

An Operational Model for Utilizing Social Media to Enhance the Quality of Public Relations in the Insurance Industry

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ABSTRACT

Objective: This study aimed to develop an operational model for the effective utilization of social media to improve the quality of public relations in the insurance industry.

Methods and Materials: The study employed a qualitative research design based on grounded theory. Data were collected through semi-structured interviews with 14 academic experts, executive managers, and professionals with relevant experience in public relations, social media, and the insurance industry. Participants were selected purposively according to their expertise and continued until theoretical saturation was achieved. The interview data were analyzed through open, axial, and selective coding.

Findings: The analysis indicated that managerial attitudes toward social media, managers' strategic knowledge and expertise, and organizational structural support constituted the principal causal conditions for effective social media utilization. Transparent communication policies and an open organizational culture provided the contextual foundation required for implementing the model. Specialized human resources, technical infrastructure, managerial motivation and prioritization, acceptance of innovation, and active feedback mechanisms emerged as intervening factors that could either facilitate or constrain implementation. The principal operational strategies included strategic planning, continuous employee training, application of digital technologies, rapid responsiveness to stakeholders, communication-risk management, and coordination among organizational units. The implementation of these strategies was inferred to enhance audience interaction, strengthen public trust and satisfaction, improve internal team efficiency, foster creativity and innovation, accelerate data-driven decision-making, and reinforce organizational reputation and brand image.

Conclusion: The effective use of social media in insurance-industry public relations depends on the coordinated interaction of managerial decisions, organizational structures, workplace culture, skilled human resources, and technological capacities. Systematic implementation of the proposed model can improve the sustainability, effectiveness, responsiveness, and overall quality of public relations practices.

Keywords: Social Media; Digital Public Relations; Operational Model; Insurance Industry; Grounded Theory; Quality Development

1 Introduction

The accelerating diffusion of digital technologies has fundamentally transformed the ways in which organizations communicate with stakeholders, manage institutional reputation, circulate information, and respond to public expectations. Among these technologies, social media has become a central component of contemporary organizational communication because it enables rapid, interactive, multidirectional, and data-rich exchanges between organizations and their audiences. Unlike conventional communication channels, which are typically linear and controlled by organizational gatekeepers, social media platforms allow stakeholders to participate actively in producing, interpreting, evaluating, and redistributing organizational messages. This shift has significantly altered the role of public relations from a primarily information-dissemination function to a strategic system of relationship management, stakeholder engagement, environmental monitoring, organizational learning, and reputation building. Recent research on digitalization in public relations has emphasized that digital transformation simultaneously creates opportunities for greater responsiveness, personalization, transparency, and participation while generating risks related to fragmentation, loss of message control, surveillance, ethical ambiguity, and reputational vulnerability (Kretschmer & Winkler, 2024).

Public relations is increasingly understood as a strategic organizational capability rather than a peripheral promotional activity. It connects the organization with internal and external stakeholders, interprets environmental expectations, facilitates participation, and contributes to the development of social legitimacy. In this regard, public relations can shape service ecosystems by coordinating actors, resources, meanings, and communication processes around shared objectives and social value creation (Fehrer et al., 2022). It also plays an important role in strengthening participation and social communication within organizations by creating channels through which employees, customers, managers, and other stakeholders can exchange information and influence decisions (Mohammadpour Gharbi & Hassanzadeh, 2022). More recently, public relations has been associated with corporate social responsibility, institutional accountability, and the communication of ethical commitments, particularly where organizations must demonstrate that their activities are aligned with broader societal expectations (Sahiba & Hassan, 2025). Public relations activities also contribute to institutional image

formation and the accumulation of symbolic capital by shaping how organizations are recognized, trusted, and evaluated in the public sphere (Shoul, 2025). Similarly, effective public relations and image-management practices can influence the legitimacy and credibility of public institutions, especially in environments characterized by distrust, intense public scrutiny, and reputational risk (Umaru et al., 2025).

The strategic significance of public relations becomes even greater in service industries, where the customer often evaluates an organization through intangible signals such as trustworthiness, responsiveness, transparency, expertise, and perceived reliability. The insurance industry is a clear example of such a context. Insurance services are generally intangible, technically complex, and future-oriented, and their value frequently becomes visible only when customers experience risk, loss, or uncertainty. Consequently, the relationship between insurance organizations and their audiences depends heavily on confidence, information clarity, perceived fairness, responsiveness, and institutional reputation. Digital communication can reduce information asymmetry by providing customers with timely explanations, educational content, service guidance, complaint-response mechanisms, and opportunities for direct interaction. Research on electronic services in the insurance industry has shown that the acceptance of digital and mobile services is influenced by multiple technological, organizational, and user-related factors, indicating that digital transformation in insurance requires more than merely introducing new communication platforms (Mohammadi, 2019). Accordingly, the effective use of social media in insurance public relations should be conceptualized as an organizational system involving managerial support, professional competence, communication policies, technology, content governance, risk management, and stakeholder-oriented practices.

Social media also creates new opportunities for integrated organizational communication. Integrated marketing communications emphasize the coordination of messages, channels, and stakeholder contact points to ensure consistency and reinforce organizational performance. Empirical evidence suggests that integrated communication practices can improve firm performance by enhancing message coherence, customer understanding, and the effectiveness of market engagement (Al Azzam, 2024). Within this framework, social media can serve as an integrative platform linking public relations, customer service, marketing, crisis communication, corporate

branding, and internal communication. However, integration cannot be achieved merely by opening organizational accounts on multiple platforms. It requires strategic alignment between social media activities and organizational goals, clearly defined responsibilities, consistent brand narratives, audience segmentation, performance evaluation, and cross-functional coordination. This need is especially important in the insurance industry, where inconsistent or inaccurate communication may affect customer confidence and expose organizations to legal, ethical, or reputational risks.

The interactive character of social media has also changed the status of organizational audiences from passive message recipients to active knowledge contributors. Customers increasingly share experiences, complaints, suggestions, evaluations, and service-related knowledge through digital platforms. Such exchanges can provide organizations with valuable customer intelligence and help identify unmet needs, emerging concerns, and opportunities for service innovation. Studies of customer knowledge sharing on social media indicate that willingness to contribute information is shaped by relational, motivational, and contextual antecedents (Baima et al., 2022). Social media can therefore function as an organizational listening system through which insurance companies collect stakeholder feedback, detect shifts in expectations, and refine communication practices. Knowledge sharing through social platforms may also promote collaborative learning by facilitating the circulation of expertise and practical experience across organizational and professional boundaries (Yaqub & Alsabban, 2023). Nevertheless, the organizational value of such knowledge depends on whether it is systematically captured, analyzed, distributed, and incorporated into decisions.

At the internal level, social media can support employee communication, collaboration, knowledge exchange, and access to work-related information. Research has shown that workplace social media use can influence productivity by enabling faster communication and supporting task coordination, particularly in contexts where physical interaction is limited (Ahmad et al., 2022). A social media organizational productivity model developed from the experiences of public health professionals similarly indicated that the organizational effects of social media depend on the way platforms are embedded in work processes and communication structures (Dailah & Naeem, 2021). Other evidence suggests that social media use can improve work efficiency when the technological capabilities

of the medium are aligned with employees' communication needs and expected gratifications (Jong et al., 2021). At the team level, social media can facilitate collaboration, information sharing, and performance by reducing communication barriers and increasing the speed of interaction (Song et al., 2019). In the insurance sector, evidence from Parsian Insurance Company has also demonstrated that social media use may affect organizational communication and employee job performance, highlighting its relevance to both external and internal public relations functions (Avani et al., 2022).

The positive organizational consequences of social media are often mediated by relational resources such as trust, shared norms, communication networks, and social capital. Research on the dimensions of social network use has shown that social capital can mediate the relationship between social media use and employee performance (Hosseini et al., 2020). This finding suggests that social media platforms do not automatically improve organizational outcomes; rather, their effects depend on whether they strengthen meaningful connections, cooperation, and access to useful resources. In public relations units, this relational capacity can support coordination among communication specialists, operational departments, managers, customers, and other stakeholders. A well-designed social media system may consequently increase the capacity of public relations teams to respond rapidly, integrate diverse information, and develop messages consistent with both stakeholder needs and organizational strategy.

Social media can also extend the communicative role of employees beyond formal public relations departments. Employees increasingly act as informal organizational representatives when they share work-related information or comment on their organizations through personal social media accounts. Company-related employee posts can strengthen employer branding and help organizations attract talent by presenting more authentic accounts of organizational culture and work experiences (Korzynski et al., 2020). Yet employee participation also raises concerns regarding message consistency, confidentiality, work-life boundaries, and reputational control. Employee posts on personal social media may generate work-life conflict and affect engagement, especially when employees experience pressure to remain connected or represent the organization outside formal working hours (Zhou et al., 2023). Coercive expectations concerning personal-network advertising may similarly create strain and produce negative work outcomes when employees feel compelled to use personal

relationships for organizational purposes (Yuan et al., 2018). These findings underline the importance of clear policies, voluntary participation, ethical guidelines, and organizational support in any operational model of social media use.

Although social media can enhance communication and performance, its excessive or poorly regulated use may generate important individual and organizational costs. Excessive social media use at work can produce cognitive overload, interruptions, reduced concentration, and counterproductive usage patterns that undermine performance (Cao & Yu, 2019). Digital communication may also influence employee mental health and behavior by increasing information exposure, social comparison, surveillance, and pressure for continuous availability (Zhou et al., 2022). The effects of social media on job satisfaction and turnover intentions further indicate that employees' experiences of digital communication can shape their broader relationship with the organization (Zhang et al., 2019). These risks are directly relevant to public relations teams, whose members may be expected to monitor platforms continuously, respond rapidly to emerging issues, and manage high volumes of emotionally charged interactions. Therefore, an effective operational model must balance responsiveness with workload management, role clarity, digital well-being, and risk controls.

The development of digital public relations also requires new forms of professional competence. Communication specialists must be capable of producing platform-appropriate content, interpreting audience analytics, coordinating online conversations, responding to misinformation, managing crises, safeguarding data, and evaluating communication outcomes. The broader literature on workplace digitalization demonstrates that digital transformation changes professional activities and creates new competence requirements, including analytical, technological, collaborative, and adaptive capabilities (Pargmann et al., 2023). Although that literature has often focused on fields such as accounting, its central implication is applicable to public relations: technologies do not merely automate existing tasks but reshape professional roles and decision processes. Emerging technologies such as blockchain also illustrate how digital infrastructures can alter information reliability, verification, transparency, and governance mechanisms (Liu et al., 2019). While blockchain is not itself a social media technology, its implications for secure records, data integrity, and trust demonstrate the

growing importance of technological governance in digitally mediated organizational communication.

Human resource systems are therefore essential to the successful implementation of social media strategies. Organizations require employees with appropriate knowledge and competencies, as well as recruitment, training, performance-management, and developmental practices that support digital communication. Human resource meritocracy can enhance organizational effectiveness through organizational innovation, demonstrating the importance of assigning responsibilities according to competence and supporting employees' innovative capacities (Eidi et al., 2019). Contemporary human resource management research also emphasizes the need to respond to technological change, new work arrangements, employee well-being, skills development, and shifting organizational expectations (Cooke et al., 2020). For public relations in the insurance industry, these issues translate into the need for specialized recruitment, continuous digital training, interdisciplinary teams, clear job descriptions, and performance criteria that go beyond the volume of posts or responses and assess relationship quality, trust, learning, and strategic impact.

Organizational coaching and leadership development can further support the behavioral changes required for digital transformation. Coaching processes can help managers and employees clarify goals, improve self-awareness, strengthen communication skills, and sustain intentional change. Research on desired coaching outcomes highlights the importance of maintaining behavioral change over time rather than producing only temporary improvements (Boyatzis et al., 2019). Managers who use coaching skills may also foster participation, reflection, learning, and employee development in organizational settings (DiGirolamo & Tkach, 2019). In governmental organizations, grounded-theory research has demonstrated that organizational coaching models can be developed by integrating contextual, causal, strategic, and consequential dimensions (Dastgerdi et al., 2021). These insights are relevant because the successful institutionalization of social media requires changes in managerial attitudes, employee capabilities, collaborative routines, and organizational culture, all of which may benefit from developmental leadership practices.

Innovation is another central dimension of social media-based public relations. Digital platforms provide organizations with opportunities to test new communication formats, personalize content, involve audiences in idea

generation, and rapidly evaluate stakeholder reactions. Social media has been shown to mediate relationships between entrepreneurial intentions and the performance of digital start-ups, illustrating its role in translating entrepreneurial orientation into market engagement and organizational outcomes (Tajpour & Hosseini, 2021). In established insurance organizations, similar mechanisms may support communication innovation, service education, customer participation, and the development of new forms of stakeholder engagement. However, innovation requires organizational tolerance for experimentation, calculated risk-taking, rapid learning, and mechanisms for scaling successful practices. Without these conditions, social media activities may remain fragmented, reactive, and disconnected from strategic objectives.

The governance of social media use is particularly important because digital communication spans organizational units and blurs functional boundaries. Public relations, marketing, information technology, legal affairs, customer service, and senior management may all influence the content, timing, and consequences of online communication. Governance research on social innovation emphasizes the need to examine how responsibilities, authority, participation, and coordination are structured among multiple actors (Compomori & Casula, 2022). A desirable administrative system likewise requires coherence among structures, processes, managerial practices, accountability mechanisms, and environmental requirements (Sabai, 2023). Applied to social media, these principles imply that organizations need explicit decision rights, escalation procedures, crisis protocols, access controls, content-approval mechanisms, and accountability arrangements. In the insurance industry, where sensitive customer data and regulatory obligations are significant, governance deficiencies may create serious operational and reputational consequences.

A comprehensive operational model should therefore integrate multiple levels of analysis. At the managerial level, it should address attitudes toward social media, strategic awareness, support for innovation, and willingness to respond to stakeholders. At the organizational level, it should include policies, culture, resource allocation, interdepartmental coordination, and transparency. At the technological level, it should consider platform selection, analytical tools, information security, content-management systems, and data quality. At the employee level, it should encompass digital competencies, workload, motivation, learning, and ethical responsibilities. At the stakeholder

level, it should address trust, feedback, participation, responsiveness, and relationship quality. Finally, at the performance level, it should explain how social media activities lead to outcomes such as stronger organizational reputation, improved internal coordination, faster decision-making, higher-quality content, organizational learning, and sustainable public relations effectiveness.

Despite the growing literature on social media, digital communication, employee performance, knowledge sharing, public relations, and organizational productivity, several important gaps remain. Many studies have examined specific relationships between social media use and isolated outcomes, such as employee productivity, job satisfaction, customer knowledge sharing, engagement, or firm performance. Other studies have focused on digital marketing, human resource management, employer branding, or technological competence. Although these studies offer valuable insights, they do not provide a process-oriented and integrated explanation of how managerial, structural, cultural, technological, and behavioral factors interact to shape the effective use of social media in insurance-industry public relations. Moreover, the specific characteristics of insurance services—intangibility, dependence on trust, information asymmetry, regulatory sensitivity, and high reputational exposure—require a contextually grounded model rather than the direct application of generic social media frameworks.

Grounded theory is particularly suitable for addressing this gap because it enables the development of an explanatory model derived systematically from the experiences and interpretations of individuals directly involved in the phenomenon. Rather than testing a predetermined set of variables, grounded theory facilitates the identification of causal conditions, contextual conditions, intervening factors, strategies, and consequences and explains how these categories are connected within an operational process. Such an approach is consistent with the need to understand not only which factors are important but also how they combine to enable or constrain the qualitative development of public relations. By drawing on the perspectives of academic experts, public relations professionals, and senior insurance managers, the present study can generate a model that is theoretically meaningful and practically relevant to the institutional realities of the insurance industry.

Accordingly, the aim of the present study was to develop an operational grounded-theory model for utilizing social

media to enhance the quality of public relations in the insurance industry.

2 Methods and Materials

The present study employed a qualitative grounded theory approach to systematically and processually explain the components influencing the operational model for utilizing social media to enhance the quality of public relations in the insurance industry. Grounded theory was selected because the existing literature has predominantly addressed isolated outcomes or the marketing functions of social media and lacks an integrated explanatory framework at the operational level of public relations in the insurance industry. Therefore, developing a conceptual model grounded in field data was considered necessary. Data collection and analysis were conducted simultaneously and iteratively so that the categories could be progressively refined, continuously compared, and ultimately formulated within a coherent theoretical model.

The study population comprised academic experts in management, communications, and social media, professional public relations specialists, and senior managers in the insurance industry who had direct experience in the policymaking, implementation, or evaluation of digital and communication activities. The inclusion criteria consisted of at least five years of professional experience, a record of relevant teaching or managerial activity, and practical familiarity with the application of social media within organizational structures. Sampling began purposively and criterion-based and continued according to the logic of theoretical sampling. Accordingly, the selection of subsequent participants was guided by the analysis of previously collected data and the need for greater conceptual richness. The interview process continued until theoretical saturation was achieved. After 14 in-depth semi-structured interviews, data collection was discontinued because the categories had become repetitive and no new concepts emerged.

Data were collected through semi-structured interviews, which made it possible to maintain a balance between guiding the research process and exploring emerging meanings. Data analysis was conducted using MAXQDA software and followed the procedures of open, axial, and selective coding. During open coding, initial concepts were extracted from the data. During axial coding, relationships among the categories were organized according to causal, contextual, and strategic linkages. During selective coding,

the core category of the model was identified, and the remaining categories were integrated around it. The use of constant comparison, theoretical memoing, and repeated reference to the data ensured that the final structure of the model was developed not merely on the basis of frequency but also according to conceptual coherence and explanatory power.

Multiple strategies were employed to enhance the credibility and dependability of the findings. First, member checking was conducted to confirm that the researchers' interpretations were consistent with the experts' intended meanings. Second, data triangulation was performed by comparing the perspectives of academics and executive managers to increase analytical richness. Third, two independent experts evaluated the extracted framework in terms of conceptual coherence, adequacy of dimensional coverage, and alignment with the study objectives. In addition, the analytical process was carefully recorded, the coding stages were documented, and an audit trail was maintained to facilitate methodological review. These procedures are consistent with the standards of qualitative research adopted by high-ranking academic journals.

Cohen's kappa coefficient was used to assess the level of agreement between coders and to improve inter-rater reliability. For this purpose, the extracted categories and indicators were organized into a checklist and provided to two independent evaluators, after which their level of agreement was calculated. The kappa coefficient was 0.891, indicating an "excellent" level of agreement, exceeding the threshold of 0.81. This value demonstrates analytical stability, coding coherence, and the dependability of the final conceptual framework. Such a high level of agreement strengthens the methodological rigor of the proposed model and supports the theoretical and practical reliability of the findings.

3 Findings and Results

An examination of the demographic characteristics of the study sample showed that, among the 14 participants, 9 individuals, or 64.3%, were men and 5 individuals, or 35.7%, were women. Thus, the sample was predominantly male, although the participation of both genders contributed to the diversity and richness of the perspectives obtained. In terms of age, the highest frequency belonged to the 40–50-year age group, accounting for 42.9% of participants, followed by participants over 50 years of age, who accounted for 35.7%. The smallest proportion belonged to

the 30–40-year age group, representing 21.4% of the sample. These findings indicate that most respondents were middle-aged or older. Regarding work experience, the majority of participants had more than 15 years of professional experience, accounting for 57.2%, followed by those with

11–15 years of experience, 21.4%; 5–10 years of experience, 14.3%; and 0–5 years of experience, 7.1%. Overall, the age and work-experience profiles indicate that most participants possessed substantial professional experience, which could contribute to the depth and credibility of the data collected.

Table 1

Causal Factors in the Operational Model for Utilizing Social Media to Enhance the Quality of Public Relations in the Insurance Industry

Frequency of Mentions (Number of Interviews)	Indicators	Criterion/Causal Factor
11	Managers' level of innovation acceptance	Managerial attitude toward social media
10	Managers' inclination to interact with audiences	Managerial attitude toward social media
9	Degree of data-driven decision-making	Managerial attitude toward social media
8	Trust in public relations specialists	Managerial attitude toward social media
7	Openness to audience feedback	Managerial attitude toward social media
10	Strategic knowledge of social media	Level of specialized knowledge among public relations managers
9	Ability to analyze audience behavior	Level of specialized knowledge among public relations managers
8	Awareness of digital marketing trends	Level of specialized knowledge among public relations managers
7	Skill in developing targeted content	Level of specialized knowledge among public relations managers
11	Availability of sufficient budgets for projects	Organizational structural support for public relations
10	Access to specialized human resources	Organizational structural support for public relations
9	Formal support for public relations decisions	Organizational structural support for public relations
8	Existence of coordinated cross-functional teams	Organizational structural support for public relations
7	Technological and software support	Organizational structural support for public relations
12	Existence of clear guidelines	Organizational communication policies
11	Coordination of messages across departments	Organizational communication policies
10	Social media crisis-management guidelines	Organizational communication policies
9	Guidelines for audience interaction	Organizational communication policies
11	Willingness to maintain transparency in communications	Prevailing organizational culture
10	Acceptance of accountability and feedback	Prevailing organizational culture
9	Positive attitude toward digital interaction	Prevailing organizational culture
8	Flexibility in decision-making	Prevailing organizational culture
10	Readiness to implement innovative initiatives	Acceptance of change and innovation
9	Speed of adaptation to new technologies	Acceptance of change and innovation
8	Acceptance of risk in media activities	Acceptance of change and innovation
7	Existence of incentive mechanisms for innovation	Acceptance of change and innovation
6	Continuous process review	Acceptance of change and innovation
12	Transparency of the information provided	Organizational trust in audiences
11	Rapid and accurate responsiveness	Organizational trust in audiences
10	Active and continuous audience interaction	Organizational trust in audiences
9	Respect for opinions and criticisms	Organizational trust in audiences
10	Analysis of previous successes and failures	Previous organizational experience with social media
9	Application of lessons learned from previous experience	Previous organizational experience with social media
8	Documentation of previous projects	Previous organizational experience with social media
7	Obtaining feedback from previous audiences	Previous organizational experience with social media
12	Availability of professional social media specialists	Specialized human resources
11	Continuous employee training	Specialized human resources
10	Combination of diverse areas of expertise within the team	Specialized human resources
9	Employee performance evaluation	Specialized human resources

11	Access to content-management software	Technical and media infrastructure
10	Audience-behavior analysis tools	Technical and media infrastructure
9	Bandwidth and network facilities	Technical and media infrastructure
8	Data and information security	Technical and media infrastructure
7	Continuous technical support	Technical and media infrastructure
10	Long-term planning	Strategic orientation toward public relations
11	Definition of strategic and operational objectives	Strategic orientation toward public relations
9	Alignment of activities with organizational strategy	Strategic orientation toward public relations
8	Continuous evaluation of team performance	Strategic orientation toward public relations
11	Employees' easy access to information	Organizational information transparency
12	Dissemination of accurate and complete information	Organizational information transparency
10	Regular and coordinated information dissemination	Organizational information transparency
9	Review and correction of incomplete data	Organizational information transparency
12	Speed of response to audience inquiries	Organizational responsiveness
11	Quality of responses	Organizational responsiveness
10	Existence of a follow-up mechanism	Organizational responsiveness
8	Emergency-response mechanism	Organizational responsiveness
12	Regular coordination meetings	Intra-organizational coordination
11	Collaboration and information-sharing tools	Intra-organizational coordination
10	Alignment of organizational units with overall objectives	Intra-organizational coordination
9	Documentation of coordinated decisions	Intra-organizational coordination
10	Alignment of content with brand values	Understanding the importance of the organizational brand
9	Understanding the audience and brand positioning	Understanding the importance of the organizational brand
7	Employee training regarding the brand	Understanding the importance of the organizational brand
8	Message consistency across all channels	Understanding the importance of the organizational brand
9	Analysis of competitors and market trends	Competitive environmental requirements of the insurance industry
11	Responsiveness to rapid market changes	Competitive environmental requirements of the insurance industry
8	Innovation for differentiation	Competitive environmental requirements of the insurance industry
7	Evaluation of competitor performance	Competitive environmental requirements of the insurance industry
10	Development of a proactive strategy	Competitive environmental requirements of the insurance industry

The findings presented in the table indicate that, at the causal level, “managerial attitude toward social media” and “the specialized knowledge of public relations managers” constitute the most fundamental factors shaping the operational model. Managerial attitudes determine the organization’s overall orientation toward social media through indicators such as innovation acceptance, interaction orientation, data-driven decision-making, trust in specialists, and receptiveness to feedback. In practice, these attitudes also determine the level of authority and scope of action granted to public relations units. In parallel, managers’ expertise in analyzing audience behavior, understanding digital trends, and developing targeted content reinforces the operational dimension of these

attitudes. The frequency analysis of the indicators across the interviews shows that the experts did not consider a positive attitude alone to be sufficient. Rather, they emphasized the connection between “managerial belief” and “specialized knowledge,” suggesting that weakness in either of these dimensions substantially reduces the effectiveness of the model.

At the structural and contextual levels, organizational support, communication policies, and organizational culture function as facilitating or inhibiting conditions. The availability of budgets, specialized human resources, team coordination, and clear communication guidelines makes it possible to translate strategy into practice. At the same time, a culture based on transparency, accountability, flexibility,

and acceptance of digital interaction enhances the organization's capacity to use social media effectively. A more detailed analysis of the data indicates that even in the presence of competent managers, a lack of policy coherence or an accountability-averse culture may lead to inconsistent messaging, delayed responses, and declining audience trust. Therefore, these factors strengthen or weaken the effects of managerial attitudes and expertise.

Finally, operational factors, including capable human resources, technical and analytical infrastructure, a strategic orientation toward public relations, information transparency, rapid responsiveness, intra-organizational coordination, recognition of the importance of branding, and

attention to the competitive requirements of the insurance industry, were identified as the implementation drivers of the model. Based on the analysis of the interview data, all these components are organized around the core category of "the effectiveness and quality of organizational interaction with audiences through social media." This core category demonstrates that the success of the model is not the outcome of a single factor but rather the result of synergy among managerial decisions, structure, culture, and technology. Analytically, the greater the coherence and alignment among these levels, the more systematically the quality of interaction, audience trust, and public relations effectiveness will improve.

Table 2

Contextual and Intervening Factors Affecting the Operational Model for Utilizing Social Media to Enhance the Quality of Public Relations in the Insurance Industry

Frequency of Mentions (Number of Interviews)	Indicators	Criterion	Factor Type
12	Existence of clear guidelines and policies	Organizational support and higher-level policies	Contextual factors
10	Allocation of sufficient financial resources	Organizational support and higher-level policies	Contextual factors
11	Senior management support for team decisions	Organizational support and higher-level policies	Contextual factors
9	Interdepartmental coordination in strategy implementation	Organizational support and higher-level policies	Contextual factors
11	Acceptance of innovation and emerging technologies	Organizational culture and employee attitudes toward social media	Contextual factors
10	Valuing audience interaction	Organizational culture and employee attitudes toward social media	Contextual factors
9	Team flexibility	Organizational culture and employee attitudes toward social media	Contextual factors
8	Employees' readiness for training and learning	Organizational culture and employee attitudes toward social media	Contextual factors
11	Access to content-management software	Technological infrastructure and media tools	Contextual factors
10	Audience-behavior analysis tools	Technological infrastructure and media tools	Contextual factors
9	Bandwidth and network facilities	Technological infrastructure and media tools	Contextual factors
8	Data and information security	Technological infrastructure and media tools	Contextual factors
7	Continuous technical support	Technological infrastructure and media tools	Contextual factors
10	Analysis of previous successes and failures	Previous organizational experience and lessons learned	Contextual factors
9	Application of lessons learned from previous experience	Previous organizational experience and lessons learned	Contextual factors
8	Documentation of projects and activities	Previous organizational experience and lessons learned	Contextual factors
7	Obtaining feedback from previous audiences	Previous organizational experience and lessons learned	Contextual factors
12	Regular coordination meetings among organizational units	Intra-organizational interactions and coordination	Contextual factors
11	Information sharing and collaboration among teams	Intra-organizational interactions and coordination	Contextual factors

10	Coordination in content production and dissemination	Intra-organizational interactions and coordination	Contextual factors
12	Establishment of a clear priority for social media	Managerial motivation and project prioritization	Intervening factors
11	Allocation of resources to key projects	Managerial motivation and project prioritization	Intervening factors
10	Support for implementing team decisions	Managerial motivation and project prioritization	Intervening factors
8	Continuous monitoring and follow-up of project progress	Managerial motivation and project prioritization	Intervening factors
11	Willingness to engage in continuous learning	Learning culture and feedback acceptance within teams	Intervening factors
10	Obtaining audience feedback and revising processes	Learning culture and feedback acceptance within teams	Intervening factors
9	Acceptance of mistakes and learning from experience	Learning culture and feedback acceptance within teams	Intervening factors
12	Rewarding high performance	Organizational incentive policies and motivational mechanisms	Intervening factors
11	Providing incentives for innovation	Organizational incentive policies and motivational mechanisms	Intervening factors
10	Formal recognition of achievements	Organizational incentive policies and motivational mechanisms	Intervening factors
9	Encouraging active team participation	Organizational incentive policies and motivational mechanisms	Intervening factors
8	Increasing career-development opportunities	Organizational incentive policies and motivational mechanisms	Intervening factors
11	Ability to make alternative decisions under crisis conditions	Risk management and decision-making flexibility	Intervening factors
10	Flexibility in changing strategy	Risk management and decision-making flexibility	Intervening factors
9	Acceptance of calculated risks	Risk management and decision-making flexibility	Intervening factors
12	Easy access to data and reports	Transparency and access to operational and managerial information	Intervening factors
11	Transparency in managerial decisions	Transparency and access to operational and managerial information	Intervening factors
10	Information sharing among organizational units	Transparency and access to operational and managerial information	Intervening factors
9	Documentation of processes and outcomes	Transparency and access to operational and managerial information	Intervening factors

The analysis of contextual factors indicates that organizational support and higher-level policies form the implementation foundation of the operational model for utilizing social media. Clear guidelines, sufficient resource allocation, senior management support, and interdepartmental coordination not only clarify the decision-making pathway for the public relations team but also increase the team's confidence and creativity in implementing strategies. The interview data indicate that, in organizations characterized by ambiguous policies or weak support, even well-designed media programs encounter implementation difficulties. Therefore, this factor serves as a "structural stabilizer" in the success of the model.

In addition, organizational culture and employee attitudes toward social media were identified as the behavioral and soft infrastructure of the model. A culture characterized by interaction orientation, continuous learning, flexibility, and acceptance of innovation provides the conditions required

for the effective implementation of digital strategies. A deeper analysis shows that an open and supportive culture accelerates adaptation to changes in the digital environment and enhances the quality of audience interaction. Conversely, a conservative culture or resistance to change may neutralize even the effects of supportive policies.

From infrastructural and experiential perspectives, access to appropriate technologies, audience-behavior analysis tools, data security, documentation of previous experience, and intra-organizational coordination facilitates the operationalization of strategies. Previous successful and unsuccessful experiences function as organizational memory, guide future decisions, and prevent the repetition of errors. Moreover, regular coordination among organizational units and information sharing ensure message coherence and communication integration, which are especially important for maintaining brand credibility in the competitive insurance industry.

At the level of intervening factors, managerial motivation and prioritization, a learning culture and acceptance of feedback, incentive policies, risk management, decision-making flexibility, and information transparency play facilitating or inhibiting roles. When social media is placed among the organization's strategic priorities and active incentive and learning mechanisms are established, the model is implemented more rapidly and with greater quality.

However, weak managerial motivation, resistance to feedback, or a lack of information transparency may diminish the influence of causal and contextual factors. Overall, these intervening factors regulate the intensity and direction of the effects of other components and help ensure that the operational model is implemented dynamically, responsively, and in accordance with changing environmental conditions.

Table 3

Strategies of the Operational Model for Utilizing Social Media to Enhance the Quality of Public Relations in the Insurance Industry

Frequency of Mentions (Number of Interviews)	Indicators	Strategies
12	Definition of strategic and operational objectives	Strategic and goal-oriented planning
11	Development of an operational framework for team activities	Strategic and goal-oriented planning
10	Linking objectives to the team's daily performance	Strategic and goal-oriented planning
9	Prioritization of projects and activities	Strategic and goal-oriented planning
12	Rapid response to questions and comments	Active audience interaction and responsiveness
11	Collection of feedback and revision of activities	Active audience interaction and responsiveness
10	Two-way interaction with audiences	Active audience interaction and responsiveness
11	Continuous employee training	Employee training and capability development
10	Enhancement of digital and data-analysis skills	Employee training and capability development
9	Empowerment for creative content production	Employee training and capability development
12	Use of content-management software	Utilization of technology and digital tools
11	Use of audience-behavior analysis tools	Utilization of technology and digital tools
10	Data and information security	Utilization of technology and digital tools
9	Facilitation of process monitoring and revision	Utilization of technology and digital tools
11	Anticipation of risks and critical points	Risk management and responsiveness to rapid market changes
10	Adoption of alternative decisions under unexpected conditions	Risk management and responsiveness to rapid market changes
9	Flexibility in modifying strategies	Risk management and responsiveness to rapid market changes
12	Regular coordination meetings	Coordination and collaboration among units and teams
11	Sharing of data and information	Coordination and collaboration among units and teams
10	Alignment in content production and dissemination	Coordination and collaboration among units and teams
12	Monitoring and evaluation of campaigns and activities	Continuous performance evaluation and monitoring
11	Analysis of feedback and performance data	Continuous performance evaluation and monitoring
10	Continuous process improvement	Continuous performance evaluation and monitoring
9	Documentation of outcomes and experiences	Continuous performance evaluation and monitoring
8	Use of quality indicators in decision-making	Continuous performance evaluation and monitoring

In examining the strategies influencing the formation of the operational model for utilizing social media to enhance the quality of public relations in the insurance industry, strategic and goal-oriented planning was identified as the first strategic criterion. Indicators such as defining strategic

and operational objectives, developing an operational framework for team activities, linking objectives to daily performance, and prioritizing projects demonstrate that when team activities are guided by a precise and purposeful plan, the quality of audience interaction and the

effectiveness of public relations improve considerably. This strategy aligns the direction of activities with organizational objectives and enhances coordination between operational and strategic actions.

The second criterion was active audience interaction and responsiveness, reflected in indicators such as rapid responses to comments and questions, the collection of feedback and revision of activities, and two-way interaction with audiences. This strategy has an important facilitating effect on the implementation of the operational model. It contributes to trust building, strengthens reciprocal relationships, and improves the quality of the content delivered. Employee training and capability development were identified as the third strategy. Through continuous training, the development of digital skills, and empowerment for creative content production, the public relations team becomes capable of implementing strategies accurately and creatively and of exploiting opportunities for effective audience engagement.

The fourth criterion was the utilization of technology and digital tools, including the use of content-management software, audience-behavior analysis tools, data security measures, and technologies that facilitate monitoring and

process improvement. This strategy increases the accuracy, speed, and efficiency of team activities and enables intelligent decision-making and rapid process revision. Risk management and responsiveness to rapid market changes were identified as the fifth criterion. Indicators such as risk anticipation, alternative decision-making, and flexibility in changing strategies play important roles in ensuring the sustainability and effectiveness of the operational model.

Finally, coordination and collaboration among organizational units and teams, together with continuous performance evaluation and monitoring, were identified as two additional key criteria. Indicators such as regular coordination meetings, data sharing, alignment in content production, campaign monitoring and evaluation, feedback analysis, continuous process improvement, documentation of outcomes, and the use of quality indicators provide the necessary foundation for the coherent and optimized implementation of the operational model. These strategies not only reinforce the facilitating effects of causal and contextual factors but also reduce potential barriers and ensure that social-media-based public relations is implemented efficiently, responsively, and with a quality-oriented approach.

Table 4

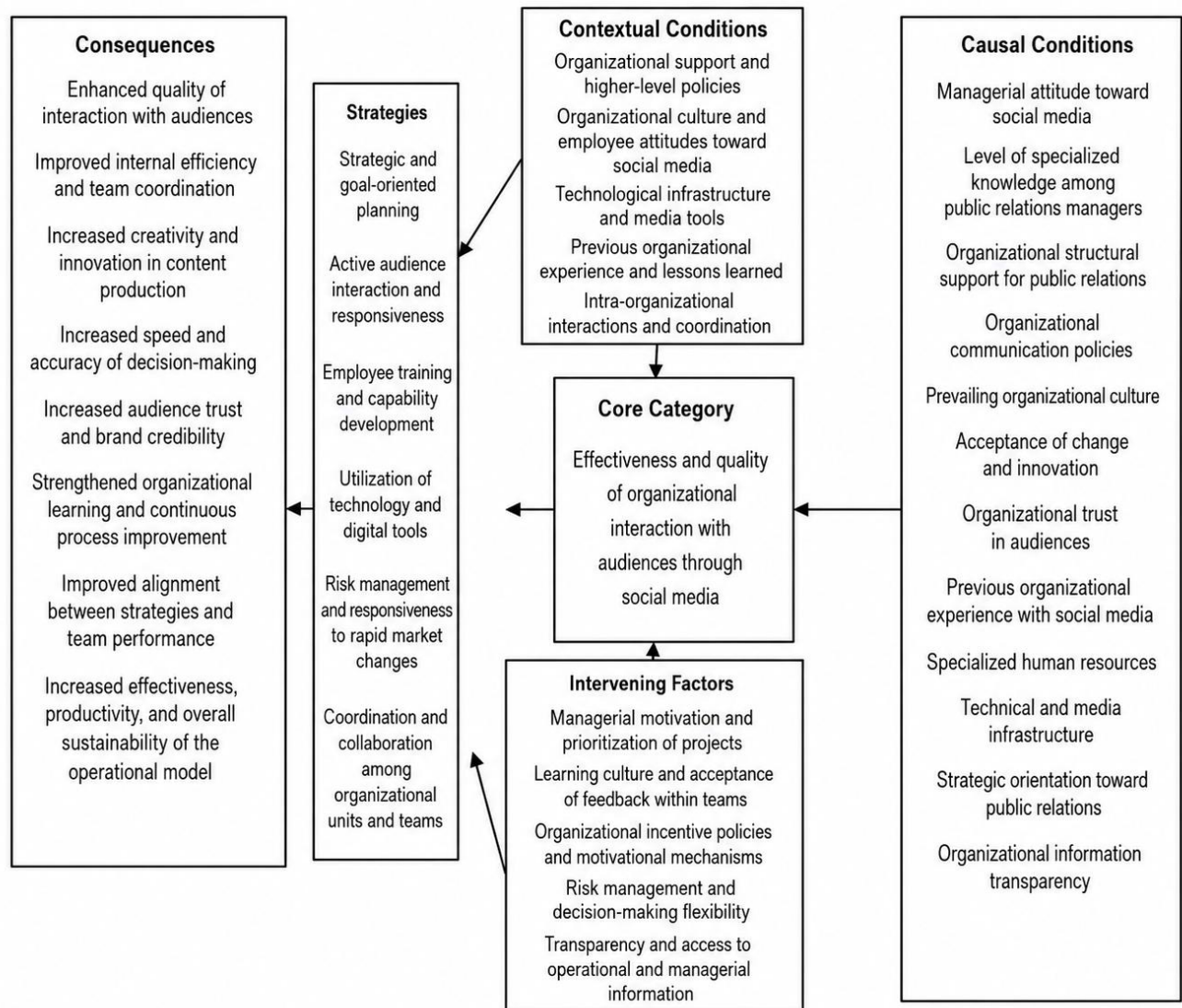
Consequences of the Operational Model for Utilizing Social Media to Enhance the Quality of Public Relations in the Insurance Industry

Frequency of Mentions (Number of Interviews)	Indicators	Consequence Criterion
12	Increased audience satisfaction with responsiveness	Improved quality of audience interaction
11	Strengthened audience trust in the organization	Improved quality of audience interaction
10	Continuous two-way interaction with audiences	Improved quality of audience interaction
11	Reduced duplication and overlap of tasks	Improved internal team efficiency and coordination
10	Increased speed of team decision-making	Improved internal team efficiency and coordination
9	Greater coherence in unit performance	Improved internal team efficiency and coordination
12	Production of creative and engaging content	Enhanced creativity and innovation in content production
11	Presentation of innovative ideas by employees	Enhanced creativity and innovation in content production
10	Use of innovative methods in audience interaction	Enhanced creativity and innovation in content production
12	Rapid decision-making under crisis conditions	Increased speed and accuracy of decision-making
11	Reduced errors in routine decisions	Increased speed and accuracy of decision-making
10	Data-driven decision-making based on precise analysis	Increased speed and accuracy of decision-making
12	Improved brand image in the media	Increased audience trust and brand credibility
11	Increased public trust in the organization	Increased audience trust and brand credibility
10	Audience satisfaction with transparency and responsiveness	Increased audience trust and brand credibility
11	Analysis of feedback and data	Strengthened organizational learning and continuous process improvement
10	Documentation of successful and unsuccessful experiences	Strengthened organizational learning and continuous process improvement

9	Continuous process improvement	Strengthened organizational learning and continuous process improvement
12	Alignment of daily activities with strategic objectives	Improved alignment between strategies and team performance
11	Reduced errors and increased accuracy in activity implementation	Improved alignment between strategies and team performance
10	Coordination among organizational units and teams	Improved alignment between strategies and team performance
12	Increased effectiveness of media activities	Increased overall impact and productivity of the operational model
11	Improved quality of content production	Increased overall impact and productivity of the operational model
10	Higher productivity of teams and organizational units	Increased overall impact and productivity of the operational model
9	Enhanced sustainability and effectiveness of the operational model	Increased overall impact and productivity of the operational model

The analysis of the consequences of the operational model indicates that the first outcome cluster concerns the “improved quality of audience interaction.” Within this cluster, increased satisfaction with responsiveness, mentioned 12 times; strengthened audience trust, mentioned 11 times; and continuous two-way interaction, mentioned 10 times, received the greatest emphasis from the experts. This pattern suggests that the direct outcome of the purposeful utilization of social media is an improved audience communication experience and the development of trust-based relationships. At the intra-organizational level, consequences such as reduced duplication of work, mentioned 11 times; increased decision-making speed, mentioned 10 times; and greater coherence in unit performance, mentioned 9 times, demonstrate that the operational model is not merely an instrument for external communication but also contributes to the restructuring of internal processes and the enhancement of team efficiency. Furthermore, the high frequency of indicators related to creativity and innovation in content production, mentioned 12, 11, and 10 times, and rapid and accurate decision-making, particularly under crisis conditions, mentioned 12 times, indicate that the model has the capacity to enhance organizational agility and facilitate a transition toward data-driven and less error-prone decision-making.

At a broader level, the strategic consequences of the model are manifested in improved brand image, mentioned 12 times; increased public trust, mentioned 11 times; and satisfaction with organizational transparency, mentioned 10 times. These findings indicate that the ultimate effect of digital interactions is the strengthening of symbolic capital and organizational credibility in the insurance industry. Moreover, indicators such as feedback analysis, mentioned 11 times; documentation of experience, mentioned 10 times; and continuous process improvement, mentioned 9 times, reflect the development of an organizational learning cycle and movement toward continuous improvement. The alignment of daily activities with strategic objectives, mentioned 12 times; reduction of implementation errors, mentioned 11 times; and coordination among organizational units, mentioned 10 times, further indicate that the operational model has reduced the gap between strategy and implementation. Finally, the increased effectiveness of media activities, mentioned 12 times; improved content quality, mentioned 11 times; higher productivity, mentioned 10 times; and model sustainability, mentioned 9 times, demonstrate that the consequences of this approach are not merely short-term and operational but also long-term and structural, ultimately enhancing the overall productivity and effectiveness of public relations.

Figure 1*Qualitative Model of the Study*

4 Discussion

The present study developed an operational grounded-theory model for utilizing social media to enhance the quality of public relations in the insurance industry. The findings showed that the model is formed through the interaction of causal conditions, contextual conditions, intervening factors, operational strategies, and organizational consequences. At the causal level, managerial attitudes toward social media, the specialized knowledge of public relations managers, structural organizational support, communication policies, organizational culture, acceptance of innovation, trust in audiences, previous organizational

experience, specialized human resources, technical infrastructure, strategic orientation, and information transparency were identified as the principal determinants of effective implementation. The core category of the model was the effectiveness and quality of organizational interaction with audiences through social media. This central phenomenon was influenced by contextual factors such as higher-level organizational support, technological infrastructure, previous experience, and intra-organizational coordination, as well as intervening factors such as managerial motivation, learning culture, incentive mechanisms, risk management, decision-making flexibility, and access to information. The principal strategies included strategic planning, active responsiveness, employee

development, digital technology utilization, risk management, interdepartmental collaboration, and continuous performance evaluation. These strategies ultimately resulted in improved audience interaction, internal efficiency, innovation, decision-making quality, organizational learning, strategic alignment, brand credibility, and the overall sustainability of the public relations model.

One of the most important findings was that managerial attitudes toward social media constitute a foundational condition for the development of effective digital public relations. Managers who accept innovation, value interaction with audiences, rely on data, trust public relations specialists, and welcome feedback create a more supportive environment for the systematic use of social media. This finding is consistent with research emphasizing that digitalization in public relations is not merely a technological transition but also a managerial and organizational transformation. Digital public relations creates opportunities for participation, responsiveness, and relationship building, but these opportunities can be realized only when managers understand both the strategic benefits and the risks of digital communication (Kretschmer & Winkler, 2024). Similarly, the influence of integrated marketing communications on organizational performance depends on managerial efforts to coordinate messages, channels, and objectives rather than treating communication activities as separate and fragmented functions (Al Azzam, 2024). Therefore, the positive orientation of managers toward social media appears to shape the level of authority, resources, and legitimacy granted to public relations units.

The identified importance of managers' specialized knowledge also indicates that favorable attitudes alone are insufficient. Managers need expertise in digital trends, audience analysis, content design, platform selection, and performance measurement. This result aligns with research showing that workplace digitalization changes professional roles and requires new combinations of analytical, technological, and communication competencies (Pargmann et al., 2023). The use of social media in the insurance industry also depends on users' and managers' perceptions of technological usefulness, accessibility, security, and service quality (Mohammadi, 2019). Accordingly, managerial support that is not accompanied by technical and strategic competence may lead to symbolic adoption, inconsistent implementation, or ineffective investment. The present findings therefore suggest that the successful

digitalization of public relations requires the integration of managerial commitment with specialized knowledge.

Structural support was another major causal component of the model. Participants emphasized sufficient budgets, access to specialized personnel, formal endorsement of public relations decisions, coordinated teams, and technological support. This finding is consistent with the broader human resource management literature, which highlights the importance of organizational systems that support competence development, technological adaptation, employee well-being, and effective performance (Cooke et al., 2020). It also corresponds with evidence that merit-based human resource practices can improve organizational effectiveness through innovation (Eidi et al., 2019). In the context of social media, organizations cannot expect high-quality public relations outcomes without investing in skilled employees, content-management systems, analytical tools, data security, and interdepartmental coordination. The identified relationship between structural support and effectiveness therefore reflects the resource-dependent nature of digital communication.

The findings further showed that organizational communication policies and organizational culture can either reinforce or undermine managerial and technological capacities. Clear communication guidelines, crisis-management procedures, coordinated messages, and defined rules for audience interaction were identified as essential conditions. This finding is compatible with the governance perspective, which emphasizes that innovation becomes sustainable when authority, responsibility, coordination, and accountability are clearly structured (Compomori & Casula, 2022). A desirable administrative system similarly requires consistency among organizational structures, processes, managerial priorities, and control mechanisms (Sabai, 2023). In the insurance industry, this issue is particularly important because inaccurate or inconsistent communication may affect customer trust and organizational credibility. Clear policies reduce ambiguity, accelerate decision-making, and ensure that social media practices remain aligned with regulatory, ethical, and brand requirements.

Organizational culture was characterized by transparency, accountability, flexibility, openness to digital interaction, and acceptance of innovation. These features appear to provide the behavioral foundation for the model. A supportive culture encourages employees to experiment, learn, share information, and respond actively to stakeholders. Conversely, a defensive or highly bureaucratic culture may weaken the effect of supportive policies and

technologies. This interpretation is consistent with research showing that social media productivity is influenced by the organizational context in which platforms are embedded (Dailah & Naeem, 2021). Social media use can enhance work efficiency when communication tools match work requirements and when employees perceive meaningful benefits from their use (Jong et al., 2021). Therefore, the present findings indicate that culture determines whether social media functions as an interactive organizational capability or remains a superficial communication instrument.

The role of audience trust and organizational transparency was also prominent. Participants emphasized accurate information, rapid responses, respect for criticism, and continuous interaction with stakeholders. These results support the view that public relations is fundamentally concerned with relationship management and the creation of legitimacy. Public relations can shape service ecosystems by facilitating communication, participation, and shared value among multiple actors (Fehrer et al., 2022). It also supports organizational participation and social communication by creating mechanisms for reciprocal engagement (Mohammadpour Gharbi & Hassanzadeh, 2022). The contribution of public relations to corporate social responsibility further depends on transparency, accountability, and the organization's ability to communicate its commitments credibly (Sahiba & Hassan, 2025). In the insurance industry, where services are intangible and customer relationships are strongly dependent on confidence, transparent and responsive communication may reduce uncertainty and strengthen perceived reliability.

The findings concerning specialized human resources and employee development also correspond with previous research. Continuous training, multidisciplinary expertise, performance evaluation, and professional social media skills were identified as important operational requirements. Social media can improve workplace productivity, collaboration, and communication, particularly when employees are trained to use it for task-related purposes (Ahmad et al., 2022). Social media use has also been associated with better team and employee performance through improved information exchange and collaboration (Song et al., 2019). In the insurance sector, the use of social media has been shown to influence organizational communication and employee job performance (Avani et al., 2022). These findings reinforce the conclusion that employee competence is a central mechanism through which

organizational investments are converted into communication outcomes.

The importance of employee development may also be explained through organizational coaching and learning. Managers who apply coaching skills can facilitate reflection, participation, goal clarification, and capability development (DiGirolamo & Tkach, 2019). Sustainable behavioral improvement requires intentional change processes that enable individuals to maintain newly acquired competencies over time (Boyatzis et al., 2019). Grounded-theory research on organizational coaching has likewise shown that development models are shaped by causal, contextual, strategic, and consequential factors (Dastgerdi et al., 2021). Therefore, continuous training in digital public relations should not be limited to technical instruction. It should also include communication judgment, crisis response, content strategy, ethical decision-making, and the ability to learn from audience feedback.

Another important result was the role of technical and analytical infrastructure. Content-management systems, audience-analysis tools, network capacity, data security, and continuous technical support were identified as prerequisites for implementation. Digital platforms generate large volumes of behavioral and communication data, but such data create value only when organizations possess the capacity to collect, verify, analyze, and apply them. Research on emerging digital systems has shown that technologies can transform organizational information processes, verification, transparency, and governance (Liu et al., 2019). The present findings extend this argument to public relations by showing that technical infrastructure is not simply an operational support mechanism; it also affects decision quality, response speed, performance monitoring, and information security.

The strategic use of social media also requires the organization to convert audience interactions into knowledge. The participants emphasized feedback collection, data analysis, documentation of previous projects, and the use of lessons learned. This finding is aligned with evidence that customer knowledge sharing on social media is influenced by relational and motivational factors and can provide organizations with valuable information for improving services and communication (Baima et al., 2022). Social media platforms can also facilitate knowledge sharing by reducing communication barriers and enabling rapid exchanges across networks (Yaqub & Alsabban, 2023). Accordingly, the proposed model treats audience feedback not merely as a

communication response but as an input to organizational learning, service improvement, and future decision-making.

At the same time, the results showed that previous organizational experience can improve implementation when it is systematically documented and analyzed. Successful and unsuccessful digital projects function as organizational memory and help managers anticipate risks, identify effective practices, and avoid repeated mistakes. This learning orientation was further reflected in the identified intervening factors, including openness to feedback, acceptance of error, and continuous process improvement. These findings suggest that social media effectiveness develops cumulatively. Organizations that preserve and use prior knowledge are better able to adapt to platform changes, audience expectations, and emerging communication crises.

Managerial motivation and prioritization were found to regulate the strength of the causal and contextual conditions. When social media was explicitly treated as a strategic priority, resources were more likely to be allocated, team decisions were supported, and implementation was monitored. This result is consistent with research showing that social media can mediate the relationship between entrepreneurial orientation and organizational performance by translating intentions into market engagement and action (Tajpour & Hosseini, 2021). In established insurance organizations, a similar mechanism may operate: managerial motivation converts strategic recognition of social media into resource commitments, operational routines, and measurable communication activities.

Organizational incentive policies were also identified as important intervening factors. Rewards for good performance, recognition of innovative ideas, opportunities for participation, and career development can encourage employees to engage actively in social media initiatives. This result can be interpreted in light of research on employee social media participation. Employees may act as organizational spokespeople and contribute to employer branding when their social media activities are supported appropriately (Korzynski et al., 2020). However, participation may become harmful when employees feel pressured to use personal networks or represent the organization involuntarily (Yuan et al., 2018). Therefore, incentive systems should encourage professional participation without creating coercive expectations or violating personal boundaries.

The identification of risk management and decision-making flexibility reflects the dynamic and uncertain nature

of social media environments. Online crises can escalate rapidly, and public relations teams need alternative response plans, clear escalation procedures, and the authority to modify strategies. This finding is particularly important because digital communication may create information overload, distraction, and counterproductive usage when poorly controlled (Cao & Yu, 2019). Excessive digital exposure may also affect employee mental health and behavior (Zhou et al., 2022). Furthermore, employee activity on personal social media can create work–life conflict and influence engagement (Zhou et al., 2023). Thus, risk management should address not only reputational threats but also employee workload, digital well-being, privacy, and role boundaries.

The strategic actions identified in the model explain how the causal, contextual, and intervening factors can be converted into outcomes. Strategic planning and goal setting align social media activities with organizational objectives and reduce fragmented or reactive communication. Active audience interaction improves trust and responsiveness. Employee development strengthens execution capacity. Technology enables monitoring and analysis. Risk management preserves stability under changing conditions, while cross-functional collaboration ensures message consistency. These strategies are consistent with integrated communication principles, according to which organizational performance improves when messages and communication channels are coordinated around shared objectives (Al Azzam, 2024).

The consequences identified in the study demonstrate that social media-based public relations affects both external relationships and internal organizational processes. Improved audience satisfaction, trust, and two-way interaction indicate that the model enhances relationship quality. These results are consistent with the role of public relations in constructing institutional image and symbolic capital (Shoul, 2025). They also align with findings that public relations and image management contribute to institutional credibility and public confidence (Umaru et al., 2025). In the insurance industry, stronger brand credibility can be especially valuable because customer decisions are frequently based on perceptions of security, reliability, and organizational integrity.

The model also produced internal consequences, including reduced duplication, faster decision-making, improved team coordination, and better alignment between daily practices and strategic objectives. These findings correspond with studies reporting positive relationships

between social media use, communication efficiency, and employee or team performance (Hosseini et al., 2020; Song et al., 2019). Nevertheless, the present model suggests that these effects are not automatic. Social media contributes to performance when it is supported by clear structures, appropriate competencies, coordinated processes, and meaningful work-related use. This interpretation also helps explain why social media use can alternatively improve or undermine job satisfaction and turnover intentions depending on the quality of employees' experiences (Zhang et al., 2019).

5 Conclusion

Finally, increased creativity, organizational learning, content quality, data-driven decision-making, and model sustainability indicate that the proposed framework has long-term developmental implications. Social media enables public relations teams to test new content, observe audience reactions, and refine practices continuously. The resulting learning cycle can improve both communication effectiveness and organizational adaptability. Overall, the findings demonstrate that effective social media utilization in insurance public relations is not a single technological practice but a multidimensional organizational capability based on the alignment of management, culture, structure, human resources, technology, governance, and stakeholder relationships.

The present study was qualitative and based on the perspectives of 14 academic experts, senior managers, and public relations professionals; therefore, the findings reflect expert interpretations rather than statistically generalizable relationships. Although theoretical saturation was achieved, the participants were selected purposively, and the model may not fully represent the experiences of frontline employees, insurance customers, technology providers, or regulatory authorities. In addition, the rapid evolution of social media platforms may influence the continued relevance of particular technologies and practices. The study also relied primarily on interview data and did not include direct observation of social media activities, analysis of organizational performance records, or examination of actual audience interactions.

Future studies should quantitatively test the proposed model using larger samples from different insurance companies and evaluate the relationships among causal conditions, contextual factors, strategies, and consequences through structural equation modeling. Comparative studies

could examine whether the model differs across public and private insurers, large and small companies, or national and international contexts. Researchers should also incorporate the perspectives of customers, frontline employees, regulators, and digital technology specialists. Longitudinal studies could investigate how implementation changes organizational trust, communication performance, and brand reputation over time. The effects of platform type, artificial intelligence, social listening systems, data analytics, and digital crisis management should also be examined as extensions of the proposed model.

Insurance companies should treat social media as a strategic public relations capability rather than a supplementary promotional channel. Senior managers should establish clear communication policies, allocate sufficient financial and technological resources, and empower specialized public relations teams to make timely decisions. Organizations should provide continuous training in digital communication, audience analysis, content development, data security, and crisis response. Cross-functional coordination among public relations, marketing, information technology, customer service, and legal units should be formalized. Performance assessment should include interaction quality, response speed, audience trust, learning outcomes, and strategic alignment rather than relying only on follower counts or content volume. Regular feedback analysis, documentation of experience, employee incentive mechanisms, and clear risk-management procedures should be incorporated into the operational system to ensure sustained improvement.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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