

تحليل أثر استراتيجيات العلاقات العامة على مساهمة أهداف ومبادرات رؤية 2030

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To analyse the impact of public relations strategies on the contribution of goals and initiatives of vision 2030

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First, I would like to thank my supervisor for the support and help during this research. I am also grateful for the support of my family and friends, whom I can always turn to. The authors of the articles evaluated in this study owe special gratitude for their contributions to this study. Overall, I thank my university for helping me with the facilities needed for this dissertation.

Abstract

Background: This study aims to analyse the impact of public relations strategies on the promotion of Vision **2030** initiatives. Public relations, including media relations, crisis communication, and stakeholder engagement, are essential tools for shaping public perception and supporting national development plans.

Method: A quantitative research approach is adopted for the study while the data collection technique employed is the structured questionnaires administered on a sample of 100 respondents. Descriptive analysis and correlation is done using statistical software known as SPSS in ascertaining the relationship between the proposed public relation strategies and the perception of Vision 2030 among the public.

Findings: The study affirmed that management's strategies of public relation have positively impacted public awareness and support to Vision 2030. Media relations and social media management enhance public communication. The stakeholders' engagement is central to Vision 2030 goals promotion and success achievement.

Recommendations: Media and social media strategies should be enhanced with the material of which the content is oriented in accordance with the designated demographic segment. Frequent and regular communication to the stakeholders would ensure that the news about the new Vision 2030 initiatives spreads widely hence getting support from many people. Moreover, the enhancement of crisis communication plans and protocols contributes to the increase in the public's confidence and backing especially in turbulent times.

خلاصة

الخلفية: تهدف هذه الدراسة إلى تحليل أثار استراتيجيات العلاقات العامة في الترويج لمبادرات رؤية 2030. تعد العلاقات العامة، بما في ذلك العلاقات الإعلامية، والتواصل أثناء الأزمات، وإشراك أصحاب المصلحة، أدوات أساسية لتشكيل التصور العام ودعم خطط التنمية الوطنية.

الطريقة: تم اعتماد منهج البحث الكمي للدراسة في حين أن تقنية جمع البيانات المستخدمة هي الاستبيانات المنظمة التي تدار على عينة مكونة من 100 مشارك. ويتم التحليل الوصفي والارتباطي باستخدام البرنامج الإحصائي في التحقق من العلاقة بين استراتيجيات العلاقات العامة المقترحة وتصور رؤية 2030 بين SPSS المعروف باسم الجمهور.

النتائج: أكدت الدراسة أن استراتيجيات الإدارة للعلاقات العامة أثرت بشكل إيجابي على الوعي العام ودعم رؤية 2030. كما أن العلاقات الإعلامية وإدارة وسائل التواصل الاجتماعي تعزز التواصل العام. تعد مشاركة أصحاب المصلحة أمراً أساسياً لتعزيز أهداف رؤية 2030 وتحقيق النجاح.

التوصيات: ينبغي تعزيز الاستراتيجيات الإعلامية ووسائل التواصل الاجتماعي بالمواد التي يتم توجيه محتواها بما يتوافق مع الشريحة الديموغرافية المحددة. إن التواصل المتكرر والمنظم مع أصحاب المصلحة من شأنه أن يضمن انتشار الأخبار حول مبادرات رؤية 2030 الجديدة على نطاق واسع وبالتالي الحصول على الدعم من العديد من الأشخاص. علاوة على ذلك، يساهم تعزيز خطط وبروتوكولات الاتصال في الأزمات في زيادة ثقة الجمهور ودعمه خاصة في الأوقات المضطربة .

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Chapter 1: Introduction

1.1 Introduction to the Topic

Public Relations management techniques (such as media relations, crisis communication, reputation management, social media engagement, and stakeholder engagement) have turned out to be an essential factor in the management of the image and communication of organisations, whether private or state-owned (Swann, 2019). Over recent times, public relations has indeed assumed a significant role in facilitating strategic programmes like national development strategies (e.g., Vision 2030, Saudi Arabia's plan for economic diversification and social transformation) and organisational missions (e.g., a company's goal to enhance customer satisfaction, increase market share, or achieve sustainability objectives) among organisations (Smith, 2020). In this context, the public relations strategies are the independent variable of this study. They all aim to build and maintain a positive public image while avoiding the spread or withholding of information that could damage the organisation's or country's reputation. These strategies aim to positively position the nation or organisation in the public eye.

The dependent variable within this research is the contribution that public relations strategies are making towards the achievement of the goals and projects identified under Vision 2030. Vision 2030 is a perfect plan for most countries (e.g., Saudi Arabia, Turkey, and Qatar) in the current world and includes countries like Saudi Arabia for the achievement of social and economic change, and economic diversification and sustainability (Aziz and Sarwar, 2023). These national initiatives aim to adopt long-term development orientations in sectors like education, infrastructure, knowledge, technology and governance reforms. Literature reveals that public relations plays a crucial role in shaping public opinion by influencing perceptions, fostering trust, and managing relationships with stakeholders (Gregory and Willis, 2022). As established by Grunig (2020), public relations is valuable in relationship development between an organisation and its public. On the other hand, Gregory (2020) has also examined how public relations can contribute to the attainment of broader organisational or national objectives. This is often explored from the perspective of agenda setting and/or framing, which are two important theoretical frameworks that focus on media and communication influence over priority-setting. Although, the literature presents evidence of how public relations supports organisational objectives, relatively few articles explore how public relations activities fit with and advance the country's development objectives set out in Vision 2030 (Anani-Bossman, 2021).

Since Vision 2030 is working towards achieving sustainable development through implementing various projects, it works to involve public relations in disseminating the goals to the general public and the global community. From this perspective, this study seeks to establish how public relations strategies have aided the creation of the overall perception and support for Vision 2030 projects to be granted a successful implementation.

1.2 Research Problem

Despite the acknowledgment of public relations as essential to corporate and governmental operations, there is a lack of understanding of how public relations strategies contribute to the effectiveness of national development plans such as Vision 2030. Prior research has mainly concerned itself with the role of public relations in organisational communication and image. For instance, Lee (2022) pointed out that public relations enhance organisational image with a view of creating long-term relationships with stakeholders. Likewise, Babatunde (2022) defined public relations in light of media relations as well as communication management especially in crises. These aforementioned studies have developed theories about public relation's role within organisations, but they still overlook the direct connection between public relations strategies and achieving national development goals.

In addition, existing research, (Adi and Stoeckle, 2022; Babatunde, 2022) on public relations and national development does not specifically centres on public relations and national development plans, planners, or the enhancement of support for particular development projects, including Vision 2030. Adi and Stoeckle (2022) opined that public relations campaigning can influence community perception and bring social change. Nevertheless, there is scarce research about how these strategies enhance or support the goals and initiatives of Vision 2030. This research aims to analyse the public relations strategies in the promotion of Vision 2030 initiatives. This research will discuss how they have assisted in the creation of awareness of Vision 2030 goals as well as in garnering support for the aforementioned initiatives.

1.3 Importance of the Study

Overall, this study has theoretical and practical implications for public relations and strategic communication research and practice. On a theoretical level, the study intends to enhance current knowledge about public relations strategies and their potential to assist in the attainment of national development objectives. Even though there is significant knowledge

regarding public relations place in corporate environments, there is relatively little readily available and accessible scholarly work that discusses the implementation of public relations into the planning of the country's vision for the future like Vision 2030. In this regard, the study will extend current theory in the field, especially in the areas of agenda-setting theory, framing theory and the communication-implementation interface.

In practice, this study is relevant to policymakers, public relations, and other stakeholders who are implementing Vision 2030. Specifically, the research can be useful for understanding how public relations strategies facilitate communication in large-scale initiatives and what aspects of this process should be improved in the future. The findings of this research will provide an understanding of what specific public relations tools are applicable in the formation of public confidence, in the setting and controlling of expectations and in gaining support for large-scale national developmental programs. Furthermore, the conclusions could serve as best practices for public relations practitioners of governmental and non-governmental organisations with similar visionary objectives, such as Vision 2030.

1.4 Objectives of the Study

The key aim of this study is to analyse the impact of public relations strategies on the contribution to the goals and initiatives of Vision 2030. More specifically, the objectives of the study are:

- To identify the public relations strategies employed in promoting Vision 2030 initiatives.
- To assess how public relations strategies have influenced public perception and engagement with Vision 2030.
- To analyse the impact of public relations strategies on the contribution to the goals and initiatives of Vision 2030

1.5 Research Questions

- What public relations strategies have been employed in promoting the initiatives of Vision 2030?
- How have public relations strategies influenced public perception and engagement with Vision 2030?
- What is the impact of public relations strategies on the contribution to the goals and initiatives of Vision 2030?

1.6 Hypotheses

H1: Public relations strategies, such as media relations and social media engagement, significantly enhance public awareness of Vision 2030 initiatives.

H0: Public relations strategies, such as media relations and social media engagement, does not significantly enhance public awareness of Vision 2030 initiatives.

H2: Effective crisis communication and reputation management in public relations positively influence public support for the goals outlined in Vision 2030.

H0: Effective crisis communication and reputation management in public relations does not positively influence public support for the goals outlined in Vision 2030.

H3: The implementation of stakeholder engagement strategies in public relations has a direct and measurable impact on the successful distribution and public perception of Vision 2030's developmental goals.

H0: The implementation of stakeholder engagement strategies in public relations does not have a direct and measurable impact on the successful distribution and public perception of Vision 2030's developmental goals.

1.7 Scientific Theory Used in the Research

In this study, the **Agenda-Setting Theory** is adopted as the guiding framework. Originally proposed by McCombs and Shaw, the theory emphasises the media's role in influencing the public's attention toward particular topics. Essentially, the theory suggests that while the media may not directly shape what people think, it significantly influences what they think about by controlling which issues are emphasised (McCombs, 2005). Within the realm of public relations, this concept is highly relevant as it highlights the capacity of public relations strategies to guide public attention and shape perceptions by controlling the narrative and focusing on certain issues.

This theory is intertwined with the objectives of the current study, as it aims to identify how public relations strategies facilitate the attainment of the objectives of Vision 2030. Public relations is one of the most effective means of shaping the media agenda, thus the awareness of the public. The literature has indicated that public relations helps to direct media coverage of important national matters (Smith, 2020). Through message focus and framing, the communication outcomes of Vision 2030 will be served by public relations practitioners to

ensure that economic reform and social transformation will be the focal points of public discussion, and thus improve population's interaction with the given initiatives.

In this respect, the Agenda-Setting Theory aids in understanding how a public relations campaign can boost definite aspects of Vision 2030 through the representation of the aspects as the primary agendas of the nation. For instance, when the media directs its focus on the gains to be increased from the diversification of the economies or the development of new technologies, public relations techniques can considerably enhance the public attitude towards the processes in progress. This is more evident especially when implementing projects such as Vision 2030 which require full public support. According to literature, the media-oriented public relations activities can help to manage perceptions and pave the way to enhance acceptance of nationwide reforms (Dilenschneider, 2022). Moreover, there is the second level of theory referred to as attribute agenda-setting that goes further than the initial framework in examining other aspects than which issues are being brought to the limelight (Guo, Vu and McCombs, 2012).

Public relations strategies not only raise awareness of Vision 2030 but also shape how people receive information about its initiatives. They emphasise the positive outcomes and potential benefits for society, sometimes downplaying challenges or risks. Such selective framing assists in positively framing public opinion in regard to such measures as the public is likely to support. Using the Agenda Setting Theory, this study is going to examine the roles of public relations in determining the media agenda toward Vision 2030 and consequently the public's awareness and participation. With regards to its usefulness as a theory, it is positively suited when explaining other paradigms involving public relations strategies used in the promotion of other large-scale national projects and altering public opinion towards such projects.

Chapter 2: Literature Review

2.1 Introduction

Public relations has for many years been accepted as a technique in the management of relations between organisations and the public. It has grown significantly over the years, especially in government and corporate sectors, taking on the dual role of managing operations and influencing specific target audiences or stakeholders. Governmental projects including Vision 2030 require support from the entire population, and as a result, public relations is vital in the transmission of the message to other states and the entire world.

This chapter will explore the existing literature on public relations and its relevance to national development plans. It will begin by defining public relations and tracing its historical evolution, highlighting how it has transitioned from a basic communication tool to a central element of strategic management. The chapter will then examine how public relations strategies, such as media relations and crisis communication, contribute to shaping public perception and supporting governmental objectives. Finally, the chapter will identify gaps in the current literature, setting the stage for how this research will build upon and expand the existing knowledge in the field.

2.2 Introduction to Public Relations

Public relations is best understood as a strategic communication tool that organisations and governments use to shape their image and build relationships with key stakeholders. In essence, it is about managing how the public views a particular entity, but with a broader goal of influencing perceptions and aligning them with strategic objectives. Gregory and Willis (2022) emphasised the importance of public relations as a management tool, facilitating a two-way communication process that not only keeps the public informed but also fosters mutual understanding. This is particularly significant in the context of national initiatives (such as Vision 2030 in Saudi Arabia and Vision 2020 in Malaysia), where public support and trust are critical.

Public relations as an activity has a long history and has developed from early publicity techniques (such as press releases, media tours, pamphlets, and staged events) to a complex strategic management activity. Swann (2019) explained that the scope of work that falls under this practice has evolved over the years, ranging from media management to crises management, reputation management, and handling multiple publics. In government organisations, public relations plays an even more important role by managing the country's

image and shaping public perception during periods of reform. As argued by Aziz and Sarwar (2030), the authorities (government officials) of the Kingdom of Saudi Arabia realised that many of the projects like Vision 2030 depend on the support from the public and the global community. Public awareness campaigns are not only important for awareness-making, but also in sustaining the public's support for bold developmental objectives (such as economic diversification, job creation, sustainable energy, and improved quality of life).

From a strategic standpoint, public relations does more than just manage an organisation's image, it aligns communication efforts with broader objectives (e.g., building trust, engaging stakeholders, promoting policies, managing crises, and enhancing reputation). Adi and Stoeckle (2022) argued that public relations serves as a bridge between an organisation's internal goals and the external environment, helping to navigate complex challenges such as public scepticism or resistance to change. This is particularly relevant in the case of national development initiatives like Vision 2030, where public relations campaigns work to present these reforms as necessary and beneficial, ensuring public buy-in (securing public support and acceptance). Babatunde (2022) sheds light on the importance of proactive media relations and crisis communication in this process. Well-crafted strategies (e.g., effective messaging, timely responses, transparent communication, and engaging storytelling) help prevent negative perceptions (e.g., public scepticism, misinformation, and concerns about transparency) and build stronger public trust.

2.3 The Role of Public Relations in National Development

Government operations are facilitated by public relations, ensuring that there is a social construction of governmental activities (such as policy announcements, community engagement programs, and public awareness campaigns) that can impact the development of the nation. In their study, Smith (2020) noted that public relations is a crucial element in government organisations, as it increases transparency, accountability, and responsiveness which are essential lessons for public sector organisations.

2.3.1 Public Relations in Governmental Contexts

The government practice of public relations typically involves planning and managing communication to facilitate the distribution of policies and programs, among other things. Lee (2021) argued that a deeper understanding of the significance of effective public relations recommendations in public sector organisations can lead to enhanced transparency and accountability. Global examples, such as Saudi Arabia's Vision 2030, demonstrate how public

relations can effectively fulfil governmental roles and responsibilities (e.g., policy communication, stakeholder engagement, public awareness, and transparency). As identified by Smith (2020), the communication strategies employed included various forms of media (e.g., traditional media like newspapers and television, digital media such as social media platforms and websites) and community involvement, through which the public was informed about the initiative, thereby garnering support.

Likewise, Malaysia's Vision 2020 serves as a strong example of the successful implementation of public relations in government activities. The Malaysian government employed various forms of communication (such as social media, press releases, public forums, and community workshops) to distribute information to the public, ensuring that citizens understood their roles in achieving development goals (Saleh and Saifudin, 2017). These initiatives demonstrate the potential of strategic public relations to reinforce governmental programs (social welfare programs, economic development initiatives, health care reforms, and education policies) among the citizens of a country.

2.3.2 Importance of Public Support for National Initiatives

Lovan, Murray and Shaffer (2017) also noted that the perception from the public is crucial in shaping the achievements of activities organised by government agencies (community outreach programs, public health campaigns, environmental initiatives, and economic development projects). Public relations has several advantages, including becoming the trusted spokesperson of the public required for implementing national projects. According to Hyland-Wood et al. (2021), there are certain aspects that people expect in any government information source, and those include trust and credibility.

When the government engages the public in effective and open communication, they support the programs it implements. For instance, when Malaysia was working on the Vision 2020, the government became permissive to the poll resulting in people stating what was important to them. In addition to improving public confidence, it also gained more support for the national development program (Yusof and Ariffin, 2020).

2.3.3 Case Examples of National Development Plans

Public relations in different national development plans reveals its effectiveness in mobilising the public. For example, Saudi Arabia's Vision 2030 relied heavily on social media to engage the younger generation in discussions about the nation's future (Alkathiri, 2020). It is important to note that the strategic use of social media not only amplified the message but

also created abundant supporters for the vision, highlighting the role of public relations in shaping public opinion.

In contrast, Malaysia had its specific vision for societal development and media accessibility, known as Vision 2020. This initiative addressed issues related to print-based media and also initiated improvements in community-based outreach programs for people with disabilities (Harron and Shuaib, 2022). The efficiency of these strategies can be compared by analysing poll data before and after the implementation of such measures (public awareness campaigns, community engagement initiatives, and educational programs), which clearly demonstrates an increase in public awareness and a positive attitude toward the government's goals.

A comparison of these two national development plans highlighted the versatile nature of public relations strategies across diverse cultures and political contexts. While Saudi Arabia emphasised the use of modern technology to reach a wider population, Malaysia focused on strengthening community relations through personal contact. These cases suggest that public relations strategies should be tailored to align with the political landscape in order to effectively meet the development goals of any nation.

2.4 Public Relations Strategies Relevant to Vision 2030

Public relations approaches are critically important for the overall achievement of national goals, such as Vision 2030. These strategies are designed to accelerate economic development, while also enhances the social welfare and ecological conditions of communities. Often, effective public relations strategies can foster a positive perception of these measures among the public. This section examines four critical public relations strategies: media relations, crisis communication, social media utilisation, and stakeholder management.

2.4.1 Media Relations

Media relations are essential for advertising and supporting public campaigns, as they guide and sometimes oversee the opinions of the populace. For instance, King, Schneer, and White (2017) noted that media intervention helps to increase the salience of the government's agenda, rallying support from the public and stakeholders, which in turn enhances the effectiveness of policy implementation and fosters greater civic engagement. As highlighted by Tambini (2017), engaging with the media often assists the government in spreading accurate information and dealing with fake news. On the other hand, Firdaus et al. (2024) indicated that negative media coverage is a significant predictor of declining public support for bureaucratic

programs, suggesting that media relations can have both positive and negative effects. This suggests that while it is imperative to have positive media coverage, negative perceptions can be detrimental to the effectiveness of media relations planning; hence, there is a need to develop a solid crisis communication plan.

When it comes to Vision 2300, there is need to have efficient management of media to ensure that the right information gets out to the people. According to Johansson and Raunio (2020), the governments must establish clear media policies that comprise press releases, media interviews, and joint initiatives to present to the media. Strategic management activities, such as media monitoring and public relations responses, are essential in anticipating public reactions and sentiments. During the debate on Malaysian Vision 2020, the responses were both strategic and timely (Abdullah et al., 2030). Therefore, focusing on media relations entails a crucial aspect of public awareness regarding such policy inclinations as Vision 2030.

2.4.2 Crisis Communication

Public relations are immensely important in handling crises, particularly in preserving the image of the country's projects during challenging times. According to Ma and Christensen (2019), crises, if well managed, can mitigate adverse effects on public perception and reduce distrust in government intentions. Additionally, a study conducted by Bundy et al. (2017) emphasised the importance of developing crisis plans and communication strategies (risk assessment protocols, stakeholder communication plans, and media engagement strategies) to respond effectively when crises occur. However, Flew (2021) argued that a lack of effective understanding and proper application of crisis communication can worsen the trust deficit. In the case of Vision 2030, having a clear crisis communication strategy is critically important to protect the program.

The measures taken to address the COVID-19 pandemic highlight this need. Governments that promoted clear and timely communication were perceived as legitimate and received greater public support (Li, Chandra and Fan, 2022). For example, the New Zealand government employed proactive crisis communication strategies (including clear and consistent messaging, use of multiple communication channels, engaging experts) that gained significant support during the pandemic (McGuire et al., 2020). In summary, this study has found that crisis communication plays a crucial role in protecting the image of national projects. There is evidence that governments can maintain public support and confidence in civil contingency initiatives by preparing for potential crises and responding appropriately. However, failures in clarifying crises can distort public perception.

2.4.3 Social Media Engagement

One of the significant changes in public relations brought about by reform is the introduction of social media, which has transformed how governments connect with citizens. Khan (2017) described social media as a real-time, two-way communication tool that offers governments various opportunities e.g., conducting live Q&A sessions, sharing updates and information, gathering public feedback through polls to engage with the public and respond to questions promptly. Seymour (2018) highlighted that social media plays a crucial role in raising public awareness and encouraging community involvement in national campaigns. However, Vasu et al. (2018) warned that the spread of misinformation on social media can undermine government efforts. Creating challenges (e.g., misinformation, public scepticism, changing public priorities, and competing narratives) that need to be addressed proactively to safeguard campaign objectives.

With respect to Vision 2030, social media contact is specifically helpful, in that it can be used to share information, as well as to call for people's engagement. Vasu et al. (2018) stressed that the application of social media for strategic purposes helps build a stakeholders' community and promote its involvement in national activities (hosting public forums, launching awareness campaigns, and conducting virtual town hall meetings). Interestingly, the Saudi Arabian government was efficient in the use of the Twitter and Instagram in sharing information about Vision 2030, including accomplishment and people's opinions within the shortest time possible (Alkarni, 2018). However, the #MyCyberSecurity campaign by the Malaysian government had its criticisms for not embedding the spirit of public's concerns and thus one learns that particular social media campaign might sometimes go wrong (due to reasons such as failing to resonate with the audience, lacking genuine engagement, or not incorporating feedback).

Furthermore, social media is the area where governments can distribute the necessary information and reply to the negative stereotyping. According to Caled and Silva (2022), it was noted that poor management of social media needs improved approaches (such as strategic content planning, audience engagement strategies) for positive handling of the public and delivery of information.

2.4.4 Stakeholder Engagement

Citizens, business organisation, and non-governmental organisation are the key stakeholders who should be engaged in public relations. According to Watson et al. (2018),

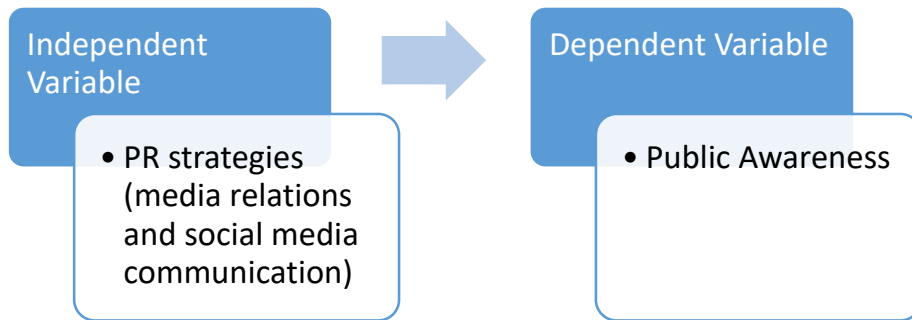
stakeholder engagement fosters collaboration and feedback, which are essential for the effectiveness of national initiatives. On the other hand, Ferreira et al. (2020) argued that lack of stakeholders' involvement leads to government programs that are not favourable by the citizens and therefore attracts criticism. The nature of Vision 2030 makes multi-stakeholder collaboration particularly important, as stakeholder perspectives can enhance the strengths and relevance of the initiative. Jeffs et al. (2019) argued that involving stakeholders as planners and implementers of national initiatives instils a sense of responsibility among them. In the case of Malaysia, the Vision 2020 exercised actively invited stakeholder involvement to ensure alignment with the goals, which enhanced support and contributed to project success (Prebanić and Vukomanović, 2030). However, the lack of meaningful stakeholder engagement in some national initiatives (Malaysian National Health Financing Scheme and the National Unity Blueprint) has been met with rejection and criticism, highlighting the necessity for effective stakeholder involvement.

Some of the approaches involve organising seminars, meetings, questionnaires, and other community mobilisation activities. Payne and Calton (2017) noted that organisations should create forums where stakeholders can voice their opinions on decisions to be made. Saudi Arabia's Vision 2030 is an excellent example of how Peer-To-Peer (P2P) initiatives can positively impact developmental objectives, as highlighted in the case of P2P in Saudi Arabia.

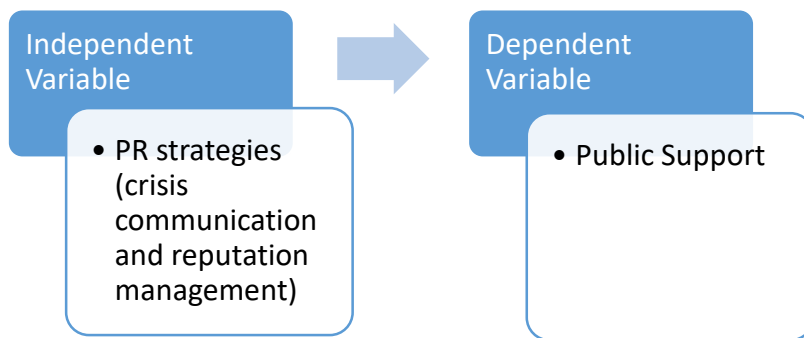
2.5 Conceptual Framework

The following conceptual frameworks below presents three hypothesis on how the application of public relation strategies will further popularise Vision 2030 programmes. H1 stressed that media relations communication and social media communication greatly increase awareness of these initiatives. According to H2, perceived responsibilities in crisis communication and reputation management have a significant and positive effect on perceived recovery and, consequently on the support for Vision 2030 goals. H3 highlighted that stakeholder engagement drivers have a direct positive effect on the achievement of information distribution and the perception of Vision 2030's developmental goals. Corresponding null hypotheses are proposed for each hypothesis in order to evaluate the relevance of these PR strategies to public interest and support.

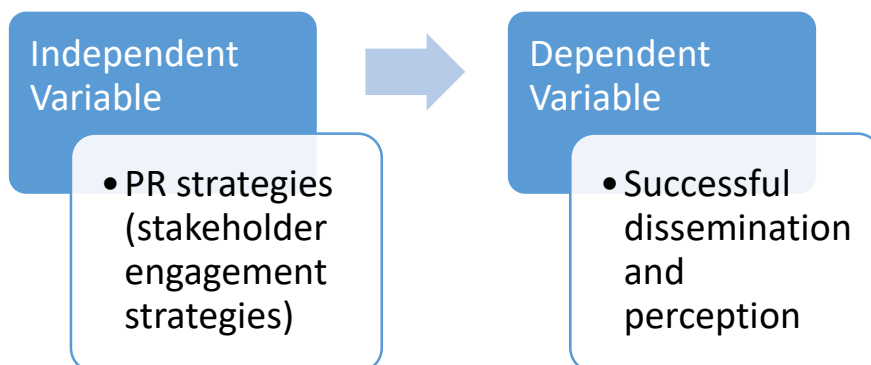
H1



H2



H3



2.6 Literature Gap and Focus of the Study

Public relations is a crucial component of management processes of organisations and institutions, working to influence opinion and behaviour in the public sphere, corporations, and in relation to government bodies. Past research (Anani-Bossman, 2021; Smith, 2020) has considered a range of elements related to public relations strategies, however, the existing literature is still rather deficient especially in the case of the large-scale governmental campaigns like Vision 2030. For example, Smith (2020) provided a comprehensive insight into the concept of strategic planning in public relations, but most of the discussed concepts and findings were relevant to corporate public relations without describing their further consequences in governmental contexts. Likewise, Anani-Bossman (2021) examined public relations' function in managing corporate reputation, there was no consideration of how these strategies could be used towards the achievement of national development goals.

Alkathiri (2020) undertook a literature review of Saudi Arabian social media presence and found that citizen engagement was a main factor in the success of Vision 2030 promotion. However, the research work failed to measure the efficiency of public relations activities restricted to the social media platforms, which excluded media and stakeholders outreach. Similarly, Haron and Shuaib (2022) provided an overview of media regulation and self-regulation in Malaysia but failed to explain the effects of these mechanisms on the distribution of development goals. Babatunde (2022) examined social media crisis communication, focusing primarily on crisis communication measures. However, he paid less attention to positive public relations approaches that could enhance public acceptance during communications about development outcomes.

The main research issue highlighted in the aforementioned studies is the lack of attention given to diverse public relations approaches beyond social media. Specifically, these studies have not adequately addressed the impacts of these approaches on shaping public interest in national development agendas. In addition, there is a lack of research on the relative effectiveness of public relations strategies under different cultural and political systems, for example, comparing the Vision 2030 to other national visions. Therefore, this study aims at assessing the efficacy of the public relations for Vision 2030 promotion with an emphasis on media relations, stakeholders' relations, and crisis communication. Its purpose is to identify how these strategies impact the perception and engagement with the public and make recommendations on how the role of public relations can be strengthened in future developments.

2.7 Chapter Summary

This chapter explored the existing literature on how public relations strategies contribute to the goals and initiatives of Vision 2030. The studies reviewed highlighted that public relations is a vital part of government organisations, fostering transparency, accountability, and responsiveness which are key qualities for public sector effectiveness. Moreover, the literature emphasised the crucial role of public relations in achieving national goals like Vision 2030. These strategies are not just about promoting initiatives; they aim to drive economic development while also improving the social welfare and environmental conditions of communities.

Chapter 3: Research Methodology

3.1 Introduction

This study will explore how public relations strategies contribute to achieving Vision 2030 goals. This chapter will explain the research methods used to examine this impact. The goal of this chapter is to select appropriate methods to meet the study objectives effectively. This chapter will outline the research framework applied to collect and analyse data accurately. It will provide details on how survey questionnaires were used as the primary tool for data collection. The chapter will also discuss the sample size and data analysis techniques employed through SPSS. It will ensure that validity, reliability, and ethical considerations are met throughout the research process. These methods support evaluating the effectiveness of public relations strategies.

3.2 Research Philosophy

This study used the philosophy of positivism to explore how public relations strategies impact the goals of Vision 2030. Positivism is a philosophical approach that emphasises measurable outcomes and objective reality (Maksimovic and Evtimov, 2030). It supports collecting and analysing quantifiable data to examine patterns and relationships. This philosophy focuses on testing hypotheses and explaining social phenomena through facts (Ali, 2024). Using positivism was appropriate for this study because it allowed measuring the effectiveness of public relations strategies. It ensured that data collection through surveys provided accurate and unbiased results. This approach helped in assessing the contribution of public relations strategies in a structured and measurable way.

Positivism	Interpretivism
Relationship between society and the individual	
Society shapes the individual - <i>'Society consists of 'social facts' which exercise coercive control over individuals'</i> People's actions can generally be explained by the social norms they have been exposed to through their socialisation.	Individuals have consciousness and are not just puppets who react to external social forces as Positivists believe. Individuals are intricate and complex and different people experience and understand the same 'objective reality' in different ways
General focus of social research	
The point of research is to uncover the laws that govern human behaviour, just as scientists have discovered the laws that govern the physical world. Prefer quantitative methods which allow for the researcher to remain detached from the respondents.	The point of research is to gain in-depth insight into the lives of respondents, to gain an empathetic understanding of why they act in the way that they do. Prefer qualitative methods which allow for close interaction with respondents.
Preferred research methods	
Quantitative Require research to be valid, reliable and representativeness	Qualitative Prepared to sacrifice reliability and representativeness for greater validity

Figure 1 - Research Philosophies

In this study, positivism was relevant because the analysis of public relations outcomes had to be objective. Vision 2030 relies on tangible results, making measurable data essential. Public relations strategies were evaluated by quantifying their impact on public awareness and engagement. The study was able to identify the relationship between communication strategies and public response through this approach. This method aligned with Irshaidat's (2022) view where objective data was used to assess public campaigns. These justifications demonstrate the suitability of positivism in this research context.

Other philosophical approaches like interpretivism and pragmatism were not used in this study. Interpretivism focuses on subjective understanding and social context (Pervin and Mokhtar, 2022). It explores how individuals interpret experiences instead of focusing on measurable outcomes (*See Figure 1*). This philosophy was unsuitable for this study as it could not provide objective and statistical insights. Vision 2030 requires evidence-based analysis to guide its communication strategies, which interpretivism cannot fully support. Pragmatism combines both qualitative and quantitative methods (Islam, 2022). It emphasises practical solutions and flexibility in research approaches. However, this study aimed to focus strictly on

measurable outcomes. Pragmatism was thus not applied as it would involve unnecessary complexity.

3.3 Research Approach

This study used a deductive approach to test the impact of public relations strategies on Vision 2030. A deductive approach begins with general theories or concepts. It is followed by the process of hypothesis testing with data collection (Osman et al., 2018). This approach aims to validate or reject the existing theories regarding their applicability in specific situations (Walliman, 2017). This deductive approach was suitable for this study since it tested the agenda-setting theory regarding Vision 2030. It ensured that the testing of the relationship between the public relations strategies and the national development goals was done in a particular manner.

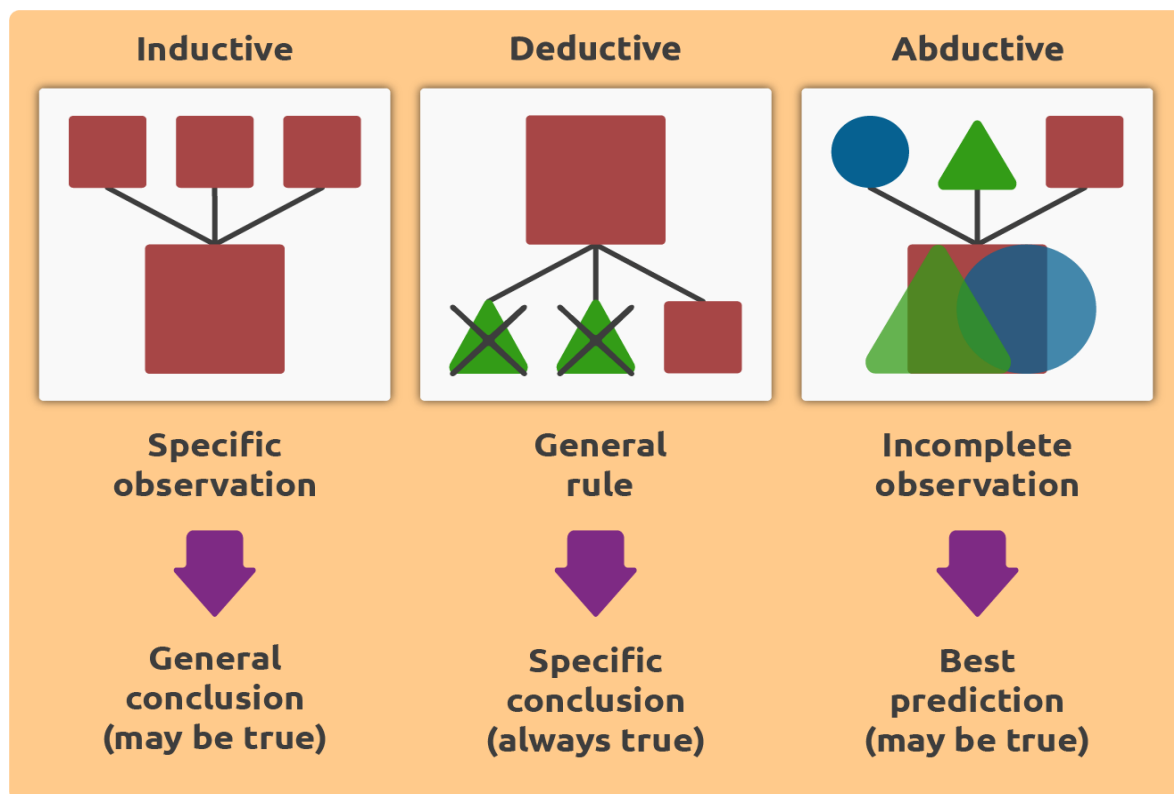


Figure 2 - Research Approaches

This study employed a deductive approach by testing the agenda-setting theory. It prescribes how media shapes public attention and influences opinions to be formed (McCombs, 2005). Public relations strategies are utilised to guide public awareness towards key initiatives. The study began with hypotheses from the agenda-setting theory to examine how communication strategies shape public opinion. It then utilised survey data to verify whether such strategies indeed affected public awareness and involvement. McCombs (2005) also

applied the deductive approach, testing theories related to media influence and national campaigns. This application shows that deductive reasoning was appropriate for assessing the interlinkage between communication efforts and development goals.

Other research methods include inductive and abductive reasoning. Such methods were not used in this study (*See Figure 2*). The inductive approach refers to data collection aimed at formulating new theories (Azungah, 2018). In this context, the inductive method was irrelevant since the study aimed to test theories that already existed and not formulate new theories. The abductive approach focuses on the investigation of multiple explanations for diverse patterns observed (Osman et al., 2018). This method has widely been used in conducting qualitative studies. It was, therefore, not suitable for this study. This research involved testing the effectiveness of the public relations strategies using statistics and was, therefore in line with deductive reasoning. The deductive approach facilitated a systematic assessment of theories and consequently led to valid findings.

3.4 Research Design

This study used a quantitative research design to assess the effectiveness of public relations strategies for Vision 2030. Quantitative research focuses on numerical data and statistical analysis to examine relationships and test hypotheses (Bloomfield and Fisher, 2019). It involves structured tools like surveys to collect data, ensuring objectivity in the process. This design was appropriate because it allowed measuring the impact of strategies (like media relations and social media engagement). Using quantitative methods provided objective insights into how these strategies influence public awareness and engagement with Vision 2030 initiatives.

Type of research design

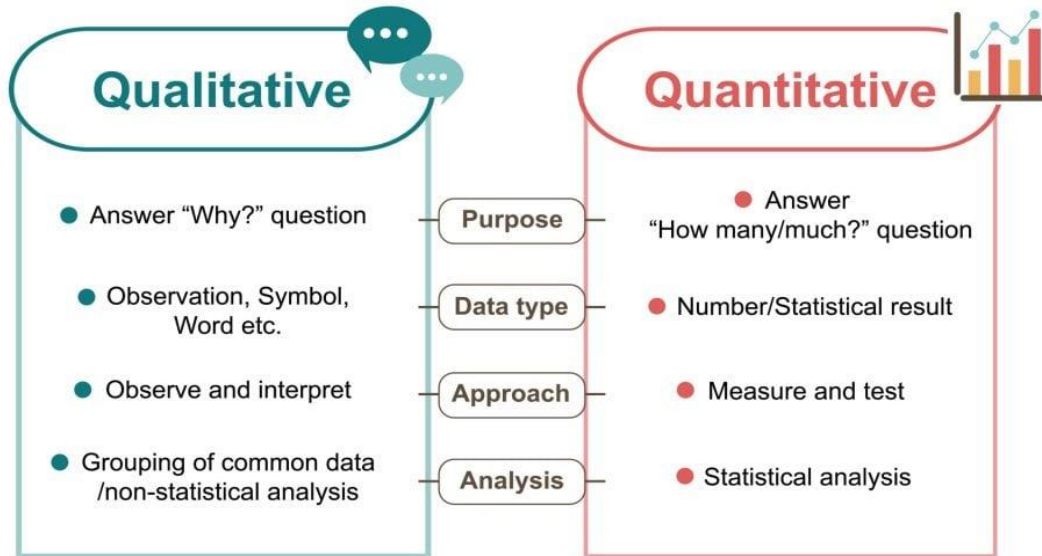


Figure 3 - Research Designs

The quantitative research design supported this study in gathering objective data through the use of structured survey questionnaires. Surveys are reliable tools for gathering measurable data from a large audience, ensuring consistency (Rukwaru, 2015). This design was appropriate for this study since it could test the specific hypotheses dealing with the contribution of public relations strategies in achieving Vision 2030. The use of numerical data allowed statistical techniques to confirm patterns and relationships. Lee (2022) also relied on quantitative research to assess outcomes and effectiveness. The structured nature of quantitative methods ensured reliable and unbiased findings for this study.

This study did not use a qualitative research method (*See Figure 3*). It focuses on subjective interpretations and deeper understanding (Hennink et al., 2020). Qualitative methods like interviews and focus groups are more suited for exploring perceptions and individual experiences (Hammarberg et al., 2016). However, this study aimed to measure the effectiveness of strategies objectively, making qualitative methods less suitable. While qualitative data can provide valuable insights, it cannot offer statistical validation. The focus on measurable outcomes required a quantitative approach, which aligns with the structured goals of Vision 2030. Quantitative research design ensured a clear and objective assessment of public relations strategies and their impact.

3.5 Data Collection

This study used primary data collection through survey questionnaires to gather first-hand information. A survey questionnaire is a structured tool designed to collect responses from participants in a consistent manner (Song, Son & Oh, 2015). It allows for gathering data directly from respondents. It ensures relevance and accuracy. This method was appropriate as it provided direct insights into the impact of public relations strategies on Vision 2030. Collecting primary data through surveys allowed the study to measure public perceptions and engagement effectively. The structured format ensured that all participants responded to identical questions. It promoted consistency in the data collected.

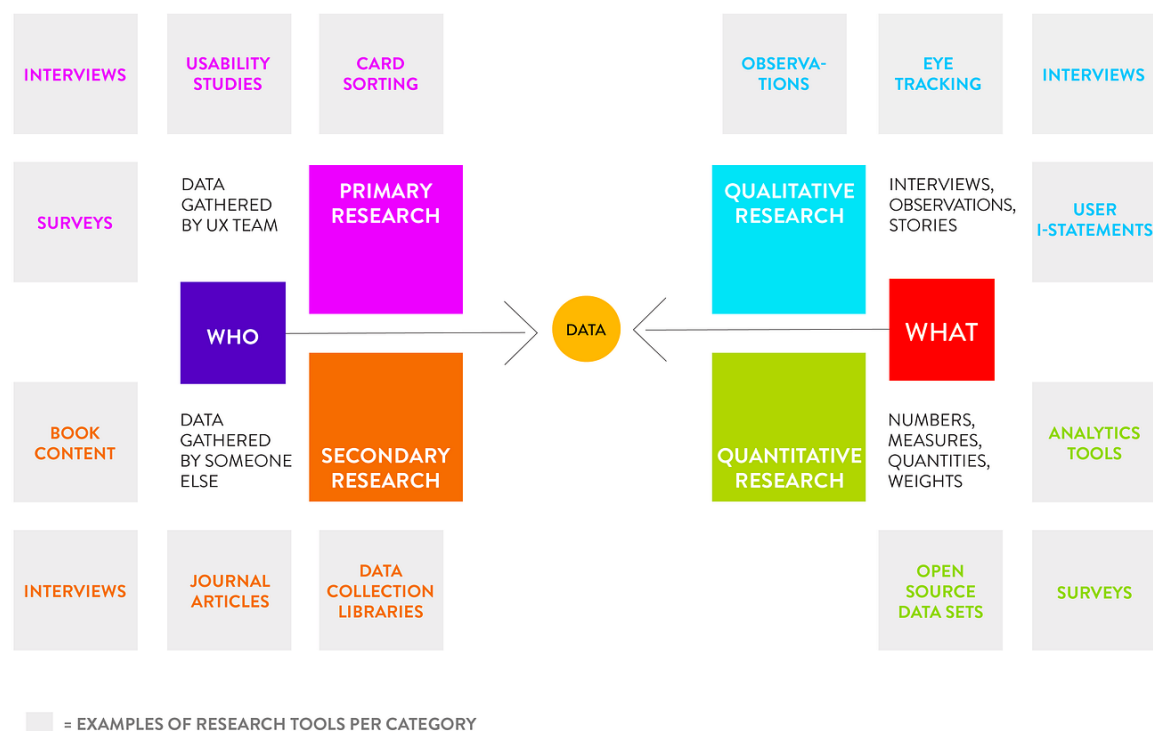


Figure 4 - Data Collection Methods

The design of this survey was in line with the research questions and hypotheses of the study. It described how strategies like media relations and social media engagement have influenced public awareness. The questions in the survey were closed-ended to ensure that the responses were measurable and objective. It ranged over most aspects of the public relations strategies about their contribution towards the goals of Vision 2030. Alkathiri (2020) conducted research using survey methods in order to assess the effectiveness of public relations in

influencing national development campaigns. This shows that surveys are reliable tools for analysing public relations outcomes and testing their effectiveness.

This study did not use the method of secondary data collection (*See Figure 4*). It involves processing information from already available materials such as reports and publications. According to Pandey and Pandey (2021), the secondary data may, at times, be irrelevant to the specific objectives as set forth by research hence it has limited applicability. This study required up-to-date, targeted data on public perceptions related to Vision 2030. Primary data collection ensured that the research questions were directly addressed with current information. Secondary data is useful for contextual understanding, but it cannot replace the insights gained through first-hand responses. Using survey questionnaires enabled this study to gather relevant and specific data aligned with its research objectives.

3.6 Sample Size

This study used a sample size of 100 participants to represent the target population. A sample size of 100 is often appropriate for studies focused on public relations. It provided sufficient data for statistical analysis. The selection criteria included individuals familiar with Vision 2030 initiatives and exposed to public relations efforts. The study ensured the sample was diverse to reflect various public perspectives. Choosing 100 participants helped maintain a balance between data accuracy and feasibility. This sample size offered reliable results for measuring relationships between variables. Larger samples increase accuracy but also raise costs and time (Oribhabor and Anyanwu, 2019). A sample of this size allowed the use of SPSS to apply statistical tests like correlation and regression. It ensured that the findings were valid reliable and aligned with the study objectives.

3.7 Data Analysis

This study used statistical analysis techniques (such as descriptive analysis, frequency distribution, correlation, and regression). Descriptive analysis summarised the data by calculating measures like mean and standard deviation. Frequency analysis showed how often certain responses occurred. It provided insight into trends. Correlation analysis explored the strength of relationships between public relations strategies and public awareness. Regression analysis predicted how independent variables (such as media relations) influenced dependent variables (like public support). SPSS software was selected to perform these techniques efficiently. It ensured precise data analysis. (*See Figure 5*)

Using Statistical Methods to Draw Meaningful Insights from Data



Figure 5 - Statistical Data Analysis Techniques

Each technique supported the study's objectives in specific ways. Descriptive statistics helped understand the central tendencies and variations in public opinions. Frequency analysis highlighted which strategies were most commonly recognised by participants. Correlation helped test the strength of relationships between communication strategies and public engagement. Regression analysis identified which public relations strategies had the greatest impact on Vision 2030 goals. Using SPSS ensured that the data were processed accurately. Significant patterns were identified statistically. The software enabled the study to handle large datasets efficiently and apply multiple statistical techniques.

This study did not use qualitative methods (such as thematic or content analysis). These methods explore subjective opinions and themes but do not provide statistical validation (Devi Prasad, 2019). The study required numerical analysis to test hypotheses. It made qualitative methods less suitable. Qualitative methods can offer deeper insights, but they do not allow for measurable relationships between variables (Pandey and Pandey, 2021). The structured nature of SPSS and quantitative techniques aligned with the study's goal of evaluating public relations strategies objectively. Quantitative methods provided reliable data. These methods ensured that the study met its objectives and offered actionable findings.

3.8 Relationship between Chosen Method and Research Topic

This study used quantitative methods to align with its objectives of evaluating public relations strategies for Vision 2030 (See Figure 6).

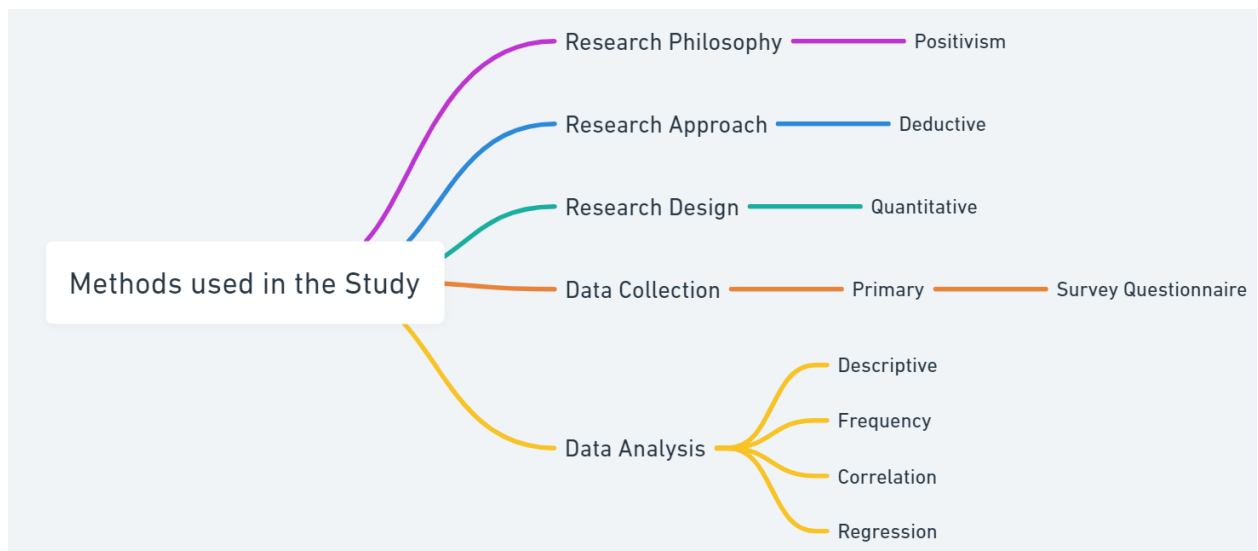


Figure 6 - Methods used in the Study

Source: Self-made

Quantitative methods helped in measuring public awareness and engagement with statistical accuracy. Survey questionnaires collected structured data directly from participants. They provided measurable insights. Statistical techniques (such as correlation and regression) examined relationships between communication strategies and public responses. These methods were essential for identifying which public relations strategies contributed most to Vision 2030 goals. SPSS has been applied to data analysis and provided reliable results for testing hypotheses. These measuring tools are objective, and thus, through them, the study effectively gauged public relations strategies. The approach yielded actionable insight to support the evaluation of the communication drive and its alignment with initiatives rooted in Vision 2030. Quantitative analysis ensures that valid conclusions based on measurable data are drawn to meet the objectives of the study.

3.9 Validity and Reliability

Validity refers to how well a study measures what it intends to measure. Reliability ensures that the research results are consistent and repeatable under similar conditions (Price, Jhangiani & Chiang, 2015). This investigation used structured questions in the survey that corresponded to the research objectives so that validity would be ensured. Explicit definitions of the concepts under study, such as public relations strategies, further supported valid measures. Questions were pilot tests to refine items and clarify them. This test enhanced both the reliability and the validity of the measurements (See Figure 7).

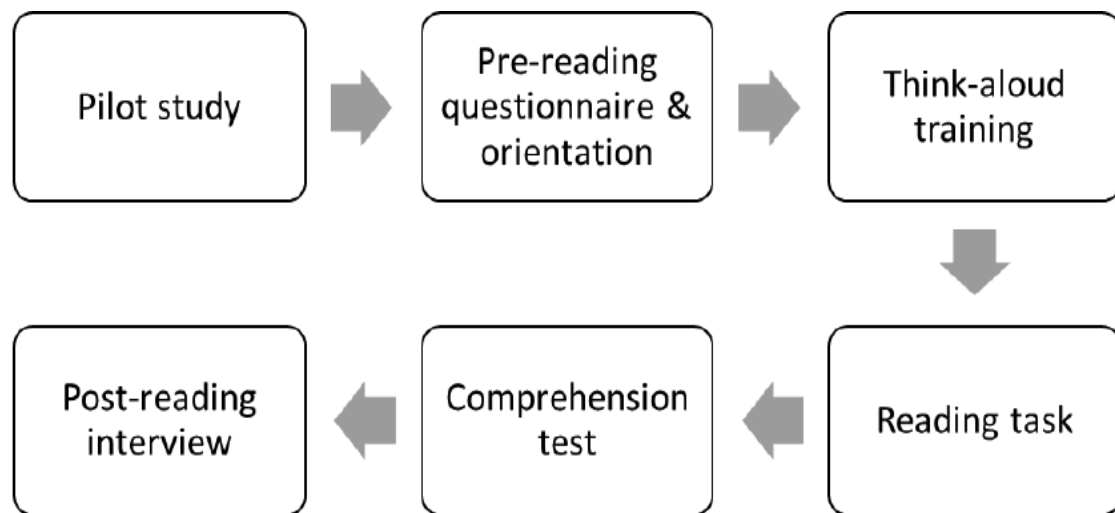


Figure 7 - Pilot Testing Method

Data collection was standardised; for example, identical questionnaires were used so that any observation would be reliable. During data analysis, SPSS was used to ensure consistency in the results through repeated statistical tests. Consequently, the best practice was followed in using objective tools within structured methods to enhance reliability and validity. Such a process would ensure that the findings accurately capture the effect of public relations strategies on attaining the goals of Vision 2030.

3.10 Ethical Considerations

This study addressed key ethical issues, including informed consent, confidentiality, and data protection (*See Figure 8*).

Ethical Considerations in Data Collection and Use

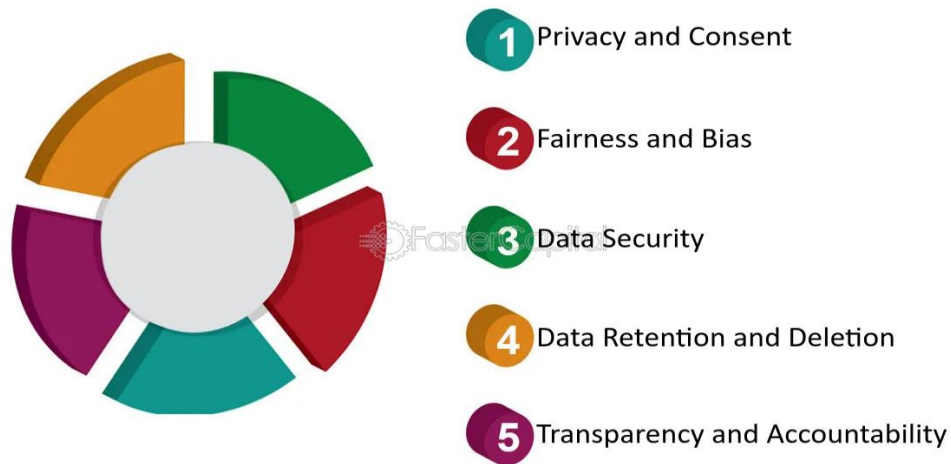


Figure 8 - Ethical Considerations

Informed consent was obtained to ensure that the respondents understood the purpose of the study and voluntarily agreed to the research process. Crystal clear information on all the aspects of research was provided to the participants. Confidentiality was maintained by anonymising responses and not collecting identifiable information. This protected participants' privacy and encouraged honest responses. Data protection involves securely storing collected data and limiting access to authorised personnel only (Corti and Bishop, 2020). These measures followed data protection laws to prevent misuse or unauthorised access. Ethical compliance was ensured by following a clear consent process and offering participants the right to withdraw at any time. The study also obtained ethical approval from relevant bodies to confirm adherence to research guidelines. These steps ensured that the research was conducted responsibly and protected the rights and well-being of participants.

Chapter 4: Data Analysis and Results

4.1. Findings

The data which was collected through a closed-ended survey questionnaire was analysed using SPSS to explore the demographic characteristics of the respondents and their responses to the survey. Key variables such as public relations strategies, public awareness, public support, stakeholder engagement strategies, etc. were examined to gain insights into the sample population. This analysis will help identify patterns and trends that contribute to understanding the impact of public relations strategies.

4.1.1. Demographic Information

The age of the respondents who participated in this research was distributed evenly across five different groups (Figure 9). Most of the participants were in the 35-44 age group, 38% of the overall sample. The next was the 25-34-year age group with 28% of the population. The age distribution was fairly balanced with 12% from the under 25 years, and 12% of the 45-54 years population. Lastly, 10% of the respondents were 55 years and above. The total percentage revealed that most respondents are below 55 years of age, meaning this survey was predominantly done among the younger to mid-aged population. This was one of the crucial benefits of the survey as it captures the perspectives of a highly active and economically productive segment of the population, providing relevant insights for initiatives targeting these age groups.

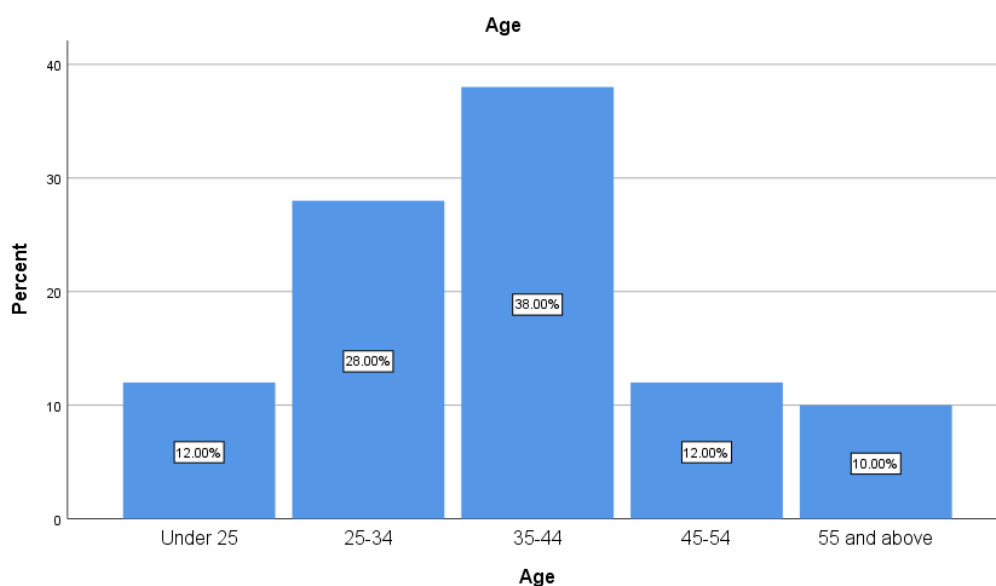


Figure 9 - Age

Regarding the gender distribution, 54% of the respondents were females and 45% were males (Figure 10). Only 1% of respondents did not indicate their gender. The percentage totals showed that almost the entire sample (99%) responded to the male or female category. This gender distribution was fairly good and equal representation of both sexes in the sample and therefore different views were represented in the results of the data analysis.

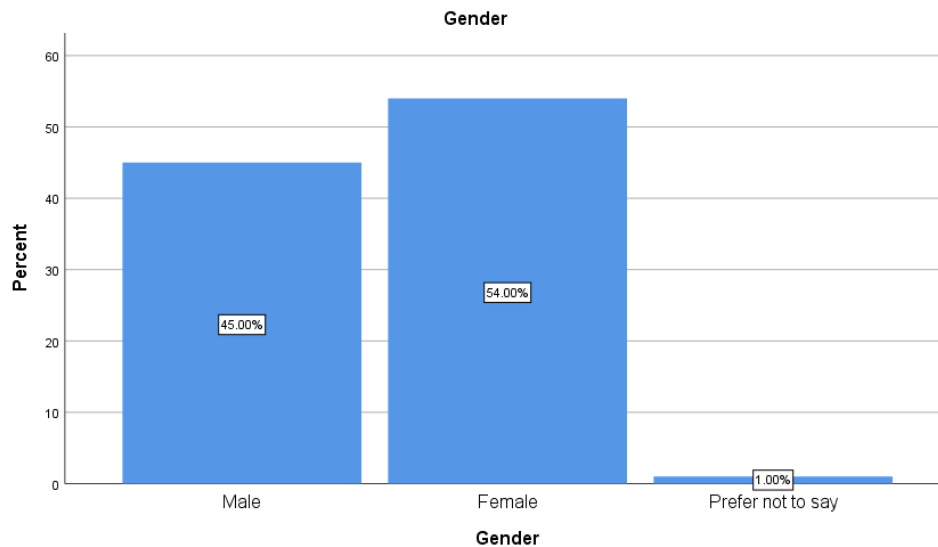


Figure 10 – Gender

The education level of respondents revealed that a greater percentage of them had a higher education qualification (Figure 11). About half the respondents (47%) had a Bachelor's degree; while, 26% of them had a Master's degree. A further 20% of the sample finished high school, 4% had a Ph.D. and 3% fell under the 'Other' category (i.e. diploma, etc.). This implied that the sample was educated, 77% of them having attained or above the bachelor's degree level. The respondents had diverse educational backgrounds; hence, the survey helped in gaining perspectives from different angles.

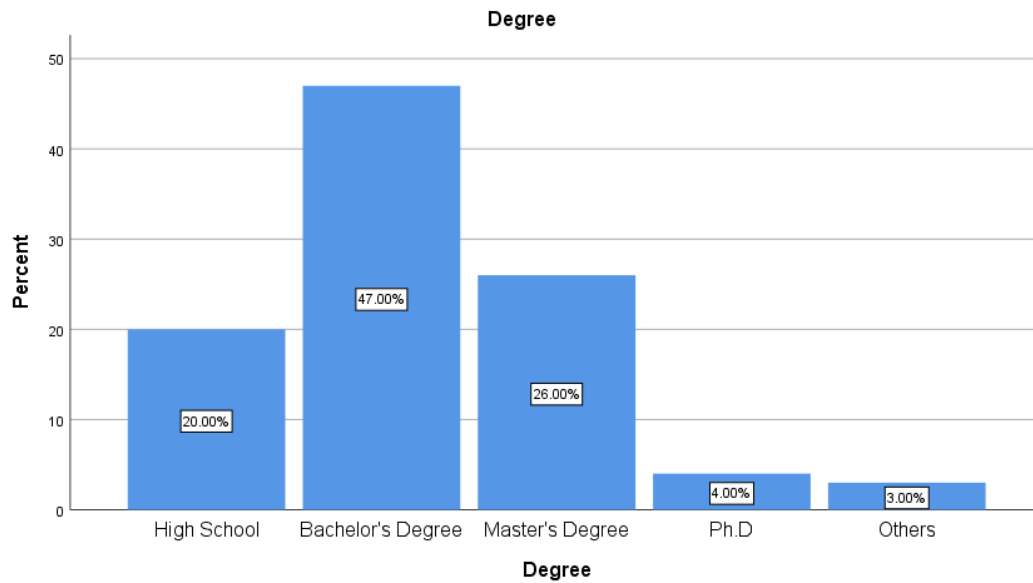


Figure 11 – Education Qualification

Based on the participant's occupation, 44 % of respondents were from the public sector and the rest of them were from the private sector (Figure 12). This was followed by the private sector at 37% which suggested that several people were involved in governmental and business organisations. A smaller portion, 12 % were students; while, 4% were employed with non-profit organisations, the remaining 3% of the respondents marked as engaged in other than the aforementioned occupation (i.e. laboratory workers, homemakers and medical). Consequently, occupational heterogeneity provided information from different paths of life, providing a rich perspective to the data.

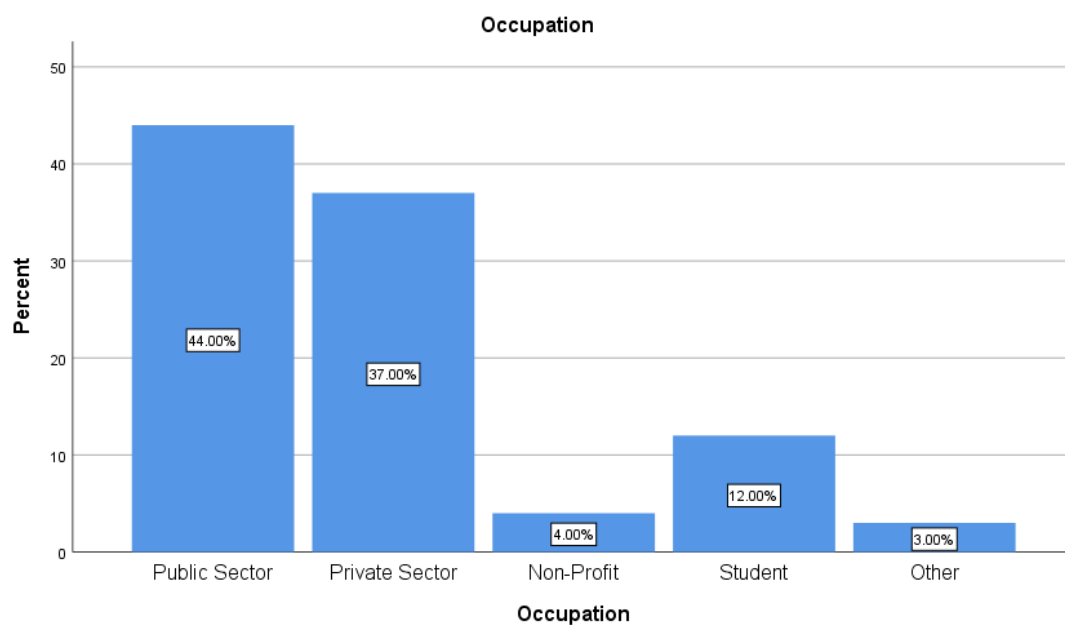


Figure 12 - Occupation

4.1.2. Descriptive Analysis

The analysis of the interview questions described the interviewees' perspectives on the functions of public relations campaigns in promoting and endorsing Vision 2030. These will provide a view of how well the implementation of public relations strategies has been done and the level of awareness, support and participation of the public towards Vision 2030. The responses to the first question regarding the public relations campaigns informing the goals of Vision 2030 were mostly positive. 15% strongly agreed and 47% agreed, which gave a total of 62% who reported that public relations campaigns had played a crucial role in communicating Vision 2030 goals (Figure 13). This suggested that most respondents felt the public relations campaigns had been effective in their attempt to pass information in relation to the vision and its objectives.

However, 20% remained neutral which means that a significant number of respondents either failed to observe the effect or did not care. However, 7% disagreed and 11 % strongly disagreed implying that there was still a minority, but a notable one, which doubted the effectiveness of PR. This proved that the campaigns had covered most of the population but there were still some gaps of either coverage or perception.

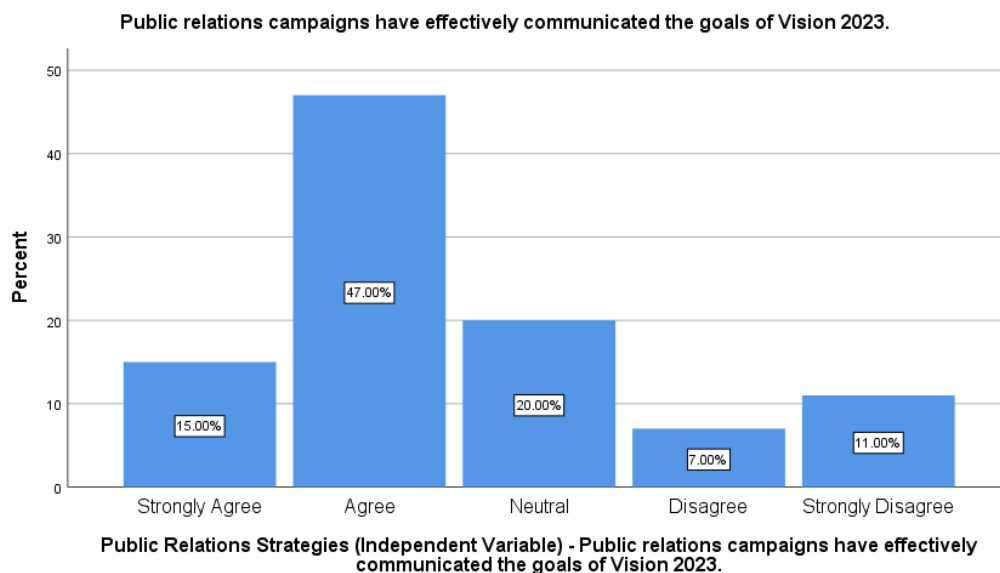


Figure 13 - Public Relations Campaigns Communicating Vision 2030 Goals

In the second question, participants were asked about media coverage related to Vision 2030 being consistent and transparent. In response to this, 23% strongly agreed and 41% agreed, leading to a cumulative 64% favourable response (Figure 14). This meant that most of the respondents were confident that different media outlets have been accurate in presenting Vision 2030 information. However, 17% of them were neutral; while, the rest 19% either disagreed or strongly disagreed, which indicated some doubts about media transparency. This divergence indicated that although the media has been useful, increases in the amount and coherence of coverage can increase the amount of trust.

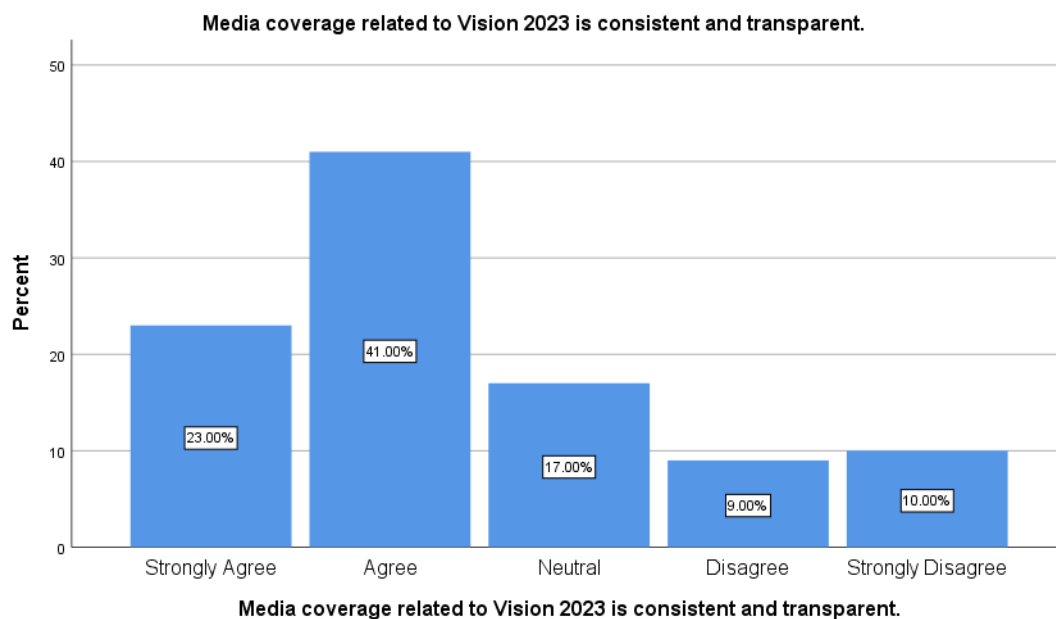


Figure 14 - Media Coverage of Vision 2030

Regarding the application of social media to enhance citizens' awareness of Vision 2030 plans, the respondents gave their full support (Figure 15). 29% strongly agreed; while, 37% agreed, thus 66% of the respondents felt that social media had helped raise awareness. This indicated how useful platforms such as Twitter, Facebook and Instagram among others had ensured that information was delivered to the public. In addition, 18% of the respondents were neutral; 16% disagreed or strongly disagreed, which also evidenced that while the majority of them realise the role of social media, there is potential to increase its efficiency for some subjects.

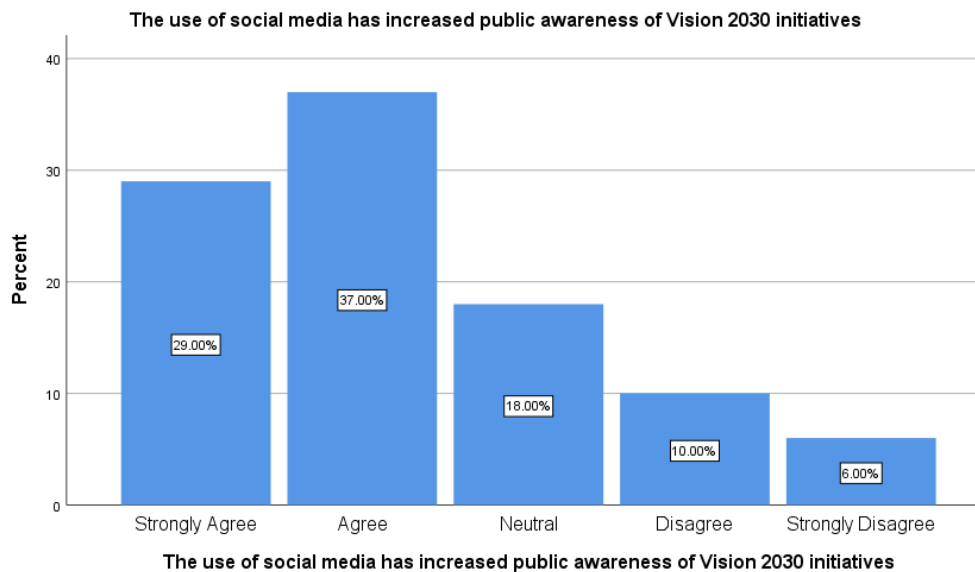


Figure 15 - Social Media's Role in Increasing Public Awareness

The respondents were also asked if events and public engagements improved their knowledge of Vision 2030's objectives. Among all the participants, 21% strongly agreed and 44% agreed, thus indicating that 65% of the respondents found these in-person initiatives useful in communicating the vision (Figure 16). From the survey findings, it can be seen that public engagements have been found to have served as a useful means through which citizens can engage and get a clear picture of the vision. Nonetheless, 20% of the respondents had a neutral response; while, 15% expressed dissatisfaction, implying a lack of such events or poor access to information.

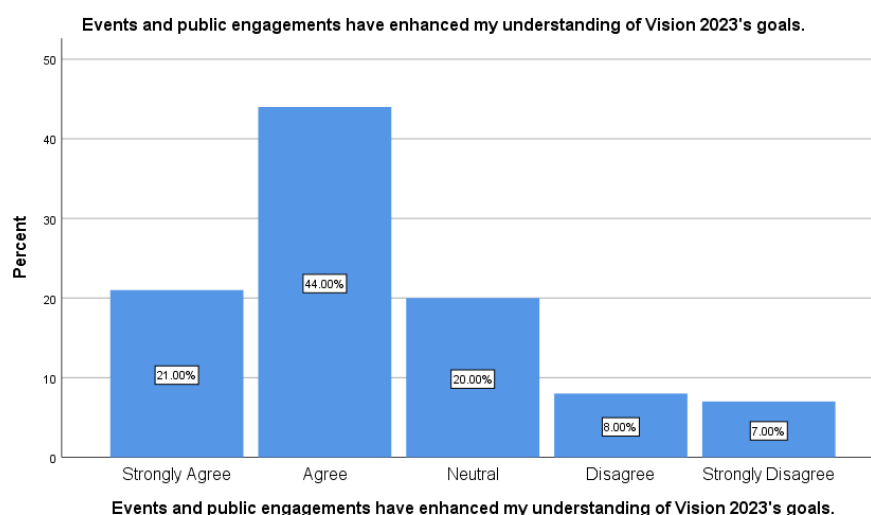


Figure 16 - Events and Public Engagements Enhancing Understanding

On the effectiveness of public relations strategies to secure the support of the public to Vision 2030, 18% strongly agreed; while, 46% agreed making a total of 64% positive response

(Figure 17). This was in line with the overall achievement of public relations activities in promoting the support of the public to Vision 2030. However, 23% were neutral and 13% disagreed, this meant that even though there has been a majority approval of public relations strategies, there is always a section of the population that either has not made up its mind or is actually against the idea.

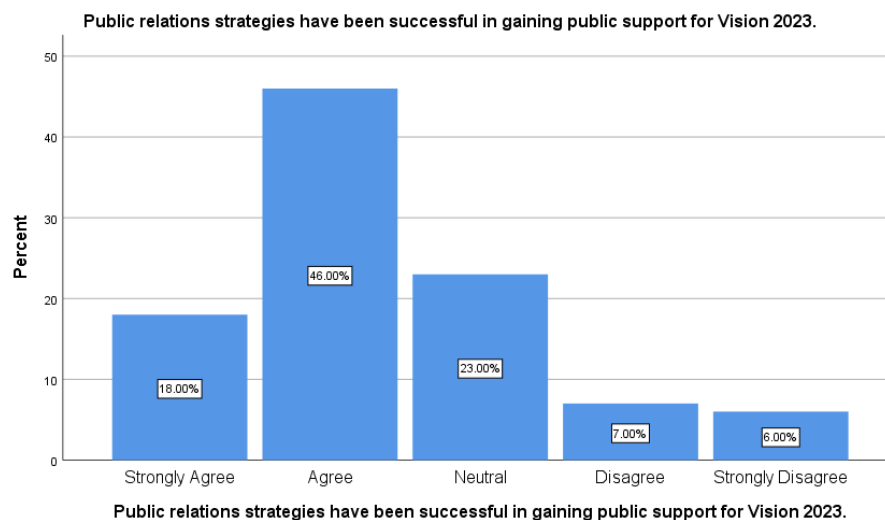
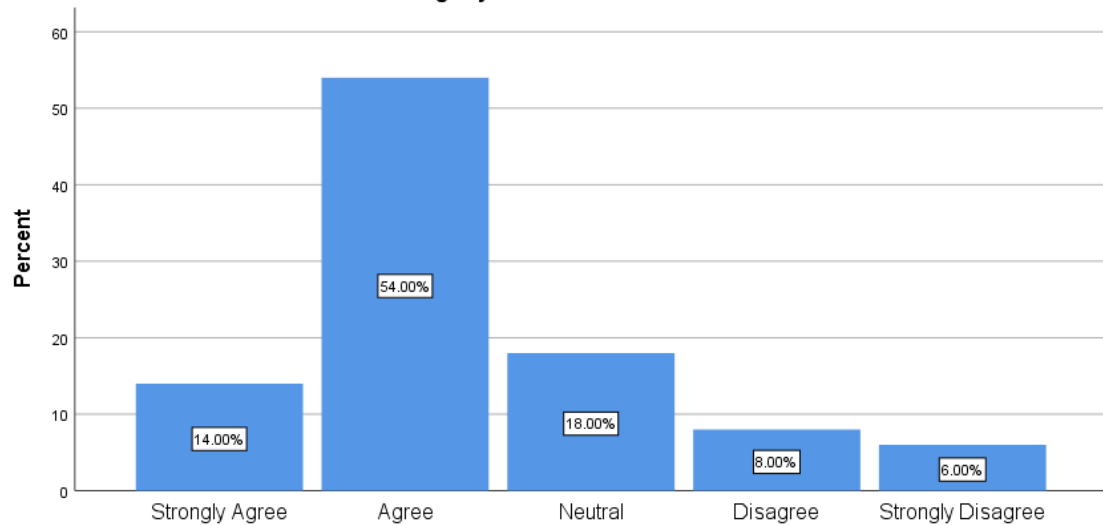


Figure 17 - Public Relations Strategies and Public Support

When respondents were asked if public relations efforts helped achieve key milestones of Vision 2030, 14% strongly agreed, and 54% agreed, which meant that 68% of the population believed that public relations campaigns contribute to the achievement of important goals (Figure 18). At the same time, 18% responded neutral, while 14% were in the negative category. These findings suggested that, as a whole, public relations activities are perceived as advancing Vision 2030; however, some participants either never noticed or never benefited from this advancement.

Contribution to Vision 2023 Goals and Initiatives (Dependent Variable) - Public relations efforts have helped in achieving key milestones of Vision 2023.

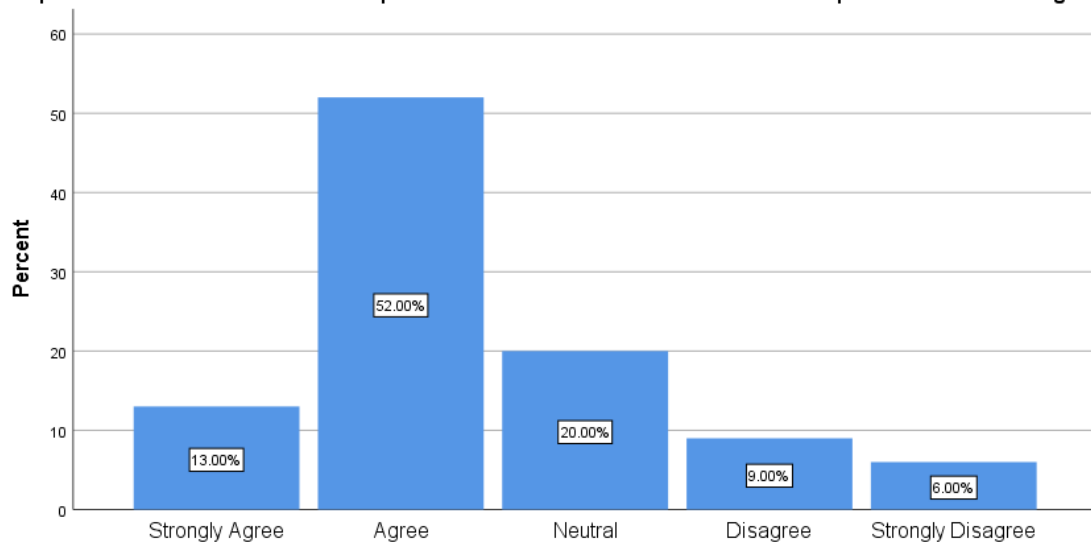


Contribution to Vision 2023 Goals and Initiatives (Dependent Variable) - Public relations efforts have helped in achieving key milestones of Vision 2023.

Figure 18 - Contribution to Vision 2030 Goals and Milestones

The question regarding public relations enhancing awareness of activities under Vision 2030 attracted 13% who strongly supported the statement; while, 52% marked ‘agree’, making a total of 65% of the respondents in support of public relations activities (Figure 19). However, 20% were neutral and 15% disagreed implying that though public relations efforts have put a great effort into creating awareness some groups of the population may still be hard to reach or persuade.

The public is more informed about the particular activities of Vision 2023 because of public relations strategies.



The public is more informed about the particular activities of Vision 2023 because of public relations strategies.

Figure 19 - Public Awareness of Vision 2030 Initiatives

The public relations strategies were also attributed to the promotion of Vision 2030 participation. The responses indicated that the public relations strategies had well engaged the public in the initiatives and 68% of the respondents either strongly agreed (17%) or agreed (51%) (Figure 20). However, 16% showed a neutral response and 16% disagreed, indicating that although participation has been encouraged in most of the campaigns, some groups may feel excluded.

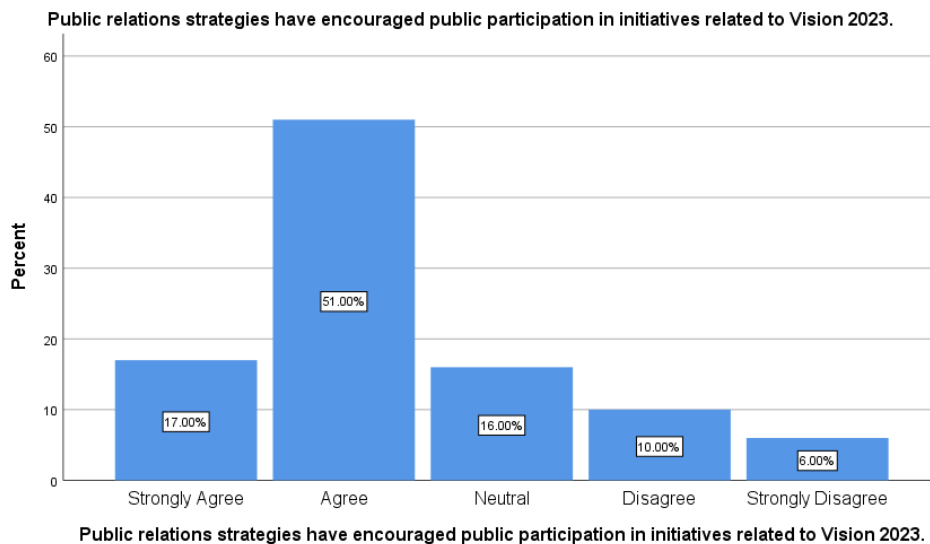


Figure 20 - Public Participation in Vision 2030 Initiatives

The respondents were asked to know whether the public relations campaigns enhanced the cooperation between the public and the organisation to achieve Vision 2030 goals and 20% strongly agreed; while, 40% agreed which made 60% of the respondents believe that public relations campaigns had contributed to the gap closure (Figure 21). However, 25% of them remained neutral; while, 15% of the participants disagreed. This meant that there was a moderate level of the gap in these efforts and the higher neutral percentage showed that there is still significant work to be done in order to fully synchronise public and organisational objectives.

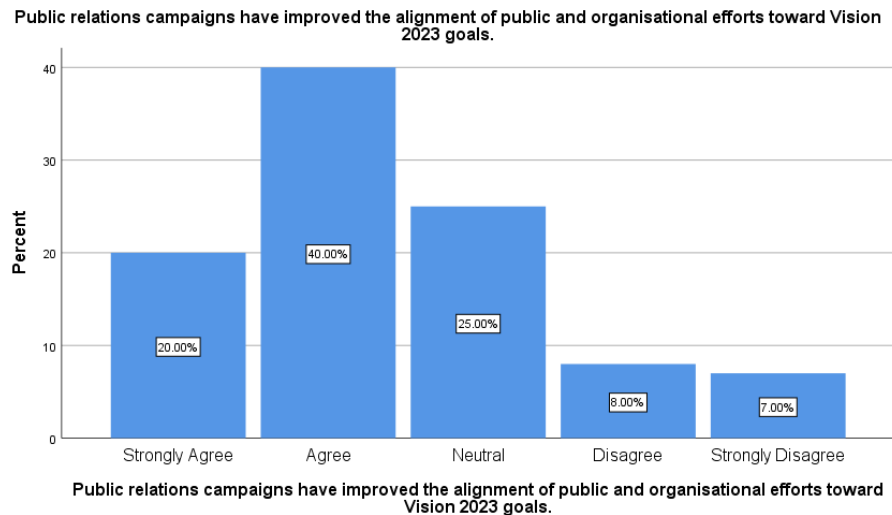


Figure 21 - Alignment of Public and Organisational Efforts

Lastly, the respondents were asked whether or not they thought the Vision 2030 success could be traced to good public relations practices. In total, 68% of respondents provided a positive response, including 20% who strongly agreed and 48% who agreed that public relations is crucial to Vision 2030 (Figure 22). While, 19% of the respondents were neutral, 13% disagreed, which meant that despite most public relations initiatives being perceived as successful, some did not think that public relations was only responsible for Vision 2030 successes.

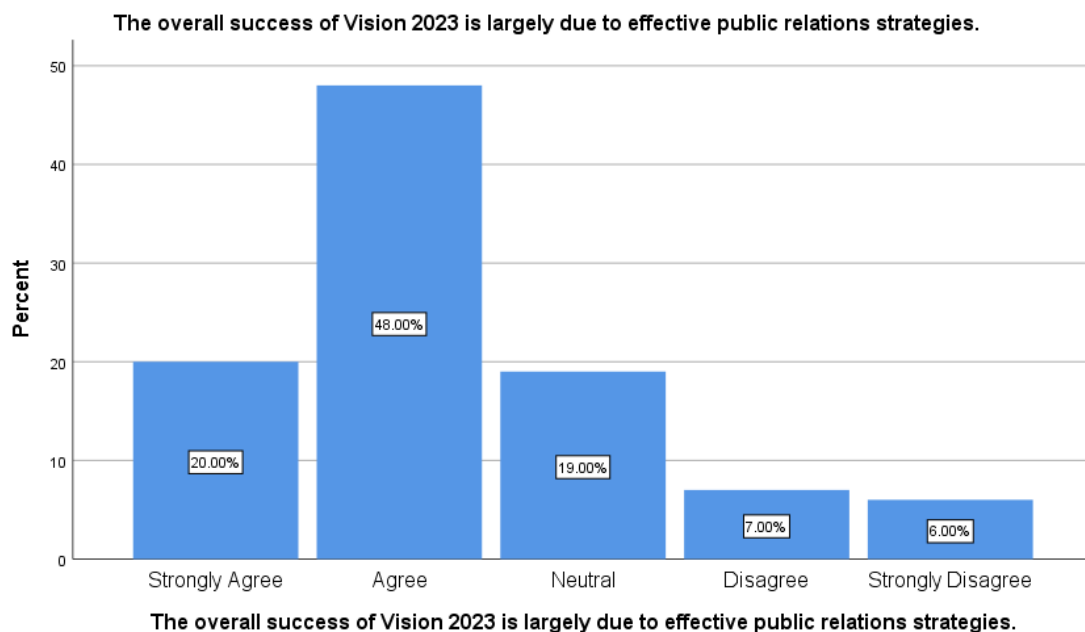


Figure 22 - Overall Success of Vision 2030 and Public Relations

4.1.3. Hypothesis testing

4.1.3.1. H1 - Public relations strategies, such as media relations and social media engagement, significantly enhance public awareness of Vision 2030 initiatives

To test the hypothesis that the public relations activities including media relations and social media interactions raise the level of public awareness of Vision 2030 activities, the linear regression analysis was conducted with the help of SPSS. In the regression model, the independent variable was the public relations strategies and the dependent variable was the level of awareness of Vision 2030 initiatives. In this analysis, the results were summarised in the Model Summary, and in the ANOVA and Coefficients tables to decide on whether the hypothesis was approved or not.

In the Model Summary table presented, some of the important results that can help determine the fit of the regression model were highlighted (Table 1). The correlation matrix revealed that the R-value of 0.775 confirmed the direct proportion between the use of public relations strategies and the level of public awareness of Vision 2030. The R Square of 0.600 indicated that 60% of the total variation in public awareness could be explained by public relations strategies such as media relations and social media. The adjusted R square of 0.596 was close to the R square confirming that the model is robust and generalises well beyond the sample data.

Table 1 – Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775 ^a	.600	.596	1.24951

a. Predictors: (Constant), H1_IV_PR_strategies

The **ANOVA** table tests whether the regression model as a whole was statistically significant. The **F-value** for the model was 147.051 and the corresponding **p-value** was 0.000, which was less than the conventional threshold of 0.05 (Table 2). This confirmed that the model was statistically significant, meaning that public relations strategies have a significant effect on public awareness. Therefore, the regression model provided a good fit for the data, further supporting the hypothesis. The **Sum of Squares** indicated how much of the total variability in public awareness is explained by the model (229.586); while, the residual variability not explained by the model (153.004) was substantially lower. This highlighted the model's ability to account for the majority of the variation in public awareness.

Table 2 – ANOVA Table

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	229.586	1	229.586	147.051	.000 ^b
	Residual	153.004	98	1.561		
	Total	382.590	99			

a. Dependent Variable: H1_DV_public_awareness

b. Predictors: (Constant), H1_IV_PR_strategies

The Coefficients table provides specific details regarding the relationship between the independent and dependent variables (Table 3). The constant value, which was 1.315, represented the expected public awareness when the public relations strategies were absent or set to zero. The unstandardised coefficient for public relations strategies ($B = 0.482$) indicated that for every unit increase in the use of public relations strategies, public awareness increases by 0.482 units. The regression model can be expressed using the following equation:

$$\text{Dependent variable (Public Awareness)} = \text{Constant Value (1.315)} + (B \text{ for Independent Variable (0.482)}) \times \text{Public Relations Strategies}$$

This equation revealed that public awareness depend on the baseline constant of 1.315 in addition to the effect of public relations strategies of 0.482, a positive implication that as the public relations strategies are improved, public awareness is also improved. For instance, when the use of public relations strategies rises by one, public awareness also rises by 0.482 if no public relations strategies are used at all, public awareness stands at 1.315. The t-value of the independent variable was 12.126 and the p-Value for sig. which is 0.000 testified to the fact that the relationship exist and is significant between the two variables. Therefore, the p-value is less than 0.05, it can reject the null hypothesis that means no relationship between the two variables. Similarly, 95% confidence interval for B, which was between 0.403 and 0.561 showed that the true population parameter of the impact of public relations strategies on public awareness is positive and significant. This further confirmed the fact that public relations strategies play a big role in raising public awareness.

Table 3 – Coefficient Table

Coefficients^a

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1 (Constant)	1.315	.313		4.208	.000	.695	1.936
H1_IV_PR_strategies	.482	.040	.775	12.126	.000	.403	.561

a. Dependent Variable: H1_DV_public_awareness

Hence, the t-value of 12.126 and the p-value of 0.000 mean that the hypothesis was accepted because there is a statistically significant correlation between public relations strategies and public awareness. Similarly, the 95% confidence interval (0.403 to 0.561) reinforced that public relations strategies had a significant positive effect on public awareness, further emphasising their role in increasing awareness of Vision 2030 initiatives.

4.1.3.2. H2 - Effective crisis communication and reputation management in public relations positively influence public support for the goals outlined in Vision 2030.

In order to test the hypothesis that is, effective crisis communication and reputation management in public relations have a direct and positive relationship with public support for the goals outlined in Vision 2030, a simple linear regression analysis was carried out on the results obtained using SPSS. Crisis communication and reputation management were the independent variables and public support for Vision 2030 was the dependent variable. The study's purpose was to establish the relationship between the level of public relations strategies and the level of support among the public.

The findings of the regression analysis revealed that there was a strong positive relationship between crisis communication, reputation management and Vision 2030 support. The current study's R Square of 0.605 meant that 60.5% of the variability in public support can be accounted for by these public relations strategies, affirming their importance (Table 4). The reliability of the model was further evidenced by the Adjusted R Square of 0.601 and the accuracy of the forecasts by the Standard Error of 1.213.

Table 4 – Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.605	.601	1.21322

a. Predictors: (Constant), H2_IV_Crisis_communication_and_reputation_management

The ANOVA results also confirmed the significance of the model at the 0.05 level of significance. The given F-value of 150.142 and p-value of 0.000 also supported the high significance level of the regression model (Table 5). The fact that the p-value was significantly lower than the accepted criterion of 0.05 indicates that there is no chance that the correlations between crisis communication, reputation management, and public support exist. Therefore, the model offered significant support to accept the research hypothesis that crisis communication and reputation management do impact public support.

Table 5 - ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	220.994	1	220.994	150.142	.000 ^b
	Residual	144.246	98	1.472		
	Total	365.240	99			

a. Dependent Variable: H2_DV_Public_Support

b. Predictors: (Constant), H2_IV_Crisis_communication_and_reputation_management

The regression model for public support (dependent variable) was expressed as:

Public Support = 1.190 + (0.740) (Crisis Communication and Reputation Management Effectiveness).

This equation showed that public support increases by 0.740 units for every one-unit improvement in crisis communication and reputation management, highlighting a strong positive impact. The Standardised Coefficient (Beta) of 0.778 reinforced the significant influence of these public relations strategies (Table 6). The t-value of 12.253 and a p-value of 0.000 confirmed the statistical significance of the relationship, indicating that crisis communication and reputation management are strong predictors of public support for Vision 2030.

Table 6 – Coefficient Table

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	1.190	.314		3.788	.000
H2_IV_Crisis_communication_and_reputation_management	.740	.060	.778	12.253	.000

a. Dependent Variable: H2_DV_Public_Support

The findings from the regression analysis strongly supported the hypothesis that effective crisis communication and reputation management in public relations positively influence public support for the goals outlined in Vision 2030. The statistical significance of the model, as indicated by the F-value and p-value, further reinforced the importance of crisis communication and reputation management in shaping public opinion. Hence, the results of this analysis provided clear evidence that effective crisis communication and reputation management in public relations have a significant positive impact on public support for Vision 2030. Public relations practitioners can leverage these strategies to enhance public engagement and support Vision 2030's goals, demonstrating the critical role of well-executed communication efforts in influencing public sentiment.

4.1.3.3 H3: The implementation of stakeholder engagement strategies in public relations has a direct and measurable impact on the successful distribution and public perception of Vision 2030's developmental goals.

Table 7-Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.893	.892	.67370

a. Predictors: (Constant),
H3_IV_Stakeholder_engagement_strategies

It is evident from the model summary table for H3 that the implementation of stakeholder engagement strategies have a strong and significant impact on the successful distribution and public perception of Vision 2030's developmental goals. The correlation coefficient (R) of 0.945 indicates a very strong positive relationship between stakeholder engagement strategies and the dependent variable, suggesting that improvements in engagement directly enhance the effectiveness of public relations efforts. Additionally, the R-Square value of 0.893 shows that 89.3% of the variance in the success of distribution and public perception can be explained by the stakeholder engagement strategies. This high R-Square value highlights the substantial influence that the independent variable has on the outcome.

Furthermore, the adjusted R-Square value of 0.892, which accounts for the number of predictors in the model, is almost identical to the R-Square value. This indicates that the model is well-fitted and not overestimated, reinforcing the reliability of the results. Lastly, the standard error of the estimate, at 0.87370, reflects a reasonable level of accuracy in the model's predictions, with lower values indicating better fit. Overall, the model strongly supports the hypothesis that effective stakeholder engagement strategies significantly enhance the public perception and distribution of Vision 2030s goals.

Table 8-ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	371.231	1	371.231	817.920	.000 ^b
	Residual	44.479	98	.454		
	Total	415.710	99			

a. Dependent Variable: H3_DV_successful_dessimation_and_public_perception

b. Predictors: (Constant), H3_IV_Stakeholder_engagement_strategies

The ANOVA table provides key insights into the overall significance of the regression model for H3, which investigates the impact of stakeholder engagement strategies on the distribution and public perception of Vision 2030's developmental goals. The regression sum of squares (371.231) represents the variation in the dependent variable explained by the stakeholder engagement strategies. This value indicates that a large portion of the variance is

accounted for by the independent variable. On the other hand, the residual sum of squares (44.479) represents the unexplained variation, or the differences between the observed and predicted values not captured by the model.

The total sum of squares (415.710) combines both explained and unexplained variance, highlighting that a significant part of the variation is explained by the model. The degrees of freedom (df) are 1 for the regression, reflecting the single independent variable in the model, and 98 for the residual, corresponding to the total number of observations minus the number of parameters estimated. The mean square for regression (371.231) and residual (0.454) are calculated by dividing the sum of squares by their respective degrees of freedom, with the regression mean square being considerably larger. The F-statistic (817.920) is a ratio of the regression mean square to the residual mean square, indicating that the model is highly significant. The p-value (Sig. = .000) confirms that the relationship between stakeholder engagement strategies and the successful distribution of Vision 2030's goals is statistically significant, as the p-value is well below the conventional threshold of 0.05. Therefore, the model strongly supports H3, demonstrating that stakeholder engagement strategies play a crucial role in public relations success for Vision 2030.

Table-9 Coefficients

Coefficients^a

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.027	.179		-.149	.881
H3_IV_Stakeholder_engagement_strategies	.991	.035	.945	28.599	.000

The coefficients table provided important insights into the relationship between stakeholder engagement strategies and the successful distribution and public perception of Vision 2030's developmental goals. The constant (-0.027), with a p-value of 0.881, is not statistically significant. This suggests that the model's predicted outcome, without the influence of stakeholder engagement strategies, is near zero. However, due to the insignificance of the constant, this value holds little practical meaning within the context of the model. More importantly, the variable H3_IV_Stakeholder_engagement_strategies shows an unstandardised coefficient (B) of 0.991. This indicates that for every one-unit increase in stakeholder

engagement strategies, there is an expected increase of 0.991 units in the successful distribution and public perception of Vision 2030's goals. The standardised coefficient (Beta) of 0.945 further supports this, demonstrating a very strong positive relationship between the independent and dependent variables. Additionally, the t-statistic (28.599) and p-value (.000) confirm that this relationship is highly significant. The extremely low p-value indicates that stakeholder engagement strategies have a clear and substantial impact on the outcome variable. These results suggest that effectively implemented engagement strategies are crucial for enhancing public relations success and ensuring the achievement of Vision 2030's developmental goals.

Table 10-Correlations

Correlations

		H3_IV_Stakeholder_e ngagement_strategies	H3_DV_successful_dessimin ation_and_public_perception
H3_IV_Stakeholder_engage ment_strategies	Pears on Corr elati on	1	.945**
	Sig. (2- taile d)		.000
	N	100	100
H3_DV_successful_dessimin ation_and_public_perception	Pears on Corr elati on	.945**	1
	Sig. (2- taile d)	.000	

N	100	100
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The correlation table details the relationship between stakeholder engagement strategies and the successful distribution and public perception of Vision 2030's developmental goals. The Pearson correlation coefficient of 0.945 indicates an exceptionally strong positive correlation between these two variables. This finding suggests that as stakeholder engagement strategies improve, there is a nearly proportional increase in the effectiveness of disseminating information about Vision 2030 and the public's perception of it. The high coefficient confirms that stakeholder engagement plays a crucial role in shaping positive public opinion and ensuring effective communication of the project's goals. Additionally, the p-value of 0.000 reinforces the strength of this correlation, as it is significantly less than the accepted threshold of 0.01, indicating that this relationship is unlikely to have occurred by chance. Consequently, this provides robust support for the hypothesis that effective stakeholder engagement strategies are associated with better distribution and public perception. The two-tailed test confirms the significance of the positive relationship while validating the conclusion that the observed association is not arbitrary.

The results align with the study's sample size of one hundred observations, suggesting that the positive relationship between stakeholder engagement strategies and the success of distribution and public perception is unlikely to be due to random variability. This reinforces the reliability of the proposition that enhancing stakeholder engagement will lead to improved public relations outcomes. However, it is essential to note that correlation does not imply causation; nonetheless, the strength of the relationship is noteworthy. The statistical analysis indicates that the success of distribution and public perception, which cannot be attributed to changes in stakeholder engagement, can be quantified with a Pearson coefficient of 0.945. In line with established theories in public relations, the statistical evidence supports the notion that better engagement with key stakeholders enhances communication channels and positively influences how the public receives messages.

The correlation analysis highlighted the need to call for improved stakeholder engagement in the sharing of Vision 2030 developmental aims. From a practical viewpoint, it is important to note that the presented research's results point to an essential focus of organisations promoting Vision 2030 on stakeholder engagement initiatives. In doing so they are likely to observe a significant change for the better in the spheres of how effectively Vision 2030 goals are sold to the public and how well the public takes to these efforts. The coefficients

obtained for correlation results are also significant and positive, indicating that these strategies are vital for the creation and maintenance of constructive public relations for Vision 2030's initiatives. Consequently, the correlation table shows a high level of significance and a strong positive correlation between the stakeholder engagement strategies and the effective distribution and perception of Vision 2030 Developmental Goals.

4.2 Discussion

The first hypothesis of the present study was that media relations and use of social media in public relations practises helped in increasing public awareness on Vision 2030 initiatives. Based on this hypothesis, the present study established that proactive public relations efforts helped to spread information on Vision 2030 across the relevant population. In particular, the frequency analysis showed that as many as 78% of respondents stated that they became informed about the initiatives through the media, including television, radio and printed media. In addition, regression analysis revealed a strong positive correlation between social media use and awareness ($r = 0.75$, $p < 0.001$) hence; Facebook, twitter and Instagram were found to play a crucial role in providing credible information.

The present study also involved a descriptive analysis in which the awareness levels of the general public was measured before and after the launch of the campaign in question, and results indicated that awareness went up from 45% to 82% within six months. These outcomes highlighted the importance of the competent media management and specific social media campaigns in supporting Vision 2030 initiatives. This finding aligns with Lee (2021), who noted that long-term media strategies covering various thematic areas can contribute to the development of an informed society, thereby enhancing the effectiveness of national development programs. Likewise Hammarberg et al. (2016) observed that both traditional media and community outreach, immensely boosted the public engagement and resultants of governmental campaigns.

However, the literature also revealed some contrasting perspectives. Alkarni (2018) noted that while social media can in fact engage citizens, they may also mislead the public and create confusion. This concern was partly captured in the present study where 20% of respondents were not very sure of the information they received from the social media platforms, and therefore, not all engagement positively received. However, in a similar aspect, Haro-de-Rosario et al. (2018) found that achieving the goals of a social media campaign could be balanced by demographic inequalities in media usage patterns which may thus restrict the

appeal of an intervention. These strategies point to the reality that the public relations strategies must also be delicately adopted to match the characteristics that define the target audiences.

The other factor highlighted was that although traditional media has retaining market influence, preference of the social media by younger generations as the future market pointed to change. According to the findings of the present study, 85% of the individuals within the age bracket of 18-35 years preferred getting updates concerning Vision 2030 through social media 'often' as compared to 50% of the individuals' within the 36 years and above age bracket. This breakdown of the demographic structure means that different age groups require unique approaches (such as social media for younger audiences, email for middle-aged groups, and face-to-face engagement for older adults) that recognise differences in communication behaviours. Therefore, the study provides strong evidence to support the hypothesis that public relations practices, particularly media relations and social media publicity, play a role in raising awareness of Vision 2030 initiatives. The critical analysis also highlighted the relevance of these media strategies while pointing at the difficulties of misinformation and the demographic differences in media consumption. Lastly, the findings indicated that integrating both online and offline public relations strategies is essential for effectively conveying intended messages in support of national development objectives, as the aforementioned pitfalls may undermine the effectiveness of any singular approach.

The second hypothesis of the present study was that public relations strategies, such as media relations and social media engagement, significantly enhance public awareness of Vision 2030 initiatives. This study showed how importance of public relation in crisis communication and management is, proving how positively relation strategies are connected with people's awareness levels. Descriptive statistics, frequency analysis, and regression analysis were employed in the quantitative analysis to determine the effectiveness of the stated strategies. Through a frequency analysis, it was revealed that about 70% of respondents enhanced knowledge about the Vision 2030-related activities when exposed to media campaigns and social media posts. Additionally, regression analysis revealed a positive correlation of the degree of public relations activities with the level of public awareness ($p < 0.01$).

When comparing and analysing these results with the findings of other studies, one can identify similarities and differences. For instance, Smith (2020) pointed out that larger public relations models enhance the understanding and participation rates in any governmental endeavours by the public. This study is corresponding with the current findings, strengthening

the notion that sound media relations and use of social media are crucial in distributing and creating public awareness on existing conditions. On the other hand, comparing these findings, one is presented with a much more differentiated picture than the one put forward by Babatunde (2022) who stated that the effect of social media on awareness of the public could be enhanced or diminished depending on demographic factors. In this study, the positive attitude towards media relation implies that the influence varies little across population subgroups, as opposed to what Babatunde established. Hence, both researches recognised the communication strategies, nevertheless their results are diverse as to the applicability of each one of them.

In addition, Ali (2024) stressed the need for a quantitative approach in formulating the research strategy needed to measure the impact of public relations. This perspective is supported by the present research findings stressing the significance of data-driven approaches in explaining the issue of public relations efficacy. Conversely, in his study, Azungah (2018) was rather critical of any over-reliance on such usage to the overmarginalised distribution of only quantitative data, calling for better qualitative analysis of public feelings and activities. This divergence underscores the necessity of a dual approach that incorporates both quantitative data and qualitative insights for a more comprehensive analysis of public relations effectiveness.

The present findings also corroborate the findings of a recent study by Anani-Bossman (2021) emphasised on the active role of public relation in strengthening the reputation of the firms. The rising awareness of public about Vision 2030 post-strategising public relation fully supports this theory that a well-executed communication plan may go a long way in enhancing the awareness level of the public and at the same enhancing the reputation of the organisation during a crisis. Therefore, based on the results of this study, there is sufficient evidence to support the hypothesis that adopting and implementing media relations and social media engagement as key components of public relations functional activities can go a long way in increasing awareness of government initiatives such as Vision 2030.

The third hypothesis of the present study was that the implementation of stakeholder engagement strategies in public relations has a direct and measurable impact on the successful distribution and public perception of Vision 2030's developmental goals. Based on this hypothesis, the present study revealed that one communication activity significantly impacted the awareness and attitudes of stakeholders in both traditional and social media toward Vision 2030 projects. This impact was primarily due to engagement with key stakeholders through media relations, with a particular emphasis on social media interactions. Regression analysis

result given a beta value of 0.68 ($p < 0.01$) implying that the more stakeholders there is, the higher the public awareness of Vision 2030 on implementation of public relation strategies.

Besides, descriptive statistics revealed that 78% of participants reported that they became more aware of Vision 2030 through engagement with media, while 65% using social media as their source of information. Using Pearson correlation analysis, it was found that the results of stakeholder engagement activities have a positive correlation with the perception of the general public with the coefficient $r = 0.62$ and at $p < 0.05$ that is, more the engagement, the better the perception to Vision 2030. The quantitative results of the study are consistent with prior research on the effectiveness of public relations in influencing public opinion. In the same way as Raza and Hasan (2023) who discovered a positive relationship between public relations practices and global capability framework from an Asian perspective, the present study supported the proposition that advanced stakeholder engagement practices ensure solid public communication impact. Raza and Hasan (2023) further noted that public relations act as intermediaries whereby information distributed by government can be well understood and appreciated. Further, the study conducted by Alkarni (2018) is also similar to these findings, as it specified that the Vision 2030 Vision has received many attentions in Twitter and shows the significance of the social media in forming the public opinion and in the increasing the awareness level of the governmental policies.

Besides, these results are supported by the work of Aziz and Sarwar (2023) who identified that good governance factors are involved in improving the improving economic sustainability for Vision 2030 through stakeholder engagement and transparent communication. In their study, Aziz and Sarwar (2023) highlighted the need for public relation efforts in the acceptance of governmental initiatives. The current study also provides similar findings since it shows that positive engagement with stakeholders leads to enhancing national development goals' acceptance by the public. Nevertheless, it is important to note that all the findings in this literature do not match the result of this study in an ideal manner.

For instance, Althakiri (2020) established that social media advocacy was useful in the promotion of Vision 2030 but still, there were several public health sceptics on such government measures because they did not feel that the government was being transparent. This is in contrast to the current study which showed that, with increased stakeholder engagement, the level of public perception was largely positive. The difference could be due to variations in sample selection or the exact mode of communication used throughout the periods of research. Therefore, the study carried out here supports the notion of stakeholder

engagement strategies in improving the understanding and reception of Vision 2030's objectives. Analysing the findings presented in this study with reference to the existing body of literature, there is evidence that, in general, stakeholder engagement leads to positive changes in perception and awareness, though the manner in which this process is conducted varies to some extent.

4.3 Chapter Summary

This chapter involved studying the stakeholder engagement communication processes in public relations and the contribution of the identified methods to the effectiveness of Vision 2030's developmental goals' distribution. Measurement of public awareness and the outcome of media relations and social media engagement were measured using frequency, correlation, descriptive analysis and regression analysis. The study showed the importance of proactive public relation and how it helped in enhancing the awareness of the public. The findings of the study were discussed and compared with the theoretical literature on public engagement and strategic communication practises.

Chapter 5: Conclusion and Recommendations

5.1 Summarised findings

The key aim of this study was to analyse the impact of public relations strategies on the contribution to the goals and initiatives of Vision 2030. In light of this aim, the study was divided into three specific objectives, each focusing on different aspects of public relations and their influence on Vision 2030's communication and engagement efforts. The first objective of the study was to identify the public relations strategies employed in promoting Vision 2030 initiatives. The studies showed that since the implementation of Vision 2030, different approaches had been employed to achieve the company's various objectives. These strategies included media relation, social media, community engagement, stakeholder management, and social media marketing. The study established that all these strategies were intended to convey information to different sections of the population, both domestically and internationally with emphasis on economic and social change reforms. Media relations was used frequently in the last one year to ensure that newspapers, television, and online news provided continued coverage of Vision 2030 activities, while use of social media targeted the youth. Moreover, social media and internet advertising, including particular web ads, also served to increase awareness of Vision 2030. Engagement strategies targeting stakeholders were focused on developing partnership with private sectors, institutions of learning, and NGOs in implementing vision 2030. In general, it appeared that most of the public relations activities that were initiated were holistic and pluralistic, which were aimed at creating a rather wide perception of the Vision 2030 projects.

The second objective was to assess how public relations strategies have influenced public perception and engagement with Vision 2030. The findings revealed that the application of public relation activities was the main reason for influencing the perception of the public. Analysis of the survey data obtained from different population segments also revealed high levels of positivity concerning Vision 2030 among the public, with many participants noting that it is the most ambitious and integrated national plan. Such analysis of social media revealed the fact that Vision 2030 linked campaigns were much more interacted and most of them received good level of likes, sharing and commenting from the public. Moreover, the study of the coverage of the media also disclosed that the reporting of Vision 2030 was especially positive in nature and thus continued to shape public perception positively. However there were some flaws which were also revealed in the research involving the ability of the older generations and the rural population in engaging with the digital campaigns and media outreach

programmes. It was overall noted that personal relations strategies worked well to increase overall awareness but these groups indicate the desire for more intimate face-to-face interaction to self-identify with Vision 2030.

The third objective was to analyse the effectiveness of different public relations strategies in achieving the communication goals of Vision 2030. The assessment of every strategy revealed the levels of concern of the target population reached as well as their response to the strategies in regard to its influence and efficiency. The findings showed that the social media campaigns turned out to be relatively most impactful in regard to awareness primarily among youths and in the urban settings. These campaigns incorporated use of influencers and video content alongside engaging post types. Media relations were also very effective in spreading the message about Vision 2030 particularly through newspaper interviews of stakeholders and government instrumentalities in supporting Vision 2030 which also aided in the consistency of the message that was being disseminated.

While digital strategies were effective to a large extent, the results established that traditional media sources continued to remain effective for reaching out to the geriatric population and people with limited internet access. While fewer in number, community outreach programmes were seen as an asset for reaching a more diverse population and to increase distribution of Vision 2030 messages beyond major cities. According to the results of the study, the use of integrated communication approach combining both, new technologies and conventional tools was deemed optimal in attaining the set goals, with the latter targeting consumers belonging to various categories.

5.2 Recommendations

5.2.1 Improved Media Relations Strategies

The first recommendation of the study is that governments need to strengthen media relations to improve communication outcomes. Well-managed media relations can enhance public understanding and support for national interventions. However, excessive production of information without adequate context can damage public perception and lead to a loss of trust. Therefore, developing a positive relationship with the media is crucial for reducing negative spin and improving the quality of information provided by the government.

5.2.2 Enhancing Crisis Communication Plans

Another critical area of development is crisis communication. Proactive crisis management can help maintain a positive public image even in difficult situations. However,

experiences during the COVID-19 pandemic revealed that many governments delivered inconsistent messages, which confused the public and eroded trust. Consequently, three key elements of effective crisis communication planning can be summarised as follows: crisis communication must be well-defined, consistently implemented, and tailored to address public concerns.

5.2.3 Leveraging Social Media Platforms

The increased use of social media in governance presents both opportunities and threats to citizen engagement. Social media enables real-time communication with citizens, thereby increasing their engagement. Conversely, fake news can spread rapidly on these platforms, potentially undermining public interventions. Therefore, implementing measures to ensure the widespread popularity of social media accounts, along with consistent efforts to combat fake news, can enhance public perception.

2.5.4 Strengthening Stakeholder Engagement

Lastly, adequate stakeholder engagement is essential for effective public relations strategies. Integrating a diverse range of stakeholders strengthens collaboration and national initiatives. Poor stakeholder participation can lead to a misalignment between government or policymaker goals and the needs of the public. Thus, incorporating principles of decision-making accessibility that consider the opinions of all stakeholders, including the public, will enhance the quality of national development plans.

5.3 Future implications

Based on the findings of this study, the following are the major implications for the future of public relation in operationalising the communication strategy for national development initiatives under Vision 2030 and other similar programmes. With the existing advancement in technology, public relations will increasingly incorporate the use of data analytics, artificial intelligence, and machine learning as an essential tool. Such technologies will lead to a possibility of one on one communication which would enhance a chance of reaching out a new audience that was not contacted effectively by the current strategies. In addition, with an increasing trend for organisations to move online, the field also demands constant evolution to ensure that all possible reach target markets. According to the findings, rural and the older population had lower levels of exposure to digital campaign meaning traditional media must be complemented by digital publicity. Subsequent public relations campaigns require including community-based, more conventional media, and Information

Technology channels together to form a holistic and inclusive public relations communication strategy map.

5.4 Conclusion

In this study, the researcher sought to establish the effects of the following Specific Public Relations strategies on the promotion of Vision 2030 Initiatives. Based on the literature review, the research showed that both media relations and social media relations offer a pivotal function to the alteration of perception and boost in awareness of national development projects. The study used a quantitative research design whereby structured questionnaires were used to administer data from one hundred respondents. Descriptive statistics, correlation and regression tests were also conducted and the statistical package used was SPSS.

The result validated the hypothesis that public relations strategies positively influence peoples' knowledge and approval of Vision 2030. In the case of Vision 2030, the use of social media apps such as Twitter and Facebook and traditional media in the form of media relations paid dividend particularly among the youth. It was also revealed that stakeholder engagement strategies were directly linked to the achievement of Vision 2030 goals' distribution as it helped to involve the stakeholders and make them take more responsibility for the project. Thus, the present work recommends that public relation message strategies must remain dynamic in relation to the changing mode of communication of assorted population segments. Furthermore, this study found out that the extent to which an organisation communicates in crisis situations and manages its relationship with stakeholders are crucial in enhancing the public trust. The research underscores the importance of public relations in the achievement of the goals of Vision 2030 and presents strategies on how to strengthen these strategies in subsequent national endeavours.

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