REPUBLIC OF TURKEY

ANKARA UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES

Department of Media and Communication Studies

APPLICATION OF SOCIAL MEDIA AS A COMMUNICATION STRATEGY: A CASE STUDY OF TUNISIA'S CHARITABLE ORGANIZATIONS

Master Thesis

Takoua Ferchichi

Ankara, 2022

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Thesis Acceptance Page

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Ethics Statement

I hereby declare that; all the information in the master thesis I prepared under the advisory of Prof.Dr. BESİME PINAR ÖZDEMİR with the title "Application of social media as a communication strategy: a case study of Tunisia's charitable organizations (Ankara.2022)" was collected and presented in accordance with academic rules and ethical conduct; all materials in this thesis which I obtained from other sources have been fully cited and referenced; that I acted in accordance with the rules of scientific research and ethical conduct during the course of the study; and in any contrary case of above statements, I will accept any form of legal consequences.

Date: 27/06/2022

Takoua Ferchichi

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Dedication

Thank God above all.

To those whose words cannot mention their exploits, to the tenderness that illuminated my path with their presence and their continuous support, my beloved mother, my ideal father.

To my brothers and my sister, may God preserve them and make them support me throughout my life, hoping that their lives will be crowned with success.

To all my friends with whom I spent the most beautiful days and moments.

I dedicate the fruit of my efforts and the march of months of hard work to everyone who cares about me and is happy with my success.

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INTRODUCTION

Around the 1900s, the discipline of communication studies marked a remarkable development and evolution. This advancement has ushered in the twenty-first century's advanced technology period, giving rise to what critical communication theory refers to as "the information society". In this technologically changing environment, society had to reconfigure its ways of doing things and, as a result, its means of communication.

Since the development of the net and the speedy implementation of newer technologies in everyday activities, new media, particularly social media platforms, has turn into a vital component of people's career and personal life. As a direct result of the existence of the world wide web, many activities, such as education, shopping, and maintaining relationships with relatives and friends, have developed. Internet use has become more interpersonal and a source of fast contact as a direct result of the rise of social media. In today's world, a large number of individuals use social media to keep themselves updated about a variety of topics and services. Businesses and other organizations are increasingly turning to social media in order to enhance their customer support services. This is because many clients these days are benefiting from social media by expressing dissatisfaction with a company's goods or government service, as well as to see reviews before adopting a service, a product and even a behavior. During the past decade, social networking sites performed a noticeable contribution to the upheavals that occurred during the Arab Spring. These websites helped relay the messages of demonstrators to the appropriate authorities and even assisted in the downfall of authoritarian regimes, as was the case in Tunisia in 2011.

Since the inception of the Internet, the number of people utilizing it has increased exponentially, as have the number and variety of uses, including new marketing and communication purposes that have appeared in unprecedented numbers and variety in a relatively terse period. Because the number of users on social networking sites has risen and continues to rise, businesses and organizations are beginning to see social networking platforms as new means to contact their important consumers and constituents. Furthermore, public relations professionals want to communicate with the public to create relationships, and social media networks provide them with that possibility at a lower cost and even for free sometimes.

The reach and influence of social media platforms are growing. This is a significant advance in the evolution of the Internet as a platform for two-way communication, collaboration, coordination, and interaction. Simultaneously, social platforms have given users a place to engage, present themselves, discuss knowledge, and create content about a variety of topics, as well as new tools for strategic communication, whether by a corporation or a non-governmental organization. As a result, several organizations have created social media pages to maintain contact with their clients via these channels. New society has influenced how businesses communicate with their customers and how many businesses manage their customer relationships. Despite all of the hype around these platforms' potential, there are substantial gaps in understanding about the opportunities and whether this potential is being completely realized by those who use them as strategic dialogic communication tools (Macnamara & Zerfass, 2012).

In the same perspective, Kent and Taylor's (2002) dialogic public relations theory, in the same context, offers a basis for public relations practitioners (PRP) to trade and maintain conversations with their target audiences in an effective manner. While the majority of studies examining organizational social media use have considered organizational efforts to engage the public via social media, some of those studies, particularly those focused on developing nations, have solely looked at the purpose of organizational outreach initiatives or how organizations create relationships through social media. And consistent findings across all research suggested that companies of various types were not utilizing social media's dialogic potential to aid their relationship-building efforts (Curtis, et al.,2010; Lovejoy & Saxton, 2012; Rybalko & Seltzer, 2010; Waters & Jamal, 2011).

With the widespread availability of free social networking sites with built-in interactive interfaces, any organization, including those with limited financial resources, may develop a profile and an online network of friends and followers in order to communicate with potential sponsors and the general public. Given these newly strengthened communication opportunities, organizational communication academics who have long investigated the relationship-building tactics available to organizations on the Internet have found new areas of inquiry with the application of new media strategies to facilitate dialogic communication.

Social media is now more critical for nonprofit organizations (NPOs) regarding resource mobilization, creating awareness, and reaching out to potential volunteers, activists, and donors. Certain, informing the public about the organization and its mission, as well as interacting with stakeholders, marketing, branding, and awareness-raising, mobilization to participate, and providing a space for interaction are among the web capabilities that nonprofit organizations provide.

The growing adoption of social media platforms has created more avenues for non-profits to communicate with the general public and solicit their participation. The fact that any organization, regardless of its size, is able to profit from the tools provided by social media creates significant chances. It also has the potential to turn the tide in terms of the sort of resources and competencies that organizations require, as well as the techniques they might use to maximize their social media presence. With the rise of new social networking sites during this era, the subject of the research proposed to deal with relevant: “Application of social media as a communication strategy: a case study of Tunisia’s charitable organizations”.

To that end, this study focuses on one level of analysis to investigate how various characteristics are related to organizational social media use for dialogic communication: organizational Facebook pages level, utilizing Facebook data from 100 Tunisian non-governmental organizations (NGOs). This study will look at how organizations in Tunisia are currently using the Facebook pages that they manage for nonprofit marketing and communications, with a focus on how they use the network as a dialogic tool. The findings will be analyzed using Kent and Taylar’s (1998) dialogical theory as a theoretical lens.

In the first chapter of this research, an exploration into the conducted theoretical framework on dialogic communication was outlined. This theoretical framework serves as the basis for an observation into the ways in which Tunisian non-governmental organizations are putting the principles of dialogical theory into practice.

The second chapter will be on the emergence and growth of social media. The most significant element of social media and its services were explored, and also the most major social media utilized in Tunisia were highlighted.

In the third chapter of this thesis, an introduction to nongovernmental organizations and their characteristics and importance to society was given before presenting a more in depth discussion of these organizations in Tunisia’s historical and legal context. Finally, a review of nonprofit marketing concluded this chapter.

The fourth chapter will be devoted to the research methodology used to complete our study. It will therefore be a question of establishing the foundations of the research with regard to the choice of terrain, the sampling, the dimensions attributed to the key concepts.

Chapter five is entirely dedicated to the presentation and analysis of the results obtained during the content analysis of selected NPOs’ Facebook pages. This analysis includes first of all, the presentation of the data obtained where they are distinguished and interpreted. In the last part of the same analysis, a discussion was held in which the various aspects of the study were incorporated into the theoretical framework. The goal of this was to construct a bridge between the stage of reflection and the stage of application.

Chapter One: THEORETICAL FRAMEWORK

1.1 INTRODUCTION TO THE DIALOGUE

A number of disciplines, most notably psychology, sociology, education, and communication served as the basis for the development of dialogue. Philosophers and rhetoricians have long recognized dialogue among the most ethical modes of communication and one of the most significant tactics for distinguishing truth from falsehood and it implies a presence between two people in a shared time. Martin Buber, a theologian, is often considered the inventor of the contemporary concept of dialogue. This dialogue, according to Buber, can take the form of an exchange, a relationship, but is not exclusively bound to a spoken word. He believes, for example, that the teacher educates as much through his posture, behavior, and silence as through his speech. The gesture has as much importance as the word. It is the human relationship that matters and that gives value to the transmission, whatever its form.

For Martin Buber, the concept of dialogue is a real concept in itself. The basis of language consists of relationships and connections. In his book *I and Thou*, Buber invites to return to an original dialogue, a relationship that consists of complete presence and reciprocity. The “I” and the “Thou” are interconnected. The “I” does not exist when there is no relationship, it is necessary for interaction, in a dialogical situation with others, with the “Thou”. For Buber, the “encounter” is the extension of the “I” and not its self-denial. He refers to it as “inclusion.”. In addition, reciprocity, mutuality, engagement, and openness are central to Buber’s work (Kaufmann, 1996).

It is worth recalling that at the beginning of the 20th century the person was still largely thought of as a self-constituting sovereign subject, that is, as something that exists before it enters into relations with others. Buber reverses this belief, asserting, “in the beginning is the relationship”. But not just any relationship, because the philosopher distinguishes two: an “experiential relationship”; the relationship to things; and an “existential relationship”; the relationship to beings that culminates in dialogue. The two are complementary, if not inseparable, but Martin Buber notes that one has taken precedence over the other: for modern man, the whole world tends to become one thing, including other human beings. Buber calls this objectifying relation “I-That” and contrasts it with the relation “I-Thou”; a primordial encounter through which each person becomes a person; the opposite of an exploitable thing.

Dialogue is this ontological encounter, at the center of which the I and the Thou are born together, each establishing its own reality through the word of the other, even if the latter is a challenge. In this sense, dialogue establishes the uniqueness of each person. In other words: individualization is a relational process.

Dialogue means allowing oneself to be challenged by the other to be able to respond for oneself, and it means speaking a word that calls upon the other as a person and not as an object. The difference lies in one question: do I speak to the other in order to use him, or do I speak to him in order to encounter our common humanity? This is Socrates seeking truth at the cost of his life. Buber argues that for those who engage in dialogue, there is no “course of events” that imposes a fate on man. The one who engages in dialogue presents himself to the other and to himself, leaving open an infinity of possibilities. In this sense, a relationship without dialogue is a dead relationship. “And in all the seriousness of truth, hear this: without It, man cannot live. But he who lives with It alone is not a man” (Kaufmann, 1996, p. 85).

According to Buber, dialogue is a process that requires the surrender and concentration of both participants, a surrender of one’s self to the other. A dialogue is participatory, as the term implies: “the basic word I-Thou can only be spoken with the whole being. The concentration and merging into a whole being can never be accomplished by me, can never be accomplished without me. I need a Thou in order to become; in becoming I, I say Thou. All real life is an encounter” (Kaufmann, 1996, p. 62).

Many scholars have described dialogue as an approach to participation and a sophisticated conversational practice that emphasizes sharing, mutual understanding, humility, sympathy, trust, self-revelation, ethical responsibility, and individual co-creation of meaning (Kent &Lane, 2017; Kent & Taylor, 2002; Kent & Theunissen, 2016, Taylor & Kent, 2014).

The authentic dialogic connection is more than an ordinary two-way interaction, it is founded on a clear and honest communication and regards all participants as equal partners in a well-mannered partnership. It is considered the most ethical type of communication because it is based on the principles of genuine compassion, humility, compassion, and trust.

1.2 DIALOGICAL THEORY

Dialogue in public relations has largely supplanted public relations management theories that viewed communication as a strategic marketing tool to reach relevant parties and viewed it as a way to accomplish company objectives. These public relations management theories viewed communication as a way to accomplish company objectives.

The work that Ron Pearson did on conversation as a realistic approach to public relations is the one that started the oldest and most significant discussion on this subject. In his dissertation titled *A Theory of Public Relations Ethics* from 1989, Pearson discussed conversation as a method for doing ethical public relations.: "it is morally right to establish and maintain communication relationships with all publics affected by organizational action and, by implication, morally wrong not to do so" (Kent & Taylor, 2002, p. 21).

The goal of Pearson's dissertation was to offer a framework for public relations theory and practice that was more morally upstanding. Pearson said that: "public relations is best conceptualized as the management of interpersonal dialectic,". It is more vital to have a dialogic "system" than it is to have monologic "guidelines" when it comes to the practice of ethical public relations. As Pearson puts it: "if what is right and wrong in organization conduct cannot be intuited or arrived at by some monological process, as much postmodern rhetorical theory and postmodern philosophy in general argues, then the focus for an organizational ethicist must shift dramatically. The important question becomes, not what action or policy is righter than another (a question that is usually posed as a monologue), but what kind of communication system maximizes the chances competing interests can discover some shared ground and be transformed or transcended. This question shifts the emphasis from an area [sic] in which practitioners do not have special expertise - ethical theory - to areas in which they do have expertise - communication theory and practice" (Kent & Taylor, 2002, p. 23).

The fundamental command for communication is established using Pearson's six rules before each interaction, whether it takes place in-person or online: "(1) in a dialogic interaction, the rules controlling the possibility of starting, maintaining, and ending interactions should be understood and agreed upon. (2) The standards limiting the length of time between messages or queries and responses should be understood and agreed upon by the general public. (3) Rules controlling opportunities to offer subjects and initiate topic changes should be understood and agreed upon by the general public. (4) When a response counts as a response there should be public clarity and agreement on the rules. (5) Rules for communication channel selection should be understood and agreed upon by the general public. (6) The rules for discussing and modifying the regulations should be understood and agreed upon by the general public" (Kent & Taylor, 2021, p. 4).

Pearson's procedural ideas are already being used in a number of areas. For example, when calls are made to private and government facilities, it is becoming more common for answering machines to tell callers how long they are likely to have to wait to be served. A good number of these systems advise the caller on the best times of day to call back, in addition to providing them with additional communication choices, such as the ability to leave notes. These types of programs are in line with the second and fifth dimensions proposed by Pearson: the "public understanding of an agreement on the rules determining the length of time between messages or inquiries and responses" and the "understanding of an agreement on channel selection rules". These "rules" do not guarantee a dialogue, but they do help create situations in which people feel valued, that's why there are among the fundamental elements of increasing dialogical relationship building.

The next topic of conversation will be the limitations that a dialogic interest places on public relations. The fact that it has the capacity to "change the nature of the organization-public relationship by emphasizing the relationship" is one indication that demonstrates its significance (Kent & Taylor, 2002, p. 25). The authors Stoker and Tusinski (2006) argue that the goals of dialogic communication, while noble, are also skewed in some ways and it can lead to unethical activities because the deliberate creation of a communication strategy to influence the audience overrides the two-way symmetrical paradigm that public relations practitioners could make advantage of.

The practice of surveying public opinion reflects the evolution of public relations over time, which has shifted from a two-way asymmetric model to a two-way symmetric model. This research was based on the assumption of the dialogic theory of public relations, which was created by well-known academics Maureen Taylor, Michael L. Kent and William J White between 1998 and 2001 (Taylor & Kent, 1998; Kent & Taylor, 2002; Taylor, Kent & White, 2001). They looked at the concept of dialogic communication and how it relates to computer-mediated communication (CMC) systems as part of their research. This concept, based largely on dialogic theory, which defines the principles of communication between an organization and its stakeholders (Taylor & Kent, 1998). It states that balanced two-way communication is necessary for mutually productive partnerships.

Taylor and Kent suggest the following: “One can imagine dialogue along a continuum, with propaganda or monologue at one end, and dialogue at the other. . .. The propagandist wants to limit individual freedom and choice, and constructs messages designed to generate adherence and obedience. Propaganda is a one-way communication model . . . Dialogue, however, at the other end of the continuum, values interpersonal interaction and places an emphasis on meaning making, understanding, co-creation of reality, and sympathetic/empathetic interactions. Dialogue represents a model with much closer correspondence to . . .lived reality” (2014, p. 389).

The authors Kent and Taylor (2002) compiled a list of qualities of dialogue that are generally agreed upon. The characteristics on this list are as follows: “risk”, “mutuality”, “propinquity”, “empathy”, and “commitment”. Even while not all aspects of dialogue are essential or present at all times in each and every dialogic encounter, the strength of the dialogic connection will increase according to the number of dialogue qualities that are present.

1.2.1 MUTUALITY

Mutuality, refers to cooperating with other people in a spirit of equality and suggests that all interactions should take place on an equal basis. It is defined as an “inclusion or collaborative orientation” and a “spirit of mutual equality”. Dialogic interactions necessitate both modesty and the cultivation of “equal” partnerships. Participants in conversation should be viewed as individuals, not things. Regardless of the topic, there should be no fear of scorn or disrespect among the participants. Despite the fact that conversation’s participants often belong to different social ranks, discussants should avoid using power dynamics and power tools to influence or otherwise control the flow or direction of the conversation. Mutuality is an “acknowledgment that organizations and publics are inextricably tied together” (Kent & Taylor, 2002, p. 25).

In planning, implementing, and evaluating the effectiveness of communication initiatives, organizations need to broaden their view of communication. A much broader framework is needed that also takes culture and ideology into account. One of the most important characteristics of mutuality is a collaborative mindset. Organizations would be meaningless without their public. As a result, organizations have to make an effort to forge partnerships with the audiences they serve in an environment that promotes equality and tolerance. Because of this, it is necessary to use yet another fundamental concept of logic known as propinquity.

1.2.2 PROPINQUITY

Propinquity, means being aware of the timing of relationships or being aware of past, present, and potential future relationships that are possible with others, as well as engaging with other thoughts and ideas. Dialogic propinquity indicates that the public is consulted on matters that affect them and that the public is willing and able to express their demands to organizations. “Immediate presence”, “temporal flow” and “engagement” are three characteristics of dialogical connections that establish propinquity.

1.2.2.1 IMMEDIATE PRESENCE

Immediate presence, means that the people involved are talking about their concerns right now, rather than after they have made their decisions. The fact that the participants are communicating in a shared environment is also implied by their immediate presence (or location).

1.2.2.2 TEMPORAL FLOW

Temporal flow, involves a grasp of the past and present, as well as consideration of future relationships. In any dialogue, there is more at stake than just the present, but also a shared future. Dialogue aims to create an equitable and acceptable future for all participants.

1.2.2.3 ENGAGEMENT

Engagement, clarified by what Kent and Taylor mentioned: “dialogic participants must be willing to give their whole selves to encounters...Dialogic participants must be accessible. All parties should respect their discussant(s) and risk attachment and fondness rather than maintaining positions of neutrality or observer status. When an organization is fully engaged in its community (local or global) it will have broader contexts and wider perspectives to draw upon in its decision-making. Engagement benefits all parties involved because decisions serve multiple publics.” (2002, p. 26)

The process of dialogic interaction is made clearer by these three features of dialogue. Propinquity (or proximity) is the concept that companies should be physically and emotionally accessible to their customers. A company should carefully consider the impact of their actions on their audience and even ask them for their opinion before making a decision. With this type of close friendship, empathy is naturally fostered.

1.2.3 EMPATHY

Empathy, means acknowledging others, supporting them, and having a social attitude where the welfare of others is as important as, if not more important than, your own. Empathic communication is crucial because it allows professionals to better understand their audience by "walking in their shoes" as Kent and Taylor illustrate it. (2002, p. 27). "Supportiveness", a "communal orientation," and "confirmation or acknowledgment" of others are all characteristics of this type of communication.

1.2.3.1 SUPPORTIVENESS

Supportiveness, it involves putting in place an environment that not only invites participation but also supports it. It means that meetings are open to anyone who is interested, dialogues are held in public places, materials are available to everyone, and mutual understanding is promoted. Listening ability demonstrated by participants involves the absence of expectation, interference, competing, disagreeing, and twisting of meaning into predetermined interpretations. Dialogue is not the same as an argument, which involves opposing ideas.

1.2.3.2 COMMUNAL ORIENTATION

Communal orientation, is an essential quality to be present within interactants, whether individuals, organizations, or the public. With each passing day, it becomes clearer that new communication technologies are irrevocably uniting the world's population. As a result of globalization, organizations are now aware that they must interact both locally and internationally.

1.2.3.3 CONFIRMATION

Confirmation, according to Laing: "is one of the most important characteristics of human beings is the recognition or affirmation of the value of others." (Kent & Taylor, 2002) Confirmation is the habit of accepting another's voice even when one is in a position to reject it. If discussants want to establish trust with others, affirmation is a fundamental requirement for dialogue. According to Laing, "confirmation" can range from a simple smile or handshake to an expressive movement. Individuals who disagree with the organization's policies must to be recognized, and organizations need to accept this.

In fact, Taylor and Kent (2002) have found that people who feel disrespected by an organization are less likely to enter into a relationship with it. As is common knowledge in public relations, in many instances, regaining lost public trust is nearly impossible. An on-going commitment to empathetic communication between the organization and outside groups can improve relations. Nevertheless, any dialogic interaction might expose the organization as well as the audience to financial, psychological, and relational risks.

1.2.4 RISK

Risk, is inherent in all organizational and interpersonal relationships. Leitch and Neilson said: “genuine dialogue is a problematic concept for system(s) public relations because it has the potential to produce unpredictable and dangerous outcomes”. (Kent & Taylor, 2002, p. 28) While individuals that participate in discussion face relational risks, dialogic participants also take significant risks. Risk implies “vulnerability”, “unanticipated consequences”; openness to unexpected experiences and impacts; and the “recognition of strange otherness”; that entails an unconditional acceptance of others’ differences.

1.2.4.1 VULNERABILITY

Vulnerability, refers to the ability to be manipulated or humiliated by other participants during the process of dialogue; that requires the sharing of knowledge, ideas, and desires with others. Vulnerability in conversation, on the other hand, should not be viewed negatively. Relationships are formed through self-disclosure and risk, and there is a possibility that partners will change.

1.2.4.2 UNANTICIPATED CONSEQUENCES

Unanticipated consequences, is that unlike written communication, dialogue communication is unscripted and unpredictable. This spontaneity is the resulting of the interaction between individuals and their contrasting perspectives, values, and perspectives. Participants benefit from interpersonal contact (even if they don’t see each other face-to-face), as it facilitates discourse. In order to avoid coercion, it is avoided that anyone in a dialogue would want to manipulate anyone else by using programmed dialogues.

1.2.4.3 RECOGNITION OF STRANGE OTHERNESS

Recognition of strange otherness, is not only recognized in interactions with strangers or acquaintances, but also in interactions with familiar people. It also involves acknowledging that the “other” is not the same as oneself and should not be. Individuals are seen as different and valued in and of themselves, but also for the diversity they bring to dialogic interactions.

The reward for “dialogic risk” is greater interaction between the organization and the public. Therefore, “dialogic risk” makes good organizational sense; it can help build knowledge and reduce ambiguity and misunderstanding. In situations where there is uncertainty, the discussion provides a way to convey information.

1.2.5 COMMITMENT

Commitment, is determined by its dedication to discourse, interpretation, and understanding. The benefits of dialogue to low-income populations include communication that is trustworthy and supportive, the engagement of all individuals as equals, and the promotion of collaboration among communities. Three aspects of dialogic encounters are described by commitment: “genuineness”, “commitment to the conversation,” and a “commitment to interpretation”.

1.2.5.1 GENUINENESS

Genuineness, is the openness and the honesty in a dialogue, despite the potential value of deception or concealment. It involves people disclosing their interests and position; “shooting from the hip”. Putting the relationship over their own good (that of the public or organization) has nothing to do with the interlocutors not being trustworthy. Organizations and the public that communicate honestly are significantly more likely to find solutions that are mutually beneficial.

1.2.5.2 CONVERSATIONAL COMMITMENT

Conversational Commitment, is representing the conversations that are conducted for the mutual benefit and understanding of both parties, not to defeat or exploit each other’s weaknesses. Dialogic partnerships, in fact, assume that people have similar meanings or are working toward a common understanding.

1.2.5.3 COMMITMENT TO INTERPRETATION

Commitment to interpretation, all participants must be willing to work at the discussion to grasp the often-differing standpoints. According to Ellul, “Discourse is ambiguous; it is never clear...Meaning is uncertain; therefore, I must constantly fine-tune my language and work . . . at reinterpreting the words I hear. I try to understand what the other person says to me”. (Kent

& Taylor, 2002, p. 29) A “Reel discourse"” requires more than the commitment to connection. However, it implies changing one’s perspective, beliefs, values, and also evaluating others’ positions from an equal perspective. When two people agree to put aside their disagreements long enough to get an understanding of each other’s points of view, they are having a dialogue with one another. The discourse and the agreement are two separate things.

Moreover, when applied to the study of dialogic communication, the use of digital, social, and mobile technologies provides a strong theoretical and practical foundation for the study of this subject. It is widely acknowledged that dialogue is the most ethical method of communication. This is due to the fact that dialogue is characterized by genuine interest, humility, mutual recognition, empathy, and trust. Dialog, in addition to challenging preconceived notions, offers organizations and the general public new ways to understand concepts and creates new meanings, beliefs, or relationships. (Kent & Theunissen, 2016) This is a significant benefit of dialogue. The ability of public relations professionals to ensure that all members of the public, regardless of their power or social standing, are heard, respected, and taken into account continues to be one of their greatest challenges (Toledano, 2018).

Successful dialogic participation requires, too, an understanding of more advanced communication technology. According to Lane and Kent (2017), dialogic interaction has 11 characteristics: “(1) treating others with respect; (2) dialogue and turn-taking; (3) repeated interactions; (4) relationship-based; (5) trust; (6) participants are granted autonomy to achieve a flow or engaged state; (7) mutually satisfying activities; (8) collaboration may be initiated by either party; (9) no agenda or manipulation; (10) co-oriented; (11) rhetorical” .

1.3 DIALOGIC THEORY FOR THE INTERNET AGE

In their article *titled Building Dialogic Relationships Through the World Wide Web* Kent and Taylor (1998) presented an overview of five fundamental principles of dialogic communication. As a result of their work, public relations professionals now have access to the first comprehensive theoretical foundation that can be used in conjunction with digital communication. Their research was what ultimately demonstrated the relationship-building potential of digital communication technology (primarily websites at the time), and it was also what led to the development of suggestions for how to build relations between communication professionals and the general public. Public relations, marketing, sales, administration, organizational communication, and information studies all rely on these principles, which are used in all of these fields. Many forms of corporate websites, including blogs, Facebook, Instagram, YouTube, and Pinterest, have been studied using dialogic principles.

Some research has looked at how the principles have changed over time, how they have been applied in different situations, and how they have been linked to different organizational characteristics. Organizations around the world are increasingly embracing digital communication and new platforms for stakeholder engagement. A new perspective on the landscape and the potential of dialogic communication on digital platforms are needed now more than ever. Organizations, on the other hand, offer an environment in which a prosocial, deliberative version of social media could become visible. Facebook and Instagram, amongst other social media platforms, have undoubtedly aided organizations in gaining public recognition and funding.

According to Kent and Taylor (1998) companies are able to engage in authentic connection with their audiences over the internet. There is reciprocal gain to be had from the relationship that exists between public relations firms and the people they serve as constituency. The constituents have some pressure on the organization, and the organization depends on the public for support. When applied correctly, dialogic theory and its principles will provide organizations with the most effective method for ensuring that they attain their goals and grow by establishing relationships that are mutually beneficial and are based on two-way symmetrical communication. This will allow organizations to achieve their goals and grow. This can be supported in part by the company’s website and its social media accounts.

Traditional and modern practices are necessary for dialogic communication, as is a focus on the future to improve platforms that allow the public to participate more effectively (Kent & Taylor, 2002). Public relations can be greatly enhanced by the presence of the internet. With its technological advancement, the internet is providing organizations with a new way to serve, connect, and build through engagement with its stakeholders. These platforms allow consumers to gain a deeper understanding of organizations. In addition, experts see it as a channel to promote a more effective organization and its relations with the public and their involvement in the development of a better community. Over time, public relations theory has evolved from emphasizing communication management to emphasizing the communication in developing, negotiating, and maintaining relationships (Kent & Taylor, 2002).

Kent and Taylor presented the first theoretical framework for understanding web-based relationships between organizations and their respective publics via the Internet in the year 1998. Dialogic communication is defined by Kent and Taylor as both a process and an outcome, as they state in their research: “the theoretical imperative of two-way symmetrical communication is to provide a procedural mechanism by which an organization and its publics can engage interactively” (1998, p. 323).

Kent and Taylor (1998) suggest that the Internet empowers public-organization interactions to be shaped, modified, and changed. They suggest five guidelines for fostering Web-based communication links. The “dialogic loop” is the first principle. Through this policy, public’s feedback is solicited from an organization’s stakeholders. In this area, the public can ask questions and, more importantly, companies have the chance to address inquiries, concerns, and problems they may encounter (Taylor & Kent, 1998, p. 326). For a user looking for a response, it can be frustrating when a company provides an email address that is not checked regularly, defeating the purpose of the interaction. As a way to provide public’s feedback, organizations should create a dialogic loop. In this loop, in order to provide quality services, there must be interaction between public and organizations. To use this principle effectively, an experienced member of the organization must be available to close the loop.

The second concept is the “usefulness of information” that’s mean that information should be useful. This includes information that is valuable to the general public, not just to the audiences an organization is targeting. This principle states that relationships must be built with the public to deal with the public’s values and concerns in order to achieve public relations goals. When distributing information to a broad audience, organizations should consider issues of hierarchy and structure as well as providing useful information.

The third concept is “generation of return visits” and it revolves around the idea that websites should contain elements designed to make them useful and attractive to repeat visitors. Frequently asked questions are one of the easiest ways to attract visitors to come back and revisit the website. Organizations should have a visually beautiful and dynamic website to attract repeat visitors. This is perhaps the most challenging principle to implement effectively on websites, blogs, or social media, as the authors believe.

The fourth principle is “ease of interface”. This means that the website should be uncomplicated and simple to use. The user interface should be straightforward and users should be able to navigate the website quickly and effortlessly. Organizations should ensure that the interface is facile and intuitive. The public must be able to explore the site swiftly and easily without having to deal with slow graphical features or disorganized content.

The fifth principle is “conservation of visitors” and it instructs web communicators to retain users on their site instead of redirecting them to third-party sites. The risk here is that users will leave the websites and not return. Visitors should be gone easy on by avoiding superfluous external links and providing obvious paths back to the site.

The internet is one area where communication can help in creating better relationships. In fact, the World Wide Web comes closest to the ideal interpersonal communication channel among all mediated channels available to public relations professionals. A fundamental shift has occurred in PR in the last decade away from an attempt to manage communication in a one-way approach to a focus on building relationships through dialogue. A variety of methods are available to organizations to engage the public, from websites to social networking pages. The internet has flourished along with a dialogic approach to public relations.

Creating dialogic communication in the “web society” has become increasingly important due to the revolution that social media has brought in how people communicate, connect, share, and maintain relations. Thanks to Web 2.0, organizations are now capable of interacting with their audiences and present their communications in more interactive formats. This can also be seen in nonprofit organizations’ communication with their audiences. NPOs and their audiences are communicating in a manner that is more interactive, intersubjective, and collaborative as a result of the use of technologies from Web 2.0, in particular social media.

Individuals and organizations can now engage in a dynamic, synchronized, multidirectional, and multi subjective discussion through social media sites that has transformed the way people communicate. Within the framework of an environment dominated by social media, in which communication between an organization and its many stakeholders is essential to the organization’s continued existence, social media may be utilized to encourage dialogue between organizations and the general public (Kent, 2013).

Bortree and Seltzer state that: “social networking sites provide organizations with a space to interact with key publics and allow users to engage with one another on topics of mutual interest; this should provide the ideal conditions for stimulating dialogic communication” (2009, p. 317). Because of the rise in popularity of social media platforms, non-governmental organizations have a duty to investigate whether or not these platforms are efficient in fostering genuine conversation and whether or not their audiences make effective use of these platforms.

Chapter Two: SOCIAL MEDIA ENVIRONMENT

2.1. DEFINING SOCIAL MEDIA

Individuals and groups are able to share, discuss, and edit material in highly dynamic ways because to the capabilities offered by social media platforms, which are powered by mobile and online technology. The use of social media has the potential to radically transform the ways in which individuals, communities, and organizations communicate with one another. Facebook, Twitter, Instagram, YouTube, and LinkedIn are all examples of social media platforms. There are many others. The manner in which people communicate has been significantly altered as a direct result of the proliferation of social media in the everyday lives of people of all ages.

The idea of social media has been described in a variety of different ways in a variety of different professions, including public relations, information science, mass media, and marketing, to name a few. It is generally accepted that the term “social media” refers to a category of digital technologies that place an emphasis on content or interaction provided by users (Kaplan & Haenlein, 2010; Sinclaire & Vogus, 2011; Terry, 2009). It is common practice to refer to social media as channel characteristics (Kent, 2010) or the usage of particular tools to illustrate types of participation, such as Facebook or Twitter (Howard & Parks, 2012).

Some of the current definitions are clear and concentrate on the fundamental aspects of the generation of messages via social media. For example, Russo, Watkins, Kelly, and Chan describe social media as: “those that facilitate online communication, networking, and/or collaboration” (2008, p. 22). Alternatively, Michael Heinlein and Andreas Kaplan define it: “as a group of Internet-connected applications that build on the ideological and technological foundations of Web 2.0 and allow the creation and sharing of user-generated content” (2010, p. 61). The term “collaborative” can be used to describe a number of different applications, including but not limited to: projects on Wikipedia, blogs and microblogs (such as Twitter), content communities (such as YouTube), social networking sites (such as Facebook), virtual worlds (such as World of Warcraft), and virtual social worlds (e.g., World of Warcraft, Second Life). And according to Lewis Kay, social media is just a “label for digital technologies that allow people to connect, interact, produce, and share content” (2010, p. 2).

In spite of these drawbacks, similar criteria may be applied to various forms of communication technology, such as email, without taking into account the particular features and affordances that make social networking unique. In Howard and Parks definition of social media three components are included: “(1) the information infrastructure and tools used to produce and distribute content; (2) the content that takes the digital form of personal messages, news, ideas, and cultural products; and (3) the people, organizations, and industries that produce and consume digital content" (2012, p. 359). Technological terms such as social media are frequently used to describe technology-based tools and services, and tend to be associated with Web 2.0 or collaborative web technologies. The term "Web 2.0" describes collaborative and web-based tools that are constantly evolving and improving, as well as tools that depend on user-generated content (O'Reilly, 2005).

Kent also defined social media as "any interactive communication channel that allows for two-way interaction and feedback" adding that contemporary forms of social media can be identified by their "potential for real-time interaction, reduced anonymity, a sense of propinquity, short response times, and the ability to 'time shift' or engage the social network whenever suits each individual member" (2010, p. 645).

And as stated by Mark Dickman social media is: "The means for any person to: publish digital, creative content; provide and obtain real-time feedback via online discussions, commentary and evaluations; and incorporate changes or corrections to the original content" (Chan-Olmsted, Cho, & Lee, 2013, p. 151). Furthermore, social media indicates the following: "The activities, practices, and behaviors of people who meet online to share information, knowledge, and opinions using conversational media are applications that open the way for creating and publishing content easily in the form of written text, images, videos, and audio recordings" (Safko & Brake, 2009, p. 6).

As indicated by the plethora of previous definitions, social media has been categorized as a collection of site elements at times and as a collection of specific features or technological affordances at other times, reducing its distinctive communicative properties. This technocentric and inductive approach leaves out a significant portion of what makes social media so special, both as a tool and as a concept. This is because the method focuses on the technology and the affordances that accompany it. As a direct consequence of these criteria, the research foundation becomes muddled, and theorizing is restricted to already existent technology, services, and activities, which creates challenges for theorists. Because there is currently no solid, comprehensive definition of social media, future research into the subject will be challenging.

Henry Jenkins (2006) refers to social media as a convergence culture. In his book *Convergence Culture Where Old and New Media Collide*, Jenkins extensively reported on “media convergence”, “participatory culture”, and “collective intelligence”. The creation of social media may be attributed to the particular combination of these three concepts. It is possible to classify media convergence as a paradigm-shifting culture since it altered the interaction between pre-existing technology, industries, markets, genres, and audiences. This resulted in a shift in the way conventional media operated as well as in the way individuals absorbed news and entertainment. The author is of the opinion that this cultural convergence is more of a process than a final destination, and that we have already been a part of this culture for a considerable amount of time:

> *“Media convergence is more than simply a technological shift. Convergence alters the relationship between existing technologies, industries, markets, genres, and audiences. Convergence alters the logic by which media industries operate and by which media consumers process news and entertainment. Keep this in mind: convergence refers to a process, not an endpoint. There will be no single black box that controls the flow of media into our homes. Thanks to the proliferation of channels and the portability of new computing and telecommunications technologies, we are entering an era where media will be everywhere. Convergence isn’t something that is going to happen one day when we have enough bandwidth or figure out the correct configuration of appliances. Ready or not, we are already living within a convergence culture”* (Jenkins, 2006, pp. 15-16).

Most definitions of the concept of social media focus on the behaviors and interactions that arise between individuals in this virtual space. Developing a feeling of community through social media contact is one of its most essential qualities. Thus, social media may afford incentives for people from different backgrounds to find a middle ground for coexistence. From another perspective, sharing and collaboration is a PR mantra in social media environments. Accordingly, Michael Skoler saw social networks as an opportunity to build social relationships, enhance communication between people, and empower and enhance individual voices. (2015). By using social media technologies users can contribute to the creation dynamic content and add new meaning to it. It is clear that today’s audiences want to express their opinions on all topics, and want to be heard, which is what these means have responded to.

An argument point must be clarify, is the combination of “social media” and “social network sites” that has been shown to be an even greater source of difficulty. For the first time, social network sites, or SNSs, were characterized by Boyd and Ellison: “web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system." (2007, p. 211).

Even though social networking sites (SNSs) are considered to be tools for social media by definition, not all SM platforms can be classified as SNSs. It is regrettable that this term has been misused as an all-encompassing term for social media. Currently, the term "social media" is frequently confused with "social networking sites", resulting in imprecision in some social media literature. Boyd and Ellison's term has been misapplied and misused, causing theoretical advancement in the field to stall. Social media provides its users with a one-of-a-kind opportunity to communicate with one another through the creation of personal informational profiles that can be viewed by their friends and coworkers. Because of this, social networking now takes place in the context of social media, which in turn has had an impact on the ways in which information is obtained and decisions are made.

Social media and social networking have some overlap and integration. Facebook, Twitter, and Pinterest, according to social media specialists, are all-in-one platforms that are both social media (tools) and social networking (platforms). YouTube, on the other hand, is a video-based social media platform. But, for example, LinkedIn, chatting with coworkers' option is considered a social networking's feature. Blogs, discussion forums, or wikis are forms of "social media" but are distinct from social networks. Users are able to build public profiles on websites such as social networking services, through which they may communicate with their actual friends and connect with others who have similar interests. Social network interactions are easily replicated online but not in the offline world due to their ease and immediacy.

2.2. ORIGIN AND EVOLUTION OF SOCIAL MEDIA

Matisse, an online media environment situated in Tokyo, is credited with being the first to use the word "social media". This occurred in 1994, during the early days of commercial internet use. It has become one of the most essential internet applications due to the rapid growth of SM platforms as well as active SM users. Social media is becoming increasingly popular due to its user-friendly features, rapid development, and expansion of its range of uses. These tools, like as Facebook, Instagram, and YouTube, give users with the ability to connect with one another despite the distances that separate them. Additionally, they enable users to generate interactive material, which they can then share with others and debate with them. Platforms for social media have quickly become an indispensable component of the daily routines of people of all ages and strata of society. Social media has also opened the way for government organizations, non-governmental organizations, and commercial companies to target a wider audience and achieve their purposes.

The first social network was established in the United States not long after the proliferation of the Internet in the nineties. This was prior to the emergence of Web 2.0, a term coined by Tim O'Reilly in 2004 to describe an interactive web in which the user is no longer merely a passive consumer of information but rather discusses it, participates in its production, and evaluates it. The term "Web 2.0" refers to an interactive web where the user is no longer just a passive consumer of information (O'Reilly, 2005).

In 1969 the Advanced Research Projects Agency Network (ARPANET) was founded as a research tool and eventually grew further into a communication tool. It has built a link between four universities: UCLA, Stanford University, University of California Santa Barbara, and the University of Utah. Two years later, Ray Tomlinson built the first email software for the Internet and utilized the @ sign to represent a web address. Email became popular mainly because it was considered a fast and instant means of communication at the time. A BBS (Bulleting Board System) was later developed in 1978 and users exchanged information over telephone lines. The earliest versions of Internet browsers were disseminated on Usenet in the same year. Nevertheless, it wasn't until Tim Berners Lee introduced HTML in 1991 that web browsing became easier and more widespread.

After that, GeoCities was launched in 1994 and was regarded as one of the first social networks. The site offered the ability to create simple web pages with certain content hosted in specific areas according to their location. It took a year, in 1995, for TheGlobe.com to emerge, which offered its users the option to upload content and interact with others who shared the same interests. Classmates, a website for finding former classmates and colleagues, was created by Randy Conrads in 17 November 1995, a search platform for childhood friends, classmates, and workmates have over 50 million members, the majority of which are from North America and Canada. At the beginning of 2011, the site changed its name to MemoryLane so that the name aligns with the platform's new goal, which focuses primarily on sharing old media (videos, photos, magazines) as pictures of a prom from the 80s.

In 1997, MacroView launched Sixdegrees.com, a social platform with millions of users. This social network already has all the basic features known today in most social media platforms (creating a profile, list of friends, private chats added in 1998, posting...). A virtual space, SixDegrees provided the capability to create a personal profile, invite friends, or view profiles of other users. Nonetheless, due to a lack of economic viability, it closed in 2000. However, in 1997, Microsoft created an instant message program called Instant Messenger. Users could use basic chat services and address books through this program. This program is regarded as the forerunner of one of the WhatsApp instant messaging service of today.

Nevertheless, all of these social networks were far from being adapted to the internet, at a time when search engines such as Altavista and Yahoo were king. Then, as of the 2000s, it created many social media but then mainly based on the principle of community pecularity (professional network, ethnic community, shared passion, etc.) example like «Asian Avenue" for Asians, "Black Planet" for the Black community, or MiGente "My People" for the Latin community. With the dot-com bubble bursting, many technology startups that had grown out of the economic boom field for bankruptcy. However, many social media startups emerged that would become part of the digital history of the world.

Friendster emerged right at the beginning of the 21st century, namely in the year 2002, with the express purpose of facilitating the introduction of users to new acquaintances inside their existing social networks. In relation to this objective, there was an increased level of trust among users since they were known by others. Within months of its debut, Friendster had attracted three million users. A year later, Thomas Anderson launched his own social networking service, MySpace. The popularity of MySpace stemmed from the fact that it was more interactive than its predecessors, and customers were able to manage their profiles, manage photos, comment, or follow their favorite groups, all initially focused on music.

A seismic shift in the internet's landscape was signaled by the introduction of social networking sites like Flickr and websites like WordPress. In addition, the year 2004 saw the birth of one of the most prominent social networks: Facebook. MySpace was quickly overtaken by this new social network as a leader in monthly visitors. Mark Zuckerberg developed Facebook to facilitate communication between Harvard University students. Over half of the university's students had already enrolled by the end of the month. Within a year of its launch, Facebook was a presence in nearly 500 American universities, with nearly two million users. It was publicly launched in 2006. Since then, social media has changed forever. This new service also offers an opportunity for companies to advertise and connect with the target public.

In 2006, Twitter became an offshoot of Odeo, the commercial venture the Blogger creators started after Google purchased them. Biz Stone, Jack Dorsey, and Evan Williams have created a messaging application that was designed to deliver news. The microblog's popularity has been credited to its 140-character limit, similar to SMS communication. Nowadays, no global event goes untweeted. Recent years have seen the emergence and popularity of social media with niche audiences. These include:

Pinterest: this platform was created in January 2010 and enables people to share images between each other. Users can keep images related to different events or hobbies on their personal boards organized by theme.

Tumblr: is a microblogging website that was launched in 2007 and gives users the ability to post text, videos, images, links, or quotations. Users can also post links to other websites.

YouTube: is a website that was initially designed to be a video sharing site and went live in February of 2005. It currently hosts millions of music videos, TV shows, and video clips.

LinkedIn: began in 2002, a social network for professionals and businesses. It allows users to display their professional experience and skills freely through their profiles. Millions of professionals are connected by this social network.

Snapchat: is a mobile application that was recently released. It enables users to send media content such as photos and videos to their contacts, which then vanishes from their contacts' mobile devices anywhere from one to ten seconds after being received. All content is sent as private messages.

Google's attempts to establish proper social media are noteworthy. Aside from YouTube, Google attempted to build a social network with Google Buzz, but failed miserably. Finally, it attempted Google+, a social network that has altered multiple times but has yet to take off.

In just a few short years, social media has completely transformed the way in which people interact with one another. The history of social media has yet to fully unfold, but it has already brought thousands of changes around the world. As result, in professional and personal lives, communication is instantaneous. In the context of the shifts that are affecting the development of social media over time, mobile social networks are starting to overtake the social media giants. Applications such as WhatsApp, Instagram, and Snapchat are prime examples of this trend. All three of these platforms are becoming increasingly popular.

2.3. SOCIAL MEDIA FEATURES

It is necessary for a website to have certain features in order to meet the requirements of a social media site, such as a user profile, content, a way for users to connect and post comments on each other's pages, and the ability to join virtual groups based on common interests such as music or politics (Boyd & Ellison, 2007; Ellison, Steinfield, & Lampe, 2007 ; Gross, Acquisti, & Heinz, 2005). For Katzman, Herkins, McCarthy, and Silvestre (2011) social networks are characterized by seven "functional blocks":

2.3.1. PRESENCE

Presence, represents the extent to which users know about the possibility of reaching other users, includes knowing where others are in the virtual world and/or in the real world, and whether or not they are available to communicate with them. In this context, social media platforms give users the right to indicate their presence or absence by modifying the activity feature. The user also has the right to choose who is allowed to see his posts by adding some modifications to his account settings.

2.3.2. IDENTITY

Identity, includes disclosing details such as name, occupation, gender, age, and location. For example, Kaplan and Heinlein (2010) show that user identification can often occur, consciously or unconsciously, a "self-disclosure" of personal information such as their thoughts, feelings, preferences across their postings. Furthermore, the way people present themselves on social media is also changing according to the social platform's orientation; for example, the photos and profile displayed on Facebook and LinkedIn vary, as the information published on the professional site LinkedIn is more serious than published on Facebook or Instagram.

2.3.3. DIALOGUE

Dialogue, in the context of social networking, is a measure of how well individuals communicate with one another. The facilitation of communication is the fundamental objective of social networking websites. Individuals are able to meet new people with similar interests, boost their self-confidence, find a relationship, and advertise themselves by using platforms like Twitter and blogs.

2.3.4. COMMUNITY

Community, determines the ease with which users can create communities and sub-communities on their accounts. And the more "social" it becomes the more people can gather as friends and followers. There are two main kinds of clusters: people can categorize their connections and put some followers into a self-created tight group to share content only with them (for example, close friends list on Instagram). Second, groups can be open to anyone, closed (requires approval from the group administrator), or secret (joining is by invitation only) like on Facebook groups.

2.3.5. SHARING AND PUBLISHING

Sharing and Publishing, refers to the ability for users to create, publish, and exchange content. The word "social" denotes an interpersonal exchange that is critical. Social media consists of people connected around a common idea embodied in text, video, image, audio, link, or website.

2.3.6. REPUTATION

Reputation, has different meanings on social media, which relates to how users will be rated by others, including themselves. For example, on YouTube, a video's reputation may be based on how many views or ratings it has, while on Facebook likes and positive comments play a significant role in building a reputation.

2.3.7. RELATIONSHIPS

Relationships, represent the connection between users. The concept of "relationship" refers to a connection between two or more users that leads to their engaging or talking with one another. In certain circumstances, such as on LinkedIn platform, these connections are extremely official and formalized, and in other cases, like Twitter and YouTube, the connections are very important. The common social media rule of thumb is that societies that do not value identity highly do not value relationships either. However, it is interesting to note that some functions can become more important depending on the type of social network; for example, sharing content is more important on YouTube than on Facebook, where relationship building and dialogue are more developed.

Depending on the social media's aim, each one has its own set of characteristics. Web 2.0 is substantially dissimilar from Web 1.0, which exclusively supported the creation of material to support a corporate organization's products. Interaction, consumer participation, and social skills are all crucial factors in the Web 2.0 era (Singh, Veron-Jackson, & Cullinane, 2008). Web 2.0 users are the most basic parts in any application; they are not just consumers, but they may also generate material. This modification has an impact on the functions that are currently available on social media (Constantinides & Fountain, 2008, p. 233). Users can easily create material thanks to the ease with which they can access the internet. Users, also, can express themselves in a variety of ways using social media elements like videos, music, and images. This will generate more vitality in web 2.0 and can increase organizational effectiveness (Elkin-koren, 2010). And as claimed by many authors, the fundamental qualities of social media have been described as being user-friendly, interactive, open and transparent, participatory and democratic, uncontrollable, velocity, and real-time (Denyer, Parry, & Flowers, 2011; Fournier & Avery, 2011; Kaplan & Haelein, 2010; Kietzmann, Hermkens, McCarthy, & Silverstre, 2011). From his side, Harri Jalonen (2014) proposed five features of SM as it is described in the Figure 1 bellow.

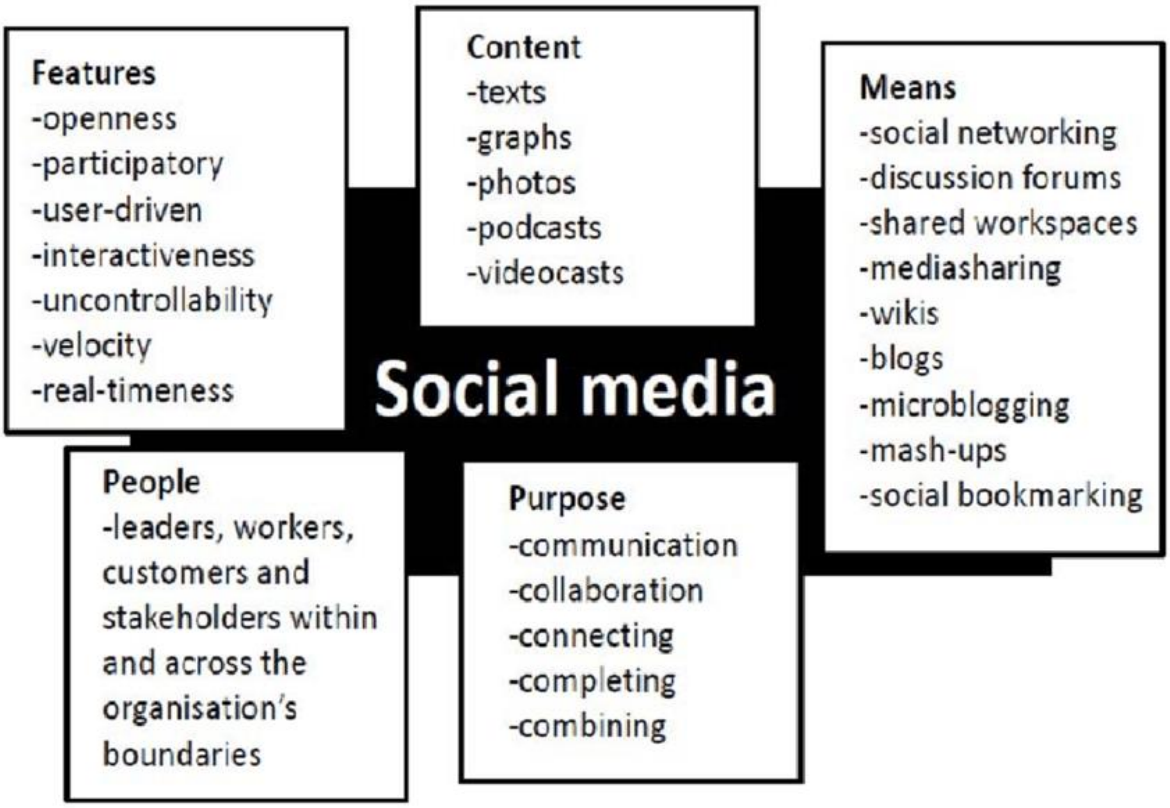


Figure 1 : A description of the features, content, means, people, and purpose of social media (Jalonen, 2014, p. 1372)

Along the same lines, Sheik Mohammad Roushdat Ally Elaheebocus (2018) in his doctoral thesis *On the Inclusion of Social Media Features in Digital Behaviour Change Interventions* mentioned seven main social media features:

2.3.8. IDENTITY REPRESENTATION

Identity Representation, is used to provide information to peers about a person and his or her activities and is generally customizable by the user. Typically, this takes the form of user profiles or avatars.

2.3.9. COMMUNICATION

Communication, permit the involvement of users in a lot of formats, along with many (chat rooms, group video conferencing, online forum; peer commenting (group walls); one-to-one (peer emailing, text chatting, video call), and one-way (‘Likes’, ‘Tags’)).

2.3.10. PEER GROUPING

Peer Grouping, represent groups based on factors such as age, geographic area, interests to ensure that they are aware of others in their group and have some type of direct or indirect communication (for example, online teams, clubs, and groups).

2.3.11. DATA SHARING

Data Sharing, allows intervention participants to communicate information about their actions, goals, and experiences with other participants and/or non-participants (for example, polls, blogs, testimonials, and experience sharing).

2.3.12. COMPETITIVE

Competitive, meant to provide a competitive element to interventions by incorporating aspects that incentivize participants while competing against one another (e.g social quiz, social challenge, social rewards).

2.3.13. ACTIVITY DATA VIEWING

Activity Data Viewing, participants should have access to their peers’ activity data via regular updates (feeds and notifications) or the ability to compare their data to that of their peers (e.g. Leaderboards).

2.3.14. ONLINE SOCIAL NETWORK

Online Social Network, is the use of a platform based on the internet to facilitate social interaction among intervention participants. It is possible to categorize online social networks as general and traditional (such as Facebook, mySpace, and Twitter), as the virtual world (such as SecondLife), or as purpose-designed (Yahoo Diet Diary, iWell, QuitNet, and other intervention-specific proprietary online social networks). The Online Social Network (OSN), which is also regarded a characteristic of social media, typically operates as a container for a large number of other types of social media features.

2.4. SERVICES PROVIDED BY SOCIAL MEDIA

Each social media site's actual function or usage is determined by its underlying material. As a result, social media is an important topic because of its many applications, which include information gathering, entertainment, social networking, convenience, and learning (Whiting & Williams, 2013). Among the top reasons for using social networking are learning, interaction, and marketing.

2.4.1. SHARING

Social media enables individuals to share information, ideas, and hobbies in written form, summarized in images, annotated in videos or audio recordings; the audience may also be linked to other content outside the platform via external links. Individuals now have more options than ever before to articulate their social relevance and propagate their message thanks to the proliferation of social media (Wang, Yu, & Fesenmaier, 2002).

There are many reasons why people share their experience on social media; some want to help others, add something beneficial to the platform, or receive acclaim for offering essential information. Regardless of the intentions, the value of shared knowledge will have an impact on the benefits that people expect. Users expect positive feedback such as "likes" and comments from their friends, family members, or other in-group audience members when they publish posts or photographs on their social media profiles. This shared behavior enhances their in-group identification and strengthens their group identity (Yardi & Boyd, 2010). Humans, according to Maslow's hierarchy of needs, want a sense of belonging.

On the other hand, the relationship between news sharing and socializing satisfaction is confirmed by Lee, C. S., and Ma, L. (2012). Thus, news sharing is regarded as useful method to maintain and build social networks since it provides individuals with something to talk about with their peers. People may also feel a sense of belonging by leaving comments and liking posts. According to Lee, C.S., and Ma, L., sharing news on social media satisfied people's information sharing pleasure because it satisfied two factors. To begin, a social media user can archive any news content they publish to their profile, which will make it easier to acquire knowledge as the level of pleasure increases. Second, the use of social media encourages and facilitates communication between people who have similar information interests.

Indeed, millions of individuals exchange news on social media platforms on a regular basis, which has become critical not only in supporting news production and dissemination, but also in shaping public opinion. People can influence each other by communicating their mood and feelings to others through emotional contagion when sharing content, and SM has the potential to build a massive scale contagion in this way.

Some of the motivating elements that determine people's propensity to share material via social media have been uncovered via research on content creation and sharing via social media. In mobile and online media, for example, the main reasons for adding annotations include status attainment (attracting attention) and knowledge seeking (future retrieval) (Ames & Naaman, 2007; Goh, Ang, Chua & Lee, 2009).

Previous studies have demonstrated that commitment, or the sense of duty to a community, is what drives individuals to share in a number of settings, such as open-source software projects and open-content initiatives. This sense of obligation is what motivates people to exchange. It has been discovered that gaining a reputation among others who have similar values might boost participation in open-source software projects and online discussion forums (Parameswaran & Whinston, 2007). And according to Von Hippel & Lakhani (2003) self-improvement is connected to the sharing of knowledge, and for Oreg and Nov (2008), is about learning from others in the community and getting feedback through involvement in open-content project communities such as Wikipedia.

2.4.2. LEARNING

Social media also serves as an educational tool. Getting updates on news from friends and family, or keeping up with what is happening in the community and around the world is now much easier than it used to be. Social media platforms allow rapid information flow and news access almost immediately. Using social media as an educational tool can help students create a personalized learning environment and improve their ability to self-manage (Dabbagh & Kitsantas, 2012).

In recent years, studies have been carried out to investigate the educational applications of various social media platforms (Alwagait, Shazad, & Alim, 2015; Holotescu & Grosseck, 2011; Mazer, Murphy, & Simonds, 2007; Sanchez, Cortijo, & Javed, 2014). According to a number of studies, the tools for social media display many of the same qualities as exceptional educational technology. Some of these traits include peer evaluation and mentorship, as well as the capability to adapt to different social situations (Al-rahmi, Zeki, Alias, & Saged, 2013; Rowlands, Nicholas, Rusell, Canty & Watkinson, 2011).

Cluett and Skene (2007) found that it is beneficial to use social media to stimulate creative thinking, cooperation, and self-paced learning among students. These abilities have the potential to boost deep learning methodologies. Then, it was discovered that the use of social media led to a considerable improvement in educational usage of social media in terms of communication, cooperation, and the sharing of resources. Also, Al-Aufi and Crystal (2014) investigated the use of social media in academic communication within the context of the humanities and social sciences and according to the findings of the study, the utility that people attribute to social media appears to have a major beneficial influence on the ways that people have learnt to communicate informally. The scholars discovered that high social media usage is mostly influenced by social acceptance, but not by acculturation. Students use of social media positively influenced their academic achievement in terms of improved communication, online resource access, classroom debate, and creativity.

Furthermore, the rapidization of social media usage and accessibility is also a source of concern, as it is regarded as either a great opportunity that can be expanded or a potential threat (Stoughton, Thompson, & Meade, 2013). This is why some academicians are hesitant to use social media because of its utility and efficacy in the academic sphere.

2.4.3. INTERACTION

Because it eliminates the conventional barriers of time and location that have existed between individuals, social media’s interactive character is arguably the most potent aspect of this platform. This is especially true with the proliferation of mobile devices. For example, Facebook provides a wide scope for users to interact with each other through messages or through likes, comments, and shares. However, it is now widely accepted that online social media are complex communication systems that enable a variety of interactions and may be used to create distinct network datasets depending on the type of interaction being investigated.

Social interaction was defined as an exchange or discussion with another person in which both people attended to one another and altered their conduct in reaction to one another (Wheeler & Nezlek, 1977). People can generate and distribute information at any time, as well as determine the type and intensity of their contact, thanks to online networks, which provide a plentiful and efficient structure of interaction (Kaakinen, Keipi, Rasanen, & Oksanen, 2018; Minkkinen, et al., 2015). Individuals seek engagement with others who share similar characteristics to validate their identities, therefore online activity and communication are identity-driven processes (Keipi, Näsi, Oksanen, & Räsänen, 2017).

Consumers typically use the internet to disseminate material, such as reading, viewing, and purchasing goods and services. Purchasers are increasingly employing a variety of channels, including content sharing websites, digital journals, blogs, long-distance interpersonal connection, and wikis (Hajli, 2014).

The technology has progressed past the limits that existed previously. By improving diverse examples of social media interaction, access to data, and time allocation new media advancements have opened up new possibilities. The old mode of engagement is being replaced by social media interaction. Because social media has users from all over the world, it covers all aspects of life, including experiences and outcomes. Customers tend to communicate with their peers via social media to keep themselves updated on any purchases they make in today's changing world. In comparison to prior eras, today's customer is highly knowledgeable and informative.

2.4.4. MARKETING

In recent years, there has been a growing trend toward using social media for the sake of marketing. These methods are used by commercial companies to advertise themselves in order to increase sales of their products and boost their brands. Social media is also utilized by charitable organizations in order to raise awareness of their causes and to solicit financial and volunteer support. Moreover, individuals market themselves and their business to potential operators on the professional LinkedIn site.

The widespread adoption and use of social media platforms in people's personal, social, and professional lives contribute to the high level of success enjoyed by social media websites. The tools of social media are forms of technology that can be used to facilitate social interactions, work with multiple people, and negotiate with multiple parties (Bryer & Zavattaro, 2011, p. 327). The use of social media has largely been acknowledged as an efficient tool that contributes to the marketing goals and strategy of a company, notably in terms of the involvement of customers, the management of customer relationships, and communication (Filo, Lock, & Karg, 2015; Saxena & Khanna, 2013).

From their side, Dwivedi, Kapoor, and Chen define social media marketing as: “a dialogue often triggered by consumers/audiences, or a business/product/service that circulate amongst the stated parties to set in motion a revealing communication on some promotional information so that it allows learning from one another’s use and experiences, eventually profiting all of the involved parties” (2015, p. 291).

In the same vein, employing social media as a marketing tool has a large and beneficial impact on a company’s ability to enhance consumer loyalty and buy behavior. This was the case when compared to using traditional marketing methods. Communication between companies and their clients has become more easier as a result of developments in information technology and the proliferation of the Internet. The most widely recognized of these factors is social media.

Social media marketing is a relatively new marketing strategy that has shown to be an efficient and inexpensive way to acquire new clients. When compared to other marketing strategies, social media marketing offers a wide choice of tools that are both quick and free to use, and they can be implemented right away. The primary goals of social media marketing include expanding word-of-mouth marketing, conducting market research and general marketing, coming up with new product ideas and developing new products, as well as improving customer service, public relations, employee communication, and the management of reputations. In summary, social media may increase awareness of products and brands, website traffic, customer loyalty, and Google ranking, and it can even make a firm more successful with new product offerings.

Instead of spending a lot of money on conventional marketing, businesses can achieve traditional marketing goals in a non-traditional manner by employing social media marketing strategies such as creativity, community, and relationship building. This allows the businesses to save money and at the same time reaching its target public and improve their brand recognition. Social media marketing, which is an efficient kind of guerrilla marketing, represents a fundamental change in the landscape of marketing.

2.5. THE MOST PROMINENT SOCIAL NETWORKING SITES IN TUNISIA

More than 4.5 billion people around the world are connected to the internet at this time, which is equivalent to approximately 60 percent of the total population of the world. Since 2019, there has been a rise of 298 million new users of the internet in the year 2020, which coincides with the outbreak of the coronavirus pandemic that occurred in 2020. Over 3.8 billion people are active on social media, and the number of users has grown by 321 million new subscribers since the beginning of 2019. This represents a 9 percent increase since 2019. Of these Internet users, more than 5.19 billion use smartphones to surf the web. A constantly evolving number since 2019, 124 million new smartphone users have been added, an increase of 2.4% (Novatis, 2020).

Hootsuite, in collaboration with We are Social, recently published its annual “Digital Report” that reveals the different numbers and trends associated with the digital sphere in Tunisia (Novatis, 2020). The report indicated that in Tunisia, the number of Internet users reached 7.55 million, or 64.20% of the population. Between 2019 and 2020, the number of Internet users increased by 48 thousand (+0.6%). Also, Tunisians use several electronic devices to connect to the internet. The use of smartphones reached 30.2%, and there was an increase of 6.4% in 2019. The percentage of computers used to connect to the internet reached 68.7% and witnessed a decrease of 2.5%. For the tablet connection, a decrease of 8.1%, with only 1%, was used.

In addition, there are 7.30 million active users on social networks, which is 62% of the population. Since 2019, there has been an increase of at least 6.9% since 2019. 97% of users connect to their social media through their smartphones. Moreover, Facebook is the main leader of social networking in Tunisia and has 2.7 billion users around the world in the second quarter of 2020. Tunisian tend to use it as their preferred social network, with more than 6.9 million active users in 2020, 75% of the population of which 55.1 % males and 44.9% females.

On the other hand, there are over 1.08 billion active Instagram users worldwide in 2020. Instagram is the preferred platform for influencers and young vloggers in particular. In Tunisia, there are 1.9 million Instagram users, or 21% of the population, 51.6% of whom are female and 48.4% are male.

In fact, LinkedIn is a very popular social network among professionals and has a number of active users close to 660 million users worldwide in 2020. However, Tunisia has more than

1.20 million members, which is only 14% of the population. LinkedIn is favored primarily by male users (62 %), followed by female users (38 %).

Also, Snapchat became popular after its release in 2011. It managed to sustain its growth during the coronavirus crisis in 2020, with the number of users globally now exceeding 229 million, nearly 20% more than in 2019. In Tunisia, the number of active members on Snapchat is 765 thousand, which means 8.3% of the population, 74.5% of female users, and 23% of males. Despite its huge worldwide audience, more than 186 million daily users; Twitter did not achieve widespread popularity in Tunisia; 272.5 thousand active members were equivalent to only 3% of the population in 2020; They were distributed as follows: 29.6% females and 70.4% males.

Netherless, the Chinese social network, Tik Tok, has revolutionized the world of social media. It has surpassed 800 million active monthly users worldwide in just two years, making it the world's sixth largest social network after Instagram. According to Hootsuite, the age group between 13 and 24 accounts for 69% of its users: 60% female and 40% male.

In the table below there are some information about the most used social media platforms in Tunisia:

Tableau 1 : Tunisia's most popular social media platforms.

Social Media Platform	**Date of Establishment**	**The founder**	**Information about the platform**
Facebook	2004	Mark Zuckerberg	- Originally intended for Harvard students only, and in September 2006 it is open to anyone over the age of 13. - The principle of joining Facebook is very simple; an account is created to keep in touch with other members of the social environment. Once registered, each member has its own account to which they add their data such as date of birth, occupation, place of residence, academic major, and other information that they may want to share.

			- The user expresses his thoughts and opinions on many topics, shares his hobbies and interests with “friends” on his “wall” and waits for his virtual community to interact with him. - Facebook users are free to choose to keep their accounts public (visible to everyone) or available to a specific group of users (setting access restrictions). - There are three different types of presence on Facebook: personal accounts, pages, and groups.
Instagram	2010	Kevin Systrom Mark Krieger	-Instagram is a mobile-sharing site for photos and short videos. - Provides photo editing capabilities by adding photo effects. - Create an atmosphere of interaction by allowing its members to like, share, and comment on photos. - Users can post photos and videos to Instagram Stories, which vanish after 24 hours. - It is possible to share an Instagram post on a social media account on another platform.

			- More than sixty percent of users who have an Instagram account sign in at least once a day, making it the second most popular website after Facebook. - Every day, more than 100 million images are upload to the platform, and more than 10.000 interactions take place via comments or likes. - The application enjoys great popularity among the age group between 18 and 30 years, and it is the most spending and consuming group on the Internet, which explains the tendency of commercial companies towards this platform for marketing. - Health, beauty, and fashion are the dominant topics in Instagram, travel, and cooking.
LinkedIn	2003	Reid Hoffman, Konstantin Guericke, Jean-Luc Vaillant, Allen Blue, Eric Ly	- The largest professional network in the world, unlike other social platforms that focus on building social relationships, LinkedIn focuses on building professional relationships and career development. - The site is suitable for digital marketing between companies and to obtain resources, support, and gain new experiences. - The platform does not give importance to the number of contacts linked to the user's account, but rather cares more about the quality of these contacts and the quality of interaction among them, and for this reason the site

			hides the number of contacts if they reach 500. - An ideal platform for home-based entrepreneurs, freelancers, and remote workers, as it helps them to promote their businesses and build their careers, as well as keeping in touch with the outside world, including the job market.
Snapchat	2010	Evan Spiegel	- It opens the way for individuals to have a secure and live chat with each other via text messages, photos, or videos, with a duration not exceeding 10 seconds. - It has a number of other features to help people get creative by making content, and it is only available as a mobile app. - It is worth noting that one of the most unique features of Snapchat is the temporary content where the sent photos and videos disappear after a few seconds of being viewed by the recipients, which makes the interaction seem more human and more rooted nowadays. - The platform is famous for its unlimited "filters".
Twitter	2006	Jack Dorsey, Evan Williams, Noah Glass, Biz Stone	- Most popular among millennials and young professionals. - A social network in which users can connect with one another, share work updates and news, and post brief messages known as tweets that have a character limit of

			280. - Twitter encourages users to create real-time content, to follow and interact with people, brands, and media.
TikTok	2016	Zhang Yiming	- Share short videos only. - Provides a page titled “For You” which includes trending and suggested videos from Tik Tok. The content of this page is displayed as 100% based on the individual activity of the user on the platform, that is, based on the content of the videos that they prefer and interact with them constantly. To be clearer, for example, if a user spends a lot of time watching videos about a particular band and interacting with them, then the “For You” page will start showing more and more content about that band and also focus on showing content related to music in general. - For starters, the app’s algorithms allow for more account growth than any other social platform would allow, which is why it is so popular with brands, creators, and influencers. It is important to note that other social networks, such as Facebook and Instagram, block the content of the content creator from reaching all of his followers, not to mention non-followers. These social networks adopt this policy in order to force content creators to invest in advertising, and it is something that should be taken into consideration.

2.6. THE APPLICATION OF DIALOGIC THEORY TO SOCIAL MEDIA

In their proposal to establish an organization's relationship with the public, Kent and Taylor advocated dialogic communication strategies. They described it as “Any negotiated exchange of ideas and perspectives” (1998, p. 325). They argued that dialogic theory lends itself to what they call a “communicative” perspective, where both parties seek to understand one another until they are happy with the outcome (Kent & Taylor, 2002).

For organizations and their public, online relationship building may be enhanced by promoting a dialogic approach as Kent and Taylor proposed. According to them, the internet environment allows practitioners to “establish dynamic and long-lasting interactions with public” (1998, p. 326). The theorists urged organizations to intentionally build their websites in order to foster interactions with their publics. Therefore, researchers identified five components or principles that may be utilized in the design of websites in order to boost the dialogic communication approach to the process of relationship development. These principles include: “(1) ease of the interface, (2) information usefulness, (3) visitor conservation, (4) return visitor generation, and (5) dialogic loop”.

Almost two years after their publication, Taylor, Kent, and White divided these five principles into two groups: “a technical and design cluster including “ease of use,” “usefulness of information,” and “conservation of visitors,” and a dialogic cluster, incorporating opportunities for a “dialogic loop” and “generating return visits.” (2001, p. 277). Capriotti & Pardo (2012) renamed these clusters as (a) content management (principles of usefulness of information and intuitiveness/ease of the interface) related to the type of information managed on the internet and how it is organized and structured in order to be accessible to public; and (b) interaction management (principles for generating repeat visits and retaining visitors), which is linked to the types and levels of engagement between the organization and its public via the integration of various digital resources on web platforms.

In the beginning of their conversation on dialogue, Kent and Taylor (1998) concentrated on the topic of dialogue in terms of how it relates to mediated communication. Later on, Kent and Taylor (2002) applied the idea of dialogic theory to organization-public relationships, which go beyond online communication (and now social media communication). The authors (2002) established a conceptual model of dialogic communication as part of their research on the process of creating relationships online within the framework of computer-mediated public relations (PR). In addition to exploring what makes effective communication possible and how to avoid communication obstructions, dialogue research sheds light on how organizations can engage their audiences a how they can form, maintain, and support organization-pubic interactions (Taylor & Kent, 2014).

Different fundamental elements of a dialogic perspective, such as acknowledgment of mutually reliant organization–public connections and the building of an atmosphere of trust and support, were subsequently explained by Kent and Taylor (2002). The dialogic communication model emphasizes how organizations apply dialogic principles through the use of internet technology to connect with their stakeholders in an ethical and honest manner, including responding to stakeholder needs (Kent, Taylor, & White, 2003).

Mutuality, empathy, propinquity, risk, and commitment are the five dialogic principles that are outlined in the paradigm that Kent and Taylor (2002) developed. Mutuality refers to the spirit of reciprocal equality between organizations and their audiences, as well as collaboration and intersubjectivity between them. Empathy entails being helpful in fostering conversations, having a communal attitude, and confirming or acknowledging people’s thoughts and opinions. Empathy might consequently be viewed as a prerequisite for gaining public confidence. The notion of propinquity means that an organization will exist immediately, will flow into the future (remain relevant to the public), and will engage all members of the public. Risk includes perceived vulnerability, unpredictable ramifications, and perception of unusual otherness. Finally, commitment encompasses authenticity, engagement with the public, and interpretation and understanding of the audience.

Scholars have used the above framework to a variety of contexts in the last 24 years, including advertising, Fortune 500 company websites, activist websites, universities websites, and non-governmental organizations websites (Callison, 2003; Esrock & Leichty, 1998,1999; Ingenhoff & Koelling, 2009; Kent & Taylor, 2003, 2016; Lee & VanDyke, 2015, Lee & VanDyke & Cummins, 2017, McAllister, 2012; McAllister-Spooner & Kent, 2009; Neill & Lee, 2016; Pang, Shin, Lew & Walther, 2016; Park & Reber, 2008; Saffer, Sommerfeldt & Taylor, 2013; Sommerfeldt & Yang, 2018; Taylar, Kent, & White, 2001). Researchers discovered that organizations’ websites used various elements of dialogic communication, such as easy navigation, informative content, and incentives to return to the site. However, the vast majority of investigators believed that organizations websites lacked a commitment to provide feedback through the dialogic loop, allowing them to miss out on the relationship-building opportunities offered by the online environment and a vital feature of public relations practice.

For example, Esrock & Leichty analyzed the websites of 100 Fortune 500 corporations in the first study using Kent & Taylor's dialogic framework. They concluded that "a fraction of Fortune 500 firms has been so eager and engaged in exploiting the new medium to its full potential" (1999, p. 465). According to this study, most American organizations use their websites solely to disseminate information, mostly to potential customers, investors, and the news media. According to Wirtz and Zimbres (2018), academics are concentrating less on the examination of real dialogue and more on counting and measuring apparent characteristics of websites and social media. This is based on a meta-analysis of several years' worth of study on dialogic communication.

Also in this context, Callison and Seltzer (2010) discovered a link between the PR department of Southwest Airlines, a Fortune 500 corporation in the United States, using 1998 dialogic concepts and whether journalists think this department is better than other airlines' PR departments. Southwest Airlines' media relations are also more likely to be perceived as responsive, approachable, and professional by journalists. At the tail end of the 1990s, Kent & Taylor (1998, p. 331) anticipated that the World Wide Web may play a large role as a medium for dialogic communication. However, they cautioned that web-based dialogic communication would not take place overnight:

> *"To create effective dialogic relationships with publics necessarily requires just that: dialogue. Without a dialogic loop in Webbed communication, Internet public relations becomes nothing more than a monologic communication medium, or a new marketing technology. The Web provides public relations practitioners an opportunity to create dynamic and lasting relationships with publics, however, to do so requires that dialogic loops be incorporated into Webpages and Webbed communication" (Taylor & Kent, 1998, pp. 325-326).*

Kent and Taylor, on the other hand, believe that "dialogue is a product rather than a process", which is precisely what distinguishes dialogic communication from two-way symmetrical communication; the latter is an outcome, whilst the latter is a process: "two-way symmetrical communication's theoretical imperative is to provide a procedural means whereby an organization and its public can communicate interactively. (...) In contrast, dialogic communication refers to a particular type of relational interaction- one in which a relationship exists. Dialogue is product rather than process" (Taylor & Kent, 1998, p. 323).

Although Kent and Taylor's (2002, 1998) dialogic principles have been applied successfully in numerous contexts, they have not been exploited fully. McAllister-Spooner and Kent (2009) concluded that "the dialogic promise of the Web has not yet been realized" since these ideas have been used by scholarly researchers for decade. Other researchers verified McAllister-Spooner's conclusion between 2009 and 2014. Furthermore, McAllister-Spooner and Kent advocated that more research be done into the effectiveness of media and that measurements of dialogic principles be refined and standardized in order to better guide practice.

From his side, Johannesen (1971) identified six components as crucial for dialogic communication: (1) Genuineness, or the ability to be direct and honest; (2) Accurate empathic understanding, or the ability to see things from the other's perspective; (3) Unconditional Positive Regard, which implies a desire to help the other learn and grow; (4) Presentness, which involves a willingness to cooperate fully with the other person; (5) Spirit of Mutual Equality, which means that participants agree that they are on an equal footing.

Although Kent & Taylor (2002, p. 33) acknowledge that "there are no easy answers to how to implement dialogic systems in organizations" since "dialogue is a complex and multifarious process" they also clarify that dialogue consist of several coherent assumptions. "Dialogue is not about the process used; it is about the products that emerge; trust, satisfaction, sympathy, and so on," as previously stated (Kent & Taylor, 2002, p. 32). Dialog "is not a panacea", and organizations and their constituents are not required to be dialogically oriented simply because they construct "dialogic" communication systems.

In terms of a philosophy, dialogue is both normative and positive. Dialogue can be viewed as normative philosophy since it presents an idealized vision of what is possible in organization-public relations as well as between individuals, and public. The positive aspect of dialogue is the possibility of structuring robust dialogic results using its theory (Kent & Taylor, 2021, p. 3).

The potential for dialogic communication has also been fostered on social media sites. However, like in earlier studies on websites and blogs, the application of dialogic concepts is insufficient. The dialogic communication framework has been widely utilized to investigate whether and to what degree organizations engage with stakeholders using social media's interactive features. Within social media, Kent and Taylor's (1998) have investigated and evaluated the five dialogic principles. Through dialogic analyses of social media, practitioners can better communicate using theory in a world where dialogic capabilities are being contested. With the rise of social media, it's more important than ever to research and comprehend how people communicate in this space.

In light of recent developments in digital communication and the proliferation of interactive social media platforms, a number of studies have started to investigate the possibility of extending or changing the dialogic principles (Bortree & Seltzer, 2009; Gao, 2016; Linvill, McGee, & Hicks, 2012). In spite of the fact that this has been tried, the majority of these attempts have concentrated on enhancing or modifying the metrics. However, only a small number of these concepts use modern social media elements. Many of the studies that apply the principles disregard the ease of interface concept since digital platforms like Facebook and Twitter offer the same interface to all of their users. Many authors, like (Kelleher & Miller, 2006; Sweetser, 2010) argue that dialogic communication on social media is comparable to interpersonal encounters. As a result, if companies on the Internet want to create positive relationships with their audiences, they must perform more public-centered communication.

In 2009, some of the first studies on dialogic communication on Facebook and Twitter were released. In one of the first studies examining the relationship between the construction of an online debate space and dialogue outcomes, Bortree and Seltzer conducted a study on the construction and outcomes of six dialogue groups by measuring it on environmental advocacy groups' Facebook profiles in 2009, to see what dialogic methods they were employing. Through the analysis of these groups' social networking profiles, they assessed the level of dialogic communication they used, and how these strategies are linked to dialogue outcomes. The authors discovered that three dialogic tactics were linked to dialogic outcomes: member engagement, return visits, and organizational engagement. Bortree and Seltzer state that advocacy groups consider creating social networking profiles to be sufficient for dialogic communication (Bortree & Seltzer, 2009, p. 318). They discovered that Facebook's dialogic features are not being fully utilized by these groups to engage with customers. The researchers pointed out that in terms of dialogic methods, these groups were using usefulness of information, simplicity of use, and conservation of visits in a purposive sample of 50 environmental advocacy Facebook pages. Furthermore, they found that the advocacy groups were not employing return visit generation or dialogic loop principles. The scholars applied

Kent and Taylor's model to a social networking setting, specifically Facebook, and added a new principle: "organization engagement". According to the results of this research, corporations are missing out on a big chance to create connections with stakeholders that are mutually beneficial because they do not successfully utilize the entire gamut of dialogic tactics that are accessible on social networking sites (2009, p. 318). The scholars came to the conclusion that these groups had a lot of potential to improve the dialogic on Facebook in order to create relationships with the general public.

From their side, the authors Tsai, W.(S). and Men, L.R. (2012) add to the complexity of the dialogic technique by putting an emphasis on the idea of social presence, which may be defined as the degree to which an actor seems authentic online. Men & Tsai looked at how companies were using major social networking sites to encourage cross-cultural interaction. The authors analyzed the content of 50 business pages from Facebook and Renren, dubbed the "Facebook of China" with 500 corporate postings and 500 user posts. In line with the past discussed research, this study reveals that organizations aren't taking full advantage of social media. Furthermore, they assert that "the culture plays a significant role in shaping the dialogue between organizations and publics in different countries" (Tsai & Men, 2012, p. 723). The scholars discovered some disparities between Facebook and Renren usage. To begin with, organizations tend to use Facebook as a one-way communication medium than Renren, which is more likely to be utilized with "human-to-human interactivity" to engage users with two-way communication. Another cultural distinction is that Renren received complaints and comments rather infrequently.

Ciszek and Logan (2018), also dispute the usefulness of dialogic principles in the study of social media. They argue that alternative viewpoints, such as disagreement and agony, may provide a more accurate reflection of interactions between organizations and their stakeholders, particularly in conversations about challenging social issues. Seltzer and Mitrook (2007) analyzed, too, the content of fifty different environmental blogs on the internet. The research looked at Kent and Taylor's five criteria of dialogic communication to assess whether or not websites or blogs were better suited for dialogic communication. The research came to the conclusion that websites don't adhere to the five dialogic principles nearly as much as blogs do.

Three years later, Rybalko and Seltzer (2010) conducted research on how Fortune 500 corporations facilitate dialogic contact with their constituents by analyzing the Twitter profiles of these organizations. Their findings lend credence to the idea that online communication and dialogic principles are inextricably linked. However, despite the fact that traditional websites, blogs, and social networking sites like Facebook all support this theory, organizations are underusing Twitter to allow dialogic discussion with stakeholders. Dialogic businesses make greater use of the concept of visitor conservation than nondialogue businesses do, but dialogic businesses make less use of the idea of generating return visits than nondialogue businesses do. “It is evident that companies are trying to employ the dialogic features provided by Twitter albeit far from its full potential”. (Rybalko & Seltzer, 2010, p. 340) According to these scholars, creating dialogic communication venues, on social networks, is no guarantee that dialogic communication will be successful; the practitioner is ultimately responsible for ensuring that these technologies are employed in a way that will allow enterprises to engage in dialogic communication (Rybalko & Seltzer, 2010, p. 341).

For the first time, Agozzino (2015) adapted Kent & Taylor’s dialogic approach to Pinterest, a social bookmarking platform based on photos. The study looked at how the top ten most-followed companies on Pinterest use the dialogical communication paradigm to establish relationships. According to the findings, companies provide good content, opportunities for engagement, and encourage users to stay on the site. They are, however, “doing a a very poor job” of encouraging dialogue (2015, p. 11). Organizations are using a range of dialogic methods to create interactions with their publics through Pinterest. The organizations investigated provide helpful information, possibilities for dialogic communication, and incentives for visitors to stay on the site. These same organizations, on the other hand, appear to be deficient in terms of motivating users to return to their profile pages. Despite the fact that the dialogic loop principle came in second place behind the usefulness of information principle, corporations do not appear to be taking advantage of the chance to fully engage with the public via Pinterest.

Pinterest’s structure allows users to comment on and “like” pins, as well as participate in games, contests, and repining activities; as a result, Pinterest offers built-in dialogic capabilities that organizations may utilize to communicate with their audiences. None of the ten firms studied, however, went this interaction a step further by responding to or commenting on users’ questions, inquiries, and so on. If a company uses Pinterest’s dialogic feedback capabilities, it can set itself apart and actually seek to establish relationships with its customers. Overall, organizations are attempting to retain users on the collective sites by providing connections to their homepages and Twitter accounts. The fact that these organizations are urging people to stay connected through social media platforms is encouraging. Other social media platforms might be utilized to develop mutually beneficial interactions in a world that now functions 24 hours a day, seven days a week. This is a means for an organization to generate synergy, and those who don't take advantage of it are wasting their time.

Organizations had the lowest return visit generation scores, which is consistent with previous research on social media dialogic principles (Bortree & Seltzer, 2009, 2010) Generally, corporations do not expressly invite people to return. Organizations can use Pinterest accounts to create messages around "call to action", furthering their efforts to form relationships with their audiences. Surprisingly, corporations are just using Pinterest's built-in capabilities to drive interaction, but they are failing miserably at generating discourse. This research delves deeper into the Pinterest feature and how to improve it in the future. By providing feedback, organizations may actually try to create a dialogue.

The majority of dialogic scholars' regard dialogue as a moral practice that benefits all people engaged. Relationships between an organization and its public can be postured through social media. Three of the most crucial points are discussed by Michael L. Kent and Maureen Taylor (2016, pp. 64-65), in order to use social media more successfully and perform dialogic social media, a number of needs must first be met: "(1) engagement of stakeholders; (2) appreciation of the value of others; (3) empathy with stakeholders and stakeseekers".

First and foremost, it is paramount for organizations to communicate one-on-one with individuals and actively engage with them. Dialogic organizations typically use social media as an essential tool for one-way communication, rather than responding to concerns and comments raised by stakeholders in public forums, because social media is a one-way communication medium. The more users that take part in a discussion and the more questions that are asked, the more discussion spaces that can be developed. These discussion spaces allow interested parties and the general public to examine topics of discussion in more intimate settings using smaller groups of participants. The participants could have access to dialogic discussion rules, which would give the participants more power and encourage discussions within these small discussion groups that were governed by dialogic principles (Pearce & Pearce, 2000; Taylor & Kent, 2014).

Second, giving people the opportunity to recognize themselves and their ideals would be an appealing part of the "personalized" reactivity. Authors point out that not all conversation is dialogue. Organizational communicators can engage in dialogue as they move from being mere content providers focused on their own interests instead of considering their stakeholders, to being people who care about their public. Being dialogic is being concerned about others. As Rogers suggested in 1956, each individual must have “unconditional positive regard” for the other (Rogers, 1957). Dialogic organizations are receptive to the thoughts and opinions of others and value what they have to say. Third, the ability to empathize. The scholars focused on that in order to have meaningful discourse, “we must be able to put ourselves in the shoes of others”. Dialogic communicators value what others have to say and are receptive to other people’s ideas and perspectives.

The first study on NGOs’ use of the internet as a public relation tool by Waters and Jamal (2011) is a pioneer in the field of nonprofit studies. The study purpose was to see whether NGOs can establish relationships with their target audiences using social media platforms such as Twitter. Waters and Jamal (2011) used a content analysis of Facebook profiles to look at how 80 US universities’ health centers were using discussion on social networks in 2011. When Rybalko and Seltzer investigated whether Fortune 500 businesses were using Twitter dialogically in 2010, they found comparable results to Waters and Jamal. The finding discover that the organizations adopt one-way public relations approaches, despite the potential of social networking sites to create discussion. In spite of Twitter’s ability to facilitate a two-way conversation, non-profit organizations used the tool for one-way communication only. Similar findings were found in research assessing the use of the interaction function provided by online platforms for NGOs. In fact, NGOs use social media, in part, to connect with their target audiences (Seo, Kim, & Yang, 2009).

However, analyses based on web or social media content of NGOs show; in various studies; those online environments are not used interactively to defend campaigns and establish dialogue with the public. Campbell, Lambright, and Wells (2014) found that NGOs have restricted perspectives on using social media interactively in their qualitative interviews, which were performed using a different manner. The study found that NGOs are unaware of social media’s potential to improve communication. It is backed up by the findings of Lovejoy and Saxton (2012), who found that NGOs use social media more for information dissemination. Tweets were found to have the function of spreading information (59 percent) in the first place, communication (12 percent out of 26 percent: responding and requesting a response) in the second place, and call of action in the third place (15 percent).

Lu (2014) applied Kent and Taylor's dialogic ideas to Weibo, China's most popular social media network equivalent to Twitter, which is blocked in the country. The usage of this social network for dialogic communication by 205 Chinese non-governmental organizations was investigated. Based on an examination of the content of 205 nongovernmental organizations' Weibo profiles and 2050 postings, the study reaches the conclusion that the primary communication function of these organizations continues to be the dissemination of information.

In 2014, Jane Hether investigated how Kaiser Permanente, one of the USA's largest non-profit health-care organizations, communicated with its stakeholders via social media. Following Kent & Taylor's dialogic framework and applying Gruning & Hunt's four public relations models, 172 online updates, 99 Facebook posts, and 73 tweets were studied. Although certain dialogic aspects were discovered in the content analysis, the study indicated that this organization primarily used a one-way communication paradigm to communicate on social media. In-depth interviews with four employees working in social media were also done, and these employees stated an interest in developing a communication with the public, demonstrating a discrepancy between expectations and facts (Hether, 2014).

During one month, Kim, Chun, Kwak, and Nam (2014) conducted a content analysis of 60 US-based environmental nonprofit groups' websites, Facebook pages, and Twitter accounts. Simplicity of use; ease of interface; was removed from the investigate of social networks but kept for websites. As found in the study, organizations augmented the limited dialogic features of their websites with digital resources like Facebook and Twitter. Organizations achieve a low level of dialogic communication in general, with considerable variations across all three platforms. These data show that organizations are "far from realizing their dialogic potential" despite the fact that the website has the highest level of two-way communication, followed by Facebook and Twitter. Finally, the study finds that financial capability inside a company is favorably connected with the level of dialogic communication obtained only through Twitter.

Nevertheless, for social media to be a successful tool for dialogic communication, Kent and Taylor (2016, pp. 65-66) provide four recommendations: "The first possibility is for corporations to construct their own social networking site, free of advertisements and sales pitches". Social media should be used to manage issues relevant to stakeholders and to engage the public in the decision-making process and issue management of organizations instead of being used as an online advertisement or message channel. Also, a Homo Dialogicus is required because it seeks organizational openness and a desire to actually engage publics in discussion in order to develop solid organization–public partnerships based on trust and enhance organizational communication activities.

Second, social media sites do not have to be accessible to everyone. There is no reason why an organization cannot establish their own authentic social media profile in which to discuss organizational issues and limit membership to knowledgeable and enthusiastic audience. Scholars propose a space occupied by smart, pensive, educated people from all walks of life, including academics, intellectuals, activists, scientists, and others.

Third, as previously said, if an organization intends to use a social media site, it should do it in a dialogical manner by appreciating the members' value and worth. The authors propose that organizations deliver something other than one-sided corporate branding and marketing messaging to those who join. People can't have significant relationships with brands; it is only through other people that they can have meaningful relations.

Fourth, having trained experts in dialogically interfacing with stakeholders and the general public will help to create trust, relationships, and more successfully interact with them. To accomplish this, it is necessary that organizational leaders have training in conversation, have a deeper understanding of real stakeholder perspectives, listening skills, and willingness to change. "An approach that prioritizes sharing and mutual understanding between interactants" is how the broader concept of dialogue might be characterized (Taylor & Kent, 2014, p. 388).

Kent (2013) notes that in today's professional activity, dialogue is sometimes mistaken for communication with others. It is one-way transmission of content when a tweet is sent, content is posted to a Facebook page, a blog is updated, or customer service messages are exchanged on Twitter. "The fault is not with the medium of the Internet; the problem, quite simply, is with the application and intent". (Kent, 2013, p. 341). The real difficulty is not suggesting that social media should be more dialogic, but figuring how to do that.

Chapter Three: STRUCTURAL FEATURES OF NGO

3.1. CONCEPT OF NON-PROFIT ORGANIZATIONS

Non-governmental organizations are undeniably one of the most outstanding elements of our time, so much so that they have now become an indispensable component of modern society's functioning. Efforts have been made during past decades by these organizations to protect human rights, advance the sociopolitical role of women, combat corruption, eradicate poverty, and protect the environment They have been assimilated into institutions because they are necessary for the resolution of conflicts and stimulate governmental power to act through lobbying and public opinion.

To start, the phrase "non-governmental" is derived from the Greek word "anarchist" which means "without" or "without government" (Fonseka, 1995, p. 59). Tolstoy, Proudhon, and Kropotkin were among the classical intellectuals who pushed the use of this term to mean freedom from external control like the government's power. In social affairs, the term "anarchism" refers to the "replacement of the authoritarian state with some form of non-governmental cooperation among free persons" (Fonseka, 1995, p. 59). For instance, private, voluntary, and nonprofit organizations make up the nonprofit sector. There are groups of organizations and activities in this sector that exist alongside the government and the institutional complexes of state, as well as the for-profit. In this way, they combine an important characteristic of the public sector, namely serving the people interest, with one of the most unique characteristics of the for-profit sector, namely its private and voluntary nature.

With their diverse purposes, values, sizes, and modes of operation, the massive rise of NGOs around the world makes it extremely difficult to produce a simple and single description, as well as to determine the essence on which to put them into groups. The United Nations defines non-government organizations as a voluntary group of citizens with a common interest, not for profit and organized at the local, national, or international level: "non-profit entity whose members are citizens or associations of citizens one or more countries and whose activities are determined by the collective will of its members in response to the needs of the members of on more communities with which the NGO cooperate" (Simmons, 1998, p. 83). The term was coined to distinguish between governmental and non-governmental organizations. Martens, from her side, proposes the following definition after offering descriptions of both the legal and sociopolitical viewpoints of NGOs: "NGOs are formal (professionalized) independent societal organizations whose primary aim is to promote common goals at the national or the international level" (Martens, 2002, p. 282).

Decades ago, several groups managed concerns such as corporate economics, governance, education, culture, even before the state was well-established. All of these functions were governed by civil society, which included family groupings, communities, and neighborhood associations, among other things. As a result, the notion that civil society is the legitimate first entity of human civilization is based on historical evidence (Saifullah, 2001). According to Saifullah: "The history of human civilization suggests that it is not the people for serving their own interests who consolidated the state, but the state itself gradually took over the services of the society appropriating a power that conditioned human life. Thus, by nature the state enforce control, directs, and shapes power of the people. The modern call for curtailing the excesses grafted in the image of state is precisely a call to retrieve the social order, even in the rudiments of its total primordial fabrics. The modern concept of NGO is nothing but a reflex of this call" (2001, p. 13).

According to (Salamon & Anheier, 1996), the presence of a successful partnership between government and NGOs is one of the best markers of the nonprofit activities' magnitude and breadth. Recent years have seen it receive increased attention, and is referred to as the "third sector", following government and its agencies of public administration, and industry and commerce. The charity has also become a more regular subject of research and education. In addition, non-profit organizations operate for public or mutual benefit and do not seek profit for the benefit of managers (organizations) or investors (donors). Despite their different size and objectives, non-governmental organizations share five characteristics: organization, private (non-governmental), autonomous (self-governing), non-profit distribution, and voluntary nature. Nonprofit organizations cannot distribute profits to investors and mangers, which, contrary to popular belief, means they cannot benefit from them but they can be used to support the work of the organization and its mission.

Beyond the common denominator of "independence" from the government (even if some NGOs may contract with governments to deliver services), there is controversy over whether NGOs are "nonprofit" or "private" organizations in essence. Furthermore, many NGOs rely on volunteer help to supplement the work of paid professional employees. Others see NGO societal functions and institutional structures as more closely associated with private organizations than with third-sector that bridge the gap between the private and public sectors. In most developing nations, non-governmental organizations (NGOs) are seen as a viable alternative to the public sector when it comes to service delivery. The NGO sector has more freedom in the new economy than it did previously, and it offers more public services on a wider scale (Saifullah, 2001). It has grown into a major actor in the provision of social services to a broader population. Many forms of volunteer organizations have sprung up as a result of the NGO sector, serving mostly people who are left out of other types of development efforts.

NGOs all across the world have different development methodologies, orientations, and goals. These existing development initiatives, on the other hand, they are classified into three categories: “NGO activities, although broad in scope, can be classified in one of the following three categories: income-generation programs, e.g., peer-monitored credit; provision of social services, e.g. primary education; and social organizing, e.g. establishment of small homogeneous groups for joint savings or peer monitoring of credit. Income-generation schemes and the provision of social services generally involve resource and technology transfer with participant training, thereby assisting in the accumulation of physical and human capital within the community. Social organizing, (…) involves the extension of cooperative-bargaining norms and networks into new areas of society. Many NGOs have concentrated their efforts on income-generation and provision of social services” (Buckland, 1998, p. 238). However, Nelly P. Stromquist said: “NGOs fulfill at least three major functions: (1) service delivery (e.g., relief, welfare, basic skills) (2) educational provision (e.g., basic skills and often critical analysis of social environments) and (3) public policy advocacy (e.g., lobbying for international assistance for specific purposes and monitoring or promoting pertinent state policies). These functions are critical in the absence of stable political parties or organized low-income constituencies to carry out such activities” (1998, p. 62).

The socioeconomic setting in which NGOs formed in different regions of the world is influenced by the contrasts between the developed and developing worlds. Ian Smillie depicts the two most frequent theories of NGO expansion, labeling the first “state and market failure” and the second “voluntary failure” (1994, p. 160). NGO advocates, in the first school of thought, typically argue that the state’s power has failed to provide appropriate assistance to society due to the over-centralized governmental machinery. This is especially true in poor countries, where the government frequently fails to provide inhabitants with basic amenities. Because of these states’ limited capabilities, NGOs may be able to fill the void. Under this first approach, Hansman (1980) sees the failure of the state and the market as the source of NGO expansion, which he refers to as “contract failure”. The second school of thought contends that voluntarism is essential for any community to exist. These organizations fill the voids that established sectors have left by raising people’s voices. Voluntary failure, on the other hand, has been observed in communities where voluntary groups are scarce and NGOs have sprung up to fill the gap (Smillie, 1994). NGOs are also considered as an institutional reaction to the marginal poor, where agricultural solutions are no longer viable. Some have viewed the failure of the public sector as the source of all faults in development attempts, which have been labeled NGOs.

In summing up, non-governmental organizations (NGOs) are responsible for a wide range of social and service-related activities. They work to communicate the concerns and demands of citizens to governments and stakeholders. They also seek to support and monitor policies and encourage participation in political life through the provision of information and education. In addition to offering their knowledge and doing research for individuals in need, these organizations also serve as early warning systems and contribute to the monitoring and implementation of international accords. These Organizations differ in terms of working methods, interests, and even management ideologies, all of which have an impact on revenue, expenditure, and operational expansion.

In Tunisia, non-profit organizations are usually called non-governmental organizations or civil society associations, and according to official estimates, their number appears to be growing rapidly. There are around 23,000 nonprofit organizations in Tunisia (as of January 2022), which offer a diverse selection of services to various segments of the population. These organizations focus on areas such as education, youth programming, health, culture, and the arts. Labor unions, professional associations, managerial associations, business groups, consumer organizations, ethnocultural organizations, religious organizations, and social clubs are all examples of organizations that fall under the category of nonprofits. There is a growing recognition in Tunisia that charitable organizations are an essential component of the modern civil society as well as the social safety net, especially after the revolution in 2011.

3.2. CHARACTERISTICS OF NONPROFIT ORGANIZATIONS

Non-profit organizations, as their name implies, are distinguished primarily by the fact that they do not make profits for their proprietors and do not have proprietors in the conventional meaning of the term as used in the context of business. Compared to for-profit businesses that distribute their profits to investors or owners, non-profit organizations cannot distribute or utilize any income for personal benefit. Also, non-profit organizations have stakeholders and not investors, and by stakeholders we mean those who directly benefit from the NGOs’ services and anyone who receives indirect benefits from their existence, i.e., society in general. So, the main characteristic of non-profit organizations is their mission to serve society in general or a part of its causes, or a class of people in particular.

Nonprofits are private organizations, meaning they are not part of the government; self-managed by a board of directors; it is usually made up of volunteers committed to its goals. These organizations are not only made up of volunteers for fieldwork but in some cases are needed to hire staff, such as executive directors and office staff. As for the financial resources of the third sector, they consist of donations from individuals and companies, membership fees, interest in investments, the sale of goods and services, and other means. Beyond the above, nonprofit organizations and for-profit organizations differ in some important ways:

3.2.1. MEASUREMENT OF PROFIT

The production process is based on transforming inputs into outputs. As the efficiency of this process is based upon the relationship of inputs and outputs, its effectiveness is defined by the extent to which outputs meet the organization's objectives. The level of profit generated by an organization is an adequate indicator of both its level of effectiveness and its level of efficiency. On the other hand, nonprofit organizations cannot always quantify their outputs or it's hard to do due to the limited resources available to charities, nonprofit performance evaluation is often expensive and lengthy.

Nonprofit and for-profit organizations arise for a variety of purposes. Profit maximization is the ultimate vision of Profits by maximizing shareholder value. NPOs, in opposition, are not in it for the money and exist primarily to meet societal needs. Nonprofits' goals and objectives are less concrete and more multifaceted. This also results in a fundamental divergence in decision-making. Decisions at companies are made first and foremost based on profit, whereas decisions in mission-driven NGOs are made first and foremost based on having the greatest possible societal impact.

External interests affect both nonprofits and businesses. For instance, nonprofits have more diverse and multidimensional stakeholders than for-profits, and due to the diverse range of stakeholders and their characteristics, the performance expectations differ. Also, the fact that the "purchaser" and "beneficiary" of service are not the same people is an evidence of the nonprofit's stakeholder complexity. For-profit businesses, to develop future shareholder value and profit, all expenditures are dedicated to investment. But the third sector must balance income and expenditures while providing high-quality services to their target demographics.

Non-financial measures have also joined the performance measuring arena, in addition to financial measurements such as profitability and stock market measures. Because nonprofits do not seek profit, they utilize fewer financial metrics, but because they need to measure other characteristics, they are capable and willing to do so. Medina-Borja and Triantis add: “Measuring performance has gained strategic importance for the not-for-profit sector, including government and private social service agencies, depending on private and public donor funding. One can say that the justification of future funding and, consequently, the survivability of non-profit social service organizations are contingent upon their capability of measuring and evaluating performance” (2007, p. 159).

In the same vein, a mission-driven nonprofit’s efficiency and efficacy are vital, and they are closely tied to the value they offer. In general, efficiency refers to “doing things well” whereas effectiveness refers to “doing the right things”. Efficiency is a measure of how successfully a non-profit organization converts its inputs (such as financial and human resources) into outputs (such as projects). The nonprofit sector faces a fierce competition for donations and must maximize its impact with the least number of inputs, resulting in an effective input-output ratio. Another way to think about efficiency is the ability to complete a set of activities with the least number of input resources while maintaining quality. The degree to which an organization achieves its objective is measured by its effectiveness. Effectiveness refers to achieving the greatest possible results with a finite quantity of inputs (e.g., the mission and the goals of the NGO). A non-profit organization that achieves more of its mission-critical objectives (i.e., has a greater impact) can be deemed more effective than one that achieves fewer of its mission-critical objectives.

According to Dyann Brown: “NGOs must contend that they, unlike governments or businesses, have no straightforward bottom line. Governments are assessed by their voters or public supporters and business by their stockholders. NGOs are accountable oftentimes to beneficiaries who may be unable to meet the whole cost of what they receive. These recipients cannot be called consumers of the services provided to them. So, financial returns cannot be the only measure of an NGO’s performance. In addition, NGOs cannot solely use feedback from political processes used to legitimize governments” (2009, p. 22).

3.2.2. RELATIONSHIP WITH CUSTOMERS (CUSTOMERS, STAKEHOLDERS)

In companies, a new customer is an opportunity that they strive to keep. Nonprofit organizations find that taking on a new client places extra strain on their resources, so they avoid gaining new clients whenever possible. In companies, increased demand for services automatically translates into additional revenue, and vice versa for most nonprofit organizations. In addition, in order to achieve the greatest possible social impact, NGOs balance cost-effectiveness and program efficacy. Many non-profits recognize that to be successful, they must use the same tools and vocabulary as businesses.

Forprofit companies often have consumers, while NPOs frequently serve community needs. The difficulties NPOs face stem from their inability to receive traditional modes of revenue generation to run their organization, leaving them to compete for funds, volunteers, and government subsidies to support their communities. NGOs have three essential “customers”: the people it serves, the donors who fund it, and the volunteers assist it in fulfilling its mission. Donors ensure survival, and charity organizations treat them as their principal clients in many respects. Nonprofit CEOs generally spend the majority of their time interacting with donors.

The strategic plans of NGOs are usually based on fundraising goals, and new programs are regularly tried because they align with the goals of specific foundations or significant donors. Furthermore, given the income disparity between for-profit and nonprofit employees, one may claim that nearly all nonprofit employees are also volunteers. Volunteers’ needs are completely different from those of either funders or clients. Failure to serve anyone, while tolerated in the short term, will eventually jeopardize the organization’s survival. Worse still, each customer group expects something different. So creating value for one section does not satisfy the others automatically. If a NGO’ goal is to better meet a set of customer needs than its competitors, it should simultaneously fulfill the needs of each of its client groups.

3.2.3. POLITICAL NATURE

Political pressure on NPOs is greater. The most challenging question about NGOs’ independence is whether they are influenced by governments. The common GONGO is used in reference to a government-sponsored nongovernmental organizations that advocates a specific policy. Government may attempt to influence the NGO in a certain field by setting up NGOs that promote their policies. NGOs are also likely to have difficulty operating autonomously in more authoritarian countries and even when they do, not all political parties will recognize them. Aside from these outliers, there is a prevalent misconception that government financing equates to government control.

Meanwhile, many NGOs that provide humanitarian aid and development work require significant resources to operate, which is why they accept government funding. While these NGOs would prefer a set budget for their administrative expenditures, governments typically only wish to assist project field costs. When NGOs develop their programs, they may appear to be autonomous on the surface, but government influence can creep in if the program is structured to increase the likelihood of receiving government subsidies or contracts. There many factors that influence the existence of NGOs, including the population, composition, ethnic and religious diversity, and the quality of a country's communication infrastructure. Some NGOs were founded by left-leaning professionals or academics in opposition to government policies, such as its support for or indifference to corruption, patronage, or authoritarianism.

3.2.4. MANAGEMENT

NGOs are managed by members who are involved in the organization through paying a specific fee, and from among these members a managing body is elected to run the organization. The essential responsibilities of the nonprofit board are to provide solid governance, fiduciary and strategic supervision, and direction to the organization. The board's mission must be in alignment with the needs of the community and it is responsible for the management and that all procedures are ethical and legal criteria are met and by maintaining the public's trust. Also, the board is in charge of guaranteeing the organization's financial integrity and stability, as well as setting processes to protect it from corruption and danger.

Nonprofit organizations, under law, are bound by certain rules and policies. The broad of directors is obligated to care for the organization, to be loyal and to obey the organization's mission statement. Duty of care does not only require board members to carry out their responsibilities in good faith and with care, but also to engage in the board's work and to use caution in all things they do in their capacity as board members. A comprehensive understanding of financial reporting and other critical information, using independent judgment, requesting information for decision-making, attending broad and committee meetings, meticulously preparing for meetings in advance, compliance with federal, state, and industry reporting obligations are requested. Duty of loyalty requires taking action in the NPO's best interest, not their own or that of another individual or group. The broad members have to avoid the use of the organization's opportunities for personal advantage and maintain the confidentiality of information held by the organization. Adherence to the conflict-of-interest policy and disclosing all conflicts, as well, are all examples of duty of loyalty. Finally, broad members have a duty to obey the mission of a nonprofit, follow its bylaws and other policies, and not engage in behaviors that undermine its fundamental goals. As a part of the duty of obedience, all reporting obligations must be met, all legal documents examined, and judgments made within the mission's and the law's guidelines.

In addition to the core board member responsibilities of care, loyalty, and obedience, certain board members have extra responsibilities. A Board Chair, Treasurer, and Secretary are required on most boards. Vice-Chair, Chair-Elect, and Past-Chair positions may also exist on other boards. A board member may fill several of these functions in a smaller organization. Individuals are sought out for their skill set and organizational history and are either requested to fill or elected to these roles. The Board Chair is in charge of leading the board in good governance practices. In addition to setting the tone for the rest of broad, this person is often a prominent voice in the community for the organization. It is important that the Broad Chair establish good working relations with the CEO and serve as a role model and motivator to rest of the broad. Broad Chairs are responsible for setting up broad committees and task forces, preside over regular broad meetings, and are frequently the organization's point person.

The Vice-Chair generally assists the Board Chair and fills in for him or her when necessary. The Vice-Chair will frequently take on a special initiative, such as directing the CEO review or chairing a task group. The Treasurer's main responsibility is to oversee the organization's financial operations and to ensure broad members have access to information they need to be sound fiscal fiduciaries. Since it is the responsibility of the organization's secretary to ensure that the minutes of general meetings are accurate, they are also required to evaluate financial statements and take part in the preparation of the organization's budget. In smaller organizations, it is often the responsibility of the Secretary to draft the minutes. It is the responsibility of the secretary of a larger organization to review the minutes that were prepared by the staff. It's possible that the functions of the secretary and the treasurer will overlap in some organizations.

3.2.5. SOURCES OF INCOME

NGOs were founded for a noble cause, but they must make a profit to exist and develop. Unlike other organizations that generate income through business activities, nonprofit organizations rely on other sources to earn money. The main sources of income are individual donations, government grants, membership fees, and patrons from commercial enterprises. However, in the traditional understanding of non-profits, donations are the principal source of revenue (Carroll & Stater, 2008).

3.2.5.1. DONATIONS

Donations, are a type of gift received in cash or property from a person, colleagues, members, company, or any other body. It is also a significant receipt item. It might be made for specialized or general causes.

a) Donations with a purpose: specific donation is when a donation is received with the intent of being used for a specific purpose. The specific goal could be an addition to an existing structure, the construction of a new school, the establishment of libraries, and so on. The contribution must always be capitalized and recorded on the liabilities side of the balance sheet, regardless of how big or small it is. The objective is to use the funds solely for the stated purpose.

b) General donation: this type of donations is not made for a specific purpose.

3.2.5.2. LEGACIES

Legacies, are the funds received as a result of a deceased person's will. It's considered a capital gain. Because it is not recurring, it appears on the receipts side of the Receipt and Payment Account and is directly added to the capital/general fund on the balance sheet. However, tiny legacies may be recognized as income and reported on the Income and Expenditure Account's income side.

3.2.5.3. GOVERNMENT GRANTS

Government Grants, support the activities of schools, colleges, and public hospitals, among others. Recurring grants in the form of maintenance grants are recorded as revenue and credited to the Income and Expenditure account. Grants, on the other hand, are recognized as capital receipts and are allocated to the building fund account. It should be mentioned that certain non-profit organizations receive government or government agency cash subsidies. For the year in which it is received, this subsidy is also counted as revenue income.

3.2.5.4. FEES FOR LIFETIME MEMBERSHIP

Fees for Lifetime Membership, are a sort of income when some members are elect to pay a one-time life membership fee rather than pay a monthly subscription. This sum is credited straight to the capital/general fund as a capital receipt. If a person is granted Life Patron Membership for the rest of his or her life, a specific price is levied on him or her. It is only charged once in a member’s lifetime.

3.2.5.5. ENTRANCE FEES

Entrance Fees, also known as an admission fee, is a member payment done only once when he or she joins. In the case of clubs and other philanthropic institutions, membership is limited, and admission costs are rather high. As a direct consequence of this, it is classified as a one-time item and credited to either the general or capital fund. On the other hand, entrance fees are a consistent source of revenue for some organizations, such as educational institutions, despite the fact that the amount involved may be relatively insignificant. Because of the nature of their situation, it is customary for them to regard this item as a revenue receipt. However, if there is a particular direction, it is best to classify the entire sum as a capital reception and add the corresponding amount to the capital/general fund. If there is a particular direction, however, it is best to classify the entire sum as a capital reception.

3.2.5.6. ENDOWMENT FUND

Endowment Fund, is a fund that provides the organization with long-term financial support. the contributions to this fund are considered capital receipts. This type of income is a fund established as a result of a bequest or gift, the income from which is used for a defined purpose. As a result, it is a capital receipt and is recorded as an item of a specified purpose fund on the Liabilities side of the Balance Sheet. Receipts from the sale of an old asset are recorded in the Receipts and Payments Account for the year in which the item is sold.

3.2.5.7. PROCEEDING JOURNALS AND PERIODICALS FOR SALE

Proceeding Journals and Periodicals for Sale, is a source of income. It is represented in the organizations selling books and publications usually related to the field of their activities. It is deducted from the Receipts and Payments account.

3.2.5.8. INVEST IN FIXED ASSETS

Invest in fixed assests, like buildings, laboratory equipment, furniture, books, and other assets are purchased for society. These are objects that require capital investment. These are displayed on the credit side of the Receipts and Payments Account, i.e., the payment side.

The majority of non-profit organizations seek to diversify their source of income and not be satisfied with one source to ensure their continuity and achieve their goals. According to Hager (2001), diversifying revenues reduces the likelihood of a business closing. Also, Tuckman and Chang (1991) claim that organizations with diversified incomes are much more adaptable than those with focused revenues. In the same vein, according to Frumkin and Keating diversifying revenue sources results in higher revenue margins, more liquidity, and a reduce risk of insolvency for organizations (2011, p. 161).

3.2.6. FIELD OF WORK

Non-profit organizations work to serve the community without expecting anything in return. The major mission of non-profit organizations is to offer services that society requires, whereas the primary goal of profit-making corporations is to maximize profits for shareholders. The secondary aim of non-profit organizations is to guarantee that revenues exceed expenses so that services can be maintained or increased, whereas the secondary mission of profit organizations is to provide services or sell things to make a profit. Organizations of many kinds can be found in civil society. They come into three basic types, all founded by citizens on their initiative: founded out of a desire to help the poor and disadvantaged; formed as a result of a shared interest in and/or desire to act on a specific subject or issue; organizations that bring individuals together to pursue a similar goal. NPOs pursue their objectives through a variety of actions. They are concerned about the well-being of those who are less fortunate. They work to change and create actions that are harmful to people's or society's overall well-being. This is just a sample of the range of services provided by non-profits.

Charitable organizations play a pivotal role in creating more stable and prosperous civil societies. As it works to control the problems that society may suffer from, especially those that the government is unable to diagnose and find solutions for due to its weak capabilities or because it is not considered one of its current priorities. From this standpoint, these associations strive to support the efforts of the state to meet the needs of its citizens. The areas of interest of these organizations vary. There are environmental organizations, cultural organizations, associations interested in defending human rights, supporting democracy and humanitarian organizations, etc.

3.2.7. REPUTATION

Non-profit organizations earn their reputation based on their contribution to people's well-being and their ability to address community issues rather than based on customer satisfaction or market value. The most important intangible asset of an organization has been identified as its reputation, which is defined as its total evaluation by its many stakeholders (Hunt & Morgan, 1995). This is because reputation captures the impact of "brands" and visuals on stakeholders' perceptions of an organization. Several experts stress the significance of maintaining a positive reputation in the not-for-profit sector in order to secure long-term funding, encourage business collaborations, and bring in volunteers and employees of a high caliber (Smith & Shen, 1996). In addition to getting finances and ensuring that customers are happy, non-profit organizations, according to Herman (1990), should make maintaining a positive reputation one of their organizational performance goals.

Fillis (2003), who thinks that the reputations of small NGOs can be molded through word-of-mouth marketing, networking, and inventive use of existing resources, emphasizes the significance of reputation management. In a similar vein, rebranding operations in the non-profit sector that aim at proactive management of NPO reputation have become a more major component of the industry. These activities attempt to attract new donors and volunteers (Hankinson & Lomax, 2006; Laidler-Kylande & Simonon, 2009). According to the findings of a number of studies, such as the one conducted by (Smith & Shen, 1996), in the context of an NGO's reputation, meaningful criterion variables can include: (1) respondents' willingness to donate, (2) respondents' willingness to work as an honorary member, and (3) an organization's perceived trustworthiness.

Reputation is defined as a stakeholder's honest perspective of an organization's management of stakeholder relationships in the past, present, and future. This assessment reveals whether or not the organization is capable of and willing to meet the expectations of stakeholders. A similar argument was made by Hansmann (1980) and Vlassopoulos (2009), arguing that NPO are a commitment mechanism that provide quality services when inspections are difficult to carry out. According to this theoretical framework, it would appear that one of the primary drivers of NGO reputation is perceived quality (Fombrun & Shanley, 1990; McGuire, Schneeweis, & Branch, 1990).

Given that NPO reputation is classified and understood as an attitude-related phenomena, stakeholder views are more important than media coverage. When doing marketing efforts, NPOs should focus on the emotive element of their reputation. This presents the finest opportunity for effectively regulating the conduct of contributors. The emotional aspect of an institution's reputation should be the primary emphasis of reputation management efforts, and this may be accomplished by investing in how the general public views the organization favorably.

In marketing and communication efforts, certain traits that have a big positive influence on the affective component of a NPO reputation, such as the NPO's perceived physical appearance, which is represented in good management of all brand aspects, should be assessed. These qualities include the NPO's perceived physical appearance, which is represented in effective management of all brand elements. Examples of such qualities include the NPO's mission and vision statements, as well as the NPO's history. On the other hand, nonprofit organizations' leaders must constantly examine the establishment and evolution of their reputations. Taking preemptive efforts rather than needing to course correct and saving resources that would otherwise be allocated to situations that demand leadership reaction and establishing a positive reputation in the community that an organization serves is essential to ensuring the organization's continued existence there. Indeed, reputation has emerged as a key notion in explaining the appeal of charitable donations and volunteers, making it one of an NPO's most valuable intangible assets and critical to its sustainability.

3.2.8. ACCOUNTABILITY

Leaders of nonprofit organizations are accountable to society for achieving the goals for which the organization was established. Accountability is often achieved in the not-for-profit sector through the use of self-regulatory mechanisms, internal regulations, and processes. These elements of accountability need to be carefully reviewed in terms of how well they handle issues around corruption. Accountability, which refers to the requirement that one must disclose one's activities to a group of legitimate authorities, is the cornerstone of responsible behavior for any organization, regardless of whether the organization in question is public, private, or non-governmental. It is also referring to the obligation that one must disclose one's activities to a group of legitimate authorities (Edwards M. , 2002).

Accountability, is defined by Edwards and Hulme (Edwards & Hulme, 1995, pp. 852-853) as "the means by which organizations are held responsible for their actions; is a crucial component of claims to legitimacy." Also, Fox and Brown (1998) provide a comprehensive explanation of it with regard to the World Bank and non-governmental organizations. They refer to it as "the process of holding actors responsible for actions" (p. 12). Unlike for-profit businesses, non-governmental organizations are held to a higher degree of responsibility, not in terms of their financial performance but rather in terms of the acts they take and the influence they have on society as a whole.

NGOs are under increasing pressure to show that their funds are being spent effectively, efficiently, and transparently as their role in development assistance and political counter-power grows. To maintain their legitimacy in managing aid resources, they must be accountable to their constituents, be committed to their mission, be transparent in their processes, and be effective in their mandate.

NGOs can be held accountable to their stakeholders in three main ways as Jordan (2005) identified it: (a) effectiveness; NGOs can be held responsible for their success in carrying out their mission, as well as the quantity, quality, impact, and cost-efficiency of their activities, as well as their response to beneficiaries; (b) organizational reliability; NGOs can be held accountable for the independence and dependability of their organizational structures, depending on criteria such as the function and makeup of their boards of directors, their financial and managerial structures, and their human resource management policies and practices; and (c) legitimacy; NGOs need to address issues such as their constituency, their adherence to their mission, and their relationships to the public and beneficiaries. As a result, accountability has two dimensions, an external one in terms of "an obligation to meet prescribed standards of behavior" (Chisolm, 1995, p. 141) and an internal one prompted by "felt responsibility" as expressed in personal actions and company objectives (Fry, 1995).

From his side, Najam (1996) argues that NGOs are answerable to a variety of parties, including sponsors, clients, and themselves. Generally speaking, NGO-donor accountability pertains to partnerships with donors, foundations, and governments, and is frequently centered on the money of assigned funds for stated goals. According to Brown & Moore: "Boards and CEOs of INGOs will feel accountable to groups who provide those resources as a matter of prudence (they guarantee the future survival of the organization), as a matter of law (there may be some enforceable promises made about how assets will be used), and as a matter of ordinary morality (it would be wrong to take money on false pretenses). What the organization owes to these donors is to produce the maximum feasible return in terms of mission effectiveness." (2001, p. 17). Accountability of nongovernmental organizations to their customers usually relates to the organizations' connections with the client groups to which they offer services. However, it may also cover the communities or areas that are indirectly influenced by NGO activities. NPOs are held accountable to their members in the sense that if they fail to satisfy the conditions set out by the members, they risk losing patronage in the form of subscription as well as economic assistance.

Accountability tools, such as yearly campaign reports and financial tracks, are used not only by funders to keep track of NGO expenditures but also by NGOs to augment money by announcing their projects and initiatives. In addition, there is a reliance on resources in which non-governmental organizations (NGOs) are financially dependent on donors, and donors are dependent on NGOs for their reputations in the field of development (Ebrahim, 2003). For example, financial reports and disclosures are among the most regularly utilized methods of accountability and are usually mandated by state legislation in many nations. On the other hand, process mechanisms such as commitment and self-regulation are frequently wider and more diversified than instruments, in addition to being less concrete and time-bound; yet, each mechanism may leverage a collection of devices for the purpose of accomplishing responsibility. And according to Brown and Moore, there "is no single accountability structure that is right for all organizations" (2001, p. 27).

The third sector organizations not only provide services but also create opportunities for collective action, civic activism, and to express diversity and difference. Therefore, nonprofit organizations are required to sustain a healthy democracy and to reflect the interests of diverse groups. Many also say that nonprofit groups assist sustain democracy by fostering citizenship and community leadership, training prospective political leaders, and offering educational and networking opportunities. In addition, many people believe that volunteering is an effective way to foster "good citizenship" because it fosters trust, assists individuals in gaining a deeper comprehension of the social and political system, prepares individuals to participate in community issues, teaches civic skills, boosts people's sense of self-efficacy, and heightens their awareness of existing social issues.

3.3. HISTORY OF NON-PROFIT ORGANIZATIONS IN TUNISIA

3.3.1. DURING AND AFTER THE FRENCH OCCUPATION

Before the independence from France in 1956, civil society in Tunisia was essentially non-existent, and the political opposition was crushed. Some intermediary bodies, such as the UGTT union (Union Générale Tunisienne du Travail), or "Tunisian General Labour Union" in English, existed in this unfriendly environment. The UGTT, which was founded in 1946, was at the forefront of the fight for independence. Farhat Hached, the organization's founder and commander, was a national hero who was slain by the French in 1952. As a result, it was politically untenable for a power with which it shared history to prohibit this union. The development of human rights philosophy, the first sociological studies on civil society, and the first devastating consequences of the drift did not occur in Tunisia until the late 1970s and early 1980s (Ben Sedrine & Adouani, 2018, p. 3).

The term "ultraliberal" was coined in the early 1970s. Tunisia in the late 1970s thus presented a perplexing pattern, on the one hand, unbridled liberalism that opened the market to competition, and on the other, a hardening of the increasingly dictatorial administration. Two events mark the end of the 1970s: (1) the establishment of the Tunisian Human Rights League in 1977; this organization was not only the first in the Arab world, but it would also play a crucial role in the resistance against Habib Bourguiba's and later Zine El-Abidine Ben Ali's dictatorships; (2) social movements, particularly the general strike organized by the UGTT in 1978, which was brutally suppressed by security forces and the army (Nouira, 2017).

3.3.2. DURING THE REIGN OF ZINE EL ABIDINE BEN ALI

On November 7, 1987, Ben Ali led a coup against Habib Bourguiba, citing the latter's inability to take over the presidency for medical reasons. Ben Ali sparked a lively debate about the multi-party system and democracy. He instilled faith among the political class that the civil republic would be strengthened and changed for the better. Ben Ali's dominance cooped civil society, including political parties and groups that had long advocated for a democratic society. In Tunisia, however, civil society immediately rallied to Ben Ali's power, with a few exceptions, legitimizing power and preventing citizens from having a crucial debate on freedoms and rights (Nouira, 2017).

Civil society under Ben Ali's power took on an additional dimension. Unlike Bourguiba, who professed to be obsessed with the establishment of a modern state, the construction of national identity, and the assurance of economic and social development, Ben Ali embraced the liberal discourse on human rights, civil society, and democracy. In the three years following his coup, 2,845 associations were formed, marking a 144 percent raise. In 2010, there were over 9,500 associations in the country. Most of these organizations (63 percent) were cultural, followed by sports organizations (13 percent). According to the IFEDA research, charities accounted for barely 5% of the total. Experts believe they can divide these organizations into two groups: those involved in providing services to the public and those advocating for change, particularly in the state-citizen relationship (Kefi, 2014).

Ben Ali’s thinking was that NGOs must contribute to the consolidation of the state’s power and behave within a framework imposed by the state. As a result, organizations claiming to be ideologically Islamist were outlawed. The state, as well as the ruling party, had the right to decide on social and religious issues. Fundraising was forbidden, and those in charge of these organizations were from the RCD (Rassemblement Constitutionnel Démocratique, the Democratic Constitutional Rally in English) party; the ruling party at the time; or from the Ben Ali and Trabelsi families. (President Ben Ali’s family and that of his sons-in-law “Trabelsi” were known for their unfettered control of the Tunisian economy. These two families had invested in the media and non-profit organizations throughout the regime’s final years.

However, civil society has not been fully destroyed by an associative life under political and legal supervision, flouted individual freedoms, and a functional police state. Despite threats, prohibitions, and violence, several organizations, such as the Tunisian Association of Democratic Women, the Tunisian Human Rights League, the National Union of Journalists, and the sectoral sections of the UGTT, have continued to campaign against the dictatorship. Despite the restrictive nature of authority, Ben Ali made sure that they did not harm his image too much outside of the country. As a result, associations and people who were unduly publicized spared overly harsh punishments, which were reserved for Islamists and the far left. Ben Ali’s power has galvanized the police and judicial machinery to suppress any protest movement. He had no qualms about putting his soldiers in charge of recalcitrant organizations, ordering the cancellation of elective congresses and invalidating their results, blocking the voting box; he did everything he could to enslave civil society. However, some members of this civil society continued to operate outside of the mainstream political arena.

NGOs have devised a strategy of circumvention by appealing to international media and even the judiciary, despite the fact that it is under control, despite the bans and defiance of the established order. The goal of these organizations was to bring power face to face with its inherent inconsistencies. The more visible engagement of civil society has not reduced the ultraliberal policy of power that has caused obvious regional and social inequities. Service organizations were unable to take the place of the state, and advocacy organizations were silenced. Tunisian civil society, at least that which refused to submit to the tutelage of power, took use of a new international backdrop, unprecedented media coverage, and new methods of communication to contribute directly or indirectly to the regime's demise. This is how they broke into politics, becoming the haven for all leftist, nationalist, and Islamist political foes. These organizations, along with unions, have become the only checks and balances against Ben Ali's autocracy (Djebali, 2015).

Only a few of the organizations recognized by Ben Ali were truly committed to the fight for human rights and freedoms and hence played a counter-power and protest role. Politically and geographically, their presence and maneuvering room were limited. They served as a suppository for the system in existence for most civil society. This civic society has played a role in the hegemonic manifestation of the ruling party's prevailing ideology. Civil society, which has rejected social and ideological hegemony, has been a cause for conflict, and resistance to the dictatorship among a segment of the populace.

3.3.3. AFTER THE 2011 REVOLUTION

The end of Ben Ali's reign came quickly and unexpectedly. The overthrow of Ben Ali marked a watershed moment in Tunisia's history and civil society. The public uprising that preceded Ben Ali's departure appeared to be spontaneous and provincial, at least on the surface. The districts that had experienced the most conflict had been left out of development projects and ignored by service and advocacy organizations.

Civil society, arguably more than any other political or social actor, has benefited from the new post-revolutionary climate. The 2011 modification resulted in a surge in the number of associations. The post-revolutionary era presents a pattern that has never been seen before. According to the IFEDA information center, the number of associations increased from 9,969 in 2010 to 14,966 at the beginning of 2013 in an atmosphere of revolutionary excitement and rupture with the past. Even if the ratio to the total population remains low, with one association for every 727 people, the number of associations formed in 2011 and 2012 was unparalleled in Tunisian history: 2142 and 2555, respectively. 5000 associations have been formed in just two years (Kefi, 2014).

The difference between the era following the revolution of 2010-2011 and the period following 1987 extends beyond the quantitative question. It also impacts the areas in which these organizations intervene. Human rights and religion were two areas in which associations were forbidden under Ben Ali. The struggle conducted by the League of Human Rights, unions, and many other intermediary organizations and associations under Ben Ali undoubtedly aided their consolidation in the post-revolutionary period.

Civil society appears to be situating itself in the new Tunisia on classic and vital problems in associative work. Indeed, civil society's unifying causes have become human rights, citizenship, liberties, women's rights, socioeconomic and regional equality, and so on. As a result, associative work is expanding to include various causes and frontiers. Greater participation of young people and women accompanied this growth. Young people, despite their growing dissatisfaction, appear to avoid political parties and institutions, but not associative activism. Tunisian youth has never shown such social and political engagement in civil society in opposition to the regime. Despite political party infiltration and suspicions that it serves a political purpose, civil society has grown much younger and more feminized.

Unlike civil society under Ben Ali, which remained under the watchful eye of the state and was limited in its scope of action to culture and sport, particularly in the capital and major cities, post-revolutionary civil society quickly invaded areas neglected by development programs and service associations. As a result, there is a creation of an associative fabric in the country's south and west, functioning in religious and charitable domains. Many of these charities have a distinctly religious bent, with a concentration on children's education.

The overthrow of Ben Ali in January 2011 resulted in a substantial rearrangement of civil society's operations. The positioning of the political, social, and media scene was the most important factor. The rise of advocacy and citizenship organizations shows the budding democracy's vibrancy. Only 11 such organizations were permitted before the revolution, although they were closely monitored. In just two years, 310 new civic associations were formed, including 190 human rights organizations and 68 women's organizations (Kefi, 2014).

Citizens associations, highly politicized and working for a political agenda, have occupied the streets to demonstrate, talk, and voice their disapproval or support for government choices. Individual liberties, women's rights, artistic expression, and identity concerns have all been rallying grounds for civil society. The civil society serves as a watchdog, monitoring government actions through its attentiveness. It is not afraid to criticize the state when it cannot meet expectations. The growth of a democratic society that is respectful of human rights and institutions requires that NGOs be given the ability to make decisions for themselves. However, civil society, particularly the UGTT, has strengthened into a "revolutionary" political body since the revolution. However, like society, it is seeking and reinventing itself (Zaghdane & Elayah, 2020).

The Tunisian General Labour Union, The Tunisian Confederation of Industry, Trade and Handicrafts, The Tunisian Human Rights League, and The Tunisian Order of Lawyers were the four Tunisian civil society organizations that were awarded the Nobel Peace Prize in 2015 for their decisive contribution to the building of a pluralistic democracy in Tunisia in the wake of the Jasmine Revolution in 2011. This award was given in recognition of their role in ensuring that Tunisia was able to emerge from the turmoil. The Norwegian Committee has given this honor to four civil society organizations for the first time. When Tunisia was on the verge of devolving into political violence, civil society played a critical role in bringing political positions closer together and facilitating a process of dialogue and transition that saved the country from a dangerous political and social drift. The prominence and size of the rights and citizenship associations has expanded. They have established themselves as a significant player in Tunisia's political arena. The widespread use of the internet, the many different types of social media, and the newly acquired freedoms are all factors that are helping to contribute to the process of altering people's mentalities (Ben Sedrine & Adouani, 2018).

According to the most recent statistics that were released on the website of the Center for Information, Training, Studies, and Documentation on Associations, which is affiliated with the Presidency of the Government, the total number of active associations in Tunisia reached a new high of 24,224 as of February 8, 2022. Tunis, the capital, hosts the largest number of these associations with 4.907 associations, followed by Sfax, the industrial capital, with 1.831 associations, Nabeul with 1.439 associations, Ariana with 1.254 organizations, Sousse with 1.220, and the governorate of Medenine in the south with 1.063 associations. The highest proportion of the total associations was held by culturally active organizations, which accounted for 19.81% (4.797 associations), followed by associations active in the education field with 18.95% (4.589 associations), then sports associations with 12.60% (3.051 association) and social charities with 11.14% (2.698 associations). The number of foreign associations active in Tunisia reached 209 (IFEDA, 2022).

The third sector in Tunisia witnessed a significant growth after the revolution of January 14, 2011, after the abolition of the licensing system and relying only on the reporting system of the government's Presidency under Decree No. 88 of 2011 relating to the management of associations. Foreign support for associations has assumed a growing importance, especially through foreign funds directed to them, which amounted to 68 million dinars in 2017 and 78 million dinars in 2018, according to the recent report of the Court of Accounts (Accounts, 2021).

3.4. ASSOCIATIONS LAW IN TUNISIA

Associations are considered a necessity that cannot be abandoned, just like other basic rights and freedoms. Tunisian constitutions enshrined the right to establish associations starting from the 1959 constitution, which stipulated in Chapter Eight of it that "the freedom of thought, expression, press, publication, assembly, and association is guaranteed and exercised under the law." The 2014 constitution adopted the same approach, as it stipulated in Article 35: "Freedom to form parties, unions, and associations is guaranteed."

The term association has developed in Tunisia over the years. Legal texts related to associations have endeavored to plan a concept for the association, starting with Law No. 154 of 1959, dated 7/11/1959, which defined the association as "an agreement between two or more persons according to which their information or activity is permanently collected. For purposes other than material ones, profits are reaped from them" (Burqiba, 1959). After the amendments witnessed in the Law of Associations, Decree No. 88 of 2011 came, and Chapter 02 of Decree No. 88 stipulated that an association is: "An agreement between two or more persons according to which they work permanently to achieve goals except for making profits" (intérim, 2011). So, the association has the following characteristics:

a) Agreement: is matching the will of individuals wishing to establish an association, and the concept of agreement regarding freedom of association and joining it is that individuals have the freedom to establish an association, join or not join, as well as the right to withdraw from it.
b) Permanence: is achieved through the basic law of the association, through tasks that are applied continuously without interruption in time.
c) Non-profit purpose: reaffirms the organization's mission to provide a public service at no cost or at the lowest possible cost.

The foundation of an association requires the fulfillment of several legal conditions, and Decree No. 88 specified the accuracy of these conditions. It stipulated the conditions for the founding members, the conditions for the members involved, and the conditions related to the objectives as follows:

a) Conditions for founding members: Chapter 08 and Chapter 09 stipulate the conditions that the founding member of the association must meet at least 16 years of age. The founders and managers of the association should not be among those who carry out responsibilities within the central structures governing the parties until the independence of these organizations from the parties is guaranteed.
b) Conditions for members involved: Chapter 17 of the decree stipulates the conditions for a member of the association, namely; Tunisian citizenship or residing in Tunisia, reaching the age of 13, acceptance of the association's articles of association in writing, where verbal acceptance is not considered, payment of the subscription fee.

Referring to Chapter Three, the legislator stated that: "Associations shall respect, in their statute, activity and financing, the principles of the rule of law, democracy, pluralism, transparency, equality, and human rights, as established by international agreements ratified by the Republic of Tunisia". The association must: Adopt in its articles of association, statements, programs, or activities advocating violence, hatred, intolerance, and discrimination on religious, regional, or sexual grounds, not to engage in a commercial business to distribute funds to its members for personal benefit or to exploit the association for tax evasion. Raise funds to support political parties or independent candidates for national, regional, or local elections or to provide financial support to them. This prohibition does not include the right of the association to express its political views and positions on issues of public concern.

3.5. NONPROFIT MARKETING

3.5.1. THE POWER OF SOCIAL MEDIA IN THE NONPROFIT MARKETING

The usage of social media in business communication is gaining prominence as an increasingly vital strategy. The proliferation of this type of media seems to have an influence, in particular, mostly on area of public relations. Using social media is linked to a firm's perception of the strategic value of public relations (PR) (McCorkindale, 2010). The use of social media has been shown to have a favorable correlation with the perceived strategic influence that PR has in companies (Wright & Hinson, 2014). There is a common agreement among those who work in public relations (also known as PRPs) that the usage of social media is significantly impacting how PR is carried out in today's world (Wright & Hinson, 2014). As a result, social media are important tools for businesses since they give a variety of public communication venues and can help them expand their online presence. Platforms for social media provide the optimal environment for accomplishing public relations goals, such as disseminating information, engaging with the public through the utilization of two-way communication, maintaining an online presence, and developing connections with a variety of publics (Bortree & Seltzer, 2009; Gruning, 2009). According to McCorkindale and DiStaso (2014), the discipline of social media research is the one that is increasing at the quickest rate in the annals of the history of public relations. This is as a result of the fact that social media has made it possible for companies and the people that they serve to communicate with one another through new channels.

A significant amount of research on the use of social media as a tool for managing relationships or engaging in dialogic communication has been carried out by a number of academics working in the field of public relations. The findings of these investigations have brought to light the prospect of identifying hitherto unknown consequences for business communication. According to Grunig (2009), the use of social media is an essential component of effective public relations methods. These strategies include reaching audiences all over the world, establishing two-way communication that is symmetrical, and cultivating connections with audiences. The four models of public relations developed by Grunig and Hunt's (1984) might be seen as a point of departure for the evolution of public relations practice. Activities that are associated with public relations may be separated into four distinct groups based on two dimensions direction (one-way vs. two-way) and balance (asymmetry vs. symmetry). The following are the categories that fall under this heading: press advisor (one-way asymmetry), government info (one-way symmetry), two-way asymmetry, and two-way symmetry. As a result of the transition in public relations practices from press agent to a two-way symmetrical model, corporations have enhanced their research efforts and values in an effort to better understand the audience (Grunig & Hunt, 1984). The two-way symmetrical communication approach is the best for building quality relationships between an organization and its public because it requires the efforts of an organization to conduct research, listen to public opinion, and manage conflicts through dialogues. Furthermore, this approach to public relations is required.

Nevertheless, Grunig (2009) found that the fundamentals of building connections have not changed at all, despite the fact that social media have changed the face of public relations. The time it took for practitioners to utilize new media platforms was quite short. They do, however, in the same manner that people utilized conventional media "as an information dump," (Grunig, 2009, p. 7). The primary function served by utilizing social media platforms in the vast majority of cases is that of information dissemination. In a similar vein, public relations professionals remain to use social networks as a one-way instrument for the dissemination of messages, the promotion of events, and announcements, despite the fact that SM provide two-way and interactive communication (Grunig, 2009; Robson & James, 2013). The primary obstacles that stood in the way of making use of social media were a lack of information, closeness, regulations, standards, and mentoring (Macnamar, 2010; Macnamara & Zerfass, 2012; Lariscy, Avery, Sweetser & Howes, 2009).

3.5.2. PUBLIC RELATION FOR NON-PROFIT

Public relations, according to Cutlip, Center, & Broom (1985) is the "management function that identifies, establishes, and maintains mutually beneficial relationships between an organization and the various public on whom its success or failure depends" (p. 4). Public relations may be conceptualized as relationship management, with the practitioner's primary responsibility being the management of relationships between an organization and its significant publics through strategic communication. Practitioners of public relations seek to develop long-term connections with the public that are founded on trust, openness, engagement, and reciprocal investment. A constant two-way conversation that is to everyone's advantage is what means when talking about public relations between a company and its target demographic. It has been proposed that the success of long-term partnerships between organizations and the public may be evaluated based on criteria such as trust, contentment, commitment, and control mutuality, which is also referred to as balanced power (Hon & Grunig, 1999). And for Pearson (1987), a public relations challenge is one in which strategic communication should influence the circumstance. This does not represent a problem with public relations since, if interacting with individuals whose lives are touched by the issue is not part of the solution, then the problem will not be solved. In spite of the fact that public relations cannot address all of an organization's difficulties, it may help with communication challenges including image issues, a lack of community or financial support, and crisis management. This is despite the fact that PR cannot fix all of an organization's problems. It is vital to stress the importance of this topic. Public relations, according to Wilson (2001): "cannot be regarded as strategic contributing to the attainment of purpose and goals unless it is methodically designed with that mission and those goals in mind" (Gale, 2007, p. 216).

J. E. Grunig, a prominent public relations scholar, explained over 25 years ago that: “for public relations to be valued by the organizations it serves, practitioners must be able to demonstrate that their efforts contribute to the goals of these organizations by building long-term behavioral relationships with strategic publics; those that affect the ability of the organization to accomplish its mission. To do so, public relations practitioners must demonstrate effectiveness at two levels the micro-level of individual programs to communicate with different publics and the macro-level of overall organizational effectiveness” (Grunig, 1993, p. 136).

From his side, Ferguson (1984) proposed the relationship management paradigm, which outlines tactics for establishing and maintaining connections with organizational stakeholders. However, the actual measure of relationship development is whether the relationship may grow by active participation by both sides, or whether the organization regulates the relationship so that stakeholders’ involvement is stifled. Whether a nonprofit’s public relations initiatives succeed or fail is determined by its attitude toward connection building. Numerous academics have underlined the significance of connections, and based on their research, public relations professionals have come to the conclusion that: “develop programs at the functional level of public relations to build long-term relationships with these strategic publics” (Grunig J. , 1992, p. 13).

Not only must public relations be socially responsible in terms of disseminating pertinent information to the public, but they must also be socially responsible in terms of including the public in the process of making decisions. When functioning in this capacity, public relations have the impact of connecting people to organizations, groups to institutions, and institutions to society. This not only helps to weave people and groups into established systems of values, but it also enables groups to work together to weave a new part of the social fabric. In other words, this helps to weave individuals and groups into the cultural structures. To be genuinely successful, public relations must employ familiar tools and abilities in a more purposeful and consistent manner to build long-term, mutually beneficial connections that benefit both the organization and the community it serves.

The face of public relations has also transformed because of social media. Public relations have historically only been conducted in a unidirectional manner, from the company to the intended audience. It is now possible for organizations and their stakeholders to take part in direct online dialogues, which is possibly one of the most significant developments brought about by the rise of social media. It is essential for non-governmental organizations to have a solid understanding of what strategies are successful in social media in order to make the most of their efforts and get the best possible outcomes. The use of social media by professionals in public relations allows for two-way communication with the public as well as education on emerging technologies and the incorporation of such technologies into professional practice. It is becoming an increasingly crucial skill for professionals working in public relations to understand how to integrate the many forms of social media that are now available into their line of work. And practitioners who work for nonprofit organizations, who often have little financial means, might benefit from adopting social media because of its widespread use (Seltzer & Mitrook, 2007).

3.5.3. BUILDING VALUES THROUGH NONPROFIT MARKETING

Additionally, there has been a rise in the amount of interest coming from the nonprofit sector regarding marketing as well as the value of the marketing profession (Clarke & Mount, 2000; Katz, 2000). Nonprofit organizations did not start using marketing strategies until the late 1960s and early 1970s but it is now commonplace. According to Worth (2019), growing levels of rivalry both within the nonprofit sector and across sectors, as well as higher levels of demand for performance and outcome assessment, have all contributed to an increased interest in nonprofit marketing. In addition to boosting sales of their products or services, nonprofit organizations utilize marketing strategies to cultivate long-term relationships with its stakeholders, including funders, volunteers, and other interested parties (Moyer, 1990).

Increasing public awareness of a social issue that the group is aiming to address and explaining the organization’s ideals are both components of marketing for nonprofit organizations. The current climate of nonprofit organizations has led to a rise in the importance of public relations for a number of reasons, the most significant of which is that chief executive officers have become aware of the fact that the public’s perception of an organization’s corporate image may have an effect on the success of that organization. This awareness has contributed to the rise in the importance of public relations. It is easier for an organization to recover from a crisis if it has built up a reservoir of goodwill; a reservoir that may be built up by the tactics and activities of professional public relations practitioners. Customers are more loyal to organizations with whom they have a relationship and connection and they are more likely to remain loyal to businesses with whom they have some sort of connection or relationship (Fear-Banks, 2007). During times of crisis, companies or organizations that have a poor reputation with the public are more likely to fail. For these reasons, understanding how public perception of an organization is affected by the acts of a corporation is a crucial component of understanding the role that public relations play in this process.

Nonprofit Marketing: Marketing Management for Charitable and Nongovernmental Organizations by Walter Wymer Jr., Patricia A. Knowles, and Roger Gomes, define nonprofit marketing as "the use of marketing tactics to further the goals and objectives of nonprofit organizations. Although advertising, public relations, and fundraising are examples of nonprofit marketing tactics, nonprofit marketing also includes a broad array of other activities. Gathering and processing information for decision-making are considered components of nonprofit marketing. Relations with governments, board members, donors, and volunteers are part of nonprofit marketing. In a broader view, nonprofit marketing is a management orientation that helps the nonprofit organization expand its horizon beyond its internal operations and programs to also encompass the external world that affects the organization. A nonprofit organization that has a marketing orientation is able to focus its various activities and external communications to project a consistent image of itself and influence the way the external world perceives it" (2006, p. 4).

According to Kotler and Levy (1969), nonprofit marketing is critical to the NGOs' long-term sustainability, regardless of whether or not they are aware of it. A growing number of non-profits are turning to marketing strategies and tactics in an effort to boost their revenue and better carry out their mission statements (Andreasen & Kotler, 2014). Moreover, in order not to confuse profit-marketing, non-profit marketing, and social marketing, the following table explains the most important differences between these three types of marketing.

Tableau 2 : Differences between For-Profit Marketing, Non-Profit Marketing, and Social Marketing.

	Profit Marketing	Non-Profit Marketing	Social Marketing
Desired goals	Wealth.	Community benefit.	Community benefit.
Method	Profit maximization.	Completing the mission.	Change bad behaviors.
Marketing Guidance	Boost market value.	Boost public backing	Raising awareness.
Marketing purposes	Minimize or eliminate competitiveness. Strengthen the brand.	Make the brand stronger.	Encouraging the adoption of healthier behaviors and

			stopping harmful habits.

The purpose of PR is to create and sustain an environment in which an organization and its public can communicate, understand, and cooperate. In terms of non-governmental organizations' persuasive components, public relations operations are very important for some reasons as Simona Duhalm and Vasile Alecsandri, (2010) explain:

- To communicate and distribute messages about events, initiatives, and projects related to active citizenship, solidarity, and altruism in a reliable and timely manner;
- To establish opportunities for social adhesion through community and people-centered initiatives and actions;
- To pique policymakers' interest and encourage them to push initiatives that support advocacy ideas and projects;
- To encourage social involvement revolving around the idea of long-term public participation while disregarding other components of company public relations (reputation, trustworthiness, transparency, and adherence);
- To state its mission, better understand the needs and expectations of its various actors, and describe its proposals for discussion;
- To identify the added value to be provided, communicate adequately on its difference, and ensure its sustainability;
- To create an exchange value for all of its public (donors, volunteers, employees, beneficiaries, media…);
- To establish and preserve a fundraising environment that is favorable.

In her conceptual work, Kathleen S. Kelly (1998) explains how to employ processes and approaches to create and sustain long-term relationships with donors, an essential stakeholder. Kelly advocated a five-step fundraising method called "ROPES", which includes "Research", "Objectives", "Programming", "Evaluation", and "Stewardship". The stewardship stage stressed the necessity of maintaining a strong connection between an organization and its contributors. Kelly claims that: "Stewardship, a step erroneously missing in public relations, is second in importance only to research. It comprises four elements: (a) reciprocity, which is broken down by acts of appreciation and recognition; (b) responsible gift use, which simply means that gifts be used for the purposes for which they were given; (c) reporting, which demands that donors be informed of their gift's use; and (d) relationship nurturing, which in conjunction with the other elements-encourages donors to renew their gifts. A simple fact of fundraising is that most annual gifts and almost all major gifts come from individuals, corporations, and foundations who have given to the organization in the past; therefore, how donors are treated after they make their gifts largely determines future success. It also costs less to raise gifts from past donors than from new donors" (1998, p. 26).

Public relations and fundraising professionals are constantly reminded in stewardship literature to provide great communications to contributors. One method charitable organizations can develop a solid relationship with contributors is to clearly communicate their purpose and work through promotional activities (Bennett & Barkensjo, 2005). Donors have a better relationship with organizations whose services are "seen as important and involving" (Bennett & Barkensjo, 2005, p. 125). Another major fundraising principle has been to clearly demonstrate to contributors how their donations will benefit others. Because donors want to help others, it is imperative that the communication materials highlight the positive results that will come from their contributions in as many different settings as possible. Adrian Sargeant's investigation (2001) also revealed that part of the problem stemmed from a failure to provide contributors with proper information about how their money was used. One other thing that must be done to ensure the success of fundraising efforts is to explain to contributors how the money will be put to good use (Kelly, 1998). Another need of proper donor management is providing donors with the opportunity to weigh in on the timing and frequency of donor communications. Donor communications, according to Sargeant, should be "informative, courteous, timely, appealing, and convenient" (2001, p. 189).

Marketing strategies and tactics for non-profits abound, many of which can be used without compromising or undermining the primary mission of the organization in question. Examples of such strategies include targeting customers who are most interested in supporting their mission (market segmentation), ensuring an image that is appealing to those people (product positioning), developing communication messages that are appealing to those people (advertising), and communicating with those customers through channels that they use regularly (place). The following is how Worth (2019, p. 550) illustrates the diversity of nonprofit marketing:

"However, nonprofits cannot ignore the reality that they operate in a competitive environment, even if they do not compete directly against each other. A homeless shelter may not compete with another for clients, but two such organizations may compete for gifts from local corporations, foundations, and individuals. Organizations that advocate a cause or social goal may compete against others that advocate opposing positions; they compete in a marketplace of ideas, attitudes, and beliefs. Even those that may advocate relatively noncontroversial ideas like eating more vegetables and avoiding addictive drugs still compete against complacency and habit, and they compete for attention amid the distraction of all the other messages with which people are bombarded every day, what communication theory calls noise."

The findings of a study by Lindley Curtis and other scholars (2010) demonstrate that social media platforms are becoming more valuable communication tools for nonprofit public relations practitioners. Social media technologies are more likely to be accepted and used to accomplish organizational goals in organizations with designated public relations departments. If public relations professionals feel social media technologies are genuine, they are more willing to adopt them. As public relations professionals grow more aware of their usefulness in reaching target audiences, advocating a certain cause, and further improving communication tactics, social media approaches will become more prevalent. The vast majority of organizations that are not-for-profit do not sell physical products; rather, they focus on promoting their mission, values, activities, and services. Because a strong image is one of the most important factors in increasing community awareness of non-profit organizations, developing and maintaining a positive image through marketing will result in increased support for the organization's causes. This is because a good outlook is amongst the most main determinants in escalating community awareness of non-profit organizations.

In order for a non-profit organization's product to survive and thrive, as it grows, it must be able to consider the social, emotional, political, and intellectual needs of its public (Andreasen & Kotler, 2014). The organization must be able to promote itself to a multi-public comprising members or potential public, public authorities, sponsors, and donors. As a result, they must be familiar with techniques tailored to the unique nature of their missions and the mentality of their target audience. Marketing will play an important role at this level as long as it allows any organization to better manage interactions with its various stakeholders in a competitive environment.

The most crucial point in nonprofit marketing and dialogic theory is that organizations should see stakeholders as partners, engaging with them as a way of creating value, and the relationships that develop as tools for improving the firm’s capacity to compete (Sheth & Parvatiyar, 1995a, 1995b). Relationship marketing is founded on the idea that marketing interactions aren’t discrete and transactional but long-term and reflect a continuous relationship-development process (Dwyer, Schurr, & Oh, 1987). Nonprofits that form resource-sharing public relations partnerships are more likely to strengthen their commitment to responsible advocacy from an ethical stance. Organizations’ sense of obligation to one another and collective responsibility to the public improves when they band together and show themselves as a unified public face. These alliances provide a “checks and balances” system in which practitioners working on behalf of a specific group, or a coalition of groups, are aware that their actions and public remarks are reflected in and can have ramifications for other organizations. Andreasen and Kotler (2014), in their recommendations for strategic marketing for non-profit organizations, advocated the development of a marketing perspective known as a “customer-centered” philosophy. This philosophy, which aims to describe purchasers’ desires and assumptions, is preferred over a “organization-centered” attitude.

Despite the fact that many charity organizations regard marketing to be a corporate activity, Kotler and Levy (1969) are of the opinion that marketing is an essential component in the running of non-profit organizations and feel that it should be treated as such. They argued that all businesses, regardless of whether or not they are aware of it, engage in marketing, and as a result, all organizations need to have a solid grasp of marketing. According to Dolnicar and Lazarevski (2009), a significant number of non-profit organizations continue to have a limited understanding of the concepts of marketing and concentrate the majority of their efforts on sales and promotional activities. According to their research, only a small fraction of marketing staff employees working for the examined non-profit organizations have true marketing training. This may be the result of the fact that the non-profit organization does not have full control over the components of the marketing mix (for example, distribution channels are exceptional in that the goods can’t be modified and prices may be set at will). Consequently, since they see marketing and branding as a negative activity, non-profit organizations might be reluctant to implement marketing campaigns that attempts to deceive people and is, as a result, incompatible with the honorable job they carry out. Building an unique and well-known identity is important for organizations that work for the public good. As a result, these organizations must grasp that marketing is more than just completing a sale or soliciting a gift; it is also a means of meeting the demands of consumers and donors. Regardless of the field of operation, creating and sustaining social trust are significant aim for non-governmental organizations, and achieving these goals will require a variety of public relations methods.

Scholars in the field of public relations recognize dialogic communication as a necessary foundation for ethical relationships between organizations and the public. This is due to the fact that dialogic communication is the only way to arrive at shared truths and practices that are mutually acceptable to both parties. In order to maintain an ethical practice in the area of public relations, practitioners will be required to function as facilitators of dialogue and listeners in addition to their roles as speakers. In addition, public relations as relationship management takes a great deal more time than simply disseminating a few press releases and following up on them. This is due to the fact that it requires an organization to communicate with its stakeholders on a regular basis, and not just when there is a crisis.

Furthermore, it calls for more in-depth planning, implementation, and evaluation. Organizations that invest time and money into the development of relationship management programs garner a greater degree of community support and recognition, as well as a reservoir of goodwill, and position themselves as valued community partners (Botan & Taylor, 2004). Success in nonprofit marketing can be characterized as a nonprofit organization producing supportive behaviors from important stakeholders (e.g., large-scale corporate donations, appropriate participation, and stakeholders spreading the favorable word of mouth about the non-profit). When individual customers involved in the exchange have salient identities tied to the exchange connection, organizations will be more effective in their relationship marketing strategies.

Chapter Four: METHODOLOGY

4.1. RESEARCH METHODOLOGY

By conducting a content analysis on the Facebook pages of Tunisian nongovernmental organizations, this thesis examines dialogic communication as it is used by the nonprofit sector (NGOs). Kent and Taylor (1998) devised the standards that are used to judge whether or not the Facebook sites have a dialogic nature. Kent and Taylor (1998) identified five principles: “1) usefulness of information, 2) generation of return visits, 3) intuitiveness of the interface, 4) visitor conservation, and 5) dialogic loop”. These five guidelines were created with the intention of assessing websites and later these ideas were developed by Bortree and Seltzer (2009) and then Rybalko and Setlzer (2010) to be more useful for social networking sites.

We applied a qualitative content analysis to the nongovernmental organizations’ Facebook pages of the 100 NPO studied to answer the two research questions:

RQ1: How do Tunisian nonprofit organizations that promote democracy and citizenship use dialogic principles in their Facebook pages?

RQ2: Is there a link between the number of followers and the likelihood of employing dialogic concepts in Facebook posts?

According to Krippendorff (1990, p. 18), the process of drawing trustworthy and repeatable inferences from texts to the contexts in which they are utilized is known as content analysis. Content analysis is much more than “simply (…) doing a word- frequency count” (2000, p. 2). It is a sort of qualitative study that examines the symbolic content of various kinds of recorded communication in order to make inferences about its meaning (Kolbe & Burnett, 1991, p. 243), and it may also be used to investigate messages in mass communication (Lombard, Snyder-Duch, & Cheryl, 2002). In addition, as Stemler (2000) points out, content analysis is very effective when working with large amounts of data. Scholars have widely employed qualitative content analysis to evaluate the content produced by organizations on social media platforms (Capriotti & Moreno, 2007; Gomez Vasquez & Soto Velez, 2011, Kim, Kim & Nam, 2013; Lovejoy & Saxton, 2012; McAllister-Spooner & Kent, 2009; Muckensturm, 2013; Rybalko & Seltzer, 2010; Saxton & Waters, 2014; Seltzer & Mitrook, 2007; Tsai & Men, 2012; Wang Y., 2015; Waters, Canfield, Foster, & Hardy, 2011).

Because most of these theoretical approaches to studying discourse are based on the examination of written and spoken language, they can be used in texts posted on social media that combine written and spoken language aspects. After all, the Internet encourages users to speak in a conversational tone (Fairclough, 2003). Content analysis, with a focus on social media, has both obstacles and opportunities. The expanding volume of content produced on the Internet is an issue, but it also presents a fantastic opportunity for content analysis (Lai & To, 2015).

Concentrating on the quantitative aspects of qualitative content analysis, (Mayring, 2000, p. 2), stated that a "methodological controlled analysis of texts within their context of communication, following content analytic rules and step by step models, without rash quantification" is required for content analysis.

To categorize data, Kerlinger and Lee (2000), recommend content analysis. Tunisian NGOs Facebook pages are examined in this study's content analysis, which categorizes data into four principles of dialogic communication. To organize the data, we used the following four guiding principles: "Usefulness of information", "conservation of visitors", "return visitor generation", and "dialogic loop". The research did not include the fifth dialogic criterion, which is the "ease of interface", because Facebook sites follow a uniform design. In their studies, Bortree and Seltzer (2009), Rybalko and Seltzer (2010), and Linvill, McGee, and Hicks (2012) all overlooked the importance of the ease of interface. Some elements of the pages' layout and design can be altered; however, these alterations are often small. It is possible for an organization to change the profile image, cover image, application tabs (about and basic information), and timeline. All pages have a consistent look and feel, thanks in part to the customizability of many of the page's layout and design elements.

The posts and comments that users make on the timelines of Facebook pages are being looked into as part of the inquiry. The Facebook page is distinct from the individual postings that may be seen on Facebook. The postings on a Facebook page are more difficult to edit than the page itself. Although the content of messages can vary widely, the format remains consistent. Text, photographs, links, and videos can be included in a post or status, and there may also be buttons to like, comment, and share the post.

An excel document was prepared for each NGO utilized in this investigation, containing copies of the text from the posts analyzed. The structure of the Facebook timeline page makes the research approach more straightforward and convenient. Simply clicking on the year located on the right-hand side of each page will take you to the particular monthly updates. This made the process of coding and selecting postings for examination much easier.

4.2. THE SAMPLE

Below are further details about the chosen sample and how the data was collected.

To be included in the population of Facebook pages, the organization's profile had to have at least 13 posts between 01 February and 30 April 2022; if the page had less than 13 posts, it was considered inactive. A total of 100 charitable organizations work in the field of democracy and citizenship support. The profiles were all accessed at roughly the same time from the same computer. During the analysis period (1 February to 30 April 2022), all profiles and posts were coded. As a consequence of this, there were two distinct units of analysis that were applied: (a) the Facebook pages of the NGOs (n = 62), and (b) the posts made by each page (n = 3395).

Through a content analysis of these NPOs' Facebook pages, this study investigates dialogic communication as it is employed by Tunisian nonprofit organizations working in the field of democracy and citizenship support. The organizations that were examined were those listed on the website "Ifeda", an official website belonging to the Presidency of the Tunisian Government, which contains the register of NGOs in Tunisia.

Each non-government organization was found using Facebook's search feature using this list of 100 NGOs. Each of the outcomes influenced whether the NGOs had a Facebook page. Each organization was placed into Google's search engine if it did not appear in the Facebook search engine. The framework for dialogic principles that Kent and Taylor's (1998) developed was used, with some modifications based on the research that came after it in terms of the operational definitions of dialogic principles (Kent, Taylor, & White, 2001, 2003; Rybalko & Seltzer, 2010).

4.3. OPERATIONALIZATION OF DIALOGIC FEATURES

Modifications were made to the codebook after Kent and Taylor's (1998) operationalization of the dialogic principles connected to the formation of relationships online served as the basis for the work. The codebook underwent several revisions in order to make it compatible with Facebook. A dichotomous scale was used to evaluate them for the purposes of this study (being present or not). The following are the operationalizations of the remaining dialogic principles:

4.3.1. THE USEFULNESS OF INFORMATION

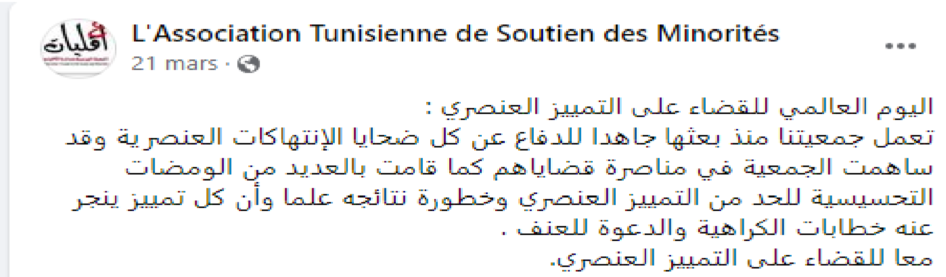
The usefulness of Information, compels firms to give clients with material that not only meets their needs, wants, and worries but also appeals to their curiosity and piques their interest in order to maximize customer satisfaction. According to previous literature on organizational communication, organizational websites frequently make an effort supply information to a wide range of audiences, most notably the news outlets, funders and beneficiaries. (Esrock & Leichty, 1999) Customers must be able to use the information supplied to answer their inquiries or explore their interests. “Sites should contain the information what the public would want to know” (Taylor & Kent, 1998, p. 331).

Kent and Taylor said: “information is made available to the public not to squelch debate or win their accent but to let them engage an organization in dialogue as an informed partner”. (1998, p. 328) Feature targeting media publics (e.g., press releases, speeches, and downloadable files) and feature targeting volunteer/activist publics (e.g., information on how individuals can join the organization and how they can make monetary or other contributions) were identified in previous studies analyzing organizations’ use of the Internet. The existence of the three features listed below in each post were used to determine the usefulness of the content in this study: helpful/ useful information, links to news releases/speeches/reports, and graphics/videos. When these three features are included in a post, users who visit the organizations’ pages can get relevant information about the organizations, its mission and activities.

Each of the three characteristics was categorized as present (1) or absent (0). As a result, the usefulness of information score for each post might vary from 0 (i.e., none of the three features were contained in the post) to 3 (i.e., all the three features were included in the post).

Tableau 3 : Some Illustrations of Criteria Under the Principle of the Usefulness of Information.

1A. Useful/ Helpful Information



2A. Links to news releases/reports

3A. Graphics/ Videos

4.3.2. CONSERVATION OF VISITORS

Conservation of Visitors is an attempt is to encourage visitors to remain on the site for an extended period of time. Organizations should make an effort to keep visitors on their own websites rather than encouraging them to visit the websites of other organizations, as Taylor et al. (2001) proposed. “Websites should only include essential links with clearly marked paths for visitors to return to your site” Kent and Taylor (1998, p. 330) claimed. The most critical element for stakeholders to stay on their page is that it be active. To put it another way, there shouldn’t be a significant gap between posts. A rise in the number of new followers is another evidence of a good conservation of visitors’ rate. This is because an increased number of users indicates that the page is successfully attracting and keeping stakeholders.

Rybalko & Seltzer (2010) stated that links to the firms’ blogs and other social networking sites such as Facebook, Flickr, and YouTube should also be seen as attempts to conserve visitors in a study assessing Fortune 500 corporations’ Twitter use. As a result, if a post featured links to the organizations’ blogs or other social networking sites, it was coded as present (1) in this study. In previous studies, the date and time the site was last updated were also used as indicators of the visitor conservation rule. Furthermore, the conservation of visitor’s principle emphasizes the freshness of site updates as a way to encourage people to stay longer on the site. For this study, an organization was regarded following the rule of conservation of visitors on its social networking site by posting in a regular manner. When talking about something being updated frequently, it is referring to doing so once a week or several times a month. If a post was made within 24 hours of the prior one, it was given the code 1 for “recent update.” As a result, the score of visitor conservation for each post might range from 0 (none of the above two characteristics were included in the post) to 2 (all of the above two characteristics were included in the post).

Tableau 4 : Some Illustrative Examples of Criteria for the Visitors Conservation Principle.

1B. Recent update If a post was made within 24 hours of the prior one.
2B.Links to the organizations’ websites or other social networking sites. For more information about the Tunisian authorities’ violations against journalists, visit the following link: https://bit.ly/3uSIW5i.

4.3.3. GENERATION OF RETURN VISITS

Generation of Return Visits based on the value of repeat visitors, as it takes time and frequent exposure for relationships to form (Taylor, Kent, & White, 2001). The following elements were identified as features that encourage users to return: an official declaration encouraging users to come back (a call to action), links to a webpage on a firm's site where visitors could indeed demand extra details about the organization and its events and links to discussion forums and FAQs on a company's website and making information downloadable for users. So, explicit remarks urging users to return, an events calendar, and updated commentaries on organizational events were recognized as aspects that encourage visitors to return in the current study. Each of the three characteristics was categorized as present (1) or absent (0). As a result, the score for generating return visits for each post might range from 0 (none of the three features were included in the post) to 3 (all three features were included in the post).

Tableau 5 : Some Illustrative Examples of Criteria for Return Visitors Principle.

<table>
<tr><td>1C. An event calendars
Follow us on Thursday, April 14, 2022, for a "Game Over" activity.</td></tr>
<tr><td>2C. A call to action
Sign a petition to establish the date of March 31 of each year as a national day to combat impunity for police crimes.</td></tr>
<tr><td>3C. Updated commentaries on organizational events


</td></tr>
</table>

4.3.4. DIALOGIC LOOP

Dialogic Loop refers to the online discussion between the organization and its users. If communication does not meet the prerequisites for creating a dialogic loop, it cannot be regarded truly dialogic. Similarly, if a Facebook account lacks the components that make a dialogic loop, it will not be called dialogic. As previously stated, the dialogic loop and the feedback loop are similar in that they both rely on intersubjective and interactive communication. To be regarded as dialogic, the Facebook page must have a two-way symmetry (Taylor, Kent, & White, 2001). A corporation must reply to queries, complaints, and comments from fans, as well as give information for them to respond to. A reaction from the company is termed "liking" a customer's comment. This shows that the company is paying attention to the customer's response, even if it's only subtly. It's excellent to provide visitors the chance to react to questions or comments. This will demonstrate user-organization communication as well as explain the dialogic loop.

The introduction of interaction is considered the most crucial aspect of a dialogic website, according to Taylor et al. (2001). In order to engage in two-way symmetrical communication with the public over the Internet, an organization's website should not only be able to deliver helpful information to a range of public but also be capable of responding to questions and addressing concerns. The ability for users to respond, the ability to vote on topics, and a survey to voice thoughts on issues are all characteristics of websites that integrate dialogic loop. The users' direct responses to live narrative broadcasts are another thing that improves the dialogic loop. During live broadcasts, the audience engages in a genuine intersubjective discourse. Followers leave remarks on the wall commenting on the posts and interacting with one another.

The dialogic loop principle was operationalized as the ability for users to comment on posts, the ability for users to "like" posts, and the ability for users to engage with publications by sharing, posting, voting, and participating in contests. In addition, evaluating the response time and content of organizations has been regarded as an important aspect of the dialogic loop principle (Rybalko & Seltzer, 2010). In this study, a page was rated "responsive" if it responded to a user's question within five days. In addition, a page was deemed "dialogic" if its response to a user's question was acceptable for the issue. Both characteristics were categorized as either present (1) or absent (0). As a result, the dialogic loop score for each post might range from 0 (i.e., none of the two features were present in the post) to 2 (i.e., both features were included in the post). Below are some examples.

Tableau 6 : Some Illustrative Examples of Criteria for the Dialogic Loop Principle.

1D. Responsive If the organization's responded to a user's question within five days.
2D. Dialogic If the organization's response to a user's question was acceptable for the issue.

The content analysis is also connected with a scale that ranks organizations depending on their use of social media. This particular scale is known as the Poliscale, and it was described in detail at the conclusion of the research project of Cristina Aced, that was part of the Master of Science in Information and Knowledge Society program at the Open University of Catalonia. An early draft of this scale was presented at the Conference on Social experience which took place in Barcelona (Toledano C. A., 2017), organized by the Open University of Catalonia, the Pompeu Fabra University and the University of Waikato.

4.3.5. POLISCALE

The Greek civilization provided the inspiration for the five-point scale known as the Poliscale. Organizations are classified according to the following categories in this typology: "the Necropolis (if they do not have a presence on social media or if their presence is not significant), the Thermal Baths (if they use social media without having a clear goal or strategy), the Tavern (if they have a social media presence and interact with their audiences, but neglect content), the Bibliotheca/Library (if they use social media and take care of content, but forget to interact with their audiences), or the Agora (where we find the companies that are making an optimal use of social media because they are concerned about generating valuable content and interacting with their audiences)". (Toledano C. A., 2017) A summary of each dimension of the Poliscale is offered in Table 7. In this section, there is an overview of each Poliscale dimension.

Tableau 7 : Poliscale: a scale of organizations according to their use of social media.

Categories	Description
Necropolis	In terms of social media, these organizations are dead. They have no presence or their presence is not significant, and therefore they do not exist.
Thermal Baths	These organizations are using social media without a clear goals or strategies. They believe that merely being on social media platforms is enough to obtain results. They neglect content and interaction.
Tavern	Organizations that are placed here have a social media presence and interact with their audiences but neglect the content.
Bibliotheca	These organizations use social media and take care of content but forget to interact with their audiences.
Agora	This is the place to converse and exchange knowledge. Here we find the organizations that are using social media, and are concerned about generating valuable content and which interact with their audiences.

Source: Cristina Aced (2017, p. 123)

Organizations are placed in one of the categories of the Poliscale depending on the score they obtain in each of the four dialogic principles. The Presence, Content and Interactivity dimensions are the basis of a good social media strategy. The analysis takes into account five Kent & Taylor’s dialogic principles. After having done the non-participant observation during the data collecting process, and carried out the first content analysis, variables have been established as follows:

Tableau 8 : Dimensions of a good social media strategy and its correspond features.

Dimensions of a good social media strategy	Features
Presence	• Digital presence: Active Facebook page. • Ease of interface.
Content	• Usefulness of information: Content format shared on Facebook pages: text, video, graphic. Topics covered on Facebook: organizations' information, useful and helpful information and links to external websites. • Conservation of visitors: Date of Facebook page's last update. Links to the organization's website or other social networking sites.
Interactivity	• Dialogic loop: Responded to a user's comment within five days. The response to a user's comment was acceptable for the issue. • Return visits: CTA (call to action) on Facebook posts. Calendar of events on Facebook. Presence of updated activities and events on Facebook.

To calculate the score of the content analysis, it has to be taken into account that all the variables are dichotomous, as previously explained, so the presence is equal to 1 and the absence is equal to 0. The sum of all these punctuations is the final score of the analysis. In addition to the final score, three partial scores are calculated in connection with the three dimensions: presence, content, and interaction. Depending on these scores, the NGOs are placed in one or another position of the Poliscale, as explains in Table 9:

Tableau 9 : Content Analysis scores and Poliscale.

	Necropolis	Thermal Baths	Tavern	Bibliotheca	Agora
Presence	-	+	+	+	+
Content	+	-	-	+	+
Interactivity	-	-	+	-	+

+ is equivalent to more than 50%

-is equivalent to less than 50%

Chapter Five: RESULT AND DISCUSSION

Results

The purpose of this research was to examine at how nongovernmental organizations in Tunisia employ the dialogic concepts developed by Kent and Taylor on Facebook. This thesis analyzed 100 Tunisian NGOs' Facebook pages using content analysis (38 Facebook pages were eliminated due of inactivity). Each of the remainder 62 NGOs were assessed using the four dialogic principles: "usefulness of information", "conservation of visitors", "generation of visitors", and "dialogic loop" (we abandoned the fifth principle "the ease of interface" because it does not change from page to page).

This thesis demonstrates that only 2% of NGOs have a higher dialogic communication level when using social media; these NGOs are assigned to the Agora, the highest dimension in the Poliscale, which evaluates organizations based on their level of social media usage and dialogic communication. 38% of nongovernmental organizations were assigned to the Necropolis, which is the smallest dimension in the Poliscale (this percentage represents the number of inactive associations on social media, which were previously excluded from the detailed content analysis because their existence is like non-existence and there are not enough posts to be considered active pages). None of NGOs were placed in the Thermal Baths. No NGOs were placed in the Tarvern category. However, 60% of the organizations were placed in the Bibliotheca (high dialogic communication).

Tableau 10 : Distribution of organizations by their Poliscale scores.

Poliscale	Number of NGOs
Agora	2
Bibliotheca	60
Tavern	0
Thermal Baths	0
Necropolis	38

If the Poliscale and the level of dialogic communication are connected, as shown in Table 11, the number of non-governmental organizations (NGOs) that have a high level of dialogic communication is greater than the number of NGOs that have a low level.

Tableau 11 : Connection between the Poliscale and the level of dialogic communication.

Poliscale	Level of Dialogic Communication
Agora	Very high
Bibliotheca	High
Tavern	Medium
Thermal Baths	Low
Necropolis	Very low or noexistent

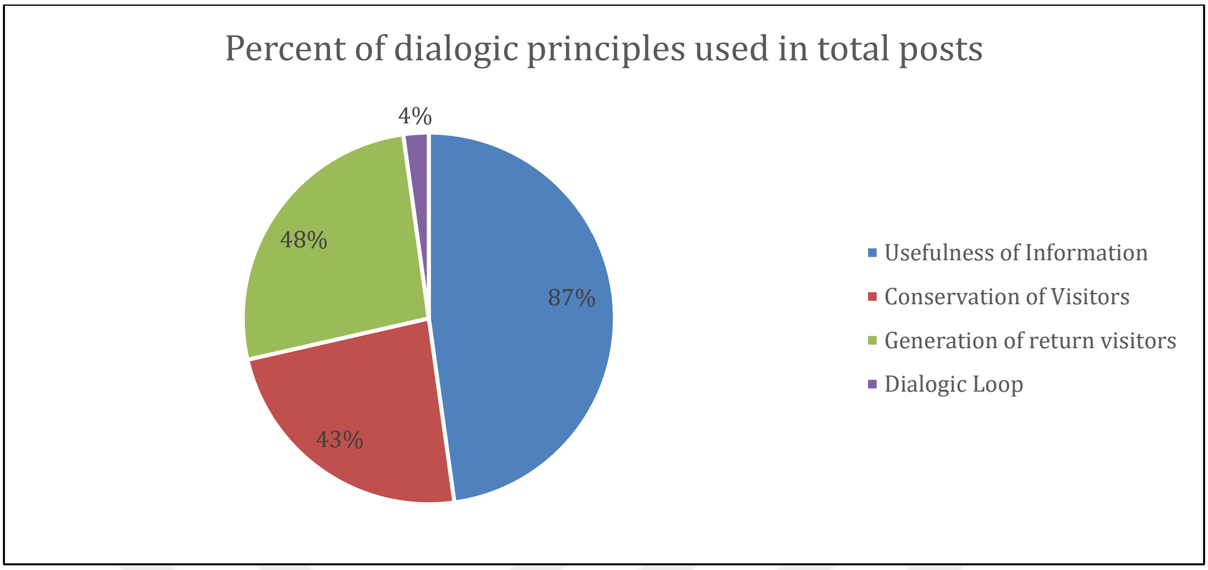
Source: Cristina Aced (2017)

So, at the end, 3395 posts were analyzed from 62 nonprofit organizations. The publications were not necessarily contradictory, each post contained more than one dialogic principle.

RQ1 was: How does Tunisian nonprofit organizations that promote democracy and citizenship use dialogic principles in its Facebook pages?

In order to answer this research question, we calculated the percentage of each dialogic principle that was used by adding up the total number of posts in which each dialogic principle appeared and then dividing that number by the total number of posts. The frequency with which each dialogic principle occurred can be seen in Figure 2, which depicts all of the posts that were gathered.

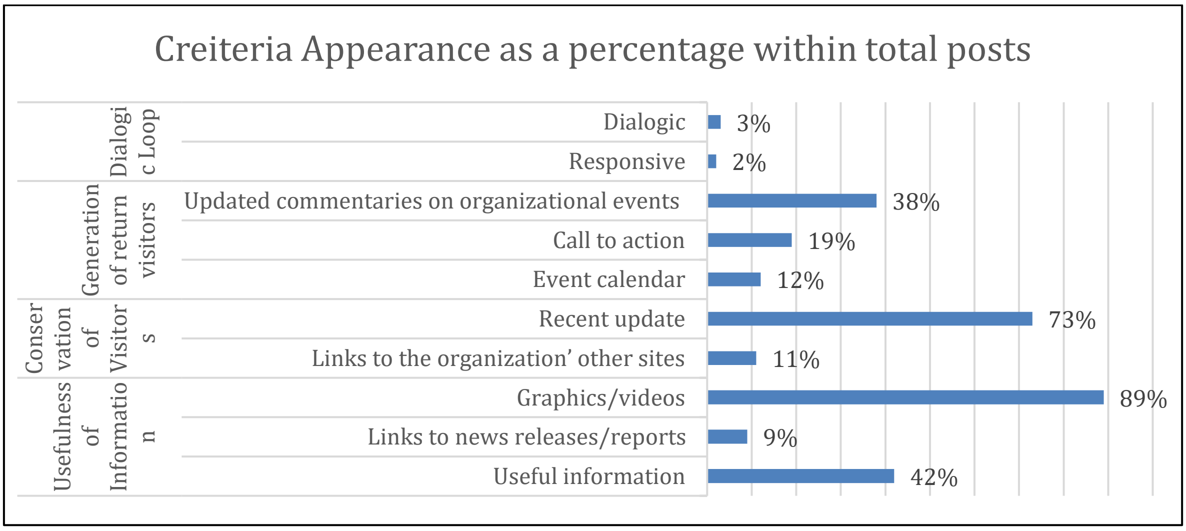
Figure 2 : Percentage of total posts that use dialogic principles.



Out of the four criteria usefulness of information appeared the most frequently (87%). Return visitors were generated the second most frequently, at 48%. And with 43 %, the third most common applied principle was conservation of visitors. The dialogic loop was the least common occurrence, appearing in only 4% of the postings.

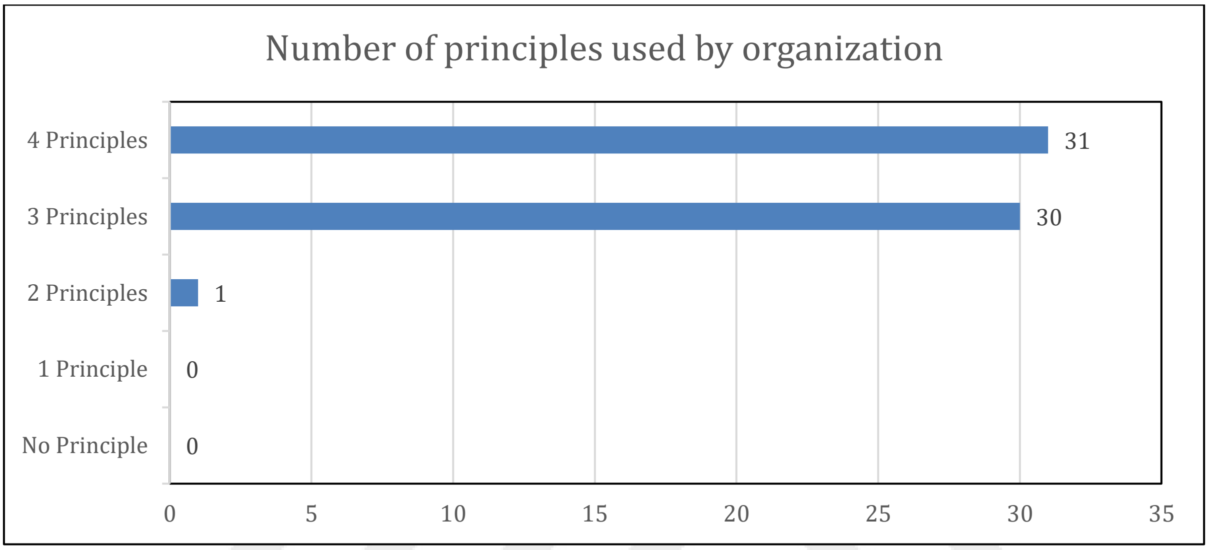
Moreover, figure 3 illustrates the frequency of each feature inside the four principles. The four top criteria used were the use of graphics, photos, and videos at 89%, posting in a regular manner at 73%, sharing useful information at 42% and posting updated commentaries on organizational events at 38%.

Figure 3 : Features presence as a proportion of the total posts.



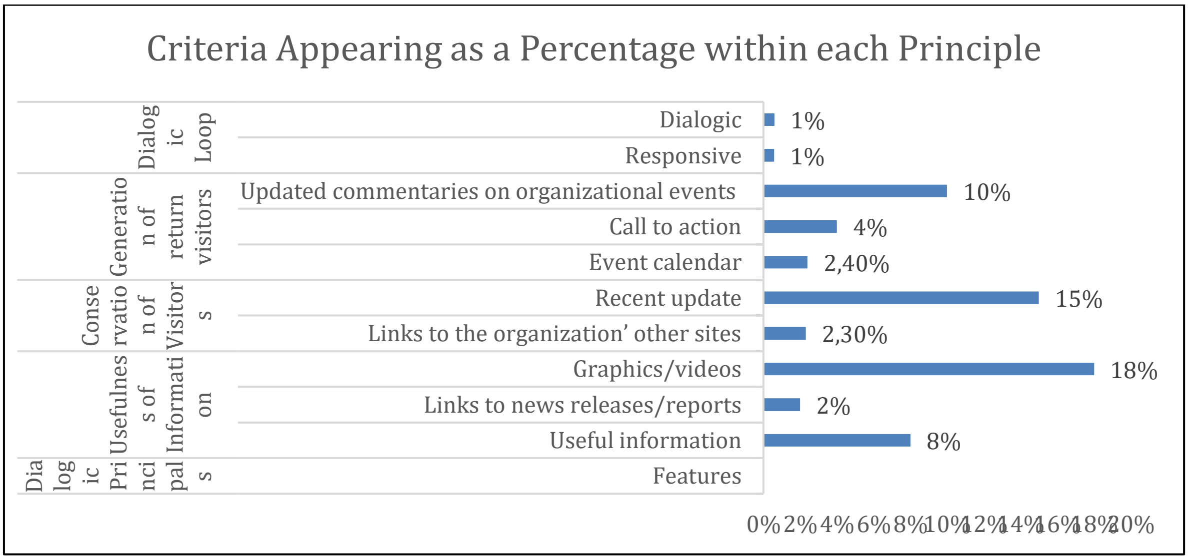
The number of principles utilized by organizations was unexpected finding (see Figure 4 for further information). Rather than arguing that each of these principles is required for dialogic communication, Kent and Taylor (1998) argued that these are the recommendations that can be implemented to generate dialogic communication. 1.7% of organizations applied two dialogic principles, and 48.3% used three principles. 50% of organizations used all four principles.

Figure 4 : Number of principles applied in each post.



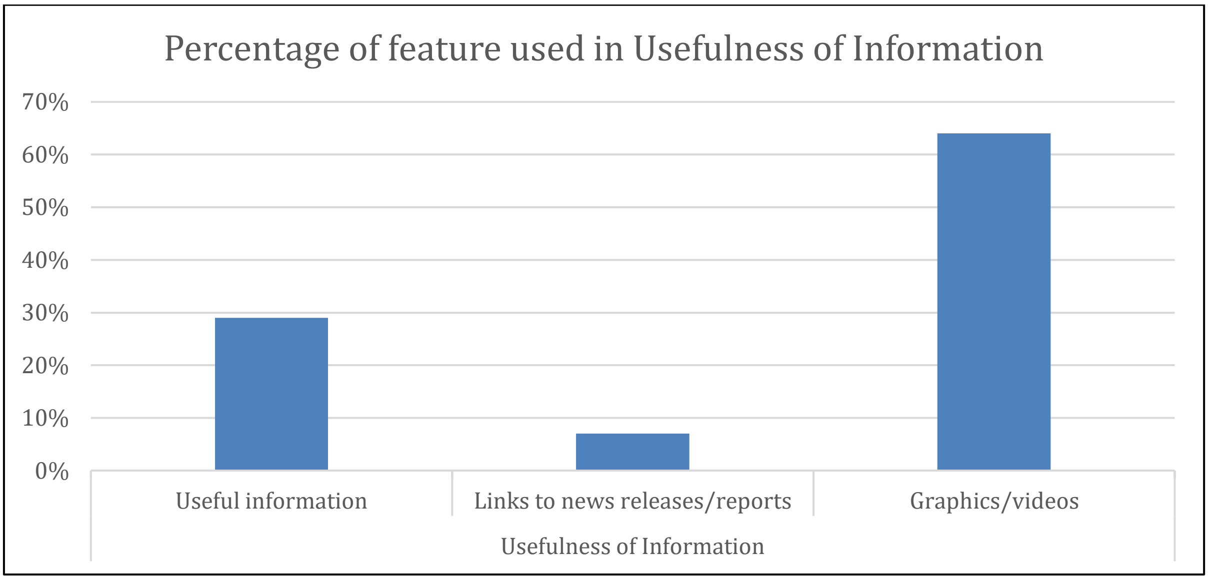
To further answer RQ1 (How does Tunisian nonprofit organizations that promote democracy and citizenship use dialogic principles in its Facebook pages?) The prevalence of the features of each dialogic principle displayed in the publications was investigated. Figure 5 shows the percentage of each feature appeared in each four principles.

Figure 5 : Features presence as a proportion within each principle.



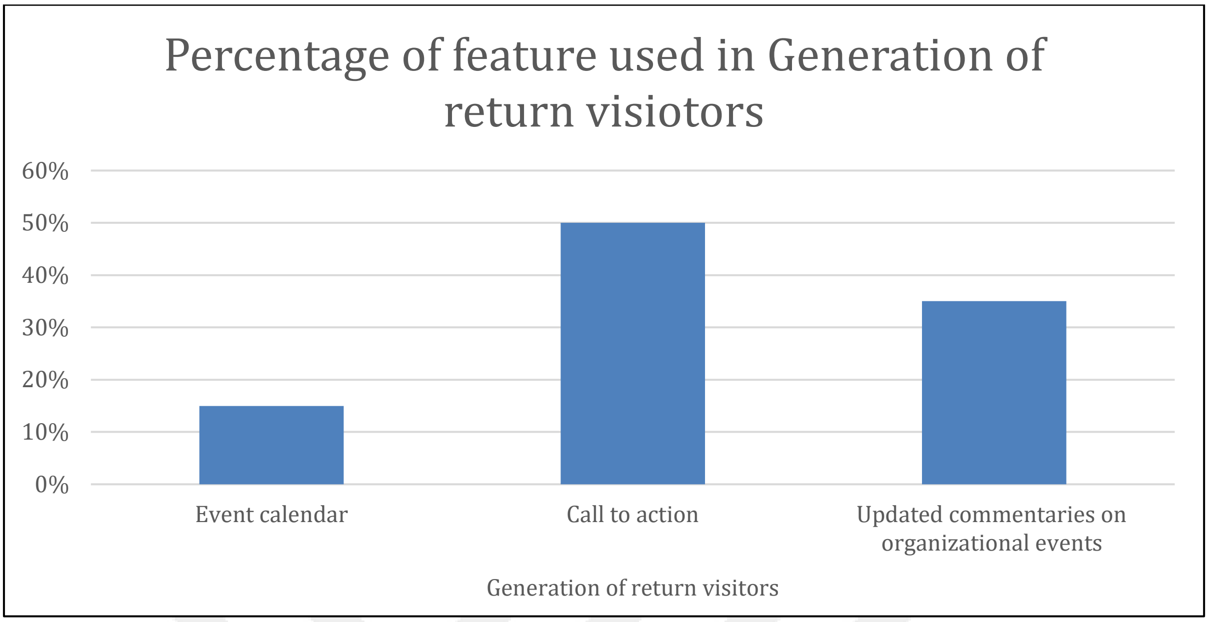
The first study question examined the idea of how features were applied within each four principles. So, the first dialogic principle is information usefulness. The Facebook posts were scrutinized for graphics/videos, links to other websites and useful information. The overall frequency for the usefulness of information principle for all NGOs combined indicated that pictures and videos were the most often employed, representing for 64 percent of the total. At second place, with 29 percent of applications, was the practice of sharing helpful information. In closing, seven percent of the publications had connections to websites that were hosted on the internet by third parties.

Figure 6 : Percentage of feature applied in Usefulness of Information.



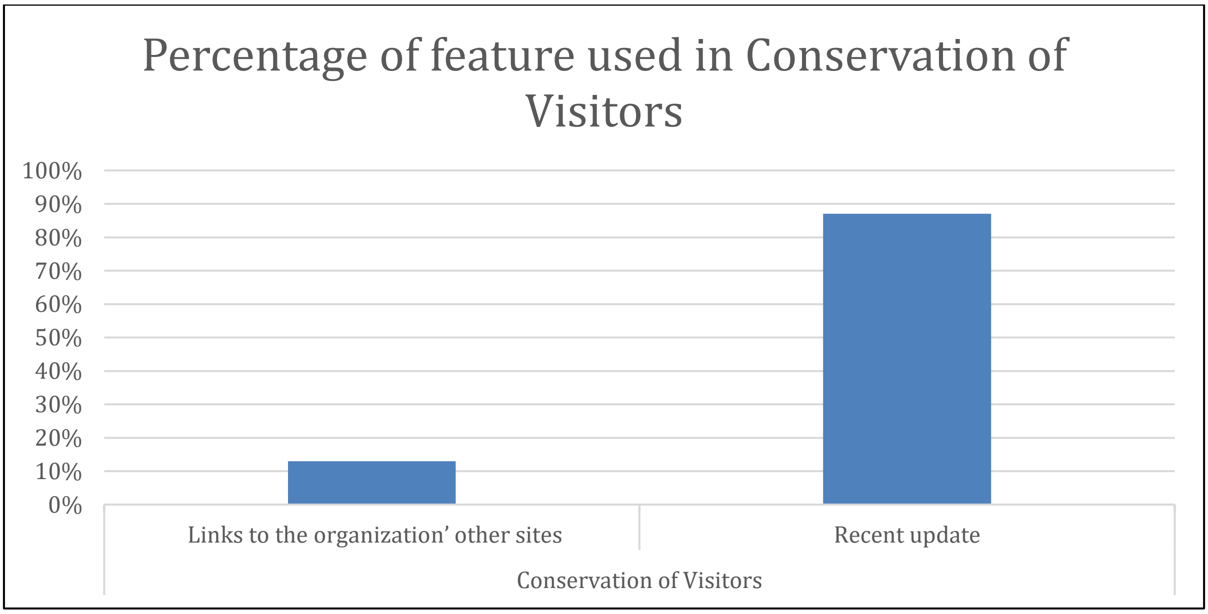
Second, the generation of return visitors, was demonstrated in Facebook postings through the call to action, updated commentaries on organizational events, and event calendar. Figure 8 depicts that the most frequent applied feature is the call to action (50%). Updated commentaries on organizational events appeared the second most often at 35%. Lastly, with only 15%, publishing an event calendar was the least popular category.

Figure 7: Percentage of feature applied in Generation of return visitors.



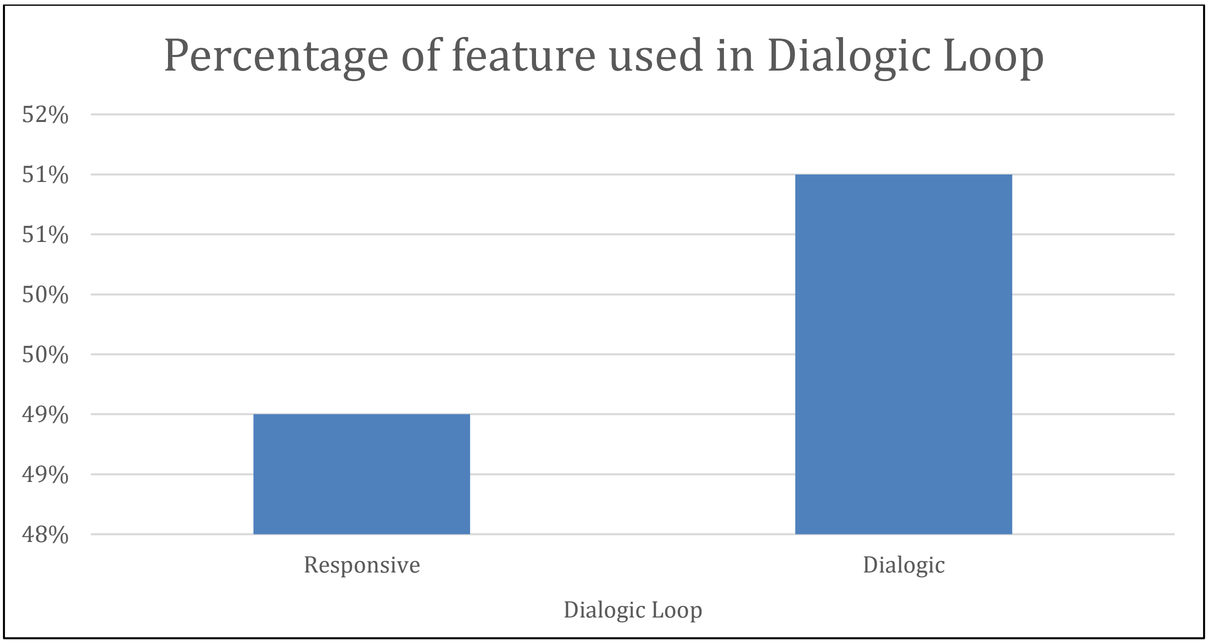
The conservation of visitors is the third principle of dialogic theory. The criterion was met in the Facebook postings by maintaining a regular posting schedule on the page and including links that directed users to the organization's primary website as well as other social media sites. According to the data presented in Figure 7, which can be seen below, the most recent update was present more frequently (87 percent) than links to the organization's main website or other social media sites (13 percent).

Figure 8: Percentage of feature applied in Conservation of Visitors.



The final principle of dialogic communication is the dialogic loop. The principle was validated by the organization's ability to respond to comments on Facebook with a response that was pertinent to the question or the complaint (dialogic), as well as the organization's response speed (responsive). The dialogic loop is depicted in Figure 9. The findings shows that these organizations are more dialogic (51%) than responsive (49%).

Figure 9 : Percentage of feature applied in Dialogic Loop.



The purpose of the second research question (RQ2) was to determine whether or not there was a statistically significant difference in the number of fans and the application of each dialogic principle on the Facebook page for the NGOs. A one-way analysis of variance (ANOVA) was carried out to determine whether or not high, moderate, or low levels of social networking (as measured by the number of fans) were associated with the degree to which the Facebook pages effectively applied the dialogic principles.

According to the findings, the three different groups do not adhere to the four dialogic principles to varying degrees. The results of one-way analysis of variance (ANOVA) showed that the differences between each of the dialogic principles were not statistically significant.

Discussion

This thesis researched the Facebook sites of 62 Tunisian nongovernmental organizations (NGOs) and determined the frequency with which four of Kent and Taylor's five dialogic principles were found in the publications that were examined. The study yielded a number of significant discoveries as well as numerous intriguing observations.

The majority of the organizations that participated in our research appear to have the mindset that it is sufficient to only possess a bilateral capability through a social networking profile in order to promote discussion. On the other hand, these organizations are passing up a significant opportunity to develop mutually beneficial collaborations with stakeholders because they do not make enough use of the whole spectrum of dialogic choices that are accessible on social media platforms.

Organizations are using a range of dialogic technologies to build relationships with their public via Facebook. The organizations investigated provide meaningful content, chances for dialogic discussion, and incentives for users to stay on their pages and return to the platform. However, these same organizations appear to be missing out on the opportunity to actually engage with the public via Facebook, with only a small percentage of their pages employing a dialogic loop. Facebook's structure allows users to comment on and "like" postings, as well as participate in polls, contests, and share activities; as a result, Facebook provides built-in dialogic capabilities for organizations to employ to communicate with the public. However, only a small percentage of the NGOs studied went above and above to answer or reply to users' questions, inquiries.

This is problematic because people post questions/comments and expect the organization to answer, yet NPOs don't appear to be using or appreciating this tool. When an organization uses Facebook's dialogic feedback tools, it can set itself apart and actually seek to establish relationships with the public.

In general, organizations are not putting up much effort to keep visitors on the its other sites by providing connections to their own websites and other social media profiles. In order to keep connected, these organizations do not promote a range of social networks. Other social media platforms could be utilized to develop mutually beneficial. This is a technique for an organization to generate synergy, and organizations who don't take use of it are missing out. Adopting social media can improve user experience, according to Cromity (2012, p. 31), which can have a positive ripple impact on a number of communication tactics.

Maintaining an ongoing conversation and being engaged with the audience trying to reach are two of the most important aspects of a successful social media application for a NPO. These findings suggest that, while Tunisian NGOs working in the fields of democracy and citizenship support are taking steps to develop this discussion and launch online debates about governance issues that matter to Tunisians, they are not utilizing Facebook to its full potential.

This analysis lends credence to earlier findings that organizations are not doing an outstanding job of adopting the dialogic principles online. (Bortree & Seltzer, 2009; Seltzer & Mitrook, 2007; Taylor, Kent, & White, 2001) The findings indicate that Tunisian nongovernmental organizations have a wide range of capabilities when it comes to applying dialogic principles in order to maintain an ongoing discourse with the people they serve. They have demonstrated to be the most effective at giving helpful information and generating repeat visitors.

The dialogic loop, on the other hand, is where NGOs have the most difficulty. A small number of non-profits started dialogues with their supporters, but they don't use the numerous Facebook discussion groups to maintain existing conversations or start new ones very often. More importantly, the vast majority of the sample in the study do not respond to comments. Simple replies such as "we appreciate your feedback" or "excellent point!" go a long way in developing loyalty and helping the NGO appear responsive and sensitive to the requirements of its community. After demonstrating that they are capable of effectively managing basic interactions, a NGO may investigate various options for extending the dialogic loop, such as polling followers on concerns or linking to other social media. In other words, the organization may show that it can effectively manage basic interactions. Even though some people are linking to Instagram, YouTube, and the websites, those people still have the responsibility of ensuring that the other social media sites are regularly maintained and updated. This is necessary in order to keep the conversation continuing. The successful construction of a dialogic loop is essential to the efficient use of social media. This is due to the nature of continuous discourse, which includes engagement in both directions.

The principle of usefulness of information was employed quite widely in past studies, but not the dialogic loop. Previous Facebook research revealed a low frequency of dialogic interaction. Bortree and Seltzer (2009) found that Facebook advocacy groups averaged three useful information elements and one visitor conservation. Linvill, McGee, and Hicks (2012), found that just 29.6 percent of tweets made use of the dialogic loop, despite the fact that 83.5 percent of tweets included usefulness of information. Philip Luca (2011), too, looked the Fortune 500 businesses and the results observed usefulness of information in 85.71 percent of posts, generation of return visitors in 42.86 percent of posts, visitor conservation in 71.43 percent of posts, and dialogic loop in fewer than 5 percent of posts. Philip Luca's research is now the only one that looks at percentages of dialogic principles evolving in the same way this one did.

In this particular study, 87 percent of the posts contained Usefulness of information' concept. This was because of the large number of photos and videos that were uploaded to and shared on the respective Facebook pages. Many of the images depicted NGOs' activities and events, as well as posters and infographics. The posts, however, did not always give information about the organization or contact information. This could be because the information is available in the section of "About us" on the left part of the Facebook page. A number of organizations also made an effort to create news and information on a variety of topics related to their area of operation (democracy and citizenship) in an effort to keep their members informed. Both the structure in which material is displayed and the topics that are discussed on social media have an effect on the level of user participation. Podcasts, on the other hand, are not offered by any organization, and previous studies have shown that audio material is only sometimes used (Waters & Williams, 2011).

To summarize, the usage of multimedia content may be expanding with time, but it is still rather limited, since only a small number of organizations in today's world make full use of the multimedia possibilities offered by the internet. As a result, it is critical to consider the intended audience for the information. The creation of audience-focused material will aid in the development of excellent public relations (Jo & Kim, 2003, p. 215), so by understanding each audience's interests will help public relations professionals to cover the topics they expect and in the formats they want.

The conservation of visitors was present in 43% of all posts. Many NGOs published posts at regular intervals of less than 24 hours, but far fewer linked back to their own social media pages, such as YouTube, and Instagram, or to their own websites, because the majority of NGOs do not have other platforms besides Facebook, or if they do, they are inactive. As a result, diversifying channels is critical for reaching a wider range of audiences. If a Facebook page includes a link to Instagram, the audience may be enticed to visit the site, extending their stay with the organization. According to Kent and Taylor (1998), website visitors have to be incentivized to remain on the site for an extended period of time and given a reason to come back for several visits.

Both challenges necessitate considering not only the goals of the organizations but also the demands of the general public. Customers will not only spend more time on the NGO' social media channels, but they will also want to return and revisit those channels if there are frequent changes, the content is original, and the authorship is clear. It is not necessary to post at least once each day on social media, but doing so is strongly recommended due to the fact that developing and sustaining a presence on social media requires persistence and consistent, laborious effort. Although it is not required that social media sites be updated on a regular basis, it is extremely important to be active on these platforms and have a continuous presence (Waters & Williams, 2011).

Previous research claims that return visitor generation is often the greatest vulnerability among organizations and that it is the most challenging of the five Kent & Taylor dialogic principles to effectively execute. However, the proven results on return visitor generation contradict these findings. In order for organizations to be able to keep a conversation continuing indefinitely, they need to design strategies to entice their most important constituents to return to their website on a regular basis. If you want to start a conversation with individuals, one method to do it is by getting them to come back, but this alone is rarely enough to keep an online connection continuing. Furthermore, it is critical to persuade users to not only stay on the site but also to return (Taylor, Kent, & White, 2001).

The dialogic loop, the fourth dialogic principle, was mentioned in only 4% of all entries. Because nonprofit organizations working in the area of democracy and citizenship do not pursue profit, and most of these groups are supported by international organizations or the government, it would seem logical that the dialogic loop would be low. When a NGO reacts to a user, however, they establish a personal connection with it. Audiences will post on the Facebook page if they have a complaint or if they have a query about whether they feel close to an NGO or if they believe the NGO will reply. On Facebook, comments are the most common type of contact, but they are not the only one. As previously said, the ability to comment is the first step toward starting a conversation, but organizations can use other incentives to stimulate public dialogue. Offering downloadable stuff, opening a forum for discussions, asking questions, making pols and contests, for example, is a good start for building relationships. According to Waters & Williams (2011), even though there may be times when it is impossible to answer to every tweet that is aimed at a company because of the amount of people who follow that company, it is still a good idea to make an effort to respond to as many mentions as you can, particularly if the mention is a complaint.

According to Kent & Taylor: “To create effective dialogic relationships with public necessarily requires just that: Without a dialogic loop in Webbed communication, Internet public relations becomes nothing more a new monologic communication medium, or a new marketing technology. The Web provides public relations practitioners an opportunity to create dynamic and lasting relationships with public, however, to do so requires that dialogic loop be incorporated into Webpages and Webbed communication" (1998, pp. 325-326).

These findings demonstrate that many organizations are still adopting social networking sites as a medium for delivering information, and that organization-public relationship remains minimal, as prior studies has found. Organizations must be prepared to think about social media from a different perspective if they want to establish relationships and enhance public involvement. To take use of the dialogical potential that digital tools offer, it is vital to adopt a conversational communication style with a personal touch (Taylor & Kent, 1998).

The five dialogic principles that Kent and Taylor provide for evaluating a website's or social media platform's capacity to foster ongoing dialogue are inextricably linked to one another and mutually rely on one another. In addition, a single method might potentially fall under many classifications. A dialogic loop is created when a response is given to comments left by visitors, which motivates visitors to return. When significant information is regularly posted to the page wall in a relevant and timely manner, not only does this provide crucial information to visitors, but it also keeps visitors on the page. The use of images not only improves the user's capability to traverse the interface but also maintains the attention of site visitors, but also according to Kent and Taylor (1998), one of the most common errors organizations make is putting presence over content.

Finally, public relations specialists must be trained in dialogue and basic conversational skills such as listening and empathy, as well as the ability to renounce the control paradigm, in order to achieve discussion through social media. (Bortree & Seltzer, 2009; Macnamara, 2010). Undoubtably, the organizations will benefit from a dialogical approach presented on social media in many ways, including increased credibility, improved image, and increased public support and loyalty but it's crucial to know that creating venues for dialogue and conversation takes years and results are not immediate.

CONCLUSION

Conducted on the basis analytics shown in the preceding chapters and the commentary discusses the findings, a significant interpretation of the results in this research leads to several conclusions.

As a result, this study examined the application of dialogic principles via the Facebook profiles of Tunisian nonprofit organizations that work in the domain of democracy and citizenship support, drawing on previous organizational online relationship-building and organizational-level adoption and use of literature. Overall, this research contributes to a better understanding of how organizations use social media for dialogic communication in Tunisia. The findings of this study show that Tunisian NGOs are not taking full advantage of Facebook's potential for public outreach. Notwithstanding the potential for dialogue and engagement provided by social media, most organizations continue to use these media in a one-way way, largely as information delivery channels.

Even though the participation of Tunisian nongovernmental organizations in social media demonstrates that the organizations' leaders want to communicate with the nation's population and the funders, these organizations are not promoting the open dialogue and ongoing participation that have become defining features of social media. Tunisian NGOs take their constituents for granted and do not fully exploit the interactive chances and resources provided by Facebook tools to engage in open dialogic engagement with them. These organizations are still at a highly monologic, early evolutionary stage of communication.

So, if a nongovernmental organization (NGO) wants to actively participate in Facebook or any other social media platform, they have a lot of things to think about first. First and foremost, organizations need to ensure that they are ready to commit the necessary amounts of both time and resources to platform maintenance. A member of staff who is dedicated solely to social media efforts and who monitors the platforms on a daily basis is required by the vast majority of organizations in order to ensure that appropriate responses are provided in response to the inquiries and comments made by others.

Second, organizations that are just beginning to use social media should be aware that cultivating an online community on these platforms takes some time. The creation of a Facebook profile will not immediately result in the accumulation of a fan base. It takes time to build an audience; nevertheless, adopting dialogic notions can assist the organization in organically expanding its community on social media platforms. Strategic communicators work toward the goal of closing the dialogic loop not only by enabling users to send messages to the organization but also by making certain that the organization reacts appropriately to the communications that users provide. As these dialogues go and people in charge of the account gain a better understanding of the users' requirements and desires, it is critical to supply information that is pertinent and useful and to guarantee that they have an excess of information and knowledge to avoid losing the audience's attention.

Remarkably, organizations are just using Facebook's built-in features to boost engagement, but they are failing miserably at generating dialogue. "Social media have enormous untapped potential as persuasive and relational communication tools" as Taylor and Kent put it, and this potential still has to be unlocked in order to strengthen dialogical communication between NGOs and their constituents.

Limitations and future research

This thesis is no exception to the rule that every research has limitations. Limitations are inherent in any research effort; however, they do not always suggest research defects, nor do they detract from the findings, nor should they be used to throw doubt on the conclusions' validity. In fact, certain study constraints can lead to new research opportunities.

First, measurement tool employed in this investigation was a basic dichotomous scale, which was used to determine whether or not certain constituents were present. Although this study employed the same assessment schema as other Facebook studies on dialogic principles, this unsophisticated measurement approach may be missing details that could reveal important information about the principles' implementation. For instance, instead of solely relying on a yes or no scale to identify if the profile manager provides a phone number for contact, it is preferable to expand the measurement to include additional categories which help the researchers to determine yet if the phone number was supplied on the homepage (the "about" section), in posts, or was simply excluded from the profile entirely. Expanding the scale could assist both scholarly and practitioner groups by making academic investigations more relevant.

The study from which the sample was drawn was the second minor drawback of this investigation. The sample was selected from a list of Tunisia's most popular NGOs on Facebook, and from this list the NGOs that did not post at least 13 publications between February and April 2022 were omitted. With this type of ranking, it's reasonable to conclude that NGOs that are among the "most followed and active on Facebook" have the necessary funds and human resources for establishing an effective social media profile and then a dialogic communication. But it also does not guarantee that they will have more social media resources simply because they are ranked as being the “most followed and active,” but it is possible that this is a factor that partly distorts the sample that was utilized. Concerning the sample, it is essential to underline that the focus of this research is on Tunisian nongovernmental organizations (NGOs) that are active in the promotion of citizenship and democracy. In the future, this research may be extended to include data from other nations and other fields of work.

In addition, this provides descriptive information about the features that are now available on Facebook; but it does not reveal whether or not exposure to these aspects has any influence on the people that frequently visit these accounts. This is a restriction that is common among studies that have pursued this line of research; at some point, the research work of dialogue and digital communication will have to shift away from evaluating the dialogic elements of digital communication and start assessing the impact that discussion has on stakeholders.

Also, the research area has some limitations. Because the digital world and social media are continuously updating, any investigation on this issue risks becoming obsolete before it is released. Every day, new social networks emerge with new features, weakening the impact of some Facebook features while amplifying the strength of others. Because the context is always changing, the results should be updated on a frequent basis to keep up with the changes. Beyond the details of the technologies investigated, however, this study exposes the amount of interaction that organizations achieve on social media and gives a scale of use that can be applied to other platforms.

In the long run, it could be possible to conduct a study using a combination of research approaches in order to collect data from each person taking part in the conversation. Through the use of questionnaires and in-person interviews, qualitative information on the sending processes of organizations, as well as the receiving and reacting processes of users, may be gathered. It would be fascinating to learn more about the motivations for utilizing social media to communicate and spark discussion. Additional studies could concentrate on the different sorts of communication that occur, such as criticisms, opinions, and questions, as well as how the organization and users react.

Future knowledge gaps in this field are numerous and interesting. The advancements made in this area of research need to be of assistance in expanding people’s knowledge in the years to come. Since websites are becoming less significant as a dialogic platform and other types are becoming more prevalent, the conceptions of dialogic exchange that Kent and Taylor developed will need to develop and adapt as time goes on. This study, it is hoped, would provide as a launching pad for further investigation into dialogic communication in a range of contexts, such as education, culture, and a number of other sectors.

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ABSTRACT

This research aims to investigate how Tunisian non-governmental organizations (NGOs) utilize social media platforms, such as Facebook, as a dialogic communication tool. The purpose of this research is to analyze the content of 100 Facebook pages of Tunisian NGOs to gain insight into their use of these platforms as a dialogic communication tool. To analyze the content of these pages, Kent and Taylor's (2002) dialogic public relations theory was applied. The analysis suggests that Tunisian nonprofits are increasingly using social media, though there are variations in their usage. The study indicates that these organizations are not taking full advantage of social media's potential for dialogue. This research contributes to the fields of communication studies, dialogic public relations, and nonprofit marketing by exploring how social media can be employed as a dialogic communication tool by organizations. Furthermore, this research presents a framework for other organizations to use when exploring their use of social media as a dialogic communication tool. In conclusion, this research highlights the potential of social media to serve as a dialogic communication tool for organizations that require public engagement.

Keywords: Facebook, nonprofit marketing, non-governmental organizations, Tunisia.

ÖZET

Bu araştırma, Tunuslu sivil toplum kuruluşlarının (STK) Facebook gibi sosyal medya platformlarını diyalojik bir iletişim aracı olarak nasıl kullandıklarını incelemeyi amaçlamaktadır. Bu araştırmanın amacı, Tunuslu STK'ların 100 Facebook sayfasının içeriğini analiz ederek bu platformları diyalojik bir iletişim aracı olarak nasıl kullandıklarına dair fikir edinmektir. Bu sayfaların içeriğini analiz etmek için Kent ve Taylor'ın (2002) diyalojik halkla ilişkiler teorisi uygulanmıştır. Analiz, Tunuslu STK'ların sosyal medyayı giderek daha fazla kullandığını, ancak kullanımlarında farklılıklar olduğunu göstermektedir. Çalışma, bu kuruluşların sosyal medyanın diyalog potansiyelinden tam olarak yararlanmadığını göstermektedir. Bu araştırma, sosyal medyanın kuruluşlar tarafından diyalojik bir iletişim aracı olarak nasıl kullanılabileceğini keşfederek iletişim çalışmaları, diyalojik halkla ilişkiler ve STK pazarlaması alanlarına katkıda bulunmaktadır. Ayrıca bu araştırma, diğer kuruluşların sosyal medyayı diyalojik bir iletişim aracı olarak kullanırken kullanabilecekleri bir çerçeve sunmaktadır. Sonuç olarak bu araştırma, sosyal medyanın halkın katılımını gerektiren kuruluşlar için diyalojik bir iletişim aracı olarak hizmet etme potansiyelini vurgulamaktadır.

Anahtar Kelimeler: Facebook, kar amacı gütmeyen pazarlama, sivil toplum kuruluşları, Tunus.