014). Day et al. (2017) in his study stated that when there is a lack of strategic communication related to long-term objectives and planning, it will decrease the level of trust and cause emotional conflict among organizational members. Without effective strategic communication, management, and staff are unmotivated and affect the quality of day-to-day work. The solution that needs to be taken is to focus and choose the right communication strategy to ensure stability in the organization. Strategic communication is an important element in most OECD countries as a tool to manage the reputation of the public sector. The study conducted by Sataoen and Waeraas (2016) aims to see how strategic communication is used by the government in building reputation in the public sector. This is because, when communication is planned and executed well, the company's reputation also increases, thus contributing to the development of the organization. Invernizzi and Romenti (2012) see the role of strategic communication as a process towards organizational change. Strategic communication is seen as an important component that supports continuous improvement.

METHODOLOGY

This in-depth interview is involving communication practitioners in various sectors to determine the legit findings for this research. This study uses a qualitative approach through in-depth interview. This in-depth interview method is used to understand the role of strategic communication through digital public relations and the practices of communication practitioners in using digital platform to disseminate information.

According to Patton (2014), purposive sampling is a form of sampling technique used in research for the purpose of identification and selection of informants rich in information of the phenomena studied. This process also involves the identification of individuals or groups of individuals who are knowledgeable and experienced with research phenomena (Cresswell & Plano Clark, 2011). Moreover, this purposive sampling has advantages because the selected informants are assumed to have the availability and desire to participate in the research to be studied (Bernard, 2017).

Data saturation for youths was successfully achieved during the interview session with the seventh informant. Repetition of the same idea through the excerpts issued by the informants has given saturation to the study findings (Cresswell & Plano Clark, 2011) which in turn is a guide to the selection of 12 informants for this research. The in-depth interview process for this qualitative research was conducted to understand the research questions as a whole. In the initial phase of the inter-

view, the interviewer focused on the general conversation about the role of strategic communication among PR practitioners. However, this general question is related to the issue of social media utilization as a digital platform among PR practitioners in Malaysia.

In addition, the questions posed to the informants also focused on the generation of digital public relations and their understanding of digital will issues from a content creator perspective. There were also questions constructed based on the answers given by the informants. Next, the research findings from these in-depth interviews are categorized into several themes that can explain the data sets, and the relationships between these data sets are analyzed to answer this research question.

RESULTS AND DISCUSSION

This study analysed the literature to better understand the impact of strategic communication development, communication implementation, and communication assessment through digital platforms. This paper also to understand the role PR practitioners as content creators to really manage their responsibility to deliver messages to the public through digital platforms. The literature section also discusses the significance of social media as a communication tool and the factors that lead organizations to implement it in their communication. Some models of social media-based e-government and the strategies of governments implemented to interact through social media are also examined.

Strategic communication development or planning in digital.

According to Hallahan 2007, strategic communication are involved in the development, implementation, and assessment of communication.

The use of social media has a very high risk, especially in terms of incorrect or false information, and the information that has been spread before any official notification is issued, and we should conclude that the information uploaded by the other party is not authentic, thus we need to have proper planning and develop content accordingly. (D1)

Social media has a very high risk as the individuals responsible for conveying information through this digital platform are required to ensure that every content of the information is well-developed, well-prepared, and true before any posting is made. So if the information is wrong, a crisis may occur at any time. (D3)

I realize that there are many risks in the use of social media, especially the development of the content that can be understood by followers because our content is for people to see and understand, so the content must be accurate and satisfy the needs of our social media followers. (D5)

As a content creator, I am aware of the consequences about content development. However, my superior mostly just asked me to post whatever information related to the certain top management in the organization. So, in my opinion, this behavior will defeat the purpose of communicating strategically on the digital platform. (D6)

In addition, the identified element for understanding the impact and role of strategic communication through digital public relations is strategic communication implementation. As the individual responsible for ensuring that all content devel-

oped for followers on social media can meet its objectives, PRO needs to know the target audience that will view and interpret the display on the relevant digital platform.

Strategic Communication Implementation in digital.

We received a lot of feedback on postings that involve announcements about certain information. For example, a press release announced by the Prime Minister about a situation. Hence, I need to be selective in terms of content implementation on any digital platform, because it will give impact in terms of feedback on the post by showing that they understand the meaning of the announcement. (D7)

Not everything that we implemented and executed in the content can be understood by the followers. Some of them will continue to criticize and write comments that hit. So when we use the digital platform, it is difficult to explain what the infographic meant. Because our audience is diverse and sometimes we can't afford to make sure all our followers perceived the message accordingly. (D8)

In fact, the public will read and see what has to do with them only. So I have to produce and implement a message that give an impact and put some trendy elements to capture followers' attention. Thus, we as PR practitioners have to be creative in producing information and methods that we want to use. (D9)

Communication via digital platforms has several objectives that should be achieved by the organization. Hence, content creators need to be up to date with the recent situation so that the implementation of the message may produce good strategic communication.

Strategic Communication Assessment in digital.

Every message needs to be assessed by the respective department to make sure all the information are legit. As a content creator, this process is very important to verify the content before it can be delivered through a digital platform. (D8)

Assessment of the content in digital platforms is very crucial for every organization. The content will give impact to the audience so we, as PR practitioners, need to be extremely careful with every message and any information to be portrayed on our digital platform. As for now, most of information need to be posted on our digital platform. (D10)

Some of the information are given by the resource person to us to be delivered in a digital platform. So, we will evaluate and make assessments of the information before it can be spread to others. But we manage the information in a proper way because misinterpretations of the content will lead to conflict and crisis. (D11)

We have active public in Malaysia now. They actively participate in the digital platform. Sometimes, we receive the assessment or verification regarding the information from the public. So, PR practitioners need to be prepared and engaged with this public so it shows the organization are really serious in terms of digital platform usage. (D12)

CONCLUSION

The success and stability of an organization depends on the practices, behaviors, and thought patterns of its employees. Public relations practices are more easily described as relationships between stakeholders and fellow staff. This is because

public relations practices give an advantage to organizations to be more competitive and provide the best service to the community, especially in the public sector. It is interpreted as a management action and practice that needs to be implemented continuously because the organization desperately needs a strong and lasting relationship. Strong public relations practices are able to form efficient and stable internal relationships in the organizational structure as well as further strengthen organizational communication that encourages the formation of good employee relations. These relationships are particularly important because they encourage the creation of flexible relationships that contribute to more productive organizational performance.

Social media followers will be more critical in expressing comments and feedback if there is dissatisfaction with the information presented through the organization's social media. The use of social media allows organizations to access the knowledge, understanding, and opinions of the community and thus helps organizations deliver their services more efficiently and effectively. The benefits of social media also have been discussed in the literature review to give a clear idea of why the government should adopt social media. This study is expected to help researchers and practitioners in the communication industry to improve the impact and identify the roles of PR practitioners. The communication result will demonstrate whether the government is able to deliver information and get involvement from the public using the medium of digital platforms. The main role of strategic communication is to provide a balance between the goals, mission, and the ability of the organization to achieve the mission and objectives. Employees also play a role in the success of digital strategic communications that are central to the effectiveness of work management in the organization. In addition, organizations need to be aware that organizational development has a correlation with digital strategic communications conducted to ensure the organization is on the right track. Integrated strategic change is a continuation of the organizational development process that is in line with the process as well as the content or perspective of strategic management.

Moreover, it is clear that digital management of strategic communication is fundamental to excellence and relationships in strategic management. This is because strategic communication digital management emphasizes the importance of relationships with stakeholders to create strong relationships which can help the organization to achieve its goals and objectives. In line with that, it can be seen that strategic communication is a process that involves the management of strategic communication, strategic planning, and organizational development that can make the implementation of activities in the organization implemented according to the strategy that has been planned.

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