



## Review Article

# Social Media and The Management of Community Relations in Nigerian Tertiary Institutions

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**Abstract-** This research was conducted to explore the relationship between social media and community relations management within Nigerian tertiary institutions. Based on the Stakeholder Management Theory and supported by the Unified Theory of Acceptance and Use of Technology, the study analyzed existing secondary materials through thematic and synthesis discourse analysis to determine the relationship between social media and community relations management in the context of tertiary institutions in Nigeria. The results indicated that Nigerian tertiary institutions actively participate in community relations efforts, utilizing social media platforms such as WhatsApp, Facebook, YouTube, Twitter, and Instagram to enhance engagement with stakeholders, obtain feedback, and foster better understanding. As a result, the use of social media has had a positive effect on community relations by encouraging two-way communication, building trust, and preventing conflicts. However, obstacles like inadequate funding, a lack of social media expertise, and restricted internet access prevent the effective use of social media. The study concluded that despite these obstacles, social media holds significant promise for enhancing transparency, fostering mutual respect, and building trust between institutions and their surrounding communities if it is utilized effectively. The study suggested providing capacity-building for public relations professionals, ensuring adequate funding for social media initiatives, and strategically allocating resources to overcome challenges for improved effectiveness.

## Article Key Information

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## 1. Introduction

The need for effective management of the relationship among various stakeholders or publics of the organization continue to gain attention and popularity globally. This is because organisation cannot survive in isolation of its publics who are part of the organization and the need to manage them effectively remains very significant. In achieving

effective management of stakeholders in organisations, scholars (Acquah, 2021; Aliede and Saliu-Yusuf, 2022; Edafejirhaye and Oghenetega, 2022; Elemi and Ogar, 2022; Igben & Ilaya, 2021; Shimawua and Kusugh, 2022; Sing'ambi, Amos & Africanus, 2020; Thomas and Omojunikanbi, 2023) have acknowledged the crucial role of the Community Relations which is an appendix of the Public Relations practice in organisation. Community relations, as acknowledged “have become more important due to the complexity of today's corporate environment and the resulting economic, social, and environmental imbalances” (Onwubuoya, Nwaoboli & Omach, 2023, p. 83).

A study conducted by Adjei (2015) finds that a company's competitiveness relies heavily on the goodwill of its diverse stakeholders, which makes managing stakeholder relationships a vital aspect of organizational achievement. As highlighted, “effective relationship development and communication are essential for companies to thrive in today's dynamic environment of stakeholder involvement and complexity” (Thomas and Omojunikanbi (2023, p. 50).

To nurture an environment of mutual benefit, community relations initiatives encompass activities such as sponsorships, humanitarian efforts, and collaborations with local organizations (Bowen, 2017; Thomas and Omojunikanbi, 2023). However, organizations—regardless of size—that fail to maintain harmonious and synergistic relations with their local communities may face significant negative repercussions (Zannu et al., 2024). This underscores the critical role of community relations and the necessity for organizations to prioritize it for success. The effectiveness of community relations efforts has a favorable impact on an organization's public relations success by building a positive local image and exhibiting a dedication to social responsibility (Igben and Ugbome (2023; Thomas and Omojunikanbi, 2023).

To effectively engage in community relations activities, stakeholders recognize the vital impact of social media, as its integration into daily communication for the global community has rendered it an essential tool for Public Relations departments worldwide (Aliede and Saliu-Yusuf, 2022; Asemah, 2015; Awofadeju and Ewuola, 2019; Igben and Ilaya, 2021; Ijeh and Iburho, 2023; Kimathi, Ndeta & Mwanthi, 2024; Odionyt, Okiyi & Okeya, 2020; Olalaye, Ukpadi & Mogaji, 2020; Olayinka and Folorunsho, 2019; Ughakpoteni, 2020; Yahaya and Ayodeji, 2019). Research by Igben and Ilaya (2021) indicated that both public and private sector public relations and community relations practitioners view the adoption of new media technologies as beneficial for promoting mutual understanding through prompt and interactive channels for sharing information with strategic stakeholders and the public. Agha (2017) also notes the role of social media in higher education institutions such as universities, stating that the responsibility of addressing the information requirements of both internal and external audiences using their preferred channels (social media) falls “on the shoulders of the public relations practitioners in the Universities” (p. 45).

Thus, this paper explores the connection between social media and the management of community relations as documented in the existing literature.

## 2.0 Community Relations

The idea of community is complex, incorporating both physical and digital aspects, and it significantly influences personal identities and social interactions. Communities emerge from a shared sense of belonging, common identity, and mutual support, forming networks that enhance individual well-being and societal unity. A community is defined as a social group made up of living beings who have shared traits such as location, norms, religion, values, customs, or identities. Communities can be characterized by a geographic location (such as a nation, village, town, or neighborhood) or exist in virtual spaces through communication channels (Paul, Yaso, Karen & Victoria, 2012). A community consists of a group or network of individuals who are connected by enduring social relationships that go

beyond immediate family ties and who collectively view that relationship as vital to their social identity and practice (Acquah, 2021).

Community relations, therefore, pertain to the interactions and connections that occur between an organization or entity and the communities it engages with. Establishing favorable community relations is essential for building trust, encouraging collaboration, and sustaining a positive image. Successful community relations entail recognizing community needs, fostering open communication, and engaging in activities that are advantageous for both the organization and the community (Acquah, 2021). Cheryl (2021) described community relations as the outcome of a benevolent corporate culture in which helpful interactions occur naturally. He further mentions that a company or organization may earn a good reputation by being consistently willing to assist in various ways, whether through personnel, financial support, or equipment.

As Gower and Davies (2005) define it, community relations is a strategic communication process aimed at creating and sustaining positive relationships between an organization and its external stakeholders, particularly focusing on the local community. It involves a systematic and intentional approach to communication, developing and executing strategies to effectively engage stakeholders. The main goal is to establish and nurture positive relationships grounded in trust, mutual respect, and shared values (Onwubuoya, Nwaoboli & Omach, 2023).

While community relations can encompass a range of stakeholder groups, it particularly emphasizes the local community due to its importance in the organization's activities. A vital component of community relations is recognizing community needs, which necessitates conducting research, collecting feedback, and actively listening to community members to better understand their distinct characteristics, challenges, and ambitions. By grasping the needs, concerns, and expectations of the community, organizations can create tailored communication strategies and initiatives to address these specific issues. Open dialogue and engagement are critical in community relations as they promote transparent, two-way communication. By creating avenues for dialogue and actively involving community members, organizations facilitate an exchange of information, ideas, and perspectives, deepening the understanding between the organization and the community (Onwubuoya, Nwaoboli & Omach, 2023).

Community relations efforts seek to align initiatives with the interests of the local community. This means taking into account the community's priorities and aspirations when planning and executing projects, programs, and policies. By ensuring that initiatives resonate with community interests, organizations illustrate their dedication to being responsible and valued members of the community. This strategic methodology enhances the organization's reputation and lays the groundwork for collaboration and cooperation, fostering a harmonious relationship between the organization and the host community. Kotler and Lee (2005) characterize community relations as a type of stakeholder engagement focused on establishing mutually beneficial relationships between an organization and its surrounding community. This includes engaging the community in decision-making processes, addressing their concerns, and collaborating on initiatives that promote shared values and objectives. According to Freeman (1984), community relations serve as an essential part of an organization's corporate social responsibility (CSR) efforts. Within this framework, community relations extend beyond basic communication strategies to include active contributions to the social, economic, and environmental welfare of the local community. This definition brings several key elements to light:

First, community relations are seen as a fundamental aspect of CSR, highlighting the organization's duty to the community in which it operates. Rather than being focused solely on profit, organizations are urged to reflect on their influence on the local community and take proactive measures to make positive contributions. Second, community

relations require active involvement and contributions. Organizations are expected to move beyond passive engagement and take measurable actions to tackle the social, economic, and environmental challenges faced by the local community. This can involve initiatives like community development projects, educational programs, job creation, environmental conservation efforts, and assistance for local businesses (Onwubuoya, Nwaoboli & Omach, 2023).

Additionally, community relations embody a comprehensive approach to well-being. It acknowledges that the community's health and prosperity are not limited to economic aspects. Organizations are urged to consider the social dynamics, cultural heritage, and environmental sustainability of the community in their initiatives. This all-encompassing approach ensures that community relations efforts cater to a diverse array of needs and contribute to the overall enhancement of the community's quality of life (Onwubuoya, Nwaoboli & Omach, 2023).

### **3.0 Public Relations**

Public relations is a multifaceted social phenomenon that is often viewed as a communication process aimed at nurturing relationships, upholding an organization's reputation, reducing risks to its image, managing crises, and ensuring the longevity of the organization (Claeys and Cauberghe 2012; Theunissen and Noordin 2012; Reitz, 2012; Clear, Koonin & Pritchard, 2015; Mzizi, 2021). It is defined as a "deliberate, sustained effort to create a mutual understanding between the organization and its public" (Wilcox and Cameron 2009; Skinner, Von Essen, Mersham & Motau 2016). The discipline of public relations necessitates interdisciplinary methods to accomplish the established goals and objectives. Public Relations Practitioners should manage issues effectively to prevent problems from escalating into crises (Voorveld 2019; Ibrahim, Aljarah & Ababneh 2020; Aydin, 2020).

Public relations serves as a way for organizations to exert influence over the symbolic environment. Organizations employ public relations professionals to cultivate and sustain relationships with targeted audiences or publics. The focus of public relations efforts is not on exerting control; rather, it is about fostering professional relationships and facilitating communication between stakeholders and the organization. Public relations is centered on creating and maintaining a positive online image while promoting a communication channel among management, employees, and external publics (Skinner et al. 2016; Huang, Li & Markov 2020).

From the information above, it can be inferred that public relations is a communication initiative designed to create a mutual understanding between the organization, specifically a higher education institution, and its various audiences, which may be internal, external, or both.

### **4.0 Social Media**

In today's society, social media has transformed the way we interact and connect with one another. Social media encompasses a range of websites and platforms that prioritize communication, community involvement, interaction, content sharing, and engagement. Different types of social media include forums, social networks, public bookmarking sites, and public administration tools (Agbasi and Bebenimibo, 2023; Ivy 2020). According to Manning (2014), social media refers to new media methodologies that include communication among individuals or groups. Social networking sites facilitate exchanges between people or groups. These are web-based platforms that enable users to create profiles, whether public or private, form organized lists of shared connections, and share ideas generated by themselves and others within the platform.

The characteristics and types of these networks can differ from one site to another. What distinguishes social media is not merely the capability for people to engage with strangers, but that it enables managers to communicate and make their connections visible (Boyd & Ellison 2007). This can result in interpersonal relationships that might not have occurred otherwise (Hawthornthwaite, 2005). Kaplan and Heinlein (2010) describe social media as a means of communication that allows individuals to produce, share, and disseminate information and ideas within significant communities and networks. Social media can be defined as a collection of online applications built on web-based concepts and technologies that facilitate the creation and sharing of user-generated content (Kaplan and Heinlein, 2010). The definition has broadened to include message boards, chat forums, or interactive websites that support commenting and engaging with others. Asemah, Okpanachi, & Edegoh (2013) characterize social media as a social network of entities and groups known as nodes that are connected by various forms of interdependence, such as friendship, kinship, shared interests, financial relations, dislikes, trust dynamics, knowledge, or fame.

Consequently, social media platforms have introduced an entirely new realm of interaction in education. They have transformed how school communities communicate and engage with each other (Agbasi and Bebenimibo, 2023; Sokoya, Onifed & Alabi, 2012; Rees & Hopkins, 2012). Examples of popular social media platforms include Facebook, Twitter, Wikipedia, LinkedIn, Reddit, and Pinterest. Facebook is a well-recognized social networking site that allows users to create profiles, upload photos and videos, send messages, and keep in touch with groups, family, and colleagues. Twitter serves as a free microblogging service where registered members can post brief messages called Tweets; users can share tweets and follow others' tweets across various platforms and devices. Wikipedia is a freely accessible online encyclopedia created collaboratively by a community of users known as Wikipedia. LinkedIn is specifically tailored for the business community; it aims to effectively establish connections among registered members and articulate networks based on trust and familiarity (Agbasi and Bebenimibo, 2023).

## 5.0 Tertiary Institutions and Community Relations

Tertiary institutions are primarily established to enrich academic pursuits and improve the socio-cultural and economic conditions of the wider society through applied research. These institutions are recognized as significant tools for the economic and social transformation of the local areas where they are located. Consequently, host communities are seen as unique places that benefit greatly from the influx of staff, their families, and students (Akpotor, 2018). According to Eze (2011) as cited in Akpotor (2018), the foundation of tertiary institutions rests on four main aspects: undergraduate education, graduate education, research, scholarship and innovation, and community partnerships, outreach, and engagement. He notes that these elements form the essential building blocks of tertiary institutions aimed at enhancing academic activities and stimulating the economic, social, and cultural welfare of society as a whole. Communities that host tertiary institutions can be particularly outstanding. Such institutions are frequently regarded as an attraction for the host communities, drawing in people and economic activities towards them (O'Flaherty, 2005 in Akpotor, 2018). These areas, often dubbed "the town," are presented with incredible opportunities whenever students arrive each semester to commence or resume their studies at colleges of education, polytechnics, and universities, often referred to as "the gown."

Tertiary education (also known as higher education or post-secondary education) is the academic level that follows the completion of secondary education. The World Bank defines tertiary education as encompassing universities, colleges, and vocational schools (World Bank, 2017). Higher education typically includes both undergraduate and postgraduate education, while vocational education beyond secondary school is termed further education in the United Kingdom or falls under the category of continuing education in the United States (World Bank, 2017).

Tertiary education usually culminates in the awarding of certificates, diplomas, or academic degrees. Higher education corresponds to levels 5, 6, 7, and 8 of the 2011 version of the International Standard Classification of Education structure. Non-degree-level tertiary education is sometimes referred to as further education or continuing education, distinguishing it from higher education. UNESCO indicated that tertiary education emphasizes learning efforts in specialized areas. It encompasses both academic and higher vocational education (UNESCO, 2020).

In Nigeria, tertiary education encompasses post-secondary education acquired at universities (both public and private), monotechnics, polytechnics, and colleges of education. After completing secondary education, students have the option to either enroll in a tertiary institution or engage in vocational training. To be admitted into a tertiary institution, students are required to take the Joint Admissions and Matriculation Board Entrance Examination (JAMB) along with the Secondary School Certificate Examination (SSCE) or General Certificate Examination (GCE), and must achieve the designated cut-off marks (Pulse Nigeria, 2018). It is a widely accepted belief that a tertiary institution located in a specific town is regarded by the local community as a key driver of quick socio-economic and infrastructural advancement. In other words, the local populace's belief is closely tied to the idea that the establishment of such institutions brings about a multitude of advantages (Jenyo and Adebayo, 2013 in Akpotor, 2018). As noted by Eze (2011) in Akpotor (2018), some of these advantages include creating job opportunities for the local community, providing admission opportunities for residents, offering affordable educational services to the community (such as the high-quality nursery and primary education delivered through the staff school to the host communities), supplying facilities for community events (like auditoriums for gatherings, sports amenities, etc.), raising awareness about the importance of education for socio-economic development in those communities, and ensuring that a significant number of junior staff members are employed from the town and its surroundings where the institution is based.

## 6.0 Social Media Platforms for Community Relations Practice in Nigeria

The phrase “social media” describes the various online and mobile platforms that enable users to engage in digital interactions, share user-generated content, or become part of online communities (Dewing, 2010; Ndinojuo et al, 2016). The types of online services typically linked to social media include, but are not restricted to, blogs, wikis, social bookmarking, social networking sites, status-update platforms, virtual world content, and media-sharing websites. The most prominent platform in Nigeria and worldwide is Facebook, which was established in 2004 and had 1.32 billion active users per month as of June 30, 2014, along with 1.07 billion mobile active users during the same timeframe (Facebook, 2014). Other notable platforms are Twitter, which allows users to post brief updates about individuals or events and view updates from others (Fox, Zickuhr & Smith, 2009); YouTube, a platform for sharing videos; Instagram, a platform for sharing photos; as well as numerous others.

Through social networking sites, public relations messages can be received, understood, and responded to in a personal manner by the audience (Carr & Hayes, 2015; Saadudeen et al, 2021). Some of the leading social networks in Nigeria include Facebook, WhatsApp, Twitter, Instagram, Viber, LinkedIn, Skype, Google+, MySpace, Badoo, and Netlog (El-kasim, 2020). As reported by Statista (2020), the ten most widely used social networks among internet users in Nigeria during the third quarter of 2020 were: WhatsApp (93 percent), Facebook (86.3 percent), YouTube (81.6 percent), Instagram (71.3 percent), FB Messenger (67.2 percent), Twitter (61.4 percent), Telegram (56.3 percent), LinkedIn (32.8 percent), TikTok (31.9 percent), and Snapchat (31.2 percent). Given the millions of internet users in Nigeria, predominantly composed of young people, social media platforms serve as invaluable resources for disseminating public relations messages and other communication activities (Olohungebe, 2017). While social media are mainly utilized for fostering personal relationships, their advantages for public relations are evident (Al-Badi, Tarhini, & Al-Bolushi, 2020).

There are also various social media tools that media relations professionals are accustomed to using in order to effectively carry out their responsibilities. Oetting (2015) identifies several of these tools, including Muck Rack, Meltwater, Mention, Cision, Brand24, Anewstip, Agility, blogs, Video News Releases (VNRs), videoconferencing, webcasting, media tours, the internet, websites, and email.

## **7.0 Use of Social Media for Community Relations Practice in Nigeria's Tertiary Institutions**

Public relations today encompasses more than merely sharing information; it also involves recognizing when an organization's stakeholders are voicing their thoughts regarding the organization's policies and goals. Conducting regular reviews and environmental assessments to identify and gauge public opinions through various media provides practitioners the chance to engage with and respond to concerned or discontented stakeholders. The use of information and technological platforms allows practitioners to analyze, track, and evaluate the effectiveness of their public relations efforts, enabling timely adjustments when necessary (Saadudeen, Olohunbebe, Ibraheem & Okoji, 2021). It is impractical to create an exhaustive list that addresses all scenarios regarding the role of public relations in an organization. It is sufficient to state that it involves monitoring and analyzing the key trends and factors that can affect an organization's performance and reputation. This suggests that the effectiveness of public relations efforts depends on identifying and utilizing the appropriate media for the right audiences at the right time. The abundance of media options has made it increasingly idealistic to choose specific media for distinct audiences (Saadudeen, Olohunbebe, Ibraheem & Okoji, 2021).

Consequently, it is crucial to highlight that the utilization of social media platforms as public relations tools is vital due to their substantial capability to connect with diverse members of an organization's audience. The surge in available media has contributed to audience fragmentation, with individuals frequently exposed to a wide range of information that influences their perceptions and understanding of an organization's issues and policies. Organizations and their audiences no longer need to depend solely on traditional media, as the rise of new and social media offers them a means to examine any matters of public concern (Saadudeen, Olohunbebe, Ibraheem & Okoji, 2021).

The excellent theory of public relations stipulates that practitioners must prioritize active involvement and two-way communication to enhance the potential for forming lasting relationships with the public and other stakeholders (Grunig, 2009). Public relations efforts aimed at building connections with audiences through online media are referred to as online public relations or e-PR. This approach to online public relations is crucial, complementing traditional public relations efforts; Grunig asserts that new media allows public relations to become more global, strategic, interactive, dialogical, and socially responsible. Constant advancements in technology present challenges for public relations professionals, as they must stay informed not only about current options but also about forthcoming developments. Major public relations initiatives, such as national information campaigns or significant international events, often require lengthy preparations, and plans established years in advance may need frequent revisiting to adapt to changing technological trends among key audiences (Igben & Ilaya, 2021). Galloway (2005) suggests that the traditional methods of public relations are being challenged by the dynamic nature of new media, pushing practitioners to reconsider their approach to public engagement. Waters et al. (2010) contend that with the rise of new media, public relations, including community relations, should no longer be viewed as a routine of creating static content; instead, practitioners should actively seek out innovative communication channels and opportunities to engage all stakeholders if they wish for organizations and themselves to remain relevant in the evolving landscape of new media. Igben & Ilaya (2021) also recognized that:

In today's world, advances in technology and convergence have transformed traditional public relations tools such as press kits, newsletters, and news releases, leading to the development of new, modern tools for public relations practice. These contemporary tools consist of the internet, webcasting, email, videoconferencing, and video news releases, among others. A significant issue in the 21st century is that the increased number of modern public relations tools presents the public relations department with a dilemma regarding which options to select (p. 207).

Rapid advancements in digital technology characterize this technology-driven era. The advent of the internet and social media platforms like Facebook and Twitter has introduced novel methods for connection and communication. Today, organizations have little choice but to adjust to these new communication formats. Social media has become a crucial component of societal interactions, requiring organizations to integrate it into their communication strategies. Research has indicated that a majority of organizations utilize one or more social media platforms for their communication efforts (Mzizi, 2021). In the current fast-paced technological landscape, incorporating social media into an organization's communication strategy is vital for growth, sustainability, and success, offering organizations a way to convey their messages to essential stakeholders (Mzizi, 2021).

Wigley and Zhang (2011) conducted a survey with 283 public relations practitioners and found that email was the most widely used type of social media. The authors noted that while public relations professionals have adopted traditional tools such as email and intranet, they have yet to fully embrace more sophisticated tools like social networking and virtual worlds. In their global study of public relations practitioners, Wigley and Zhang (2011) identified a notable discrepancy between practitioners' perceptions of social media usage in their organizations and what ought to be occurring. Additionally, respondents reported that they do not dedicate much time to working with social media; 48% said they spend between one and ten percent of their work hours on it, while 7% claimed they do not invest any time in social media activities. When asked about the relevance of various social media tools in their organizations, respondents rated search engine marketing as the most significant, followed by blogs and social networks (Wigley and Zhang, 2011).

Studies have shown that public relations practitioners who adopt new technologies like blogging are viewed as more influential within organizations, demonstrating their readiness to be industry leaders by utilizing new tools to effectively reach target audiences (James, 2008). Noramalina (2011) argues that the Internet offers public relations practitioners a distinctive opportunity to gather information, monitor public perceptions on various issues, and engage in direct conversations with their audiences. Similarly, Kelly (2011) asserts that social media platforms such as Twitter grant journalists unprecedented access, facilitating dialogue in innovative and exciting ways. Waddel (2010) suggests that social media enable public relations executives to foster new relationships across a broader spectrum and in a more sustainable manner than ever before. Social media allows professionals to sustain ongoing, high-quality relationships with influencers, media, customers, and partners, regardless of their physical locations.

Eyrich, Padman & Sweetser (2008) conducted research titled "public relations practitioners' use of social media tools and communication technology," which involved surveying public relations professionals regarding their utilization of 18 social media tools and their views on the growing trends of social media in the field of public relations. The findings indicate that, on average, practitioners have incorporated nearly six different social media tools into their professional practice. They discovered that public relations professionals have predominantly embraced established and institutional tools such as e-mail and Intranet, while also demonstrating comfort with blogs and podcasts. However, they are slower to adopt more technologically advanced tools aimed at niche audiences, like text messaging, social networks, and virtual worlds.

In a similar vein, Wright and Hinson (2009) identified that public relations practitioners primarily engage in search engine marketing, followed by blogs, social networks, video sharing, and forums or message boards. Their research indicates that photo sharing and social bookmarking, which assist in storing, organizing, searching, and managing web pages, were deemed the least significant by public relations practitioners across the United States. Wright and Hinson (2009) assert that the communication landscape is rapidly shifting towards a digital focus, and those who grasp this evolution will communicate far more effectively than those who do not. Public relations professionals play a crucial role in maintaining goodwill with their various stakeholders, making it essential for them to be knowledgeable about utilizing these diverse social media tools. This underscores Kinwelkens' (2010) assertion that social media are becoming increasingly important as public relations tools, facilitating two-way symmetrical communication with various publics and stakeholders. PR professionals face the rapid growth of social media, which compels them to give it appropriate and timely attention. They are not only enthusiastic about using these tools alongside traditional media but are also eager to communicate directly with their publics and stakeholders without intermediary involvement. Sehgal (2011) emphasizes that:

Public relations professionals also maintain and consistently update a database of journalists, both local and international. This is done to ensure that irrelevant press releases are not sent to journalists. To understand a journalist's interests, news preferences, and personalities, public relations professionals follow them. In today's digital world, the most effective way to follow someone is through social media. By keeping track of a journalist's Twitter feed, a public relations professional can assess their feelings about various issues and interact with them. Twitter is favored by journalists because it allows for concise messaging. Given the demands of immediate news coverage, some journalists maintain dedicated blogs and online communities that link to their Twitter feeds. This connection allows public relations professionals to refine their approach with individual journalists. When journalists receive better, more tailored information relevant to their beat and audience, public relations practitioners have a higher probability of getting their stories published (p.56).

Through its website, an organization can present its perspective, alleviate consumer uncertainty, address the needs of multiple stakeholders, and collaborate with government agencies focused on public safety (Asemah, 2015). Nowadays, the influence of new media technologies is crucial for everyone; the rise of these technologies has had both positive and negative effects on public relations professionals. The landscape of public relations is evolving with new media, significantly increasing stakeholder influence by enhancing communication within and between stakeholder groups (Asemah, 2015; Noramalina, 2011). New media technology, such as the Internet, simplifies the PR process, especially when disseminating information for global audiences (Noramalina, 2011). However, Noramalina (2011) argues that some PR firms still struggle to adapt to new media technologies, as evidenced by past experiences. This issue arises because, as noted by Noramalina (2011), these firms may lack comprehensive public relations strategies. The integration of new media technologies has not been widely adopted since some PR firms have yet to utilize the Internet to enhance interactions between their organization and stakeholders, as well as between the organization and their PR departments (Noramalina, 2011). The extensive use of social media has fundamentally transformed communication and information sharing (Asemah, 2015).

## 8.0 Influence of the Use of Social Media on Community Relations Practice in Nigeria's Tertiary Institutions

Public relations professionals aim to establish, cultivate, and sustain enduring, reciprocal connections between organizations and their key stakeholders. The information technology revolution of the 21st century has transformed public relations into one of the most influential professions. The rapid growth in the information and communications technology (ICT) sector has had a direct impact on the public relations field. Given that communication is at the heart of this discipline, these advancements have propelled PR and communication efforts both within organizations and in their external engagements (Igben and Ugbome, 2023; Radhe, 2015). In their extensive nine-year international survey, Wright and Hinson (2013) explored how blogs and social media influence public relations practices. Their findings demonstrate that these emerging platforms are significantly transforming the landscape of public relations. The results reveal that blogs and social media have enriched public relations activities and that these channels work in conjunction with traditional media outlets. The research also indicates that blogs and social media have altered how organizations interact with their external audiences. The results suggest that social media enhances traditional news media and that blogs and social media can affect coverage in conventional news outlets. The study concludes that the advent of blogs and social media has expedited communication, enabling organizations to address criticism with greater immediacy.

The Pew Research Center (2013) consistently conducts studies on the sources of news information for Americans. Not surprisingly, this research has shown that most individuals combine online and traditional sources while seeking information about current events. The latest findings from this research indicate that half of Americans view the internet as a significant source for national and international news. Television (69%) continues to be the most commonly used news source in the U.S., with newspapers (28%) and radio (23%) increasingly lagging behind each year. These 2013 results highlight a substantial shift compared to earlier Pew studies. In 2001, 45 percent of respondents identified newspapers as their primary news source, while only 13 percent turned to the internet (Pew, 2013). As noted by Gayeta (2021): Social media has significantly enhanced the public relations efforts of public information officials across various initiatives. The rise of new media holds immense potential for broadening the scope of public relations, allowing strategic communication to become more valuable and extend across numerous aspects of government public relations (p. 17).

The responsibility of managing the flow of information between an organization and both its internal and external audiences falls to public relations professionals (Igben and Ugbome, 2022). This task has been simplified with the rise of social media. Public relations practitioners collaborate with the media to oversee their organization's PR campaigns. Many PR professionals have seized the diverse opportunities presented by social media to enhance their practices and foster a strong, global reputation for their organizations in innovative ways. However, there are still some public relations practitioners who have not yet embraced digital media as an effective tool to promote their organization to the world for various reasons. At best, they utilize social media for personal engagement, leaving their organization's audiences vulnerable to rumors and unprofessional media practitioners in the online space (Orji-Egwu, et al., 2019).

Technology has dramatically transformed nearly every aspect of contemporary life, including agriculture, commerce, dating, education, health, mass media, publishing, science, transportation, and warfare. Similarly, the internet has significantly impacted nearly every area of modern existence by altering how information is shared and accessed, fostering connectivity and ubiquity, which makes many personal and public interactions efficient and convenient (Kent, 2014). As Mzizi (2021) explains, the internet and the swift advancement of information and communication technologies (ICTs) have altered the manner in which society interacts today. Social media platforms, especially

Facebook and Twitter, have ushered in a new era of communication globally, compelling organizations to reassess their communication strategies. Social media is redefining communication within organizations, and integrating these platforms into an organization's communication strategy has become crucial for sustainability, success, and survival in today's rapid technological era. It provides organizations with the opportunity to convey their messages to essential stakeholders. Furthermore, it allows public relations and communications professionals to connect, exchange ideas and experiences, collaborate, engage in dialogue, and establish mutually beneficial relationships (p. 1).

Internet and website technologies introduce various elements to the role of public relations. They facilitate instantaneous information dissemination, although controlling this information can be challenging. Business websites serve as a PR platform that helps regain some control lost due to the immediacy of online communication (Frenz, 2022). Ogbu (2019) notes that despite its numerous complexities, social media offers a viable opportunity for expanding public relations practices in Nigeria. He adds that public relations professionals eager to direct online discussions and traffic in favor of their organizations must learn to effectively utilize social media platforms to reach their audiences. PR practitioners are urged to embrace innovative methods of information dissemination through creative and effective strategies to address various issues (El-Nafaty, 2022). As Abd Rahman (2019) suggests, the internet has become an essential tool for public relations because it is crucial for most individuals. The use of online PR, particularly through social media, is increasingly integrated into organizational communication and offers numerous platforms to connect with an organization's audience, foster dialogue, and enhance the organization's online presence. Additionally, social media provides unique strategies for promoting an organization and its offerings, increasing its visibility in the digital space, while also enabling stakeholders to communicate with one another about an organization in a public, rapid, cost-effective, and efficient manner (p. 1).

Many businesses and organizations worldwide, as noted, "are prospering more effectively through the use of digital tools such as websites and various social media platforms for efficient information management" (Anweh and Hile, 2020, p.110). In this regard, Ohiagu (2021) believes that:

The Internet has revolutionized the manner in which most individuals communicate; relying solely on traditional media for information is no longer practical. Nowadays, numerous individuals go online to seek news, entertainment, education, and all kinds of information. As a result, many members of the media audience spend a significant amount of their leisure time browsing the internet, which presents challenges for public relations and advertising professionals aiming to connect with their target audience (p. 240).

Likewise, Amodu et al (2019) observed that: The intense competition in business driven by globalization and technological progress has made relationship-building essential for business survival. The emergence of Internet-based communication has heightened the sophistication of the public relations target audience, necessitating an upgrade in the technological capabilities of practitioners. Decisions regarding customer satisfaction are increasingly reliant on data, with the best data source being the customers themselves. Therefore, the IoT provides an unparalleled opportunity for data collection through the "assistance" of the customers themselves (p. 1). Ikpe and Olise (2010) broadly outline the relevance of new media to media and community relations as follows: Enhances the transformation of a positive image; Facilitates two-way communication; Simplifies the evaluation of the current corporate image status; Provides ubiquity; Streamlines the planning and execution of media relations. Afangida and Nwidedu (2010) have acknowledged in Oni (2012, p. 553) that maintaining a strong relationship between schools and their external environment is crucial for effective student management. They identified three models adopted for fostering the relationship between the school and the community: The alienated model, the model, and the cooperative model.

However, Oni (2012, p. 553) asserted that, “given the era of digital information, the relationship could be further enhanced for effective student management in public Senior Secondary Schools in Rivers State.” Meanwhile, Ughakpoteni (2020) argues that:

Social media has rapidly become a digital transformative instrument for businesses. The entry of social media into the business landscape via the internet is a significant innovation that has been widely acknowledged as a platform that has altered how individuals and businesses interact with one another. Although its significance cannot be overstressed, public relations (PR) professionals must continuously adapt and stay updated to keep pace with the ever-evolving trends and audience expectations (p. 1).

## **9.0 Challenges in the use of Social Media for Community Relations Activities Nigeria**

Practitioners of media relations around the world are now adopting new media, recognizing the many advantages it offers, and this has significantly enhanced media relations practices in the 21st century (Ikpe & Olise, 2010; Ndinojuo, Gbeneka, Diegbegha & Eludu, 2016). The concept of McLuhan's global village has introduced various challenges for organizations, as locally focused incidents can be exaggerated and spread worldwide. If such incidents are not effectively managed, they can transform into public relations disasters for the organization involved, and insufficient media relations could lead to the organization's decline or tarnished reputation, often resulting in reduced revenue and job losses. Sadly, since new media tools are primarily sourced from developed nations, developing countries, such as Nigeria, continue to fall behind in both the development and implementation of new media across all aspects of life, including media relations. The reasons for this lag may include, but are not limited to, high costs, corruption, cybersecurity issues, low internet penetration in Nigeria, inadequate funding for media relations departments, undervaluation of the public relations management function, lack of training opportunities, and unreliable power supply.

## **10.0 Theoretical Framework**

This study is anchored on the Stakeholder Theory and is supported by the Unified Theory of Acceptance and Use of Technology (UTAUT).

### **Stakeholder Theory**

The stakeholder theory was first mentioned in an internal memo at the Stanford Research Institute in the USA in 1963. It became an established theory in 1984 through the contributions of Edward Freeman, who enriched it with additional pertinent information. The theory posits that organizations have stakeholders who are essentially defined as individuals and groups that gain benefits from or are negatively impacted by the organization's activities (Hartman, 2005). According to Freeman and Reed (1983), the stakeholder theory acknowledges the various groups and individuals that are influenced in different ways by an organization's actions. The theory outlines and suggests methods by which the collective interests of stakeholders, including local communities, should be considered by the organization's management. Generally, this theory is regarded as one of the foundational theories in public relations. The debate over who qualifies as a stakeholder and who does not has been extensively discussed among academics for quite some time. Amodu (2012) raises several questions:

Should stakeholder status be limited to constituencies that maintain a close relationship with the organization? Should it be interpreted broadly to include all groups that can influence or be influenced by the organization? Should activists, competitors, environmental advocates, or even the media be recognized as stakeholders? (p.132).

Freeman and Reed (1983) offer two interpretations in response to these inquiries. The narrow definition includes only the groups that are essential for an organization's survival and success, while the broad definition includes all groups that can influence or be influenced by a corporation's actions.

Additionally, Dougherty (1992) categorizes stakeholders into four distinct groups: enabling publics, functional publics, normative publics, and diffused publics. Stevens, Malone, and Bailey (2005) explain that enabling publics consist of those who provide leadership for the organization and control the resources necessary for its existence, which include shareholders, regulatory bodies, and boards of directors. Functional publics are those who contribute inputs to the organization for outputs, such as employees, unions, suppliers, and customers who provide labor or utilize the organization's products and services. Normative publics comprise those with similar values or common issues, such as trade unions and professional associations. The final group, known as diffused publics, arises when an organization's activities lead to external repercussions; this group includes the media, environmental advocates, residents, and the community at large.

To this end, the stakeholder theory suggests that all legitimate individuals or groups connected to or impacted by an organization's activities qualify as stakeholders, and that the primary interests of these stakeholders are not always clear (Furneaux, 2006). Stakeholder theory emphasizes the significance of inclusivity and long-term sustainability by addressing the diverse needs of stakeholders (Yihong, Bity & Azlin, 2024). This theory can be characterized by several features: it is descriptive, providing a model of the organization, and it is instrumental, offering a framework for examining the connections between traditional firm performance and stakeholder management practices. While stakeholder theory has these characteristics, it is essentially more normative. Stakeholders are recognized based on their interests, and all stakeholders are deemed to have intrinsic value (Amodu, 2012). As Gbeneka, Omega & Ochonogor (2019) summarize:

The stakeholder theory is a theory of organizational management and business ethics that considers various parties affected by corporate entities, including customers, vendors, suppliers, employees, local communities, creditors, government agencies, environmental advocates near the business, financial institutions, and numerous other entities connected to the organization or influenced by its activities. It conveys that multiple stakeholders exist within a company, with varying needs and interests. It argues that a company's success hinges on meeting the demands of all its stakeholders while also extending beyond those who may directly profit from the company's stock (p. 15).

Therefore, this study adopts stakeholder theory as a framework because it comparatively analyzes the role of social media in community relations activities conducted by tertiary institutions in Nigeria. According to the theory, stakeholders are identified based on their connection to the organization, meaning that stakeholders include the publics whose actions impact the organization or who are influenced by the organization's actions. Gbeneka, Omega & Ochonogor (2019) remarked that the corporate landscape is a network of interlinked groups that must all be taken into account and addressed to maintain the organization's health and long-term success. They also concluded in a study that:

... in public relations practice, every legitimate individual or group involved in or influenced by an organization's activities should be regarded as stakeholders when interests are considered. As such, they should be prioritized in communication as long as they have been recognized as stakeholders. This approach will create advantages for both the organization and its public as they advance their relationship towards generating goodwill for the organization (p. 22).

It has been observed that business organizations function as open systems and must engage with their stakeholders to operate effectively (Sesugh, 2021). A study by Yihong, Bity & Azlin (2024) found that engaging stakeholders directly influences educational outcomes, with previous research indicating that prioritizing stakeholder engagement can enhance decision-making processes, boost support for educational initiatives, and improve overall school performance rates. Although stakeholder theory identifies an organization's publics, it does not highlight the necessity for a balanced and reciprocal flow of communication between an organization and its stakeholders through new media platforms, thus indicating the need for an additional theory that incorporates communication flow.

### **Unified Theory of Acceptance and Use of Technology (UTAUT)**

The Unified Theory of Acceptance and Use of Technology (UTAUT) was formulated after examining eight different theories, including the Theory of Reasoned Action (TRA), the Theory of Planned Behavior (TPB), the Technology Acceptance Model (TAM), the combined form of TAM and TPB (CTAM-TPB), the Model of PC Utilization (MPCU), Innovation Diffusion Theory (IDT), the Motivational Model (MM), and the Social Cognitive Theory (SCT). As a result of behavioral research, this model presents a distinct integration of features as well as the advantages of the psychological and sociological theories previously mentioned (Momani & Jamus, 2017; Saadudeen et al., 2021).

A limited number of theories, such as social construction theory (Ogbu, 2019), diffusion of innovation (Ebrahim, 2017), and uses and gratification theory (Olohungebebe, 2017), have been utilized to describe the acceptance of information technology; nevertheless, this study aims to enhance the understanding of the UTAUT's applications in relation to public relations practice in Nigeria. However, Al-Badi et al. (2020) indicated that the UTAUT effectively elucidates the factors affecting the adoption of social media among public relations professionals, and this paper seeks to further investigate the model through a qualitative method.

The UTAUT model has been applied in various fields, including information systems and public relations (Al-Badi et al., 2020). The model evaluates an individual's readiness to accept technology and their capacity to use and adopt it (AlQudah, 2014). The four primary constructs of the model consist of: performance expectancy (the extent to which an individual believes that embracing technology will aid in completing a task); effort expectancy (the simplicity of using the technology); social influence (the extent to which an individual's choice to adopt technology is affected by significant others); and facilitating conditions (the extent to which an individual believes that organizational and technical resources are available to support the adoption of technology) (AlQudah, 2014).

In the context of this study, the UTAUT is particularly relevant as the performance expectancy and effort expectancy components of the model elucidate the perceived advantages public relations practitioners anticipate from utilizing social media for community relations initiatives. This viewpoint aligns with the findings of Al-Badi et al. (2020), which state that organizations with public relations departments adopt social media platforms due to the perceived benefits. Additionally, research conducted by Saadudeen et al. (2021) acknowledged that public relations professionals utilize social media channels like Facebook, Twitter, YouTube, and LinkedIn to promote their clients by fostering and sustaining meaningful interactions with their clients' audiences. The findings also highlight rewards such as prompt

feedback, monitoring capabilities, extensive reach, and ongoing engagement by public relations practitioners (Saadudeen et al., 2021).

## 11.0 Empirical Studies and Discussion

### 11.1 Community Relations Activities in Nigerian Tertiary Institution

Tertiary institutions in Nigeria engage in community relations initiatives for their surrounding communities, although some of these efforts may have limited influence on the development of these areas. Various studies by different researchers support this observation. For instance, Udomah, Akarika, & Aniekeme (2024) concluded in their research that Akwa Ibom State University has a public relations unit dedicated to managing the institution's public image, educating the community and stakeholders, and fostering a positive relationship with its host community to prevent conflicts. A study by Nworgu and Odenigbo (2021) suggests that the youth empowerment program has transformed the interaction between the organization and the community, providing useful insights for future research on strategic community relations in Nigeria beyond interventions in the oil sector. The research conducted by Ekwe, Ozoko & Okwor (2023) highlights the significant role that community participation in financial management can play as a strategy to enhance the relationship between schools and their communities, thereby improving the management of secondary schools in Enugu State. Acquah (2021) discovered in their research that ATU implements community relations practices to establish effective communication channels between the institution and various stakeholders, including the local community. Shimawua and Kusugh (2022) also identified in their study that community relations practices are utilized by tertiary institutions to manage schools' reopening and recovery processes effectively in the aftermath of the Covid-19 pandemic. In contrast, a study by Akindola and Ojo (2020) indicated that although the establishment of tertiary institutions could potentially boost household income in rural areas, it does not automatically result in the broader development of these communities concerning essential health services, primary education facilities, road infrastructure, and an overall improved quality of life, which points to a lack of effective community relations efforts. Meanwhile, Okosun, Isabu & Asemhokhai (2023) found in their study that ineffective communication, lack of member commitment, poor leadership within schools, and unfavorable school locations were some factors that hindered positive school-community relations in the Esan West Local Government Area of Edo State, Nigeria.

### 11.2 Social Media Platforms for Community Relations Practice in Nigerian Tertiary Institutions

There are various social media platforms suited for community relations, with WhatsApp, Facebook, YouTube, Twitter, and Instagram being more accessible than others. This is supported by several studies conducted previously. For example, Asemah (2015), Ganiyu, Adefemi & Afolabi (2021), Edafejrhayeh and Oghenetega (2022), Kimathi, Ndeti & Mwanthi (2024), Ijeh and Iburho (2023), Olayinka and Folorunsho (2019), Saadudeen, Olohungebebe, Ibraheem & Okoji (2021), and Yahaya and Ayodeji (2019) all found in their respective research that platforms like WhatsApp, Facebook, Twitter, YouTube, Instagram, and LinkedIn are utilized for community relations. Mukhtar (2020) broadly identified social media as a tool for fostering engagement with their audiences. Anweh and Hile (2020) demonstrated that the studied institutions used websites and social media platforms such as Facebook, WhatsApp, and Twitter for their community relations efforts. In their research, Ben-Collins, Gbeneka, Diegbegha & Eludu (2016) noted that several new media technologies, including the internet (websites, email, social media, blogs), video news releases, webcasting, and videoconferencing, serve as platforms for community relations. Awofadeju and Ewuola (2019) also discovered that social media platforms like instant messaging, social bookmarking, photo-sharing, wikis, and Facebook are utilized for community relations activities.

## **Use of Social Media for Community Relations Practice in Nigeria's Tertiary Institutions**

Social media platforms play a role in community relations activities, but the degree of their use varies. This variation is illustrated by studies conducted by Ahmed, Rabi, & Igyuve (2024), Anweh and Hile (2020), Edefejirhaye and Oghenetega (2022), Ganiyu, Adefemi & Afolabi (2021), Igben and Iaya (2021), and Ughakpoteni (2020), which collectively confirmed the adoption of social media for community relations efforts. For some organizations, the extent of this adoption is considerable (Edefejirhaye and Oghenetega, 2022; Onwubuoya, Nwaoboli & Omach, 2023; Yahaya and Ayodeji, 2019), while for others, the adoption level is minimal and thus considered insignificant (Agha, 2017; Ahmed, Rabi, & Igyuve, 2024; Olayinka and Folorunsho, 2019).

### **11.3 Influence of the Use of Social Media on Community Relations Practice in Nigeria's Tertiary Institutions**

Social media platforms play a role in community relations activities, though their usage differs. The influence of social media on community relations is seen in its ability to enhance two-way communication, increase stakeholder engagement, facilitate feedback, foster understanding, build trust, and reduce misunderstanding and conflict. This was supported by Sing'ambi & Africanus (2020), who noted that social media has strengthened stakeholder relations in higher education institutions. As stated by Saadudeen, Olohungebe, Ibraheem & Okoji (2021), the benefits of utilizing social media for community relations activities include immediate feedback, effective monitoring, broad reach, and ongoing interaction from public relations professionals. Saude (2017) found that public relations units within three institutions effectively established strong relationships between school management and their internal and external stakeholders through social media. According to Gayeta (2021), a study indicated a significant relationship between the effects of social media on public and community relations for public information officials and their respective stakeholders. Research by Odionye and Ahaotu (2020) showed that the public relations officers in the surveyed higher education institutions incorporated social media into their daily PR activities; the use of various social media platforms has positively transformed public relations practices in these schools, particularly concerning communication and information sharing. Awofadeju and Ewuola (2019) asserted that social media has contributed to achieving public relations goals by enhancing public relations knowledge, improving relationships with individuals, disseminating information about the latest innovations in PR tools and methods, and shaping the attitudes of those involved in public relations work. Eleme and Ogar (2022) discovered a noteworthy impact of public relations strategies on resource utilization in academic libraries, indicating that publicity, social media, and current awareness services significantly affect the use of library resources. Amopho (2020) also identified that school community relations through social media platforms hold significant potential for alleviating distrust and distance between schools and the community by promoting information transparency, fostering a culture of mutual respect, and collaboratively aiming for school improvements by sharing vision, processes, and outcomes. Likewise, a study by Odaro-Ekhagbor, Nasamu & Ayegbo (2023) found that public relations practitioners within the selected higher education institutions effectively utilized social media, especially in managing PR crises. Aliede and Saliu-Yusuf (2022) noted that digital technologies have created an open environment with limitless access for public relations practitioners in community relations contexts. However, Mzizi (2021) highlighted a low level of engagement by PRISA on social media channels. Additionally, research by Kimathi, Ndeti & Mwanthi (2024) showed that the use of new media for community relations activities presented both advantages and disadvantages.

### **11.4 Challenges in the use of Social Media for Community Relations Activities Nigeria**

Although social media serves in community relations efforts, its application comes with several drawbacks, including inadequate funding, a shortage of social media professionals, ineffective management attitudes, manipulation, trust issues, and a lack of public awareness about social media, particularly in areas with high illiteracy rates. This is

supported by research conducted by Thomas and Omojunikanbi (2023), which indicated that the obstacles encountered by both public and community relations include a lack of media professionalism, political interference in communication, cultural diversity, economic instability, inadequately skilled personnel, and trust-related concerns. Studies by Ben-Collins, Gbeneka, Diegbegha, and Eludu (2016), as well as Olayinka and Folorunsho (2019), corroborated that the high cost of emerging technologies, cybersecurity threats, corruption, limited internet access, insufficient funding, a lack of training opportunities, intermittent power supply, and other unaddressed issues pose significant challenges to the effective use of social media in community relations among PR professionals in Nigeria. A finding from Poku (2022) highlighted that the public relations department at the university is insufficiently equipped to fulfill its duties. Among the obstacles hindering its operations are a scarcity of telecommunications equipment, the absence of official transportation, and a lack of trained staff. Moreover, the study revealed that the public relations role is not given the same recognition as other senior management roles and is inadequately involved in decision-making processes. Meanwhile, Ohiagu (2021) identified that limited and poor Internet connectivity is a significant barrier affecting PR professionals' ability to communicate online with their audiences.

## 12.0 Conclusion and Recommendations

### 12.1 Conclusion

To guarantee effective management of community relations, tertiary institutions in Nigeria engage in community relations activities aimed at their host communities, although some of these activities may have limited impact on local development. Various social media platforms are available for community relations initiatives, with WhatsApp, Facebook, YouTube, Twitter, and Instagram being more accessible than others. Social media platforms are utilized for community relations efforts, yet the degree of their usage varies. The utilization of social media positively influences community relations by promoting a two-way flow of communication, enhancing stakeholder engagement, enabling feedback, improving understanding, fostering trust, and reducing misunderstandings and conflict. While social media is employed for community relations activities, its application comes with challenges, including inadequate funding, a shortage of social media professionals, poor managerial attitudes, manipulation, trust issues, and a lack of public knowledge about social media, particularly in areas with high illiteracy rates.

Ultimately, despite these challenges, social media holds significant promise for alleviating mistrust and cultivating transparency and mutual respect between institutions and their host communities.

### 12.2 Recommendations

- i. Nigerian tertiary institutions should invest in training and capacity-building for public relations practitioners to enhance their social media skills.
- ii. Institutions should allocate sufficient funds to support social media activities and address challenges such as poor internet access.
- iii. Public relations departments should be adequately resourced and involved in decision-making processes.
- iv. Institutions should develop strategies to address issues of trust, manipulation, and low public knowledge of social media, particularly in areas with high illiteracy levels.
- v. Further research should be conducted to explore the impact of social media on community relations in Nigerian tertiary institutions and identify best practices.

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