

Digital marketing and public relations: A way to promote public relations value**Mohammed. T. Nuseir^{a*}, Ahmad Ibrahim Aljumah^b and Ghaleb A. El-Refae^c**^a*Department of Business Administration, College of Business, Al Ain University, Abu Dhabi Campus, P.O. Box 112612, Abu Dhabi, United Arab Emirates*^b*College of Communication and Media, Al Ain University, Abu Dhabi Campus, P.O. Box 112612, Abu Dhabi, United Arab Emirates*^c*Department of Business Administration, College of Business, Al Ain University, Al Ain Campus P.O. Box: 64141, Al Ain, United Arab Emirates***CHRONICLE****ABSTRACT***Article history:*

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The objective of this study is to determine the relationship of digital marketing as a wide emerging marketing tool, in developing public relation values for modern business in the globalized competitive era of mature markets. For this study, the cross-sectional data were collected by 450 respondents including the people as customers, and the managerial staff of the different well-reputed organizations in the United Arab Emirates (UAE). The findings of this study highlight that there is a clear and strong relationship between digital marketing in developing public relations values, and modern businesses need this technique to develop equity and provide a distinct message about the vision and mission of the organization in the target market. The significance of this study is it addresses the theoretical gap in the literature, and the practical gap in business practices by providing the insight to utilize digital marketing not only for the promotion of products and services but could be used to promote public relation values.

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1. Introduction

In the current market scenario of the United Arab Emirates (UAE), it has become difficult for the business organization to promote the public relation values in the target market because the competitors are using different tactics to manipulate the market and challenge the integrity of the business organizations. In this regard, the role of traditional marketing tools is decreased because these tools are not sufficient to provide appropriate information to the right consumers at the right time. According to Pollák and Markovič (2021), if the businesses are not promoting the public relation values, as result, the equity of business firms is declined in the target market, and the competitors are getting advantage of these all changes in the business environments. Similarly, Purba, Simanjutak, Malau, Sholihat, and Ahmadi (2021) states that developing a strong relationship with the target customers has become a challenge for the business to provide an effective way to communicate with the target market. In this regard, the studies are being conducted to analyze and find practical solutions for this problem in the target market and develop business equity to promote public relations and get increment in the revenue by developing marketing strategy. Digital marketing is accepted as one of the best communication tools for business communication and this communication includes marketing communication and communication to build equity of an organization. According to Saura, Ribeiro-Soriano, and Palacios-Marqués (2021), digital marketing is playing a key role in business communication because with the help of technology, it has become important for business entities to spread the message to the target market with the help of digital tools with more frequency. Public relations values refer to the value of the business organization in the minds of the people for making the worth of the organization with the unique identity, and its vision and mission (Logan, 2021). However, according to Shah (2021) developing public relations values is not an easy task for organizations, but it is a long and time-taking activity that could be fulfilled with the help of marketing and public relations managers. Also, Wang, Cheng, and Sun

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(2021) states that with the development of new marketing channels, there are different ways such as business intelligence and digital marketing that could help the businesses to improve public relation values. In the same way, business intelligence refers to the management system within a business organization to organize and arrange the data related to the customers and the competitors in a way, to enhance the marketing communication and improve the values of public relations (Lale, 2022). Furthermore, corporate communication management is the management in the business organization that is responsible to interact with internal and external stakeholders of the firm to facilitate communication and provide a strong and well-defined way to develop public relation values (Jiang & Park, 2022). The main responsibility of these organizations is to increase the compatibility of business by providing a unique and distinguished message to the target market. Lastly, perceived customization refers to the customization of information in the minds of the target market according to their understanding (Canarlan & Barış, 2022). Indeed, due to diversity businesses are facing challenges to provide distinct information into the target market, however, with the help of digital marketing the public relations values can be improved by the appropriate strategies.

The objective of this study is to provide a unique and modern solution to the problems the business is facing in the way of developing public relations in the United Arab Emirates (UAE). It is a fact that modern problems need a modern solution, in this regard, the business organizations that are facing problems in the way of developing public relations values for the business entities to increase the performance of businesses. In this way, this study is designed to understand the relationship between digital marketing and public relations to understand the extent to which digital marketing is a useful tool to promote public relation values along with the promotion of products and services.

This study has theoretical as well as practical implications because the purpose of this study is to explain the relationship between the variables (see Figure 1. Theoretical Framework) to address the gap in the literature. After all, no earlier study has discussed the role of digital marketing to develop public relations values with the help of business intelligence, corporate communications management, and perceived customization. As for the managerial implications of this study, it highlights that with the effective use of marketing communications channels particularly digital marketing the message about the vision and mission including the unique strategies of the business organization could be provided to the customers to make them potential buyers. In this regard, not only digital marketing can be used as a modern and effective communications tool, but it can be used to develop strong relationships with customers to get their feedback, and their recommendations for the business practices to improve the performance of products and service.

2. Literature Review

2.1 Role of Digital Marketing in Business Intelligence, Corporate Communication Management, and Perceived Customization

Digital marketing refers to the use of modern communication tools with the help of the internet to promote the product or services in the target market, for any organization (Suh & Chow, 2021). This tool is being widely used by different business organizations, to send and receive information, to the target market for business promotion, and develop business equity. However, Peter and Dalla Vecchia (2021) highlights that digital marketing helps the business intelligence for the businesses, to get all the data related to the consumers, and make the decision based on that data for the long term benefits. No doubt, business intelligence is the modern system to reach a conclusion based on the statistics and the reasons, but at the same time, the role of digital marketing is important in enhancing the experience of business intelligence for the target market. According to Erlangga (2021), the role of digital marketing is not limited to promoting the products in the target market, but at the same time, it helps the business intelligence system within the business organization, to develop a strong relationship with the consumers by providing an appropriate solution, and develop public relations. Similarly, Redjeki and Affandi (2021) demonstrate that it is a fact that if the business intelligence is not being supported by digital marketing in the digital era, then the more chances of failure for the businesses are accepted due to the globalized economy and businesses. Indeed, the relationship between business intelligence and digital marketing is positive because both are supporting each other for the benefit of the organization. Furthermore, in this study of Djakasaputra et al. (2021) it is explained that the relationship between the business organization and the target market are dependent on the systematic approach of business organization, to provide a clear and distinct message to the target market with the help of business intelligence, as it provides a unique experience for the consumers, and the business organization as well.

Corporate communications management refers to the system within an organization that is responsible for managing information and communicating with the internal and external stakeholders of the organization (Özer & Çerçi, 2022). According to de Carvalho Spínola and Cotton (2022), digital marketing is playing a key role in maintaining responsible and sustainable communication between the corporate communication management, and the members of the target market for the development of public relations. As the new arena of digital marketing is developed, the focus of the companies should be on digital marketing, to develop the corporate communication with the stakeholders, the customers, and all the competitors to provide the information about the organization including its vision and mission. Moreover, Lee and Kim (2022) demonstrate that more responsibility is on the shoulders of communication management within any organization to identify the new tools of communication for the department of public relations, however, the most important and critical communication tool is digital marketing. Digital marketing is used for the promotion of products, but importantly, it is promoting the vision and mission of the organization if the strategies are well developed by the corporate communication department within any organization (Coetsee, Skurak, & Flood, 2022). On the other hand, according to Broadstock, Chen, Cheng, Huang, and Ma (2022), the role of digital marketing is emerging day by day, because all businesses are shifting to digital marketing for the promotion of their

product or services in the target market, and in this regard, the more responsibility is on the management to develop public relations, with the target market the management should go with are unique strategy with the help of corporate communication management department to develop and maintain the relationship for a long time.

Perceived customization refers to the customization of information products or services, to satisfy the needs of the consumer within the target market, to develop a strong relationship between customers, and the business organization, the more responsibility is on the digital marketing to this systematic way by providing perceived customization to the consumers (Cho, Park, & Kim, 2021). Similarly, according to A. A. Anani-Bossman (2021), the more perceived customization would be communicated to the consumers with the help of digital marketing, as result, the more strong relationship would be developed between the business organization and the target market.

H₁: *There is a relationship between digital marketing and business intelligence.*

H₂: *There is a relationship between digital marketing and corporate communications management.*

H₃: *There is a relationship between digital marketing and perceived customization.*

2.2 Role of Business Intelligence in Public Relations Values

Public relation values refer to the development of value in the minds of consumers by the business organization, according to the requirement of the market, and the organization to develop the equity (Mancera, de las Heras Pedrosa, Maldonado, & Sánchez, 2021). Furthermore, according to Alsalami and Al-Zaman (2021), the role of business intelligence is important when it comes to developing the relationship between the business entity and the consumers of the target market. As for as, Ketter and Avraham (2021) states that businesses are developing and there is a stream of new businesses in the market, while in the shape of competitors, or the new to the word businesses, the more difficult is to develop the strong public relation for a long time, because it has become a hard task, however, without the help of digital marketing and business intelligence to maintain the public relation values. According to Hagelstein, Einwiller, and Zerfass (2021), business entities that are working hard with the help of business intelligence to promote the perception values to customers, to meet their expectations, these organizations are getting the strength in the target market over the competitors to develop the public relations while maintaining the value and the image of the brands at the same time in the target market. However, Matosas-López (2021) demonstrates that more responsibility is on business intelligence because the organization needs good communication for maintaining the business intelligence and taking a decision on its basis to develop public relation values and ensure the integrity of the customers for the business organization. Moreover, this relationship between the public perception and the perception of brands can be easily developed positively, with the help of business intelligence, because the focus of corporate communications management is to provide unique solutions to the target market while maintaining the strong relationship and communicating the values to be provided to the customers.

H₄: *There is a relationship between business intelligence and public relations values.*

2.3 Role of Corporate Communication Management and Perceived Customization in Public Relations Values

In any business entity, corporate communication management is assigned with the role of developing public perception value in the target market for the business organization, to provide it a competitive advantage. In this way, according to Eger, Egerová, Tomczyk, Krystoń, and Czeglédi (2021), the businesses that are successful in the target market are maintaining the public perception value differently from the competitors for the long-term relationship with the consumer. Moreover, according to Purwanti (2021), the responsibility of making the relationship with the public according to their values cannot be done, if there is no appropriate role of corporate communications manager to develop different strategies for it. On the other hand, A. Anani-Bossman and Mudzanani (2021) states that in successful business entities, the management of corporate communications is efficient and well-trained, and it is utilizing different media tools such as digital marketing as an emerged tool in the modern world to communicate the vision and mission of the organization in the target market, to develop the value of the organization in the mind of consumers. Importantly, according to Reshetko, Safronova, Vakulenko, Kurenkov, and Sokolova (2021), if corporate communications management is efficient and effective, in result, more public perception value would be developed between the target market and the business organization that would be fruitful for the business organization, for a long turn by providing competitive advantage. In this regard, Aleksandra, Ivona, and Antonija (2021) demonstrates that digitalization helps the corporate communication management to develop strategies, and utilize digital marketing as an important tool for communicating all the information to the target market with the help of the modern instruments, to develop the perception in the mind of consumers for a long term benefit.

It is a fact that there is a great role of perceived customization in public relations values when it comes to the development of public relations by any business organization (Canarslan & Bariş, 2022). Indeed, according to Aleksandra et al. (2021), if the business organizations are developing strategies to create products and services according to the requirement of the target market, then there is more possibility for the organizations to attract the target market. Similarly, according to Goldman, van Herk, Verhagen, and Weltevreden (2021), the perceived customization should be according to the value demanded by the public because to develop a strong relationship, the organization should focus on developing the values for customers.

H₅: *There is a relationship between corporate communications management and public relations values.*

H₆: *There is a relationship between perceived customization and public relations values.*

2.4 Role of Digital Marketing in Public Relations Values

It is a fact that digital marketing is playing a key role in developing public relations values. In this regard, the role of digital marketing is modified, and now the marketers are using digital marketing to promote the image of the business organization and develop a strong relationship with the consumers of the target market. Also, according to Goldman et al. (2021), the importance of digital marketing has proved that with its customization tools, it has become easier for marketers to develop strategies to understand the requirement of the consumers, and develop strategies according to their requirements by providing unique solutions, and enhancing the value perception and develop public relation with the consumer of any particular market. Similarly, Saura, Palacios-Marqués, and Ribeiro-Soriano (2021) state that the business entities that are neglecting the use of digital marketing as an important tool for developing public relations, these business firms are not competing in the target market, as compared to the competitors. Moreover, the responsibility is more on the shoulders of the marketers, to develop the strategies to communicate the vision and mission of the business firm to the target market, with the help of digital marketing along with promotions of products and services (Cowley, Humphrey Jr, & Muñoz, 2021; Hu & Olivieri, 2021). Therefore, effective use of digital marketing to develop public value perception and public relations would be effective, and it would ultimately lead to business performance and competitive advantage.

H7: *There is a relationship between digital marketing and public relations values.*

2.5 Mediating Role of Business Intelligence, Corporate Communications Management, Perceived Customization between Digital Marketing and Public Relations Values

Business intelligence is a useful strategy by the management of any business organization, to promote public relations for the business (Dhivya, Karthikeyan, Ajayan, & Vigneshwaran, 2022; Z.-x. Huang, Savita, & Zhong-jie, 2022). First of all, the role of business intelligence is not limited to organizing and arranging the data of the consumers in the databases, but it is also useful to communicate and facilitate the management to develop the strategies for the benefit of business organization, to develop public relation values with the target market. Similarly, according to Awawdeh, Abulaila, Alshanty, and Alzoubi (2022), it has become a modern phenomenon for the organization to use digital marketing as a communication tool and with the help of business intelligence provide the message to the target market for developing public relations.

The role of corporate communications management is important when it comes to the development of public perception value for the target market (Colleoni et al., 2022). In this regard, according to the study of Twum and Nimako (2022), when it comes to digital marketing corporate communication management has the key responsibility to develop the strategy is to fulfill these strategies by working on digital marketing to communicate and facilitate the business entity with distinct information for the target market. Meanwhile, according to Ewertowski (2022), a business organization that has failed to maintain a strong relationship with business entities, is less involved in relationship management and provides unique experience and communication messages to develop the public relations value for the business.

Importantly, perceived customization is considered as the key factor between the relationship of digital marketing and the public relations value, because based on these relationships, the business organizations are developing strategies to enhance the value in the minds of consumers. According to Cho et al. (2021), in the modern era, there is the need of developing strategies and providing the diverse customized message to the diverse target markets, to build strong relationships with the target market with the help of public relations values, that could be easily developed by the digital marketing. The role of digital marketing is not limited to the role of traditional marketing, but digital marketing can customize the messages, and provide it to the target market according to their demographics or lifestyle, to communicate about the business organizations, and develop public relations by getting feedback and recommendation for the business organizations (Cowley et al., 2021; Pollák & Markovič, 2021).

H8: *Business Intelligence mediates the relationship between digital marketing and public relations values.*

H9: *Corporate communications management mediates the relationship between digital marketing and public relations values.*

H10: *Perceived customization mediates the relationship between digital marketing and public relations values.*

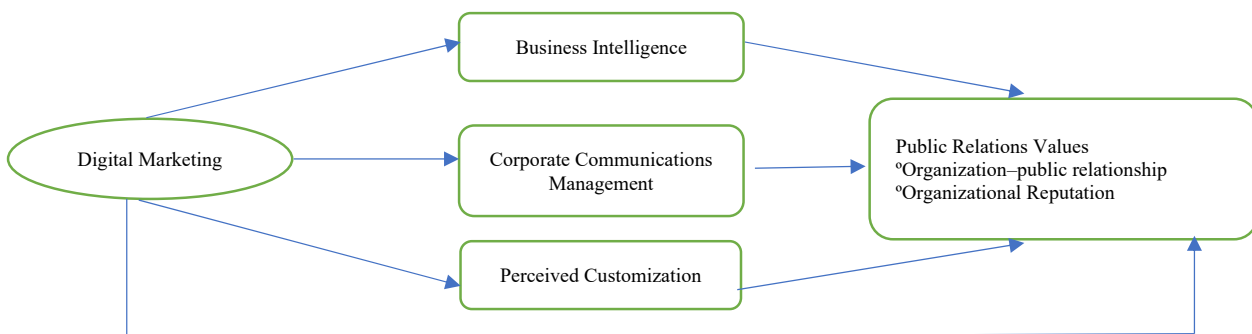


Fig. 1. Theoretical Framework

3. Methodology

3.1 Prepare Questionnaire

To test the hypotheses, the questionnaire was prepared to get a response from diverse people. In this regard, the second section of the questionnaire was taken to include the scale items for the variable that are based on the Likert scale, and these items were taken from previous well-reputed studies. To begin with, five scale items for business intelligence from the study of Arefin, Hoque, and Bao (2015), to get the response of the target audience on these scale items to test the relationship of business intelligence in digital marketing and public relations values. Secondly, the scale items for digital marketing, corporate communications management, perceived customization, and public relations values were taken from the study of Y.-H. C. Huang and Hagan (2011), test the hypothesis and identify the relationship of the variables that are used in the theoretical framework. Furthermore, a pilot study was conducted to check the relationship between the variables, and also check the scale items taken for the variables. Moreover, after getting satisfactory results, the process of printing the questionnaire was started, to proceed with the study, and demonstrate the relationship between the variables.

3.2 Data Collection Process

For this study, the data was collected from 450 diverse respondents from different fields of life including the customers and the business employees, particularly the people of the corporate communications management department in the United Arab Emirates (UAE). In this regard, the questionnaire was divided into two sections. To begin with, in the first section, all the demographic information about the respondents was required including their age and education. Similarly, in the second section, the scale items for every variable were presented to get a response from the respondents. Also, the scale items were in understandable English language, and the choice of words was simple to make sure that the respondents are getting all the information. The respondents were asked to provide a clear, and true-to-life response to contribute to the dignity of this study. At the same time, first of all, their consent was taken for providing them a questionnaire. Secondly, the respondents were introduced to the questionnaire and all the variables including the purpose of the study. Thirdly, the respondents were ensured that their data would not be used for any marketing purpose, but it is limited to this study, and it would not damage their social status in society. After providing a comprehensive introduction about the research and the relationship between the variables, they were asked to fulfill the questionnaire, and later, the questionnaire was collected from them. In last, the respondents were appreciated for their true to life and impersonal responses on the questionnaire.

4. Findings

For the findings of this study, after the data collection, Smart PLS was used to get the value analysis and reach a result to understand the relationship between the variables. For it, PLS Algorithms, Bootstrapping was used to check the convergent and discriminant validity. Also, this tool was used to check the significant and insignificant relationship between the variables including direct and indirect effects.

4.1 Convergent Validity

In this section of the study, the convergent validity (see Figure 2. Measurement Model) was checked by using Smart PLS. At first, PLS Algorithms were used to check the factor loadings for all the scale items of variables. In this regard, the loadings of all items were greater than 0.60 which is good and recommended by Sarstedt et al. (2022) for modern studies. Secondly, Bootstrapping was run to check the value of Cronbach Alpha, CR, and AVE. Similarly, the results show that all the values of Cronbach alpha were greater than 0.70 which is recommended by Hair, Ringle, and Sarstedt (2012) for convergent validity. Thirdly, the value of CR for all the variables was checked and according to the results, the values of CR for all the variables were greater than 0.80 is recommended by Hair et al. (2012) for the latest research. Lastly, the values of AVE were identified in this section, and in the results, the AVE values for all the variables were greater than 0.50. Therefore, all the values are presented in the table (see Table 1. Factor Loadings, CR, and AVE).

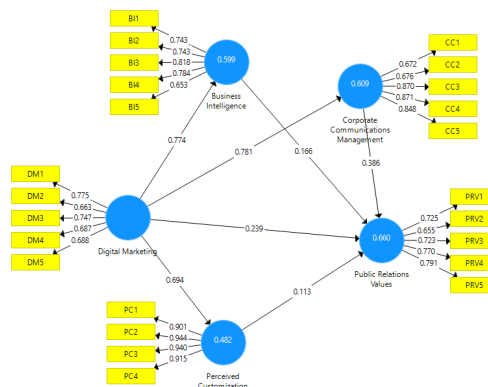


Fig. 2. Measurement Model

Table 1
Factor Loadings, CR and AVE

Variables	Items	Loadings	Alpha	CR	AVE	
Business Intelligence	BI improves coordination with business partners	BI1	0.743	0.807	0.865	0.563
	BI reduces the cost of transactions	BI2	0.743			
	BI improves the efficiency of internal process	BI3	0.818			
	BI reduces the operational cost	BI4	0.784			
	BI reduces marketing cost	BI5	0.653			
Corporate Communications Management	Effective implementation of corporate communications	CC1	0.672	0.848	0.893	0.628
	Effective management of corporate crises	CC2	0.676			
	Effective management of employee	CC3	0.870			
	Effective management of investor relations	CC4	0.871			
	Effective management of all stakeholders	CC5	0.848			
Digital Marketing	Understanding the interests and lifestyles of publics	DM1	0.775	0.759	0.838	0.509
	Information gathering about attitudes of publics	DM2	0.663			
	Analysis of publics' complaints	DM3	0.747			
	Analysis of various publics and environmental scanning	DM4	0.687			
	Analysis of the demographic of public	DM5	0.688			
Perceived Customization	The features of digital media should help the audience to	PC1	0.901	0.944	0.960	0.856
	Digital media should be personally relevant to the audi-	PC2	0.944			
	Digital media helps cover the target market	PC3	0.940			
	Digital media is best than traditional media	PC4	0.915			
Public Relations Values	Increase in the amount of media exposure and publicity	PRV1	0.725	0.789	0.854	0.539
	Decrease in negative media coverage	PRV2	0.655			
	Increase in positive media coverage	PRV3	0.723			
	Increase in negative media coverage	PRV4	0.770			
	Decrease in positive media coverage	PRV5	0.791			

4.2 Discriminant Validity

In this section of the study, the discriminant validity (see Table 2. Discriminant Validity (HTMT)) was checked by the process of the Algorithm of Smart PLS because it is the recommended tool by Sarstedt et al. (2022) to check the distinction between the variables for the modern studies of marketing. First off, to check the distance, the HTMT method was applied because it is also recommended for modern studies, with no chance of error. As result, all the values of variables were less than 0.90 recommended for HTMT (Hair et al., 2012). There, there is a clear distinction between the variables and their scales items that are used in this study.

Table 2

Discriminant Validity (HTMT)

	Business Intelligence	Corporate Communications Management	Digital Marketing	Perceived Customization	Public Relations Values
Business Intelligence					
Corporate Communications Management	0.814				
Digital Marketing	0.748	0.952			
Perceived Customization	0.685	0.841	0.897		
Public Relations Values	0.624	0.790	0.727	0.709	

DM= Digital Marketing, BI= Business Intelligence, CCM= Corporate Communication Management, PC= Perceived Communication, and PRV= Public Relations Values

4.3 PLS-SMEs Analysis

In this section, the hypotheses were tested to check their significance or insignificance (see in Table 3. Direct Effects). H1 was tested to check its significance and according to the results DM has a significant effect on BI ($\beta = 0.774$, $t = 32.298$, $p = 0.000$) and H1 is supported. H2 was tested to check its significance and according to the results DM has a significant effect on CCM ($\beta = 0.781$, $t = 30.271$, $p = 0.000$) and H2 is supported. H3 was tested to check its significance and according to the results, DM has a significant effect on PC ($\beta = 0.694$, $t = 23.459$, $p = 0.000$), and H3 is supported. H4 was tested to check its significance and according to the results, BI has a significant effect on PRV ($\beta = 0.166$, $t = 2.968$, $p = 0.003$), and H4 is supported. H5 was tested to check its significance and according to the results, CCM has a significant effect on PRV ($\beta = 0.386$, $t = 6.165$, $p = 0.000$), and H5 is supported. H6 was tested to check its significance and according to the results PC has a significant effect on PRV ($\beta = 0.113$, $t = 1.917$, $p = 0.005$) and H6 is supported. H7 was tested to check its significance and according to the results DM has a significant effect on PRV ($\beta = 0.239$, $t = 3.897$, $p = 0.000$) and H7 is supported. Importantly, the results of bootstrapping are available in the figure (see in Figure 2. Structural Model).

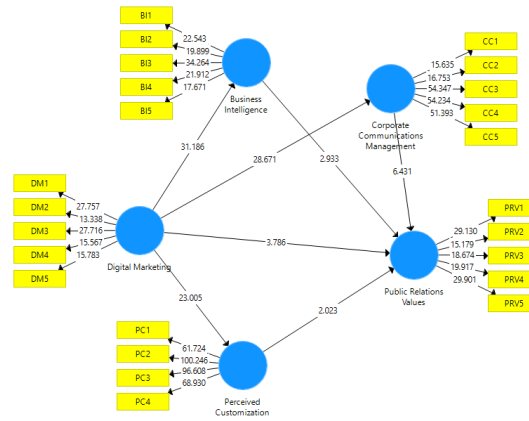


Fig. 3. Structural Model

Table 3

Direct Effects

Hypotheses	B	STDEV	T Value	P Value
H1. Digital Marketing → Business Intelligence	0.774	0.024	32.298	0.000
H2. Digital Marketing → Corporate Communications Management	0.781	0.026	30.271	0.000
H3. Digital Marketing → Perceived Customization	0.694	0.030	23.459	0.000
H4. Business Intelligence → Public Relations Values	0.166	0.056	2.968	0.003
H5. Corporate Communications Management → Public Relations Values	0.386	0.063	6.165	0.000
H6. Perceived Customization → Public Relations Values	0.113	0.059	1.917	0.005
H7. Digital Marketing → Public Relations Values	0.239	0.061	3.897	0.000

DM= Digital Marketing, BI= Business Intelligence, CCM= Corporate Communication Management, PC= Perceived Communication, and PRV= Public Relations Values

4.4 Mediation Analysis

In this section of the study, the indirect effects of variables are presented, and according to the results BI mediates the relationship between DM and PRV ($\beta= 0.128, t= 2.982, p= 0.003$), hence H8 is supported. Similarly, CCM mediates the relationship between DM and PRV ($\beta= 0.301, t= 6.112, p= 0.000$), therefore, H9 is supported. Additionally, according to the results, PC mediates the relationship between DM and PRV ($\beta= 0.078, t= 1.924, p= 0.005$), therefore, H10 is supported (see in Table 4. Indirect Effects).

Table 4

Indirect Effects

Mediation Effects	B	STDEV	T Value	P Value
H8. Digital Marketing → Business Intelligence → Public Relations Values	0.128	0.043	2.982	0.003
H9. Digital Marketing → Corporate Communications Management → Public Relations Values	0.301	0.049	6.122	0.000
H10. Digital Marketing → Perceived Customization → Public Relations Values	0.078	0.041	1.924	0.005

DM= Digital Marketing, BI= Business Intelligence, CCM= Corporate Communication Management, PC= Perceived Communication, and PRV= Public Relations Values

5. Discussions

First off, the results of H1, H2, and H3 show that there is a significant relationship between digital marketing and business intelligence, corporate communication management, and perceived customization. It is important here to discuss that, with the help of digital marketing, it is easy for the business intelligence team to develop strategies for the implementation and decide on the business organization. In this regard, the responsibility of the corporate communication management is to understand the role of digital marketing and develop strategies with the help of top management to provide a unique message in the target market, for providing all the details to maintain and promote public relations values. The business world should understand that digital marketing is a fruitful, and easy to use process, and tool by the business organizations, to promote public relations, because public relations are important when it comes to developing the relationship for a long time in the target market, to increase the revenue by leveling up the number of sales in the target market. Importantly, according to Giantari, Yasa, Suprasto, and Rahmayanti (2022) the marketing concept explains that in the modern era, the role of digital marketing is increased because all business organizations want to communicate with the consumers with the help of digital platforms, provided by the internet resources, to develop a strong relationship with the target market. In the same way, the results of H4 show that there is a significant relationship between business intelligence and public relations values. No doubt, business intelligence can be utilized as the process or set of activities for developing public relation values, for the target market to develop the relationship for the long term. In this regard, the importance of public relations in the business world is being increased, because due to the globalized business organizations, different businesses are competing, but the businesses which are having strong relationships with the target market, and all the stakeholders, these businesses have public relations value as the competitive advantage. Similarly, according to the study of Matosas-López (2021), to develop public relation

values, the organization must focus on the improvement in the business intelligence, to improve the business functionality of the organization. In the same way, the results of H5 and H6 show that there is a significant relationship between corporate communication management, and perceived customization to public relation values. Redjeki and Affandi (2021) demonstrate that the role of corporate communication management is to develop the relationship between the business organization, and the target market, to emphasize the business image, and increase sales. However, more effective strategies would be developed by the corporate communication management, by considering the perceived customization, to develop the public relation (Saura, Ribeiro-Soriano, et al., 2021). As a result, the promotion of public relation value would be understood by the target market, because the consumers in any market are directly willing to purchase from the business entity that is creating value for them. According to the results of H7, it is observed that there is a significant relationship between public relation values and digital marketing. No doubt, digital marketing is providing a solution to the target market to increase the public perception, and increase the revenue for the business organization. Tong and Chan (2020) highlight that digital marketing is providing different ways to communicate with the target market, and the customers in two-way communication that helps to get the feedback of the consumers, to the business to develop strategies according to the needs of the consumers. In this regard, the management should positively consider this role, and develop strategies to utilize digital marketing for promoting public relations. Lastly, the results of H8, H9, and H10 show that there is a mediating role of business intelligence, corporate communication management, and perceived customization from digital marketing to the public relation values. In this way, it has appeared that business intelligence, corporate communication management, and perceived customization are mediating between public relation values, and digital marketing, as digital marketing is considered as the modern tool for marketing activities. At the same time, digital marketing tools could be used for developing and promoting public relations for any business organization. According to Aleksandra et al. (2021), business organizations, in the modern time, are dependent on digital marketing for two-way communication with the consumer and communicating the vision and mission to the target market, for developing and managing relationships for a long time.

6. Implications

6.1 Theoretical Implications

This study addresses the theoretical gap in the literature related to the public relations values of business organizations, in the arena of digital marketing. No doubt, no earlier study has discussed digital marketing as an important tool for developing public relations values with the help of business intelligence, corporate communication management, and perceived communication. However, this study emphasizes that digital marketing is critical for developing public relations values, because, with the help of digital marketing, the target consumers can be more attractively and remotely targeted for delivering the message of the organization. In the same way, this study highlights that there is an important role of business intelligence when it comes to developing public relation value, with the help of digital marketing, because business intelligence is used to gather and organize the data of the consumers accordingly, and this data could be used easily for building the reputation of the business in the minds of consumers. Importantly, it is the responsibility of the corporate communications manager to develop the strategies for digital marketing because digital marketing is one of the emerging marketing tools that are being utilized for not only promoting the products but promoting the vision and mission of the business organization at the same time for getting a competitive advantage in the target market. Also, by providing perceived customization information to the consumers according to their demographics and diverse identities, it has become possible with the help of digital marketing to ensure the right information is provided to the right person and as a result, the public relations values developed in the target market. Therefore, this study highlights that the role of digital marketing has emerged and now it is the responsibility of the business organization to consider digital marketing as the most attractive tool for developing the public relation values in the target market, for sustainable business performance, and getting competitive advantage.

6.2 Practical Implications

This study addresses the practical issues that are being faced by the business organizations in the modern time, because due to globalization the competitors are getting the advantage, and it has become important for the business entities to promote their vision and mission in the target market to attract the consumers. In this regard, this study suggests that more responsibility is on the management of any business organization, to develop the strategies for delivering the message of the organization to the target market including a vision statement, mission statement, and organizational goals in the United Arab Emirates (UAE). On the other hand, opposite from the traditional tools of marketing, digital marketing is one of the best tools for marketing, that is responsible for developing public relations values, because digital marketing helps to get the feedback of the consumers at the same time, and it provides a unique experience for both the corporate communication management within the organization, and the consumers of the target market (Sin, Ariffin, Ibrahim, & Ahmad). Similarly, the managers of those business firms that are willing to develop the strong business relationship and public relation values with the target market, for them the need of digital marketing is important because it is designed in a way and it could be customized according to the requirement of the consumers as well as the business organization. Moreover, according to Seddigh, Shokouhyar, and Loghmani (2022), the organizations that are neglecting digital marketing as the communication tool to develop public relation value of the organizations, these organizations have failed to build the reputation in the target market. On the other hand, the responsibility of the management is to identify the diverse characteristics of the target markets and develop the strategies to deliver a unique and distinct message of information for providing sustainable support to the business with the help of digital

marketing and developing public relations with the target market (Vuillermin & Huck-Sandhu, 2022). Importantly, for any business organization, the relations with the target market and at the same time with the stakeholder are important, but the most critical situation is that the strategies should be developed to utilize all of the digital sources, to improve public relations with the help of digital marketing to compete the competitors in the globalized business situation.

7. Future Direction

This study has analyzed the role of digital marketing in developing public relations in a significant way. At the same time, the mediating role of business intelligence, corporate communication management, and perceived customization is discussed in it to provide a detailed relationship between the variables and their significance for implications. However, future research should focus on the role of product innovation, open innovation, and business promotion in a way to promote public relations values, because no significant study has discussed these variables concerning digital marketing and maintaining public relations.

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