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The Role of Strategic Public Relations in Enhancing Institutional Reputation and Supporting the Objectives of Saudi Vision 2030: An Applied Study on Government Institutions

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Abstract

This study reviews the role of strategic public relations in enhancing institutional reputation and supporting the objectives of Saudi Vision 2030 within government institutions. It adopts a descriptive and integrative literature-review approach to synthesize relevant theoretical perspectives, empirical studies, and official Vision 2030 documents. The review focuses on four interrelated dimensions of strategic public relations: strategic communication planning, stakeholder engagement, communication transparency, and digital responsiveness. The synthesis indicates that public relations generate greater institutional value when it is integrated into organizational planning and senior-level decision-making rather than being limited to publicity, media coverage, and routine information dissemination. It further shows that institutional reputation develops through consistency among communication, organizational performance, transparency, responsiveness, and stakeholder experience. Strategic public relations can support Saudi Vision 2030 by improving public understanding of government initiatives, facilitating stakeholder participation, communicating credible evidence of institutional progress, and strengthening confidence in national transformation programs. Institutional reputation consequently represents both an outcome of strategic communication and a resource that can enhance stakeholder acceptance and cooperation. The study recommends integrating public relations into government strategic planning, establishing measurable communication objectives, strengthening stakeholder dialogue and digital responsiveness, and conducting periodic assessments of institutional reputation. This review contributes an integrated conceptual understanding of the relationship among strategic public relations, government reputation, and national transformation in the Saudi public-sector context.

Keywords: Strategic Public Relations; Institutional Reputation; Government Communication; Saudi Vision 2030; Stakeholder Engagement; Digital Communication.

1. Introduction

Government institutions operate in an increasingly complex communication environment shaped by digital transformation, rapidly changing public expectations, and growing demands for transparency and accountability. Their effectiveness is therefore evaluated not only through service delivery but also through their ability to explain decisions, communicate achievements, and maintain constructive relationships with stakeholders (Canel & Luoma-aho, 2019).

Strategic public relations extend beyond publicity, event management, and routine media coverage. It represents a management function that connects communication activities with institutional objectives through environmental monitoring, stakeholder identification, strategic planning, dialogue, and communication evaluation (Hallahan et al., 2007; Zerfass et al., 2018).

Institutional reputation is a valuable intangible resource formed through stakeholders' cumulative assessments of an institution's credibility, competence, integrity, transparency, and responsiveness. In government institutions, a favorable reputation can strengthen public trust, institutional legitimacy, and stakeholder cooperation, whereas inconsistent communication may weaken confidence in institutional performance (Fombrun, 1996; Luoma-aho, 2007).

Saudi Vision 2030 has increased the importance of strategic government communication by emphasizing institutional effectiveness, accountability, digital transformation, citizen participation, and improved public-sector performance. Achieving these objectives requires government

institutions to communicate national initiatives clearly and demonstrate their value to citizens and other stakeholders (Kingdom of Saudi Arabia, 2016).

Previous studies indicate that media relations, stakeholder engagement, digital communication, and transparent information can contribute to awareness and public support for Vision 2030 initiatives. Nevertheless, public relations creates greater institutional value when it is integrated with strategic planning and evaluated through stakeholder-oriented outcomes rather than the volume of published content alone (Al-Bayedh & Abu Anza, 2024; Gazzaz, 2026).

Accordingly, this study reviews previous literature to explain how strategic public relations can enhance the reputation of government institutions and support the objectives of Saudi Vision 2030. It focuses on strategic communication planning, stakeholder engagement, transparency, and digital communication as central mechanisms connecting public relations practices with institutional reputation and national transformation.

1.1 Research Problem

Saudi Vision 2030 has expanded the responsibilities of government institutions by emphasizing institutional effectiveness, transparency, accountability, digital transformation, and citizen participation. Consequently, government institutions are expected not only to implement national programs but also to explain their objectives, communicate their achievements, respond to stakeholder expectations, and demonstrate the public value of their activities (Kingdom of Saudi Arabia, 2016).

Despite the growing importance of communication, public relations in some institutions may remain focused on operational activities such as publishing news, organizing events, managing protocol, and coordinating media coverage. Although these activities are important, they provide limited strategic value when they are not connected with institutional planning, stakeholder research, decision-making, and performance evaluation (Hallahan et al., 2007; Zerfass et al., 2018).

This distinction creates an important institutional challenge. A high level of communication activity does not necessarily produce public trust or a favorable reputation. Institutional reputation develops through consistency between communicated messages, actual performance, stakeholder experiences, transparency, and responsiveness. Therefore, government institutions must evaluate communication according to its influence on stakeholder relationships and institutional credibility rather than solely according to the amount of content produced (Fombrun, 1996; Canel & Luoma-aho, 2019).

Previous studies have examined public relations, institutional reputation, stakeholder engagement, and communication related to Vision 2030. However, these subjects are frequently addressed separately. Limited literature has integrated strategic public relations, government institutional reputation, and support for Saudi Vision 2030 within one conceptual framework. Further synthesis is therefore required to clarify how communication planning, stakeholder engagement, transparency, and digital communication contribute to reputation and national transformation (Al-Bayedh & Abu Anza, 2024; Gazzaz, 2026).

Accordingly, the research problem concerns the need for an integrated literature-based understanding of how strategic public relations enhances the reputation of Saudi government institutions and supports the objectives of Saudi Vision 2030. The study addresses this problem by reviewing and

synthesizing relevant theoretical perspectives, previous empirical findings, and official national transformation priorities.

Main Research Question

How can strategic public relations enhance institutional reputation and support the objectives of Saudi Vision 2030 within government institutions?

1.2 Research Objectives

This study aims to develop an integrated understanding of the strategic role of public relations in Saudi government institutions through the following objectives:

1. To examine how strategic public relations practices contribute to enhancing the reputation, credibility, transparency, and responsiveness of government institutions.
2. To identify how strategic communication planning, stakeholder engagement, and digital communication can support the institutional objectives associated with Saudi Vision 2030.
3. To synthesize previous studies and develop practical recommendations for integrating public relations into government planning and reputation management.

1.3 Research Questions

The study seeks to answer the following questions:

1. How does strategic public relations contribute to enhancing the reputation of government institutions?
2. How can strategic public relations support the objectives and institutional priorities of Saudi Vision 2030?
3. What strategic communication practices should government institutions adopt to strengthen stakeholder confidence and participation?

1.4 Significance of the Study

1.4.1 Theoretical Significance

The study contributes to strategic public relations literature by integrating public relations, institutional reputation, and national transformation within one conceptual discussion. It also applies stakeholder and strategic communication perspectives to government institutions, which operate under conditions of public accountability, policy implementation, institutional legitimacy, and continuous stakeholder evaluation (Freeman et al., 2010; Canel & Luoma-aho, 2019).

By reviewing the relationships among communication planning, stakeholder engagement, transparency, digital communication, and institutional reputation, the study provides a structured explanation of how public relations creates value in the public sector. This approach extends the understanding of public relations beyond publicity and media visibility toward relationship management, institutional learning, and strategic decision-making (Grunig, 2009; Zerfass et al., 2018).

1.4.2 Practical Significance

The study can assist leaders and communication professionals in evaluating whether their public relations activities are aligned with institutional objectives. It emphasizes that effective public relations require measurable goals, stakeholder research, transparent messages, appropriate communication channels, continuous dialogue, and systematic evaluation of communication outcomes (Hallahan et al., 2007).

The review can also help government institutions identify practices that strengthen credibility, responsiveness, and public confidence. These practices include timely information disclosure, accessible digital platforms, stakeholder consultation, social-media engagement, and coordination between communication departments and senior management (Chon et al., 2021; Wang et al., 2023).

1.4.3 National Significance

The study is nationally significant because it connects government communication with the priorities of Saudi Vision 2030. Effective communication can increase public understanding of national initiatives, explain institutional achievements, address misinformation, encourage participation, and strengthen stakeholder support for transformation programs (Kingdom of Saudi Arabia, 2016; Al-Bayedh & Abu Anza, 2024).

Strategic public relations can therefore support Vision 2030 by translating national objectives into understandable institutional messages and demonstrating how government programs contribute to social and economic development. This makes communication an integral component of national transformation rather than a secondary administrative activity.

1.4.4 Institutional Significance

A favorable institutional reputation can improve stakeholder confidence, strengthen acceptance of government initiatives, and encourage cooperation with public programs. By identifying the communication practices associated with credibility and trust, this study can help government institutions manage reputational opportunities and risks more systematically (Luoma-aho, 2007; Canel & Luoma-aho, 2019).

The proposed literature-based framework can also serve as a reference for reviewing government communication strategies. Institutions may use it to assess the extent to which their communication practices reflect strategic alignment, stakeholder orientation, transparency, digital responsiveness, and commitment to Saudi Vision 2030 objectives.

2. Literature Review

2.1 Strategic Public Relations

Public relations have gradually developed from a technical function concerned mainly with publicity, press releases, media relations, and event organization into a strategic management function that contributes to institutional planning, decision-making, stakeholder relationships, and organizational performance. This development reflects the increasing recognition that communication affects how institutions understand their environments, respond to stakeholder expectations, and achieve their long-term objectives (Grunig, 2009; Zerfass et al., 2018).

Strategic public relations can be defined as the deliberate management of communication and relationships between an institution and its stakeholders to achieve mutually beneficial outcomes. It involves environmental scanning, stakeholder identification, objective setting, message development, channel selection, implementation, and performance evaluation. Communication becomes strategic when these activities are aligned with the institution's mission, responsibilities, and future direction (Hallahan et al., 2007).

A major characteristic of strategic public relations is the participation of communication professionals in institutional decision-making. Public relations departments can provide institutional leaders with information about stakeholder concerns, emerging issues, public expectations, and reputational risks. This boundary-spanning role allows communication professionals to connect the institution with its social and political environment and helps decision-makers consider stakeholder interests when developing policies and programs (Grunig, 2009; Freeman et al., 2010).

Strategic public relations also require a shift from evaluating communication according to outputs toward evaluating it according to outcomes. The number of press releases, social-media posts, media appearances, and events represents communication activity but does not necessarily demonstrate institutional value. More meaningful indicators include stakeholder awareness, understanding, trust, engagement, satisfaction, behavioral support, and institutional reputation (Zerfass et al., 2018).

In government institutions, strategic public relations have additional importance because government decisions affect diverse groups and are subject to continuous public examination. Communication departments must therefore explain policies, facilitate access to information, manage public expectations, address misinformation, and provide mechanisms through which citizens can communicate their concerns. Government public relations consequently combine strategic communication with public accountability and democratic responsibility (Canel & Luoma-aho, 2019).

2.2 Institutional Reputation

Institutional reputation refers to the collective and cumulative assessments that stakeholders develop regarding an institution's conduct, performance, credibility, and ability to fulfill its responsibilities. Reputation develops over time through direct experiences, institutional communication, media coverage, public discussion, and comparisons between institutional promises and actual performance (Fombrun, 1996).

Reputation differs from institutional image. Image may refer to an immediate impression held by stakeholders, whereas reputation represents a more enduring evaluation based on repeated interactions and accumulated information. An institution may temporarily improve its public image through promotional communication, but it cannot maintain a favorable reputation without consistent performance, credible behavior, and trustworthy relationships (Veh et al., 2019).

The reputation of government institutions is particularly complex because these institutions serve multiple stakeholders whose expectations may differ. Citizens may evaluate accessibility and service quality, employees may focus on leadership and internal communication, media organizations may emphasize transparency, and policymakers may concentrate on institutional performance and compliance. Government reputation therefore reflects evaluations of competence, integrity, responsiveness, fairness, transparency, and public value (Luoma-aho, 2007; Canel & Luoma-aho, 2019).

A favorable reputation can provide government institutions with important strategic benefits. It may strengthen public confidence, increase acceptance of institutional decisions, reduce resistance to change, and encourage stakeholder cooperation. Reputation can also protect institutions during uncertainty because stakeholders may be more willing to give credible institutions an opportunity to explain problems and implement corrective measures (Luoma-aho, 2007).

However, reputation cannot be created by communication alone. Promotional messages that are inconsistent with institutional behavior may increase skepticism and reputational risk. Strategic public relations contribute to reputation when it communicates verifiable performance, acknowledges challenges, responds to stakeholder concerns, and ensures consistency between institutional identity, public messages, and actual practices (Fombrun, 1996; Romenti, 2013).

2.3 Stakeholder Engagement and Government–Public Relationships

Stakeholder Theory proposes that institutions should consider the interests of individuals and groups who affect or are affected by institutional decisions. Government institutions have broad stakeholder networks that may include citizens, employees, businesses, civil-society organizations, media institutions, investors, public agencies, and international partners. Effective communication requires understanding these groups and recognizing that they differ in their interests, influence, information needs, and preferred communication channels (Freeman, 1984; Freeman et al., 2010).

Stakeholder engagement extends beyond informing the public about decisions that have already been made. It involves consultation, dialogue, participation, feedback, and the incorporation of relevant stakeholder perspectives into institutional processes. Engagement is therefore based on two-way communication in which institutions communicate information while also listening and responding to their stakeholders (Grunig, 2009).

Government–public relationships become stronger when stakeholders have meaningful access to institutional information and decision-makers. Research indicates that accessibility contributes to trust and relationship satisfaction because it reduces uncertainty and demonstrates institutional openness. When stakeholders can obtain information, ask questions, express concerns, and receive timely responses, they are more likely to perceive an institution as responsible and responsive (Chon et al., 2021).

Engagement can also support the implementation of public programs. Stakeholders who understand institutional objectives and feel that their perspectives have been considered may be more willing to cooperate with government initiatives. Conversely, one-way communication may limit understanding, create resistance, and increase the gap between institutional intentions and public perceptions (Canel & Luoma-aho, 2019).

For engagement to have strategic value, government institutions should identify relevant stakeholders, assess their expectations, establish appropriate consultation mechanisms, and demonstrate how feedback influences institutional actions. Engagement that is conducted only for symbolic purposes may weaken trust if stakeholders believe their participation has no effect on decisions or service improvement (Freeman et al., 2010).

2.4 Transparency and Institutional Credibility

Transparency refers to the extent to which institutions provide stakeholders with accurate, relevant, accessible, and timely information concerning their decisions, responsibilities, performance, and use of resources. In the public sector, transparency is closely connected with accountability because citizens require information to evaluate government actions and understand how institutional decisions affect them (Canel & Luoma-aho, 2019).

Communication transparency is not achieved merely by publishing large amounts of information. Information must be understandable, current, accessible, and relevant to stakeholder needs. Government institutions may publish extensive reports while still being perceived as unclear if the information is technically complex, difficult to locate, incomplete, or disconnected from public concerns (Canel & Luoma-aho, 2019).

Transparent communication can strengthen credibility by reducing uncertainty and enabling stakeholders to evaluate institutional performance. It is especially important during crises, organizational changes, policy implementation, and controversial decisions. Early and accurate communication may reduce speculation, limit misinformation, and demonstrate that the institution accepts responsibility for explaining its actions (Romenti, 2013).

Transparency should also include communication about institutional challenges and corrective measures. Communication that emphasizes achievements while ignoring failures may be interpreted as promotional rather than informative. A balanced approach that explains progress, limitations, and future actions can contribute to greater credibility and a more sustainable institutional reputation (Luoma-aho, 2007).

Nevertheless, transparency must be managed within legal, ethical, privacy, and security requirements. Government institutions should balance public access to information with the protection of confidential data. Strategic public relations can assist this process by establishing clear disclosure policies and ensuring consistency across institutional departments and communication platforms.

2.5 Digital Communication and Social Media

Digital transformation has changed the relationship between government institutions and their stakeholders. Websites, social-media platforms, mobile applications, and electronic services enable institutions to distribute information quickly, communicate directly with citizens, and receive

immediate feedback. These platforms have therefore become important components of government communication and public-service delivery (Wang et al., 2023).

Social media has reduced institutional control over public communication because stakeholders can create, share, and evaluate information independently. Government institutions must consequently participate in continuous digital conversations rather than relying exclusively on formal announcements. Digital public relations require monitoring discussions, responding to questions, correcting misinformation, and adapting messages to different platforms and audiences (Wang et al., 2023).

Digital communication can enhance institutional reputation when it improves accessibility, responsiveness, and service experience. A well-designed digital presence allows stakeholders to locate information, understand procedures, follow institutional achievements, and communicate directly with responsible departments. Rapid and respectful responses can demonstrate institutional competence and concern for stakeholder needs (Chon et al., 2021).

However, the existence of digital platforms does not necessarily indicate effective communication. Delayed responses, inconsistent information, inaccessible content, or the use of social media solely for promotional purposes may weaken stakeholder confidence. Institutions should therefore evaluate digital communication according to response quality, accessibility, engagement, accuracy, and its contribution to institutional objectives (Zerfass et al., 2018).

Government institutions should also ensure coordination across websites, social-media accounts, applications, and traditional media. Contradictory messages across different platforms may create confusion and reputational risk. Strategic digital communication requires clear responsibilities, approved information processes, trained employees, continuous monitoring, and established procedures for managing emerging issues.

2.6 Strategic Public Relations and Saudi Vision 2030

Saudi Vision 2030 represents a comprehensive national transformation framework based on three principal themes: a vibrant society, a thriving economy, and an ambitious nation. It emphasizes government effectiveness, transparency, accountability, institutional capability, digital transformation, citizen participation, and improved public services (Kingdom of Saudi Arabia, 2016).

Government institutions play a central role in translating these national objectives into programs, policies, and services. Their success depends not only on administrative implementation but also on their ability to explain initiatives, communicate measurable progress, and demonstrate how institutional programs contribute to broader social and economic development. Communication is therefore an essential component of Vision 2030 implementation.

Strategic public relations can support Vision 2030 by connecting institutional communication plans with national priorities. Communication departments can translate complex policies into understandable messages, identify relevant stakeholders, explain the expected benefits of government initiatives, and provide opportunities for participation and feedback (Al-Bayedh & Abu Anza, 2024).

Previous Saudi research suggests that media communication, social media, and stakeholder engagement contribute to awareness of and support for Vision 2030 initiatives. This indicates that

public relations can strengthen national transformation when communication is continuous, credible, audience-specific, and supported by evidence of institutional performance (Al-Bayedh & Abu Anza, 2024).

Comparative research on public relations strategies in Saudi and international institutions also highlights the importance of developing communication tools and strategic practices suited to changing stakeholder expectations. Such development requires qualified communication professionals, institutional support, digital capabilities, and the integration of public relations with organizational decision-making (Gazzaz, 2026).

Strategic public relations can further support Vision 2030 by strengthening confidence in the institutions responsible for national transformation. Stakeholders are more likely to support programs implemented by institutions they perceive as competent, transparent, and responsive. Institutional reputation may therefore serve as an important link between government communication and stakeholder support for Vision 2030.

2.7 Relationship Between Strategic Public Relations and Institutional Reputation

The relationship between strategic public relations and institutional reputation is based on communication quality, institutional behavior, and stakeholder experience. Strategic planning ensures that messages are consistent with institutional objectives, while stakeholder engagement helps institutions understand and respond to public expectations. Transparency enhances credibility, and digital communication improves accessibility and responsiveness (Hallahan et al., 2007; Canel & Luoma-aho, 2019).

When these practices are implemented consistently, stakeholders can develop more favorable evaluations of institutional competence, integrity, and reliability. Public relations therefore contributes to reputation by creating opportunities for understanding, dialogue, and relationship development rather than by attempting to control stakeholder opinions through promotional communication (Grunig, 2009).

Institutional reputation can subsequently strengthen the effectiveness of government communication. Messages issued by reputable institutions are more likely to be perceived as credible, while government initiatives introduced by trusted institutions may receive greater stakeholder acceptance. Reputation therefore functions as both an outcome of strategic communication and a resource that facilitates future institutional action (Luoma-aho, 2007).

Within the context of Saudi Vision 2030, this relationship becomes particularly important because national transformation requires public understanding, participation, and cooperation. Strategic public relations can communicate the relevance of national initiatives, while a favorable institutional reputation can increase confidence in the institutions responsible for their implementation.

2.8 Research Gap

The reviewed literature confirms the importance of strategic communication, stakeholder relationships, transparency, digital communication, and institutional reputation. Nevertheless, these concepts are often examined separately, and limited research integrates them within a single framework focused specifically on Saudi government institutions and Vision 2030 (Al-Bayedh & Abu Anza, 2024).

A contextual gap remains because a considerable proportion of reputation research has focused on private companies or non-Saudi settings. Government institutions differ from private organizations because they operate under public accountability, policy obligations, political scrutiny, and diverse stakeholder expectations. The direct application of corporate reputation models to Saudi government institutions may therefore overlook important contextual factors (Luoma-aho, 2007; Canel & Luoma-aho, 2019).

A conceptual gap also exists regarding the relationship between institutional reputation and support for national transformation. Previous studies demonstrate that communication can promote awareness of Vision 2030, but additional synthesis is required to explain how reputation influences stakeholder acceptance, confidence, participation, and cooperation with government initiatives.

This study addresses these gaps by integrating strategic public relations, institutional reputation, and support for Saudi Vision 2030 within a literature-based framework. It identifies strategic planning, stakeholder engagement, transparency, and digital communication as central practices through which government institutions can strengthen their reputation and contribute to national transformation.

3. Review Methodology

3.1 Research Design

This study adopted a descriptive and integrative literature-review design to examine the role of strategic public relations in enhancing institutional reputation and supporting the objectives of Saudi Vision 2030 within government institutions. A literature-based design was selected because the study seeks to synthesize existing theoretical perspectives and empirical evidence rather than collect new primary data through questionnaires or interviews (Snyder, 2019).

The integrative approach enables the study to combine findings from strategic communication, public relations, stakeholder engagement, institutional reputation, government communication, digital transformation, and Saudi Vision 2030 literature. This approach is appropriate when the research problem involves interconnected concepts examined across different academic disciplines and institutional contexts (Torraco, 2016).

The study does not include a field sample, questionnaire, experiment, or statistical hypothesis testing. Its conclusions are developed through the structured comparison and interpretation of previous studies and official documents. Therefore, the findings represent a synthesis of existing knowledge rather than new statistical evidence.

3.2 Literature Search Strategy

The literature search focused on peer-reviewed journal articles, academic books, scholarly reports, and official Saudi Vision 2030 documents related to the study's principal concepts. The search was guided by combinations of the following keywords:

- Strategic public relations
- Institutional reputation
- Government communication
- Public-sector communication
- Stakeholder engagement
- Government transparency
- Digital public relations
- Social-media communication
- Saudi Vision 2030
- Saudi government institutions
- Government–public relationships
- Institutional trust and legitimacy

The search terms were combined using expressions such as “strategic public relations and institutional reputation,” “government communication and stakeholder engagement,” and “public relations and Saudi Vision 2030.” This approach enabled the review to identify literature addressing both the general theoretical foundations and the specific Saudi institutional context.

Relevant literature was identified through academic databases and scholarly search platforms, including Google Scholar, Scopus-indexed sources, Web of Science-indexed publications, publisher databases, and reference lists of previously identified studies. Official documents were obtained from Saudi Vision 2030 and relevant government sources.

3.3 Inclusion and Exclusion Criteria

Sources were included when they met one or more of the following criteria:

1. They examined strategic public relations or strategic communication.
2. They addressed institutional or organizational reputation.
3. They investigated public-sector or government communication.
4. They discussed stakeholder engagement, transparency, trust, legitimacy, or digital communication.
5. They examined communication practices related to Saudi institutions or Saudi Vision 2030.
6. They provided a recognized theoretical framework relevant to the relationship between institutions and their stakeholders.

Priority was given to peer-reviewed publications, established academic books, and official government documents. Recent studies were emphasized to reflect developments in digital communication and Vision 2030, while foundational publications were retained when necessary to explain important concepts such as stakeholder relationships, strategic communication, and institutional reputation.

Sources were excluded when they lacked a clear relationship with the study variables, focused exclusively on commercial marketing without institutional implications, contained insufficient methodological information, or repeated evidence already presented in more relevant publications. Non-academic online content and promotional materials were not treated as primary scholarly evidence.

3.4 Literature Review and Synthesis Process

The selected literature was reviewed through a multi-stage process. First, the titles and abstracts of potentially relevant publications were examined to determine their relationship with the research objectives. Second, relevant sources were read to identify their theoretical foundations, research contexts, methods, principal findings, and practical implications.

Third, the evidence was organized into the following thematic categories:

1. Strategic communication planning and managerial integration.
2. Stakeholder identification, engagement, and dialogue.
3. Transparency, accessibility, and institutional accountability.
4. Digital communication and responsiveness.
5. Institutional credibility, trust, and reputation.
6. Communication support for Saudi Vision 2030 objectives.

Fourth, findings within each category were compared to identify areas of agreement, difference, and complementarity. Greater attention was given to findings supported by multiple sources or by established theoretical perspectives. The review also considered differences between private-sector and government institutions to avoid transferring corporate communication conclusions directly to the public sector without contextual evaluation.

Finally, the identified themes were integrated into a conceptual explanation of how strategic public relations may contribute to institutional reputation and Vision 2030. The synthesis focused on communication mechanisms and practical implications rather than calculating statistical effect sizes.

3.5 Analytical Framework

The literature was interpreted through Stakeholder Theory and the strategic communication perspective. Stakeholder Theory explains that institutions should identify and respond to individuals and groups who affect or are affected by institutional actions. From this perspective, institutional reputation develops partly through the quality of relationships between government institutions and their stakeholders (Freeman, 1984; Freeman et al., 2010).

The strategic communication perspective explains how deliberate and coordinated communication can support institutional objectives. It emphasizes alignment between communication activities, organizational strategy, stakeholder expectations, and measurable outcomes. This perspective is particularly relevant because the study examines public relations as a management function rather than as a collection of publicity activities (Hallahan et al., 2007; Zerfass et al., 2018).

Based on these perspectives, the review assumes that strategic communication planning influences the consistency and relevance of institutional messages; stakeholder engagement facilitates dialogue

and institutional learning; transparency strengthens credibility; and digital communication improves accessibility and responsiveness. Together, these practices can influence institutional reputation and stakeholder support for government initiatives.

Institutional reputation is consequently treated as a strategic outcome created through the interaction of communication, institutional behavior, and stakeholder experience. It is also considered an enabling resource that can strengthen stakeholder acceptance of institutional programs and confidence in government initiatives associated with Saudi Vision 2030.

3.6 Quality and Credibility of the Review

Several procedures were followed to strengthen the credibility of the review. The study relied primarily on peer-reviewed academic literature, established scholarly books, and official Vision 2030 documents. Foundational sources were combined with recent studies to ensure theoretical depth and contemporary relevance.

The review also compared evidence from different research contexts rather than depending on a single study. When findings from corporate settings were used, their relevance to government institutions was evaluated carefully because public institutions operate under different conditions of accountability, legitimacy, and stakeholder diversity (Canel & Luoma-aho, 2019).

The study distinguishes between evidence reported by previous empirical studies and interpretations developed through the present review. It does not claim that the identified relationships were statistically tested within a new sample. Instead, its conclusions reflect patterns, mechanisms, and implications consistently identified across the reviewed literature.

3.7 Ethical Considerations

Because the study is based entirely on publicly available academic and official sources, it does not involve human participants, personal information, or confidential institutional data. Consequently, participant consent and institutional ethical approval were not required.

Nevertheless, academic integrity was maintained by acknowledging all sources, presenting previous findings accurately, avoiding unsupported statistical claims, and distinguishing the conclusions of earlier studies from the interpretations proposed in the present review. References are documented according to APA style to ensure transparency and enable readers to consult the original publications.

4. Findings of the Literature Review

The reviewed literature reveals that strategic public relations contribute to institutional reputation and national transformation through several interconnected mechanisms. These mechanisms include strategic communication planning, managerial integration, stakeholder engagement, transparency, digital responsiveness, and alignment with institutional performance. The findings presented in this section represent a thematic synthesis of previous studies rather than the results of a new field survey or statistical analysis.

4.1 Strategic Planning and Managerial Integration

The literature indicates that public relations create greater institutional value when communication is connected directly with organizational strategy. Strategic communication planning enables government institutions to define communication objectives, identify relevant stakeholders, select appropriate messages and channels, anticipate reputational risks, and evaluate communication outcomes (Hallahan et al., 2007; Zerfass et al., 2018).

Public relations departments that operate separately from senior management may receive information only after decisions have been finalized. Under such conditions, communication professionals are expected to explain decisions without participating in the process through which those decisions were developed. Their contribution consequently becomes reactive rather than strategic (Grunig, 2009).

Managerial integration allows public relations professionals to communicate stakeholder expectations to institutional leaders before policies and programs are implemented. Communication professionals can monitor public discussion, identify emerging concerns, assess reputational risks, and recommend communication approaches that support both institutional objectives and stakeholder interests (Freeman et al., 2010).

The reviewed literature therefore suggests that government institutions should involve communication departments in strategic planning and decision-making. This involvement can improve the consistency between institutional actions and communicated messages, reducing the risk that communication promises exceed actual institutional performance (Zerfass et al., 2018).

Strategic planning also requires measurable communication objectives. Objectives such as increasing understanding, improving access to information, strengthening confidence, or encouraging stakeholder participation are more meaningful than general objectives such as “increasing media coverage.” Outcome-oriented planning makes it possible to connect public relations with institutional performance and reputation.

4.2 Stakeholder Engagement and Institutional Learning

Stakeholder engagement appears consistently in the literature as a central component of strategic public relations. Government institutions interact with diverse groups whose expectations, knowledge, influence, and communication preferences differ. Effective communication therefore requires systematic stakeholder identification rather than treating the general public as a single homogeneous audience (Freeman, 1984; Freeman et al., 2010).

The literature further indicates that stakeholder engagement should include listening and institutional response. One-way communication can distribute information efficiently but provides limited opportunities to understand stakeholder concerns. Dialogue, consultation, surveys, public meetings, digital feedback, and community partnerships can provide government institutions with information that supports service improvement and more informed decision-making (Canel & Luoma-aho, 2019).

Access to institutional representatives and information can strengthen government–public relationships. When stakeholders can obtain answers, express concerns, and receive timely responses,

they may develop stronger perceptions of institutional openness and responsiveness. Such access can contribute to trust and relationship satisfaction (Chon et al., 2021).

Stakeholder engagement also supports institutional learning. Feedback allows government institutions to identify gaps between intended policies and stakeholder experiences. Institutions can use this knowledge to adjust services, clarify messages, manage expectations, and identify emerging reputational risks before they develop into larger problems.

However, engagement may damage reputation when it is conducted symbolically. Inviting stakeholders to participate without explaining how their feedback was considered may create frustration and skepticism. Credible engagement therefore requires institutions to communicate what feedback was received, how it was evaluated, and whether it influenced institutional actions.

4.3 Transparency, Accountability, and Credibility

The reviewed studies identify transparency as one of the most important communication practices influencing government credibility. Transparency provides stakeholders with the information necessary to understand institutional decisions, evaluate performance, and hold government institutions accountable for their responsibilities (Canel & Luoma-aho, 2019).

Effective transparency depends on the quality rather than merely the quantity of published information. Government information should be accurate, timely, accessible, relevant, and understandable to non-specialist audiences. Publishing complex technical reports without explanation may satisfy formal disclosure requirements but may not improve public understanding.

Transparent communication is particularly important during institutional change, public controversy, service disruption, or crisis. Silence and delayed responses can allow misinformation and speculation to develop, whereas early communication can reduce uncertainty and demonstrate institutional responsibility. When complete information is unavailable, institutions should explain what is known, what remains uncertain, and when additional information will be provided.

The literature also suggests that credible institutions communicate both achievements and challenges. Communication that consistently emphasizes success while ignoring difficulties may be perceived as promotional. Balanced disclosure can strengthen authenticity by demonstrating that the institution is willing to acknowledge limitations and implement corrective measures (Luoma-aho, 2007).

Transparency must be supported by institutional behavior. Communication cannot compensate permanently for poor performance, unfair procedures, or unfulfilled commitments. Sustainable reputation emerges when transparent communication is consistent with service quality, ethical conduct, accountability, and demonstrated institutional competence (Fombrun, 1996; Veh et al., 2019).

4.4 Digital Communication and Institutional Responsiveness

Digital communication has become an essential dimension of strategic public relations. Government websites, social-media platforms, applications, and electronic services allow institutions to communicate directly with stakeholders and provide information without depending entirely on traditional media (Wang et al., 2023).

The literature shows that digital platforms can improve institutional accessibility by enabling citizens to obtain information, follow government initiatives, access services, submit feedback, and communicate with responsible departments. Digital communication can consequently support transparency and engagement while reducing communication barriers.

Social media also enables immediate public discussion of government programs and performance. This creates opportunities for dialogue but also exposes institutions to rapid reputational risks. Inaccurate information, negative experiences, and institutional mistakes may circulate widely before formal communication responses are prepared (Wang et al., 2023).

Digital responsiveness is therefore an important indicator of communication quality. Stakeholders may evaluate an institution not only according to whether it has social-media accounts but also according to whether questions are answered accurately, respectfully, and within a reasonable period. Automated or delayed responses may weaken perceptions of institutional concern and accessibility.

Effective digital communication requires coordination across institutional channels. Information published through websites, social-media platforms, applications, and traditional media should be consistent. Government institutions should establish clear responsibilities for digital monitoring, content approval, response management, correction of misinformation, and crisis communication.

4.5 Strategic Public Relations and Institutional Reputation

The literature supports a strong conceptual relationship between strategic public relations and institutional reputation. Communication planning increases message consistency, stakeholder engagement strengthens relationships, transparency contributes to credibility, and digital responsiveness demonstrates accessibility. Together, these practices influence stakeholder evaluations of institutional competence, integrity, and reliability (Canel & Luoma-aho, 2019).

Public relations influences reputation most effectively when communication reflects actual institutional performance. Stakeholders compare public messages with their experiences of government services, employee behavior, institutional decisions, and responses to problems. Significant inconsistency between communication and behavior may produce distrust rather than reputation improvement (Fombrun, 1996).

Institutional reputation is cumulative and cannot be created through a single communication campaign. It develops through repeated interactions and continued evidence that the institution fulfills its responsibilities. Government institutions should therefore manage reputation as a long-term strategic process rather than as a temporary effort to improve visibility.

A favorable reputation can strengthen institutional legitimacy and cooperation. Stakeholders may be more willing to accept difficult decisions, participate in public programs, or tolerate temporary institutional problems when they perceive the responsible institution as credible and competent (Luoma-aho, 2007).

Reputation also influences the effectiveness of future communication. Information from a highly credible institution is more likely to be accepted, while messages from an institution with a weak reputation may be questioned even when they are accurate. Reputation therefore represents both an

outcome of strategic public relations and a resource that affects subsequent institutional communication.

4.6 Public Relations Support for Saudi Vision 2030

The reviewed literature indicates that strategic public relations can support Saudi Vision 2030 by increasing awareness and understanding of national transformation initiatives. Vision 2030 includes broad social, economic, technological, and institutional objectives that require clear explanations adapted to different stakeholder groups (Kingdom of Saudi Arabia, 2016).

Government institutions can use strategic communication to explain how their programs contribute to the themes of a vibrant society, a thriving economy, and an ambitious nation. This connection helps stakeholders understand the relationship between individual government initiatives and the broader direction of national development.

Saudi research demonstrates the importance of media relations, social media, and stakeholder engagement in promoting awareness of Vision 2030 initiatives. Communication can strengthen public support when it explains institutional objectives, presents credible evidence of progress, and provides opportunities for stakeholder participation (Al-Bayedh & Abu Anza, 2024).

Comparative evidence also suggests that Saudi institutions can benefit from developing more integrated and stakeholder-oriented public relations strategies. The effectiveness of such strategies depends on institutional context, professional capabilities, communication technology, leadership support, and the ability to evaluate communication outcomes (Gazzaz, 2026).

Strategic public relations may also help manage expectations regarding national transformation. Large-scale reforms require time and may involve administrative, economic, and social challenges. Transparent communication can explain implementation stages, acknowledge difficulties, communicate corrective actions, and prevent unrealistic expectations.

Institutional reputation strengthens this contribution because stakeholders are more likely to support transformation programs communicated by institutions, they consider credible, competent, and transparent. Reputation therefore connects strategic government communication with stakeholder confidence in Vision 2030 implementation.

4.7 Integrated Thematic Findings

The literature review identifies five principal findings. First, public relations contribute most effectively to government institutions when it is integrated into strategic planning and senior-level decision-making. Operational communication alone is insufficient for managing stakeholder expectations and reputational risks (Grunig, 2009; Zerfass et al., 2018).

Second, institutional reputation is developed through the interaction between communication and performance. Strategic messages can explain institutional value, but reputation ultimately depends on the consistency between institutional promises, behavior, services, and stakeholder experiences (Fombrun, 1996; Veh et al., 2019).

Third, stakeholder engagement and transparency are essential foundations of government credibility. Institutions strengthen relationships when they provide accessible information, listen to stakeholder concerns, respond meaningfully, and demonstrate how public feedback contributes to institutional improvement (Chon et al., 2021).

Fourth, digital communication increases both opportunities and risks. It improves speed, accessibility, and dialogue but also increases stakeholder expectations for immediate and accurate responses. Digital platforms must therefore be managed as strategic relationship channels rather than as tools for distributing institutional announcements (Wang et al., 2023).

Fifth, strategic public relations supports Saudi Vision 2030 by explaining national initiatives, connecting institutional programs with national priorities, encouraging participation, and strengthening confidence in government institutions. This contribution becomes more effective when communication is transparent, evidence-based, and supported by a favorable institutional reputation (Kingdom of Saudi Arabia, 2016; Al-Bayedh & Abu Anza, 2024).

5. Discussion

The literature review demonstrates that strategic public relations can contribute to institutional reputation and Saudi Vision 2030 through an integrated process involving communication planning, stakeholder engagement, transparency, digital responsiveness, and alignment between communication and institutional performance. These dimensions should not be treated as isolated activities because their combined implementation determines how stakeholders evaluate government institutions.

5.1 Public Relations as a Strategic Management Function

The findings support the view that public relations should be incorporated into institutional management rather than limited to media relations and operational communication. Public relations create strategic value when communication professionals participate in planning, provide stakeholder intelligence, identify reputational risks, and connect communication objectives with institutional priorities (Grunig, 2009; Zerfass et al., 2018).

This interpretation is consistent with the strategic communication perspective, which emphasizes purposeful communication conducted to achieve organizational objectives. Government communication becomes strategic when institutions understand their environments, identify affected stakeholders, develop clear objectives, coordinate messages, and evaluate stakeholder-oriented outcomes (Hallahan et al., 2007).

In the Saudi governmental context, managerial integration is particularly important because institutions are responsible for implementing programs connected with national transformation. Communication professionals should understand institutional objectives and Vision 2030 priorities before developing messages. Without this strategic knowledge, communication may describe activities without explaining their contribution to broader national objectives.

Public relations departments should therefore be represented in relevant planning and decision-making processes. Their role should include advising leaders about stakeholder expectations,

identifying potential communication consequences of institutional decisions, and developing proactive strategies for emerging issues.

5.2 Communication and Institutional Performance

The review indicates that institutional reputation is shaped by communication but cannot be separated from actual performance. Strategic public relations can increase awareness and understanding, but it cannot create a sustainable favorable reputation when stakeholder experiences contradict institutional messages (Fombrun, 1996; Veh et al., 2019).

This relationship means that communication departments should coordinate closely with operational and service-delivery departments. Public messages should reflect realistic institutional capabilities, verified achievements, and measurable outcomes. Communication claims that cannot be supported by evidence may produce short-term visibility but create long-term reputational risk.

Government institutions should also treat stakeholder complaints and negative feedback as information about possible performance gaps. Public relations can communicate these concerns to responsible departments and monitor the institutional response. In this way, communication becomes part of organizational learning and service improvement rather than merely a mechanism for defending institutional decisions.

Institutional reputation consequently reflects the combined influence of performance, behavior, communication, and stakeholder experience. A credible communication strategy should support institutional improvement while ensuring that stakeholders receive accurate explanations of achievements, limitations, and corrective actions.

5.3 Stakeholder Engagement, Trust, and Legitimacy

The findings confirm that stakeholder engagement represents a central mechanism connecting public relations with institutional reputation. Stakeholder Theory emphasizes that institutions create sustainable value by recognizing the interests of groups affected by their actions and maintaining responsible relationships with them (Freeman, 1984; Freeman et al., 2010).

In government institutions, engagement can strengthen legitimacy by enabling citizens and other stakeholders to understand policies and communicate their needs. Dialogue may not eliminate disagreement, but it can increase procedural confidence when stakeholders believe that institutions provide accurate information, listen respectfully, and explain the reasoning behind their decisions.

Trust develops through repeated experiences of institutional competence, honesty, reliability, and responsiveness. Access to government information and representatives can improve relationship satisfaction because it reduces uncertainty and demonstrates openness (Chon et al., 2021).

The findings also indicate that engagement must be meaningful. Government institutions should avoid presenting consultation as stakeholder participation when decisions have already been finalized and feedback cannot influence implementation. Institutions should clearly communicate the scope of participation and explain how stakeholder contributions were considered.

Stakeholder engagement should therefore be institutionalized through regular consultation mechanisms rather than activated only during crises. Continuous engagement can help institutions identify changing expectations, prevent misunderstandings, and establish relationships that support cooperation during periods of change.

5.4 Transparency and Reputation Management

Transparency emerges from the literature as both an ethical responsibility and a strategic communication practice. Government institutions are accountable to the public and must provide sufficient information for stakeholders to understand decisions and evaluate institutional performance (Canel & Luoma-aho, 2019).

Transparent communication can reduce uncertainty and limit the development of misinformation. This is particularly important during crises or controversial decisions, when information gaps may be filled by speculation and unofficial interpretations. Timely communication allows institutions to frame issues with verified facts while acknowledging uncertainty where it exists.

Nevertheless, transparency does not mean publishing every piece of institutional information without evaluation. Government institutions must protect personal data, confidential information, and national security requirements. Strategic transparency involves balancing public access with legitimate legal and ethical restrictions.

Reputation management should consequently be based on openness and institutional responsibility rather than the suppression of criticism. Institutions can strengthen credibility by acknowledging problems, explaining corrective action, and providing evidence of improvement. Attempts to conceal significant problems may create greater reputational damage when information becomes publicly available.

5.5 Digital Communication as a Strategic Capability

Digital communication provides government institutions with opportunities to improve accessibility, engagement, and public-service experience. Websites, social-media platforms, and mobile applications enable institutions to communicate directly with stakeholders and receive immediate feedback (Wang et al., 2023).

However, digital communication also creates expectations for speed, consistency, and continuous availability. Stakeholders may interpret unanswered questions or outdated information as evidence of institutional inefficiency. Digital responsiveness should therefore be treated as part of institutional performance and reputation management.

Government institutions need clear digital communication policies defining who monitors platforms, approves information, responds to stakeholders, and manages emerging issues. Communication teams should also coordinate with technical and service departments to ensure that responses are accurate and operational problems are resolved.

Digital platforms should not be used exclusively to celebrate institutional achievements. A communication strategy dominated by promotional content may generate limited engagement and

appear disconnected from stakeholder needs. Institutions should provide practical information, answer common questions, explain decisions, and create opportunities for dialogue.

Digital communication evaluation should move beyond follower numbers and content volume. More meaningful indicators include response time, stakeholder satisfaction, accessibility, information accuracy, sentiment, issue resolution, and contribution to institutional objectives.

5.6 Strategic Public Relations and Vision 2030

The findings demonstrate that strategic public relations can serve as an important institutional mechanism for supporting Saudi Vision 2030. Government institutions must translate broad national priorities into understandable messages that explain how specific programs affect citizens, businesses, and communities (Kingdom of Saudi Arabia, 2016).

Communication can connect institutional initiatives with the Vision's principal themes and demonstrate their public value. This connection helps stakeholders understand that individual government programs form part of an integrated national transformation agenda.

Previous Saudi evidence indicates that media relations, stakeholder engagement, and social-media communication contribute to awareness and support for Vision 2030 initiatives. However, awareness alone may not produce long-term support unless stakeholders also perceive the responsible institutions as credible and effective (Al-Bayedh & Abu Anza, 2024).

Institutional reputation therefore plays an enabling role. Stakeholders may be more willing to cooperate with transformation programs when they trust the institutions responsible for implementation. Reputation connects past evaluations of institutional behavior with expectations regarding future performance.

Strategic public relations can also manage expectations by explaining that national transformation is a continuous process involving different implementation stages and institutional challenges. Balanced communication can maintain confidence without creating unrealistic expectations or overstating short-term achievements.

5.7 Proposed Conceptual Relationship

Based on the reviewed literature, strategic public relations can be understood as a multidimensional institutional capability consisting of strategic planning, stakeholder engagement, transparency, and digital communication. These dimensions influence stakeholder perceptions of credibility, competence, integrity, and responsiveness.

Institutional reputation represents the cumulative result of these perceptions when they are supported by consistent performance and stakeholder experience. Reputation does not emerge from communication volume but from the credibility and consistency of institutional relationships over time (Fombrun, 1996; Luoma-aho, 2007).

A favorable institutional reputation can subsequently strengthen stakeholder awareness, confidence, participation, and cooperation with programs connected to Saudi Vision 2030. Institutional reputation

may therefore function as an explanatory link between strategic public relations and support for national transformation.

The proposed relationship can be expressed conceptually as follows:

Strategic communication planning, stakeholder engagement, transparency, and digital responsiveness → stronger institutional reputation → greater stakeholder confidence and support for Saudi Vision 2030 initiatives.

This framework is theoretical and derived from the literature review. It does not claim statistical validation. Future empirical studies may test the proposed relationships using surveys, interviews, case studies, or longitudinal research designs.

6. Theoretical and Practical Implications

6.1 Theoretical Implications

The study contributes to public relations literature by integrating strategic communication, institutional reputation, and national transformation within one conceptual framework. Previous research often examines these subjects separately, whereas the present review explains how they interact within government institutions.

The review also extends Stakeholder Theory by emphasizing the relationship between government communication and national transformation. Stakeholders are not merely recipients of institutional messages; their understanding, participation, feedback, and cooperation can influence the implementation of public programs (Freeman et al., 2010).

Institutional reputation is presented as both an outcome and an enabling resource. It is an outcome because it develops through strategic communication and institutional performance. It is an enabling resource because it affects the credibility of future communication and stakeholder acceptance of government initiatives (Luoma-aho, 2007).

6.2 Practical Implications

Government institutions should integrate public relations into institutional planning and senior management. Communication objectives should be aligned with organizational responsibilities and Vision 2030 priorities rather than developed separately from institutional strategy.

Institutions should establish stakeholder-mapping procedures to identify key groups, understand their expectations, and select appropriate engagement mechanisms. Different stakeholders require different information, channels, and levels of participation.

Transparency policies should define what information is published, when it is published, how it is explained, and which department is responsible for ensuring accuracy. Communication should present achievements, challenges, and corrective actions in a balanced manner.

Digital communication teams should receive appropriate authority, training, and institutional support. They should coordinate with operational departments so that online responses provide accurate information and contribute to resolving stakeholder concerns.

Finally, government institutions should evaluate communication through outcome indicators, including awareness, understanding, trust, satisfaction, participation, responsiveness, and reputation. These indicators can demonstrate the institutional value of strategic public relations more effectively than content volume or media visibility alone.

7. Conclusion and Recommendations

7.1 Conclusion

This study reviewed the role of strategic public relations in enhancing institutional reputation and supporting the objectives of Saudi Vision 2030 within government institutions. Based on previous theoretical and empirical literature, the study concludes that public relations create greater institutional value when it operates as a strategic management function rather than being limited to publicity, media coverage, event management, and routine content publication (Grunig, 2009; Zerfass et al., 2018).

Strategic public relations require the alignment of communication objectives with institutional priorities, the involvement of communication professionals in decision-making, the identification of relevant stakeholders, and the continuous evaluation of communication outcomes. These practices allow government institutions to anticipate public concerns, manage reputational risks, and communicate their policies and achievements more effectively (Hallahan et al., 2007).

The review demonstrates that institutional reputation is not created through promotional messages alone. It develops cumulatively through the consistency between institutional communication, actual performance, ethical behavior, transparency, responsiveness, and stakeholder experience. Government institutions that communicate ambitious promises without demonstrating corresponding performance may experience reputational damage rather than improvement (Fombrun, 1996; Veh et al., 2019).

Stakeholder engagement represents another essential foundation of institutional reputation. Government institutions strengthen stakeholder relationships when they provide accessible information, listen to concerns, respond meaningfully, and demonstrate how feedback contributes to institutional decisions and service improvement. Meaningful engagement can enhance trust, relationship satisfaction, legitimacy, and cooperation with public programs (Freeman et al., 2010; Chon et al., 2021).

Transparency also contributes substantially to institutional credibility. Government communication should provide accurate, understandable, timely, and relevant information about institutional decisions, performance, achievements, challenges, and corrective actions. Balanced transparency is more likely to strengthen reputation than communication that presents achievements while ignoring institutional limitations (Canel & Luoma-aho, 2019).

Digital communication has expanded the ability of government institutions to engage directly with stakeholders. Websites, social-media platforms, mobile applications, and electronic services can

increase accessibility and responsiveness. However, these platforms require continuous monitoring, accurate content, rapid responses, and coordination across institutional departments (Wang et al., 2023).

The study further concludes that strategic public relations can support Saudi Vision 2030 by explaining national initiatives, connecting institutional programs with national priorities, increasing stakeholder awareness, facilitating participation, and communicating evidence of progress. These contributions are especially important because national transformation requires stakeholder understanding, confidence, and cooperation (Kingdom of Saudi Arabia, 2016; Al-Bayedh & Abu Anza, 2024).

Institutional reputation functions as an important connection between government communication and stakeholder support for Vision 2030. Stakeholders are more likely to accept and support transformation programs when they perceive the responsible institutions as credible, competent, transparent, and responsive. Reputation is therefore both an outcome of strategic public relations and an institutional resource that supports national transformation.

7.2 Recommendations

Based on the literature review, the study recommends that Saudi government institutions undertake the following actions:

1. **Integrate public relations into strategic management.**
Public relations departments should participate in institutional planning and relevant senior-level decision-making. Their responsibilities should include stakeholder research, environmental monitoring, reputational risk assessment, and strategic communication advice.
2. **Align communication with Saudi Vision 2030.**
Institutional communication plans should explain how government programs contribute to the principal themes and objectives of Vision 2030. Messages should connect individual initiatives with their wider social, economic, and institutional value.
3. **Establish measurable communication objectives.**
Government institutions should evaluate communication through indicators such as stakeholder awareness, understanding, trust, satisfaction, participation, digital responsiveness, and institutional reputation rather than relying exclusively on content volume and media coverage.
4. **Develop comprehensive stakeholder maps.**
Institutions should identify relevant internal and external stakeholders, assess their expectations and influence, and determine the most appropriate communication channels and engagement mechanisms for each group.
5. **Institutionalize stakeholder dialogue.**
Engagement should occur continuously rather than only during crises or the introduction of major programs. Government institutions should establish regular consultation, feedback, public-meeting, and digital-participation mechanisms.
6. **Strengthen communication transparency.**
Institutions should publish accurate, timely, understandable, and accessible information about policies, decisions, achievements, challenges, and corrective measures while protecting confidential and personal information.

7. Improve digital responsiveness.

Government websites, social-media accounts, mobile applications, and electronic-service platforms should be monitored continuously. Institutions should establish clear response standards and ensure that stakeholder questions are directed to qualified personnel.

8. Coordinate communication across institutional channels.

Information published through websites, social media, press releases, applications, and spokespersons should be consistent. Clear internal approval processes can reduce contradictory messages and reputational risks.

9. Connect communication with service improvement.

Stakeholder complaints and digital feedback should be analyzed and communicated to operational departments. Public relations should contribute to identifying service gaps and monitoring institutional responses.

10. Invest in professional communication capabilities.

Government communication professionals should receive continuous training in strategic planning, stakeholder engagement, reputation management, digital communication, data interpretation, crisis communication, and communication evaluation.

11. Establish institutional reputation indicators.

Government institutions should conduct periodic reputation assessments to evaluate stakeholder perceptions of competence, integrity, transparency, responsiveness, and credibility.

12. Develop proactive crisis-communication plans.

Institutions should identify possible communication risks, assign spokesperson responsibilities, establish approval procedures, prepare communication channels, and conduct crisis simulations before incidents occur.

13. Communicate progress using credible evidence.

Claims concerning institutional achievements and contributions to Vision 2030 should be supported by verified indicators, official reports, and measurable outcomes.

14. Ensure meaningful participation.

Government institutions should explain how stakeholder feedback was considered and clarify whether it influenced policies, programs, or services. This can prevent consultation from being perceived as merely symbolic.

15. Promote communication research within government institutions.

Institutions should conduct regular studies of stakeholder expectations, information needs, media discussions, digital engagement, and emerging reputational risks.

7.3 Limitations of the Study

This study is based on a descriptive and integrative review of previous literature and does not include new primary data. Consequently, the proposed relationships among strategic public relations, institutional reputation, and support for Saudi Vision 2030 were not tested through a questionnaire, interviews, case studies, or statistical analysis.

The conclusions depend on the availability and quality of the reviewed publications. Some relevant studies may not have been accessible, while the reviewed sources used different concepts, samples, institutional contexts, and research methods. These differences limit the possibility of making universal conclusions applicable to every Saudi government institution.

A considerable proportion of strategic public relations and reputation literature has been developed within private-sector or non-Saudi contexts. Although the study evaluated this literature from a government perspective, some conclusions may not fully reflect the administrative, cultural, and regulatory characteristics of Saudi government institutions.

The study also focuses primarily on communication-related factors. Institutional reputation and stakeholder support may be influenced by additional variables, including service quality, leadership, organizational culture, policy outcomes, employee behavior, economic conditions, and previous stakeholder experiences.

Finally, Saudi Vision 2030 is an evolving national transformation framework. Government priorities, institutional responsibilities, communication technologies, and public expectations may continue to change. The conclusions of this review should therefore be interpreted within the period and sources covered by the study.

7.4 Future Research Directions

Future research should test the proposed conceptual relationships using empirical data collected from employees, communication professionals, citizens, and other stakeholders of Saudi government institutions. Surveys may examine whether strategic planning, engagement, transparency, and digital responsiveness predict institutional reputation.

Qualitative studies could conduct interviews with government communication leaders, institutional decision-makers, journalists, and citizens. Such research may provide deeper insights into how communication strategies are developed, how reputational risks are managed, and how stakeholder feedback influences institutional decisions.

Comparative case studies could examine communication practices across ministries, municipalities, authorities, universities, and other public institutions. These studies may identify differences related to institutional size, sector, leadership, stakeholder diversity, and digital capability.

Longitudinal research could examine how institutional reputation changes over time and whether communication practices influence stakeholder confidence during different stages of Vision 2030 implementation. This approach would provide stronger evidence than research conducted at only one point in time.

Future research could also investigate possible mediating and moderating factors, including stakeholder trust, institutional legitimacy, service quality, leadership communication, organizational culture, public participation, digital literacy, and crisis exposure.

Additional studies should evaluate communication effectiveness using digital indicators such as response time, stakeholder sentiment, issue resolution, engagement quality, website accessibility, and consistency across communication channels.

Research may also compare Saudi government communication practices with those of government institutions in other countries implementing national transformation programs. Comparative evidence could identify international practices adaptable to the Saudi institutional and cultural context.

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