



Beyond the image: A quantitative investigation of effects of public relations strategies on personal branding, communication practices, and reputation management

Mohammed Murdhi Alshammari ^{1*}

 0000-0002-3474-3182

Salem Sabah Matar Alshammari ²

 0000-0002-9105-6899

¹ Faculty of Media and Public Relations, Saad Al-abdullah Security Sciences Academy, Shuwaikh Industrial, KUWAIT

² Ministry of Information, Kuwait City, KUWAIT

* Corresponding author: drmohammadmoi@gmail.com

Citation: Alshammari, M. M., & Alshammari, S. S. M. (2025). Beyond the image: A quantitative investigation of effects of public relations strategies on personal branding, communication practices, and reputation management. *Online Journal of Communication and Media Technologies*, 15(1), e202509. <https://doi.org/10.30935/ojcm/15950>

ARTICLE INFO

Received: 15 Sep 2024

Accepted: 23 Jan 2025

ABSTRACT

Personal branding is a critical tool in public relations (PR), affected by the evolving landscape of globalized communication. The dynamic digital environment poses challenges for PR practitioners, requiring them to ensure their communication efforts are acknowledged amid social, economic, and cultural shifts. This research examines the effect of PR strategies on personal branding, communication practices, and organizational reputation, guided by impression management theory. Data acquired from 291 PR professionals in Kuwait is further evaluated using partial least square-structural equation modelling. Findings showed that PR strategies significantly affect personal branding, indicating that the relevant organizations focus on personal branding by adopting PR strategies in the best possible manner. The effect of PR strategies on communication practices further remained significant as respondents revealed PR practices to improve organizational communication. Finally, the proposed effect of PR strategies on reputation management among organizations also remained significant. Gathered data indicated certain PR initiatives, strategies, communication efforts, mitigating reputational threats, and others to ensure reputation management by the relevant practitioners. Thus, the results offer valuable insights for PR practitioners in Kuwait to navigate the online environment and strategically cultivate their brands to improve individual and organizational reputations. Recognizing the significance of PR strategies in personal branding and reputation management helps professionals position themselves effectively in the digital sphere, eventually contributing to the success of individual careers and organizational goals.

Keywords: public relations, communication practices, Kuwait personal branding, online media, reputation management

INTRODUCTION

Personal branding involves discovering, understanding, and marketing an individual's unique attributes, gaining mainstream recognition through Tom Peters' seminal article, 'The brand called you,' published in 1997. Since then, multiple resources have appeared to direct individuals in developing a 'brand plan.' This generally involves self-assessment through open-ended questions like 'Who am I?' and 'How did I get here?' 'Where do I want to go?' and 'Who is my target audience?' Alongside self-awareness, a definitive brand plan includes an action plan for launching a presence on social media platforms such as Twitter, LinkedIn, and Facebook. In this regard, (Shaker & Hafiz, 2014) highlights the increasing significance of personal branding due to globalization and the rise of social media. Personal branding concerns individuals promoting themselves and their professions as brands, redirecting the focus from conventional self-improvement strategies centered on

self-change to the idea that success stems from effective self-packaging. The term 'personal branding' is deemed to have originated in Tom Peters' 1997 article. According to Rangarajan et al. (2017), personal branding is a continuous process of forming a desired image or appearance in the minds of others about an individual, group, or organization. It usually involves linking one's name with different products and has become crucial with the growth of the Internet. The virtual world necessitates the management of online identities, where social networking and online personas can affect the real world. People may create a specific image on social media to align with their desired identity, creating an online presence for the customers. Vasconcelos and Rua (2021) argued that personal branding is a topic covered in several self-improvement guides, programs, personal coaching, and reports that pledge increased success in the professional world. These resources highlight authenticity while preparing the process as becoming 'more of who you are' and 'who you were meant to be.

Similarly, personal branding has become a key tool in public relations (PR). The evolving landscape of globalized and connected communication has brought about substantial social, economic, and cultural transformations, affecting the field of PR. In this dynamic environment, where information consumption and relationship-building have taken on new dimensions, Relations practitioners face the persistent challenge of ensuring their attempts at communication are acknowledged and recognized (Nessmann, 2010). According to Molares-Cardoso et al. (2020), individuals are absorbed in a social paradigm that prioritizes collective communication in this contemporary era, whether among professionals or between a company and its audience (Gorbatov et al., 2018; Mikáčová & Gavlaková, 2014). The days of communication monopolies held by corporations are no longer, with people now taking center stage. Each individual has effectively become their entity, must show their values and skills, and effectively manage their brand to gain prominence (Demirel, 2021; Mollaei et al., 2021). This two-way communication relationship must be highly efficient to steer the vast inflow of information, acting as the foundation and a strategic instrument for PR in this era of across-the-board information growth. As a result, exponential growth in online media has further fueled the significance of PR as rapid, two-way communication practices mainly accompany online platforms. Talking specifically about personal branding, online presence, and PR practices, clients look for more interactive opportunities, consistent online presence, and brand messages across every potential resource available (Jacobson, 2020).

Research Objectives and Significance

This research examines personal branding in the online environment among PR practitioners in Kuwait. Particularly, the focus is on investigating the effect of PR strategies on an organization's communication practices, personal branding, and reputation. Notably, this research is guided by impression management theory, which will further indicate its applicability in PR and communication. While the current research examines personal branding among PR practitioners in Kuwait within the online environment, a significant theoretical gap exists in the current literature. The gap revolves around the need for a more extensive investigation and application of the impression management theory in the context of PR practitioners' branding efforts in the digital sphere. Existing research on personal branding usually highlights the significance of online presence and communication strategies (Hakiki, 2018; Ilieş, 2018; Nolan, 2015), but the theoretical underpinning, guided explicitly by the impression management theory, needs to be studied in the United Arab Emirates' (UAE) PR context. The gap lies in the narrow integration of this theoretical framework to comprehend how PR practitioners actively shape and manage impressions through their online activities and how these efforts affect personal branding and the reputation of the organizations they represent. This theoretical gap highlights the need for a deeper understanding of the interplay between impression management, communication strategies in the online domain, and the wider effect on both personal branding and organizational reputation within the individual cultural and professional context of the UAE. Thus, the proposed research aims to fill this theoretical gap and provide insights into the complexities of personal branding practices among PR practitioners in Kuwait, supported by the impression management theory.

PUBLIC RELATIONS PRACTICES IN KUWAIT: AN OVERVIEW

The origins of PR practices in Kuwait can be traced back to 1743 (Sharif, 2003). Sabah Ibin Jabir, the first ruler of Kuwait, implemented an “open-door policy” during this period (Holland et al., 2018), demonstrating the adoption of two-way symmetrical communication approaches. However, the recognizable form of PR, especially within government organizations, did not emerge until 1961, when Kuwait gained independence (Musallam, 2004). Following independence, establishing private and public sector organizations in Kuwait was accompanied by the creation PR departments within these sectors, which formalized modern PR practices (Musallam, 2004). However, Musallam (2004) implies that the introduction of modern PR practices in Kuwait was not originate by Kuwaitis but by British employees and Arab immigrants, including individuals from Palestine, Syria, and Egypt. The evolution of PR practices in the Gulf Cooperation Council countries has been incremental over the decades, with Kuwait as an exception to this trend. According to Almutairi and Sriramesh (2020), a Gulf region PR pioneer, Kuwait was an influential testing ground for multinational companies introducing new products and services. The profession faced a dearth of local talent in PR, leading to recruiting Arab and Western immigrants from various backgrounds to manage PR and advertising roles. Acknowledging the significance of PR practices, Kuwait University, the sole university in the country in 1992, responded to the growing interest in PR by introducing its inaugural PR class. The American University of Kuwait, founded in 2004, and the Gulf University of Science and Technology, established in 2002, also provides PR programs (IPRA, 2023). The initiation of the country's first PR association, the Kuwait Public Relations Association (2022), took place in 2006. Despite being a fairly recent establishment, the Kuwait Public Relations Association has played a substantial role in shaping the landscape of PR approaches in Kuwait (Kuwait Public Relations Association, 2022). Notably, the association has created a prize recognizing the best practices in the field, working under the patronage of the Amir of Kuwait. Thus, Kuwaiti PR practitioners actively participate in the Gulf Chapter of the International Public Relations Association, formed in 2003 and based in Saudi Arabia. Also, the Middle East Public Relations Association (MEPRA) was founded in Dubai in 2001, contributing to the wider regional context of PR development in the Gulf and Middle Eastern Region.

Online Personal Branding

Today, there is increased emphasis on personal branding, primarily online. Companies use social media to access their clients, from studying their Facebook or Twitter profiles to performing comprehensive background reviews using search engines and other tools. Several studies examined and highlighted the complex process of personal branding and identity construction, studying how a sense of self offline and online is built (Rangarajan et al., 2017). The online environment serves as a dynamic space for creating identities, critical for establishing and supporting social connections characterized by many platforms. It is usually asserted that online identities vary across platforms, a notion rooted in the myriad nature of these virtual spaces. Rowley (2009) argued that branding expands beyond creating and registering logos, brand marks, and strap lines (p. 352). While initial steps concern establishing brand awareness and presence, the long-term implication of branding revolves around creating value through a convincing and consistent offer – the brand promise. Backed by a positive customer experience – the brand experience aims to satisfy customers and encourage their return. This paves the path for building brand relationships, leading to repeat business, the capability to charge premium prices, strengthening brand positioning, and creating barriers for potential competitors. The culmination of these efforts contributes to the brand's value for the business, known as brand equity (Jacobson, 2020; Viřtelar, 2019).

However, the success of online loyalty hinges on consumer trust (Harris & Goode, 2004), an even more critical factor in the virtual world due to the absence of personal interaction (Johnson, 2017). Establishing and maintaining trust in the depersonalized setting of online media is delicate (Brems et al., 2017). Considering online media as one channel among many, many researchers emphasize understanding the relationship between different resources in a multi-channel environment and apprehending their distinct roles, especially in contributing to brand relationships (Chen, 2013). Companies' goals for online channels and branding can vary, with success contingent on a precise online branding strategy and well-defined online objectives. Papakonstantinidis (2018) assert that the web is an immediate means for developing and sustaining customer relationships. Loyalty marketing techniques are important in brand building, including communication,

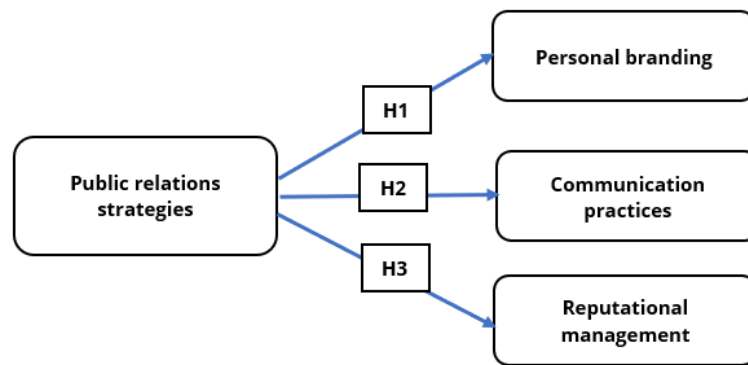


Figure 1. The conceptual framework of current research (Source: The authors' own creation)

rewards, two-way dialogue, effective customer service, service recovery mechanisms, online brand communities, and loyalty schemes. Notably, marketing communication, assistance, and relationship building in online media can overlap, as indicated by Dayal et al. (2000) – “on the world wide web, the brand is the experience, and the experience is the brand.” According to Gorbatov et al. (2018), brand promise entails promise made through online resources, including amenity, accomplishment, fun and adventure, self-expression, recognition, and belonging.

Public Relations and Communication

Effective communication is a vital PR component, performing as a crucial association between an organization and its stakeholders. Communication's transparency, effectiveness, and seamless disposition are essential in bridging gaps, promoting brand awareness, and overseeing the organization's reputation (Elareshi et al., 2024; Habes et al., 2023; Hadeed et al., 2024). According to Onyango (2014), communication contributes to specifying brand loyalists and facilitates the transformation of perceptions and attitudes when executed proficiently. The conceptualization of communication in PR has been instrumental in shaping the ethical dimensions of communication practices. Pearson (1989) highlighted the ethical importance of retaining communication relationships with all public members influenced by organizational actions, arguing that communicational practices are morally right. Cardwell et al. (2017) built their argumentation upon this foundation, supporting a shift from the classic one-way transactional communication model to a more ethical, two-way communication process. The public is no longer relegated to a secondary role in this evolving framework. Instead, new technologies position them equals with the organization itself in communication. This shift marked a powerful transformation in communication in PR practices in the field to perceive PR as an ethical backbone to the organization instead of a mere support system transmitting corporate messages without concern for stakeholder needs. This evolution highlights the imperative for PR practitioners to contend in influential and reciprocal communication, heightening the significance of dialogue in encouraging relationships between organizations and their public (Babatunde, 2013).

Consequently, Santoso et al. (2021) suggested that it is essential for PR strategies to ensure transparency and reliability within their organizations. PR should convey the organization's stories that align with the public's welfare and progress. Also, an essential factor is for PR to be responsive and supportive, ensuring a swift reaction to the public. Considering effective communication ensuring transparency, the public actively assesses and measures how brands or organizations are engaging and addressing the needs of the public during these challenging times. **Figure 1** illustrates the conceptual framework of the current research.

Table 1 shows the conceptualization of key constructs in current research.

Impression Management Theory

This research is guided by the impression management theory, considering its applicability in the personal branding and PR domain (Al-Muhaissen et al., 2024; Attar et al., 2024; Tahat et al., 2024; Wang et al., 2022). The relevant theory helps explore how individuals consciously control their impressions of others. In personal branding, strategic representation takes place to create a favorable impression. This theory helps us understand the deliberate choices in constructing and maintaining a personal brand image.

Table 1. Operationalization of key constructs

Constructs	Definition	Sources
PR strategies	<p>PR strategies is defined as the deliberate and planned communication approaches and tactics used by individuals or organizations in the field of PR in Kuwait's online environment. These techniques encompass different activities designed to improve communication effectiveness, manage relationships with stakeholders, and affect perceptions in the digital realm.</p> <p>PR is operationalized as the strategic management and communication efforts used by professionals in Kuwait to establish and sustain positive relationships between an organization and its different stakeholders within the online media landscape. PR involves deliberate actions and communication strategies to affect public perceptions, building and handling the reputation of the individual PR practitioners and the organizations they represent.</p>	Grunig (2013) & Vercic and Grunig (1999)
Personal branding	<p>Personal branding is the intentional process of shaping and cultivating a distinctive and authentic identity that sets an individual apart in a competitive terrain. It involves intentionally curating one's values, skills, and personality traits to develop a memorable and compelling description. By strategically aligning personal attributes with professional goals, individuals can create a distinctive identity that resonates with their target audience, promoting trust and recognition.</p> <p>Personal branding is the deliberate and strategic process of carving an identity to leave a continuing and positive impression. Individuals carefully shape and communicate values, expertise, and distinct qualities. This deliberate effort goes beyond self-promotion, highlighting authenticity and consistency in presenting oneself to the world.</p>	Khedher (2014) & Scheidt et al. (2020)
Communication practices	<p>Communication strategies are the intended and tactical plans and approaches to promote effective interaction between individuals or groups. These operational approaches contain a range of methods, such as verbal and non-verbal cues, active listening, transparency in message delivery, and adapting communication styles to fit the audience. The goal is to improve the overall interpretation of information, facilitating consequential exchanges and decreasing the possibility of miscommunication.</p> <p>Communication strategies imply systematically applying strategies and approaches to accomplish specific communication objectives. These approaches are based on the structured nature of communication planning, which includes selecting suitable channels, preparing messages, and evaluating the context and audience. Whether in interpersonal, organizational, or public communication settings, these techniques optimize conveying information, ideas, and emotions, eventually contributing to successful and substantial communication results.</p>	Ferguson et al. (2018) & Porterfield and Carnes (2014)
Reputation management	<p>Reputation management involves the strategic efforts and aggressive measures taken to protect an individual or entity's reliability and integrity in the active landscape of the digital age. It contains monitoring, assessing, and affecting public perceptions online and offline. This multifaceted method addresses possible risks and challenges and focuses on building and preserving a positive image, aligning actions with values, and steering the intricacies of the current information environment.</p> <p>Reputation management is a strategic process dedicated to protecting trust in a period dominated by digital interactions. It involves meticulously curating an individual or organization's image through assertive measures, i.e., online monitoring, crisis response planning, and ethical decision-making. In this digital age, where information spreads rapidly, reputation management is essential to preserving credibility and authenticity. It addresses challenges, mitigates risks, and cultivates a resilient and positive public perception, assuring sustained confidence and integrity.</p>	Aula and Mantere (2020) & Farmer (2018)

Consequently, the applicability of this theory in this study is focused on the strategies and means used by different organizations for personal branding and impression management. Notably, personal branding is based on the concept of self-representation, relying on different phenomena, including mental representation and a sense of individuality (Popescu, 2019). While socially, this self-representation is related to the behaviors that further help to showcase the self-representation. As a result, Gorbатов et al. (2018) argued that personal branding by PR practitioners plays a critical role in impression management, shaping how their target audience perceives them. Personal branding involves deliberately crafting and presenting a positive image, so aligning with professional identity and objectives is obvious. PR professionals resort to different online and offline communication strategies to govern the impressions they create. According to Mei et al. (2022), one critical aspect of personal branding in PR is the strategic usage of communication channels. PR practitioners usually use social media, blogs, and professional websites to show their expertise,

accomplishments, and values. Through curated content and engagement, they seek to affect how others perceive them, strengthening a positive image that aligns with their professional goals. Considering the impression management theory, this research assumes that PR practitioners' tactics become critical tools in impression management. Whether it is thought leadership articles, success stories, or discernment into industry trends, the content shapes a positive narrative around the individual. This strategic content sharing helps build credibility, expertise, and confidence, critical elements in handling the impressions others develop about the PR professional. Based on the cited literature, it is hypothesized that.

H1: PR strategies have a significant effect on personal branding.

H2: PR strategies have a significant effect on communication practices.

H3: PR strategies have a significant effect on management practices.

RESEARCH METHODS

This research is based on quantitative design and utilizes an online survey administered through Qualtrics.com to meet the preliminary research objective. The target population of this research involved professionals currently employed as PR practitioners in different organizations in Kuwait. The study focused on individuals working in PR organizations, both internal and external, within Kuwait. The survey link was shared with PR professionals in Kuwait through email and WhatsApp Messenger. Respondents were selected randomly from memberships in professional associations in the Kuwait Public Relations Association (2022) and the MEPR (IPRA, 2023). Initial invitations to participate in the survey were sent to me. Also, detailed informed consent was acquired from the respondents. Focus was placed on maintaining data confidentiality, and respondents were informed of the nature of their involvement in the research process. The online survey was active from February 2023 to November 20, 2023, resulting in 291 responses. Later, the data was exported in MS Excel format for statistical analysis. Statistical analysis was conducted using SPSS and Smart-PLS, employing partial least squares-structural equation modelling.

Research Instrument

The measurement tool is developed by adopting items and scales from the existing literature to focus on the relevant theme. The first section of the questionnaire involves questions regarding the demographics of the study respondents, including age, gender, work experience, and qualifications. Further, the following section involves four items concerning PR strategies. The third section comprises eight items to measure personal branding. Notably, the construction "personal branding" is measured by examining it in three directions, including brand appeal, brand differentiation, and brand appreciation, as proposed by Abitbol(2017) and Gorbatov et al. (2018). The fourth section is based on five items about communication strategies, and the fifth section examines reputation management from a PR perspective. **Table 2** summarizes the details of the research questionnaire.

Table 2. Measurement items and sources

Constructs	Items	Sources
PR strategies	<ol style="list-style-type: none"> 1. My company significantly emphasizes Public Relations (PR) and communication strategies. 2. We regularly organize workshops and training sessions to enhance our PR skills, aiming for excellence in our communication practices. 3. We prioritize two-way communication to maintain a balanced, interactive dialogue with our clients. 4. My organization ensures providing the best possible training to improve our communication skills. 	Mohammed (2014) & Laskin (2012)
Personal branding	<ol style="list-style-type: none"> 1. The organization's professional image is perceived positively by others. 2. The organization holds a positive professional reputation. 3. People find the organization appealing to work with. 4. The results of the organization's work consistently meet or surpass expectations. 5. Others highly value the work the organization produces. 6. Collaborating with the organization presents access to its network. 7. The organization's name is widely recognized in its professional field. 8. The organization has a professional reputation beyond its primary network. 	Abitbol (2017) & Gorbatov et al. (2018)

Table 2 (continued).

Constructs	Items	Sources
Communication practices	1. Implementing PR initiatives has positively affected the effectiveness of our communication strategies.	Dozier (1992) & Kim and Rhee (2011)
	2. PR activities have significantly shaped the organization’s messaging and assured consistency across communication channels.	
	3. Integrating PR efforts has improved our capability to manage and respond to communication challenges, including crises and reputation issues.	
	4. PR practices have created a more transparent communication culture within the organization.	
	5. My organization has experienced enhanced stakeholder engagement due to strategic alignment between PR initiatives and communication strategies.	
Reputation management	1. The PR strategies executed by our organization have positively affected our reputation management efforts.	Samson (2018) & Şirzad (2022)
	2. PR initiatives have played a substantial role in shaping and maintaining a positive public perception of the organization.	
	3. The organization’s reputation has benefited from the strategic communication efforts led by the PR team.	
	4. PR practices have been effective in mitigating possible reputation threats and crises.	
	5. Integrating PR into our reputation management framework has improved stakeholder trust and confidence in the organization.	

Table 3. Respondents’ demographics

Variables	Constructs	Number of respondents	Percentage (%)
Gender	Women	74	25.4
	Man	217	74.6
Age	20–25 years	17	5.8
	26–30 years	70	24.1
	31–35 years	52	17.9
	36 years or above	152	52.2
Qualification	Undergraduate	87	29.9
	Graduate	128	44.0
	Postgraduate	54	18.6
	Others	22	7.6
Work experience	Less than 1 year	62	21.3
	2–4 years	186	63.9
	5–8 years	28	9.6
	9 years or above	15	5.2

Respondents Demographics

First, descriptives are calculated to examine the respondents’ demographics, indicating that most respondents are men (74.6%) and 25.4% are women. Regarding the age of the respondents, 52.2% are 36 years old or above, 24.1% are 26 to 30 years old, 17.9% are 31 to 35 years old, and 5.8% are 20–25 years old. The calculation of respondents according to their qualification level revealed that 44.0% have graduated, 29.9% are undergraduate, 18.6% are postgraduate, and 7.6% marked “other” as their qualification. Finally, concerning work experience, 63.9% of respondents have 2–4 years of experience, 21.3% have work experience of less than a year, 9.6% have 5–8 years of work experience, and 5.2% have work experience of 9 years or above. **Table 3** presents the results of respondents’ demographics.

Data Normality

The data normality is further tested to ensure that the selection of parametric tests is valid and suitable according to the data distribution in the current research study (Shatskikh et al., 2016). In this regard, Gaussian distribution was evaluated by conducting the Kolmogorov-Smirnov and Shapiro-Wilk tests. Results revealed that the significance values regarding both Kolmogorov-Smirnov and Shapiro-Wilk tests exceeded the threshold of 0.5, indicating the normal distribution in this research. Hence, it is found that the implying parametric tests are suitable for the current research study. **Table 4** represents the results of the data normality assessment.

Table 4. Data normality assessment

Constructs	Kolmogorov-Smirnov ^a		Shapiro-Wilk	
	Statistics	Significance	Statistics	Significance
PR strategies	0.625	0.147	0.793	0.322
Personal branding	0.551	0.605	0.836	0.594
Communication practices	0.748	0.783	0.425	0.837
Reputation management	0.821	0.093	0.975	0.038

Table 5. Convergent validity and constructs reliability assessment

Constructs	Items	Loads	AVE	CR	CA
PR strategies	PRS1	0.846	0.592	0.862	0.769
	PRS2	0.811			
	PRS3	0.743			
	PRS4	0.664			
Personal branding	BRN1	0.564	0.556	0.861	0.791
	BRN2	0.584			
	BRN3	0.708			
	BRN4	0.727			
	BRN5	0.759			
	BRN6	0.087			
	BRN7	0.731			
	BRN8	0.515			
Communication practices	CS1	0.869	0.583	0.783	0.771
	CS2	0.547			
	CS3	0.581			
	CS4	0.392			
	CS5	0.733			
Reputation management	MNG1	0.336	0.523	0.803	0.781
	MNG2	0.887			
	MNG3	0.798			
	MNG4	0.704			
	MNG5	0.908			

DATA ANALYSIS AND RESULTS

This research examines the effect of PR strategies using a two-step approach commonly used in structural equation modelling, including analysis of inner and outer models. The first step involves examining the validity and reliability of the inner model in this specific context. As Mello and Collins (2001) suggested, convergent validity is evaluated to confirm the internal consistency among each construct's measurement items. Also, discriminant validity analysis is used to measure the distinctiveness (uncorrelated nature) of the study constructs, following the methodology proposed by Carlson and Herdman (2012). The results of the convergent validity evaluation are presented in **Table 5**.

Notably, most factor loads for the measurement items surpass the suggested threshold of > 0.5 (Cheung & Wang, 2017). Also, average variance extracted values exceed the threshold of > 0.5, showing robust internal consistency across all items (public et al. 0.592, communication practices 0.556, personal branding 0.583, and reputation management 0.523). Further, regarding the composite reliability, the constructs indicated that all the values remained, surpassing the threshold value of 0.7 (public et al. 0.862, communication practices 0.861, personal branding 0.783, and reputation management 0.803). Also, Cronbach's alpha value indicated the values regarding PR strategic 0.769, communication practices 0.791, personal branding 0.771, and reputation management 0.781), indicating that they exceeded the threshold value of 0.7. **Table 5** represents the results of convergent validity and construct reliability.

Further, the goodness of fit was examined after removing items with lower loading values (BRN1, BRN6, and BRN7N CS4) (Chwialkowski et al., 2018). **Table 6** represents the findings of goodness of fitness. Analysis revealed the standardized root mean square value of 0.139, below the threshold value 0.85. Tucker and Lewis's value remained at 2.976, higher than the minimum threshold > 0.90, Chi-square value at 1.634 (< 3.0), and non-fit index at 1.747, between 0-1. Overall, the results indicated a good fit of the measurement model. **Figure 2** shows the final measurement model of the current research study.

Table 6. Goodness of fit

	Obtained values	Criteria
SRMR	0.139	< 0.85
TLI	2.976	> 0.90
Chi-square	1.634	< 3.00
NFI	1.747	b/w 0-1

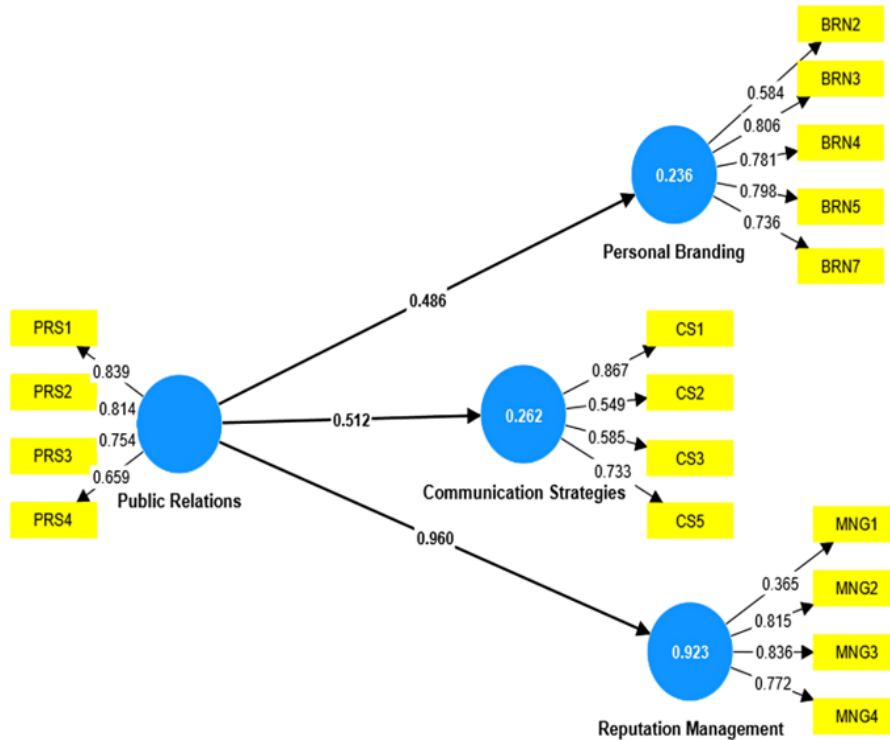


Figure 2. Final measurement model (Source: The authors' own creation)

Table 7. Fornel Larcker criterion

	Communication strategies	Personal branding	PR	Reputation management
Communication strategies				
Personal branding	0.600			
PR	0.512	0.286		
Reputation management	0.315	0.492	0.196	

Table 8. HTMT

	Communication strategies	Personal branding	PR	Reputation management
Communication strategies				
Personal branding	0.086			
PR	0.548	0.584		
Reputation management	0.275	0.397	0.248	

Further, the next stage of the study evaluated the discriminant validity of the measurement tool using a two-step approach. This involved the application of both the Fornell-Larcker scale and the Heterotrait-Monotrait ratio (HTMT) recommended by Rasoolimanesh (2022). The results showed that the values associated with each construct are distinct, suggesting the absence of a potential correlation between them. Also, the accumulative HTMT value remained below the prescribed threshold of < 0.85 (Voorhees, 2016), in line with the suggestions by Ringle and Sarstedt (2016), further confirming the discriminant validity among the studied constructs. **Table 7** and **Table 8** represent the details of the Fornell-Larcker criterion and HTMT, respectively.

The coefficients of determination R², commonly known as R² analysis, play a critical role in evaluating the predictive capability of the statistical model used in a particular study (Bujang et al., 2018). These coefficients

Table 9. Coefficient of determination R²

Constructs	R ²	Strength
Communication practices	0.462	Moderate
Personal branding	0.436	Moderate
Reputation management	0.923	Strong

Table 10. Path analysis

Relationships	M	SD	O/SD	β	p	95% CI	
						Lower bound	Upper bound
PR strategies → Personal branding	0.619	0.059	10.340	0.486	0.000	0.502	0.732
PR strategies → Communication practices	0.677	0.060	11.103	0.512	0.000	0.556	0.791
PR strategies → Reputation management	1.241	0.030	41.874	0.960	0.000	1.186	1.303

Table 11. Descriptive of survey responses

Constructs	Range	Minimum	Maximum	M	SD
PR strategies	3.25	1.75	5.00	3.9716	0.70149
Personal branding	3.38	1.63	5.00	3.7582	0.61095
Communication strategies	3.00	2.00	5.00	3.9045	0.68507
Reputation management	3.00	2.00	5.00	3.9141	0.71490

show the degree to which the model can predict the research results, showing the proportion of variability among dependent variables attributed to the predictor variable(s). In the current study, the assessment revealed a 43.6% variance in personal branding, 46.2% in communication practices, and 92.3% in reputation management. Overall, the predictor variables indicated adequate predictive power in the current study. **Table 9** represents the findings of the coefficient of determination R².

Finally, path analysis examines the effects of PR strategies on communication practices, personal branding, and reputation management (Streiner, 2005). First, **H1** is analyzed by examining the effect of PR strategies on personal branding among PR professionals in Kuwaiti organizations. Results showed the beta coefficient value $\beta = 0.486$, significance value $p < 0.000$, and t-value 10.340, indicating that the second hypothesis is also significant. Further, the effect of PR strategies on communication practices is evaluated as proposed in **H2** of the study. Results showed the beta coefficient value $\beta = 0.512$, significance value $p < 0.000$, and t-value 11.103, indicating that the first hypothesis is significant.

Finally, the third hypothesis is also assessed, indicating the beta coefficient value $\beta = 0.960$, significance value $p < 0.000$, and t-value 41.874, indicating that **H3** is supported. Overall, the path between PR strategies and reputation management remained strongest among all (0.512), followed by PR strategies on communication practices (0.512), and the path between PR strategies on reputation management remained weakest (0.486) among all.

Table 10 shows the results of path analysis accompanied by means (M), standard deviations (SD), and confidence intervals (CI).

DISCUSSION ON STUDY FINDINGS

This research examines the effect of PR strategies on personal branding, communication practices, and reputation management in Kuwait-based organizations. The focus remained on PR practices in online media to provide further evidence based on current digital trends. Data gathered from the relevant professionals indicated a significant effect of PR strategies on all three factors, showing the importance and effectiveness of these strategies in representing an organizational image, communication, and overall reputation. Based on this research, it is apparent that organizations in Kuwait especially focus on PR and communication to build and sustain their reputation. **Table 11** summarizes the descriptives of the gathered data.

Talking specifically about the responses obtained, the respondents showed wider agreement towards their organizations focusing on PR strategies. Respondents say their companies significantly emphasize PR and communication strategies. Also, they regularly organize workshops and training sessions to enhance our PR skills, aiming for excellence in our communication practices. Respondents also revealed that they prioritize two-way communication to maintain a balanced, interactive dialogue with our clients, providing the best

possible training to improve our communication skills ($M = 3.97$, $SD = 0.701$). These results are consistent with the argumentation (Ugoani, 2020). As noted, PR play a critical role in organizational work quality by supporting management in acquiring organizational goals. It involves a commitment to transparent functions, accountability, and protecting citizens' rights. PR in this context also entails identifying organizational obligations and responsibilities, assuring appropriate management of employees, and helping individuals have the right to critique and assess organizational programs and practices. These PR efforts promote mutual understanding with myriad audiences through clear communication and create trust through strong reasoning and logic. Also, these efforts aim to guard the organization's interests while steering potential disputes with public interests and organizations.

Regarding the first study hypothesis, "PR strategies have a significant effect on personal branding", respondents agreed that their organizations are perceived positively by others as they hold a positive professional reputation. Consequently, people find their organizations appealing to work with. According to the respondents, their organizations work consistently to meet or surpass expectations. Also, they revealed that others highly value the work their organizations produce and collaborate with the organization to present access to its network. Regarding personal branding, respondents revealed that their organizations have a professional reputation beyond their primary network ($M = 3.75$, $SD = 0.601$). These results are consistent with the study as Manafe and Ardeana (2022) used the PENCILS analysis approach to examine the EDVI PR strategy employed to improve brand awareness in their product line. Data gathered from interviews, observation, and documentation revealed that EDVI effectively enforces the PENCILS analysis approach, determining the media channels used. Strategies encompassing product and company publicity, event programs, brand image development, news creation, community relations, mobilization and negotiation skills, and corporate social responsibility had successfully built brand awareness for EDVI. As noted by Viljanen (2017) the importance of personal branding is on the rise, especially concerning promoting individuals, whether they are personalities or celebrities, within the marketing domain. Marketing and PR professionals devise different strategies to establish and preserve a prominent presence, continually improving their approaches to convey the brands effectively.

In the second study hypothesis, "PR strategies have a significant effect on communication practices", the respondents indicated their agreement towards implementing PR initiatives has positively affected the effectiveness of our communication strategies and has further shaped the organization's messaging and assured consistency across communication channels. Respondents further agreed that integrating PR efforts has improved the capability to manage and respond to communication challenges, including crises and reputation issues. Also, the relevant practices have created a more transparent communication culture within their respective organizations. According to the respondents, PR practices have created a more transparent communication culture within their organizations, further experiencing improved stakeholder engagement due to strategic alignment between PR initiatives and communication strategies ($M = 3.90$, $SD = 0.685$). These findings are consistent with the existing literature witnessing PR strategies as focusing on adopting and implementing communication practices to meet organizational goals and ensure public interest (Grunig, 2013; Johansson, 2007; Mei et al., 2022). Here, Lim and Greenwood (2017) provide an example of how PR strategies focus on communication in cultivating partnerships, trusts, and transparency. Their insight highlights that effective communication is crucial in establishing confidence and credibility between organizations and their public. This, in turn, lays the foundation for mutually beneficial partnerships that contribute to the long-term sustainability of all parties involved. Jones et al. (2013) further argue that communication is pivotal in helping organizations identify potential partners and initiate and sustain a meaningful dialogue. However, communication in the digital space is more challenging and provides productive outcomes. By communicating their values, objectives, and needs, organizations can seek out partners who share similar goals, promoting a basis for trust and respect through effective communication.

Finally, the third study hypothesis is "PR strategies significantly affect management practices". Study respondents agreed that the PR strategies executed by their organization have positively affected our reputation management efforts. Also, these strategies have played a substantial role in shaping and maintaining a positive public perception of the organizations, further benefiting the organizational reputation from the strategic communication efforts led by the PR team. Respondents say PR practices have effectively mitigated possible reputation threats and crises. Thus, they argued that integrating PR into our reputation

management framework has improved stakeholder trust and confidence in the organization ($M = 3.91$, $SD = 0.714$). Consistent with the current research, Anani-Bossman (2021) analyzed the influence of PR on establishing and sustaining an organization's reputation in Ghana. Findings revealed that practitioners recognize the organization's reputation and use different activities, including interpersonal communication, corporate social responsibility, and community engagement, to promote a positive reputation. The strategic approach organizations within these organizations ensure practitioners can fulfil their roles. Other studies also witness the effect of PR strategies on reputation management (Al Olaimat et al., 2022; Lee, 2022; Szwajca, 2017), indicating their importance for organizational success and development.

Study Implications

As the impression management theory guides this research, it has some primary implications in PR, communication, and reputation management. First, this study examined the effect of PR strategies on communication practices, understanding how PR practitioners in Kuwait use online platforms for personal branding. This can enhance understanding the complex dynamics between communication strategies and constructing a personal brand. This insight is practical for both academic scholars and industry professionals, offering an in-depth understanding of the interplay between strategic communication and personal image cultivation in the online arena. Second, this study explored the relationship between PR strategies and the personal branding of practitioners. By analyzing how the PR professionals in Kuwait affect their personal branding efforts, the research provides theoretical insights into how communication strategies contribute to establishing and sustaining a favorable personal brand. This understanding contributes to the wider literature on personal branding, expanding beyond individual efforts to the organizational and strategic context of PR practitioners. Also, this study investigated the effect of PR strategies on organizational reputation, highlighting the interconnectedness of personal branding with the organization's reputation. This theoretical inquiry is especially relevant for scholars and practitioners interested in reputation management, as it considers the effects of personal branding activities on the organization's overall reputation. The results inform strategic decisions for PR practitioners and organizations in Kuwait and possibly similar cultural contexts. Thus, adopting impression management theory as the supportive framework for the research adds theoretical depth to the current study. By applying this theory, the research highlights the importance of impression management in the field of PR, underlining the intentional efforts made by professionals to shape and control the perceptions of their brand and, by extension, the reputation of the organizations they represent.

CONCLUSIONS

This research highlights the crucial role of PR strategies in the context of personal branding, communication practices, and reputation management among practitioners in Kuwait. The findings highlight the significance of communication in shaping the personal brand within the online environment. The study shows that PR practices are crucial in affecting communication practices. The intentional use of these strategies contributes to effectively constructing and preserving a positive personal brand. This highlights the significance of a strategic approach in leveraging online platforms for personal branding. Also, the research emphasizes the broader effect of PR strategies on organizational reputation. The corresponding nature of personal branding with the organization's perception is evident, underlining the need for practitioners to evaluate the organizational implications of their branding efforts. In the distinctive context of Kuwait, where cultural complexities and communication dynamics play an influential role, apprehending the influence of PR strategies becomes even more crucial. The results of this research provide insights that can guide PR practitioners in Kuwait, helping them steer the online landscape while strategically managing their brand to impact both individual and organizational reputation positively. Thus, by recognizing the significance of PR strategies in personal branding and reputation management, professionals can better place themselves in the digital space, contributing to the overall success of individual careers and organizational objectives.

Study Limitations and Recommendations

Although this research focuses on an important topic, it has some primary limitations. First, this research has geographical limitations as the data is gathered from PR practitioners in Kuwait. Future researchers can replicate the study model and design and overcome the relevant limitations by conducting their studies in

other regions. The second limitation is based on involving a single methodological approach. Future studies can involve different approaches, such as mixed methods, to acquire an in-depth understanding. Finally, the third limitation is based on the effect of personal branding, communication strategies, and reputation management, which are only three factors. In contrast, the relevant strategies can influence other different organizational factors. Focusing on other factors, such as brand management, media relations, and others, can further help acquire nuanced insights.

Author contributions: **MMA:** conceived of the presented idea and encapsulated the theoretical background; **SSMA:** designed the computational process and performed the analysis. Both authors discussed the results and contributed to the final manuscript. Both authors approved the final version of the article.

Funding: The authors received no financial support for the research and/or authorship of this article.

Ethics declaration: The authors declared that all ethical requirements related to public relations practitioner in Kuwait were respected. The authors further declared that this study did not involve any patients and, therefore, did not require approval from an ethics committee. The research was conducted in compliance with ethical guidelines for social science studies, ensuring that participant rights and data privacy were safeguarded. Although formal ethics approval was not necessary, the study adhered to ethical research principles by obtaining informed participant consent. Participants were provided with clear information regarding the study's purpose, procedures, and their rights before taking part. Participation was entirely voluntary, and individuals were informed that they could withdraw at any time without consequences. Additionally, confidentiality and data protection measures were implemented to ensure that responses remained anonymous and were used solely for research purposes. By following these ethical considerations, the study maintained transparency, integrity, and respect for participants while complying with applicable ethical research standards.

Declaration of interest: The authors declare no competing interest.

Data availability: Data generated or analyzed during this study are available from the authors on request.

REFERENCES

- Abitbol, A. (2017). Examining the influence of public relations strategies over Facebook on student attitude. *Public Relations Journal*, 11(1).
- Al Olaimat, F., Habes, M., Al Hadeed, A. Y., & Al Jwaniat, M. I. (2022). Reputation management through social networking platforms for PR purposes: A SEM-based study in the Jordan. *Frontiers in Communication*, 7. <https://doi.org/10.3389/fcomm.2022.1009359>
- Al-Muhaissen, B. M., Al-Hammouri, S., Rachdan, K. M., & Habes, M. (2024). How AI affects the pragmatic function in media discourse: A French press perspective. *Forum for Linguistic Studies*, 7(1), 369–380. <https://doi.org/10.30564/fls.v7i1.7800>
- Almutairi, T. M., & Sriramesh, K. (2020). Strategic management of public relations in Kuwait. *Corporate Communications: An International Journal*, 26(1), 192–204. <https://doi.org/10.1108/CCIJ-01-2020-0017>
- Anani-Bossman, A. A. (2021). Role of public relations in corporate reputation management: A study of PR practitioners in selected multinational organisations in Ghana. *Corporate Reputation Review*, 24(4), 222–233. <https://doi.org/10.1057/s41299-020-00105-1>
- Attar, R. W., Habes, M., Almusharraf, A., Alhazmi, A. H., & Attar, R. W. (2024). Exploring the impact of smart cities on improving the quality of life for people with disabilities in Saudi Arabia. *Frontiers in Built Environment*, 10(3). <https://doi.org/10.3389/fbuil.2024.1398425>
- Aula, P., & Mantere, S. (2020). *Strategic reputation management: Towards a company of good*. Routledge. <https://doi.org/10.4324/9781003064558>
- Babatunde, O. (2013). Importance of effective communication in public organisations. *Issues in Social Science*, 3(2), Article 2. <https://doi.org/10.5296/iss.v3i2.8596>
- Brems, C., Temmerman, M., Graham, T., & Broersma, M. (2017). Personal branding on Twitter. *Digital Journalism*, 5(4), 443–459. <https://doi.org/10.1080/21670811.2016.1176534>
- Bujang, M. A., Omar, E. D., & Baharum, N. A. (2018). A review on sample size determination for Cronbach's alpha test: A simple guide for researchers. *The Malaysian Journal of Medical Sciences*, 25(6), 85–99. <https://doi.org/10.21315/mjms2018.25.6.9>
- Cardwell, L. A., Williams, S., & Pyle, A. (2017). Corporate public relations dynamics: Internal vs. external stakeholders and the role of the practitioner. *Public Relations Review*, 43(1), 152–162. <https://doi.org/10.1016/j.pubrev.2016.11.004>

- Carlson, K. D., & Herdman, A. O. (2012). Understanding the impact of convergent validity on research results. *Organizational Research Methods*, 15(1), 17–32. <https://doi.org/10.1177/1094428110392383>
- Chen, C. P. (2013). Exploring personal branding on YouTube. *Journal of Internet Commerce*, 12(4), 332–347. <https://doi.org/10.1080/15332861.2013.859041>
- Cheung, G. W., & Wang, C. (2017). Current approaches for assessing convergent and discriminant validity with SEM: Issues and solutions. *Academy of Management Proceedings*, 2017(1), Article 12706. <https://doi.org/10.5465/AMBPP.2017.12706abstract>
- Chwialkowski, K., Strathmann, H., & Gretton, A. (2018). A kernel test of goodness of fit. *arXiv*. <https://doi.org/10.48550/arXiv.1602.02964>
- Dayal, S., Landesberg, H., & Zeisser, M. (2000). Building digital brands. *McKinsey Quarterly*, 2(2), 42–51.
- Demirel, K. (2021). Digital self-presentation in the process of personal branding: A qualitative research on micro-celebrities. *SSRN*. <https://doi.org/10.2139/ssrn.3915363>
- Dozier, D. M. (1992). The organizational roles of communications and public relations practitioners. In J. E. Grunig (Ed.), *Excellence in public relations and communication management*. Routledge.
- Elareshi, M., Habes, M., Ahmad, N., Ali, S., & Attar, R. W. (2024). Public engagement through public service advertisements for health care awareness during early COVID-19 in Pakistan. *Frontiers in Communication*, 9. <https://doi.org/10.3389/fcomm.2024.1376717>
- Farmer, Y. (2018). Ethical decision making and reputation management in public relations. *Journal of Media Ethics*, 33(1), 2–13. <https://doi.org/10.1080/23736992.2017.1401931>
- Ferguson, D. P., Wallace, J. D., & Chandler, R. C. (2018). Hierarchical consistency of strategies in image repair theory: PR practitioners' perceptions of effective and preferred crisis communication strategies. *Journal of Public Relations Research*, 30(5–6), 251–272. <https://doi.org/10.1080/1062726X.2018.1545129>
- Gorbatov, S., Khapova, S. N., & Lysova, E. I. (2018). Personal branding: Interdisciplinary systematic review and research agenda. *Frontiers in Psychology*, 9. <https://doi.org/10.3389/fpsyg.2018.02238>
- Vercic, D., & Grunig, D. V. (1999). The origins of public relations theory in economics and strategic management. In D. Moss, D. Vercic, & G. Warnaby (Eds.), *Perspectives on public relations research*. Routledge.
- Grunig, J. E. (2013). *Excellence in public relations and communication management*. Routledge. <https://doi.org/10.4324/9780203812303>
- Habes, M., Ali, S., Qamar, A., Elareshi, M., Ziani, A., & Alsriddi, H. (2023). Public service advertisements and healthcare attitudinal changes in developing countries: Pakistanis' perspectives. In B. Alareeni, & A. Hamdan (Eds.), *Explore business, technology opportunities and challenges after the COVID-19 pandemic*. ICBT 2022. *Lecture notes in networks and systems*, vol 495 (pp. 433–442). Springer. https://doi.org/10.1007/978-3-031-08954-1_40
- Hadeed, A., Yahya, A., Maysari, I., Aldroubi, M. M., Attar, R. W., Al Olaimat, F., & Habes, M. (2024). Role of public relations practices in content management: The mediating role of new media platforms. *Frontiers in Sociology*, 8. <https://doi.org/10.3389/fsoc.2023.1273371>
- Hakiki, S. N. (2018). Kepemimpinan kiai sebagai personal branding pesantren dalam perspektif public relation (humas) [Kiai leadership as personal branding of Islamic boarding schools from a public relations (PR) perspective]. *FIKROTUNA: Jurnal Pendidikan Dan Manajemen Islam*, 8(2), Article 2.
- Holland, D., Krause, A., Provencher, J., & Seltzer, T. (2018). Transparency tested: The influence of message features on public perceptions of organizational transparency. *Public Relations Review*, 44(2), 256–264. <https://doi.org/10.1016/j.pubrev.2017.12.002>
- Ilies, V. I. (2018). Strategic personal branding for students and young professionals. *Cross-Cultural Management Journal*, XX(01), 43–51.
- IPRA. (2023). IPRA and MEPRA in Middle East co-op agreement. *IPRA*. <https://www.ipra.org/news/press-room/ipra-and-mepra-in-middle-east-co-op-agreement/>
- Jacobson, J. (2020). You are a brand: Social media managers' personal branding and "the future audience." *Journal of Product & Brand Management*, 29(6), 715–727. <https://doi.org/10.1108/JPBM-03-2019-2299>
- Johansson, C. (2007). Research on organizational communication: The case of Sweden. *Nordicom Review*, 28(1), 93–110. <https://doi.org/10.1515/nor-2017-0203>
- Johnson, K. (2017). The importance of personal branding in social media: Educating students to create and manage their personal brand. *International Journal of Education and Social Sciences*, 4(1), 21–27.

- Jones, P., Hillier, D., & Comfort, D. (2013). In the public eye: Sustainability and the UK's leading retailers. *Journal of Public Affairs*, 13(1), 33–40. <https://doi.org/10.1002/pa.1440>
- Khedher, M. (2014). Personal branding phenomenon. *International Journal of Information, Business and Management*, 6(2), 29–40.
- Kim, J.-N., & Rhee, Y. (2011). Strategic thinking about employee communication behavior (ECB) in public relations: Testing the models of megaphoning and scouting effects in Korea. *Journal of Public Relations Research*, 23(3), 243–268. <https://doi.org/10.1080/1062726X.2011.582204>
- Kuwait Public Relations Association. (2022). Kuwait Public Relations Association. *ClarifiedBy*. <https://clarifiedby.diligenciagroup.com/company/summary/3349262-kuwait-public-relations-association/>
- Laskin, A. V. (2012). Public relations scales: Advancing the excellence theory. *Journal of Communication Management*, 16(4), 355–370. <https://doi.org/10.1108/13632541211278996>
- Lee, J. W. (2022). Impacts of public relations on corporate reputation. *Journal of Digital Marketing and Communication*, 2(1), Article 1. <https://doi.org/10.53623/jdmc.v2i1.82>
- Lim, J. S., & Greenwood, C. A. (2017). Communicating corporate social responsibility (CSR): Stakeholder responsiveness and engagement strategy to achieve CSR goals. *Public Relations Review*, 43(4), 768–776. <https://doi.org/10.1016/j.pubrev.2017.06.007>
- Manafe, L. A., & Ardeana, Y. (2022). Strategy to increase brand awareness through public relations activities with PENCILS analysis method. *International Journal of Education, Social Studies, and Management*, 2(3), 76–91. <https://doi.org/10.52121/ijessm.v2i3.126>
- Mei, X. Y., Brataas, A., & Stothers, R. A. (2022). To engage or not: How does concern for personal brand impact consumers' social media engagement behaviour (SMEB)? *Journal of Strategic Marketing*, 32(1), 20–33. <https://doi.org/10.1080/0965254X.2022.2127854>
- Mello, S. C. B. D., & Collins, M. (2001). Convergent and discriminant validity of the perceived risk scale in business-to-business context using the multitrait-multimethod approach. *Revista de Administração Contemporânea*, 5(3), 167–186. <https://doi.org/10.1590/S1415-65552001000300009>
- Mikáčová, L., & Gavlaková, P. (2014). The role of public relations in branding. *Procedia-Social and Behavioral Sciences*, 110, 832–840. <https://doi.org/10.1016/j.sbspro.2013.12.928>
- Mohammed, R. (2014). Organization-public relationships practices in university setting. *Procedia-Social and Behavioral Sciences*, 155, 484–489. <https://doi.org/10.1016/j.sbspro.2014.10.326>
- Molares-Cardoso, J., de Aguilera, C. L., & Legerén Lago, B. (2020). The importance of personal branding as an element of public relations: An international experience. *Comunicação e Sociedade*. <http://journals.openedition.org/cs/3002>
- Mollaei, R., Siadat, S. A., Hoveida, R., & Rizaneh, J. (2021). Designing a model of personal branding for employees with an emphasis on organizational training: The case of the administrative staff of the judiciary of the Islamic Republic of Iran. *Iranian Journal of Management Studies*, 14(4), 699–720.
- Nessmann, K. (2010). Personal branding and the role of public relations. In R. Terlutter, S. Diehl, & S. Okazaki (Eds.), *Advances in advertising research (Vol. 1): Cutting edge international research* (pp. 377–395). Gabler. https://doi.org/10.1007/978-3-8349-6006-1_25
- Nolan, L. (2015). The impact of executive personal branding on non-profit perception and communications. *Public Relations Review*, 41(2), 288–292. <https://doi.org/10.1016/j.pubrev.2014.11.001>
- Onyango, S. I. (2014). Effectiveness of communication media used by the public relations department in facilitating effective internal public relations at the Kerio Valley Development Authority in Kenya. *International Journal of Humanities and Social Science*, 4(9).
- Papakonstantinidis, S. (2018). *Tell me about yourself: Personal branding and social media recruiting in the brave new online world*. Business Expert Press.
- Popescu, M. M. (2019). Personal online identity-branding or impression management. *Scientific Bulletin*, 24(1), 67–75. <https://doi.org/10.2478/bsaft-2019-0008>
- Porterfield, K., & Carnes, M. (2014). *Why school communication matters: Strategies from PR professionals*. Rowman & Littlefield.
- Rangarajan, D., Gelb, B. D., & Vandaveer, A. (2017). Strategic personal branding—And how it pays off. *Business Horizons*, 60(5), 657–666. <https://doi.org/10.1016/j.bushor.2017.05.009>
- Rasoolimanesh, S. M. (2022). Discriminant validity assessment in PLS-SEM: A comprehensive composite-based approach. *Data Analysis Perspective Journal*, 3(2), 1–8.

- Rowley, J. (2009). Online branding strategies of UK fashion retailers. *Internet Research*, 19. <https://doi.org/10.1108/10662240910965397>
- Samson, M. H. (2018). Public relations in corporate reputation management: A case of Ethiopian Broadcasting Corporation. *Journal of Media and Communication Studies*, 10(9), 113–117. <https://doi.org/10.5897/JMCS2016.0502>
- Santoso, N. R., Dewi, E. A. S. K., & Arvian, H. (2021). Public relations professionals' communication strategies in responding the COVID-19 pandemic based on gender. *Plaridel Journal*, 18(1). <https://doi.org/10.52518/2021.18.1-08saderac>
- Scheidt, S., Gelhard, C., & Henseler, J. (2020). Old practice, but young research field: A systematic bibliographic review of personal branding. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.01809>
- Shaker, F., & Hafiz, R. (2014). Personal branding in online platform. *Global Disclosure of Economics and Business*, 3(2), 109–120. <https://doi.org/10.18034/gdeb.v3i2.154>
- Shatskikh, S. Y., & Melkumova, L. E. (2016). Normality assumption in statistical data analysis. In *Proceedings of the 2nd International Conference on Information Technology and Nanotechnology* (pp. 763–768). <https://doi.org/10.18287/1613-0073-2016-1638-763-768>
- Şirzad, N. (2022). A review on online reputation management and online reputation components. *Doğuş Üniversitesi Dergisi*, 23(1), 219–242.
- Streiner, D. L. (2005). Finding our way: An introduction to path analysis. *The Canadian Journal of Psychiatry*, 50(2), 115–122. <https://doi.org/10.1177/070674370505000207>
- Szwajca, D. (2017). The role of social media in corporate reputation management – The results of the Polish enterprises. *Foundations of Management*, 9(1), 161–174. <https://doi.org/10.1515/fman-2017-0013>
- Tahat, K., Habes, M., Mansoori, A., Naqbi, N., Al Ketbi, N., Maysari, I., Tahat, D., & Altawil, A. (2024). Social media algorithms in countering cyber extremism: A systematic review. *Journal of Infrastructure, Policy and Development*, 8(8), Article 6632. <https://doi.org/10.24294/jipd.v8i8.6632>
- Ugoani, J. (2020). Public relations practice and its impact on strategy effectiveness. *SSRN*. <https://papers.ssrn.com/abstract=3598110>
- Vasconcelos, L., & Rua, O. L. (2021). Personal branding on social media: The role of influencers. *E-Revista de Estudos Interculturais*, 9(3), Article 9. <https://doi.org/10.34630/erei.v3i9.4232>
- Viljanen, M. (2017). *Personal branding on social media and social media based entrepreneurship* [Bachelor thesis, Lahti University of Applied Sciences].
- Viştelar, A. (2019). Like me: Generation Z and the use of social media for personal branding. *Management Dynamics in the Knowledge Economy*, 7(2), 257–268. <https://doi.org/10.25019/mdke/7.2.07>
- Voorhees, C. M. (2016). Discriminant validity testing in marketing: An analysis, causes for concern, and proposed remedies. *Journal of the Academy of Marketing Science*, 44, 119–134. <https://doi.org/10.1007/s11747-015-0455-4>
- Wang, S., Ibrahim, M. H., & Li, M. (2022). Motivations influencing Alipay users to participate in the ant forest campaign: An empirical study. *International Journal of Environmental Research and Public Health*, 19(24), Article 17034. <https://doi.org/10.3390/ijerph192417034>

