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We're Friends Right? Dialogical Strategy Effects in CSR Facebook Posts on Perceived Organizational Trust and Authenticity

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We're Friends Right? Dialogical Strategy Effects in CSR
Facebook Posts on Perceived Organizational
Trust and Authenticity

Casey J. McDonald

A thesis submitted to the faculty of
Brigham Young University
in partial fulfillment of the requirements for the degree of
Master of Arts

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ABSTRACT

We're Friends Right? Dialogical Strategy Effects in CSR Facebook Posts on Perceived Organizational Trust and Authenticity

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A study examining the effects of public relations' dialogical communication strategies on stakeholder's perceptions of trust and authenticity of organizations was conducted. The experiment was tested on organizational Facebook posts broadcasting a corporate social responsibility message. While "Human Voice" had no affect on perceived trustworthiness or authenticity, Dialogical Loop was found to significantly affect stakeholder perceptions of authenticity, but not trustworthiness. Due to the presence Dialogical Loop in the form of replies to user comments, users perceived the organization as less authentic. Ruminations about possible implications for public relations theory and practice on social media as well as recommendations for further study of the Facebook platform is discussed.

Keywords: public relations, communications, dialogue, trust, authenticity, social media, Facebook

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This thesis is dedicated to my father, Michael Scott McDonald who helped me physically and emotionally survive not only my time in graduate school, but through every major event in my life. I have a testimony that the Lord not only loves me but also that He knows me because I was granted the opportunity to be my father's daughter. I could not have asked for a greater gift. Thank you.

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CHAPTER 1

INTRODUCTION

Public relations (in contrast to marketing and sales efforts) attempts to look beyond the direct effects measured by numbers but tries to build and measure a qualitative relationship with stakeholders (Grunig & Hunt, 1984). In order to establish a good relationship, public relations attempts to appear authentic and trustworthy. When organizations try to communicate Corporate Social Responsibility (CSR) messages such as like donations on behalf of orphans, wounded veterans, and disease sufferers, the messages can seem inauthentic. Because of CSR's disconnection with the organization's profit goals, and the act of highlighting CSR credentials can bring an organization under increased scrutiny in comparison to those that do not (Jahdi & Acikdilli, 2009). Authenticity may also come in question because of how the message is styled, and the medium through which it is communicated.

The purpose of the public relations function is to establish and cultivate mutually beneficial relationships between organizations and the public on which they depend for success and survival (Broom & Sha, 2013). This type relationship requires authenticity and trust (Rawlins, 2008). Morsing and Schultz (2006) argue that the best way to achieve such a relationship is for public relations to involve stakeholders in a two-way communication process with organizations. In other words, public relations practitioners must adopt communication strategies that increase stakeholder-involvement in communicating with the organization via dialogical communication. "Dialogue" as defined by the New World Encyclopedia (2013) is a reciprocal conversation between two or more entities.

Many researchers have speculated that opening up a two-way symmetrical dialogue

transfers the locus of control from the “few” (i.e., organizations) to the “many” (stakeholders and publics), which some argue can be dangerous in the wrong hands (Leitch & Neilson, 2001). Others suggest that this practice offers an opportunity for organizations to become more “open,” transparent, and credible to stakeholders (C. Wilson, personal interview, November, 2014).

Many modern public relations practitioners and researchers have shown a desire to reach beyond direct monetary goals, and to cultivate a special relationship with millions of social media users (Bradwell & Reeves, 2008; Henderson & Bowley, 2010; Kent & Taylor, 1998; Mitra, 2001; Park & Reber, 2008; Waters, 2007). In the modern age of blossoming digital technology, public relations has the opportunity to expand its reach quickly, inexpensively, and globally via new platforms presented in the form of social media (Bortee & Seltzer, 2009; Etter & Fieseler, 2010; Kent, 2013; Kim, Nam, & Kang, 2010; Lovejoy & Saxton, 2012; McAllister-Spooner, 2009; Sweetser & Lariscy, 2008; Taylor & Kent, 2014; Waters et al., 2011). Social media creates a new and innovative space for organizations to communicate with stakeholders, especially in disseminating information about their participation in local and global communities (Kelleher, 2009). Creators of the social media platform Facebook first began to encourage businesses to communicate with consumers in November of 2007 with the release of “Fan Pages” and the “Beacon” advertising systems (Greenstein, 2009), which were defined as “distinct, customized profiles designed for businesses, brands, celebrities and more to represent themselves” (Pearlman, 2007, para. 16).

In a practical sense, Facebook seems to be the perfect two-way communication tool for organizations that wish to cultivate relationships with stakeholders because Facebook creates a “virtual entity” or on-line persona that can act just like a real person to further a brand and have it interact with stakeholders. The ideal is to have this persona interact with recipients in the same

way, at the same level of intimacy, and with the given credibility as their personal friends interact with them.

Academics and public relations researchers are attempting to understand how to best use Facebook and similar social media platforms to generate the hoped-for benefits of two-way communication. There is plenty of advice given by professionals in the field about how often to post, what to post about, and best practices for accessibility (Facebook, 2011). Academic research is only now beginning to provide practical and theoretical groundwork to support these recommendations as will be shown in the literature review. The fundamental question is, does the application of traditional public relations and communications practices Social Media result in desired outcomes (increasing organization-public relationship (OPR) quality by enhancing the perceived trustworthiness and authenticity of the organization).

The field of public relations has a few serious problems pursuing Facebook as the medium for this new type of socially conscious, trust building exercise. The first is how research is being conducted by organizations with a Facebook presence. Fundamentally, there is a problem in that most of the research focuses on implementation; for example, how the tool is being used and what kinds of messages are communicated. Granted, all of this is important, but this type of research does not determine the communication's effectiveness. The "like, share, and comment" methodology does not measure if a message is changing behavior or changing opinion.

Saxton and Waters (2014) measured message-level effectiveness of Facebook on stakeholders by judging "Likes, Comments, and Shares" as indicators. In it, they sought to determine what organizational content individual stakeholders prefer on Facebook. This method (while desperately important to the growth of this area of research), does not address the issues that dialogical communication intends to gain, for example trustworthiness and authenticity. Cho,

Schweickart and Haase (2014) asserted that publics are more engaged on social media when organizations have used a two-way symmetrical communication model over two-way asymmetrical models but their method of observation was also to count the number of “Likes, Comments, and Shares.” While this method reveals the number of interactions and the number of users interacting with the post, it does not speak to the perceptions of the stakeholders of the organizations.

Observably, user comments left on organizational posts can be vicious. If researchers are willing to count those comments regardless of their content or quality, one would have to assume organizations believe that “any news is good news” and conclude that this is sufficient to achieve the end goals of the sponsoring stakeholders. “Shares” (forwarding posts) can also be misleading because it is difficult to determine the intent with which posts are being shared or what the user is writing from their perspective when re-sharing the information, especially when the shared post is set as private (shown only to the user’s friends).

Considering that Facebook is being used as a tool for improved OPR, why have so many public relations scholars relied so heavily on the quantitative measurements of likes, comments, and shares (Bonsón & Ratkai, 2013; Bonsón, Royo, & Ratkai, 2015; Carah, 2014; Cho et al., 2014; Cvijikj & Michahelles, 2013; Saxton & Waters, 2014; Shen & Bissell, 2013; Struik & Baskerville, 2014) to examine the effectiveness of social media messages?

Beyond the issue of measurement methodology, the second issue public relations scholars struggle with is to understand how the culture of Facebook effects stakeholders’ perceptions of an organization’s trustworthiness and authenticity. Along with the two-way communication potential of using social media, it is also the place most populated by Millennials that many organizations desire (McCorkindale, DiStaso, & Sisco, 2013) for their enormous buying power and it is

the medium that “makes them [Millennials] an ideal public for organizations and groups to utilize Facebook for relationship building” (p. 80). However any social media campaign pitched without understanding the consumer’s culture (including assumptions regarding companies, their brands, and their social ranking) could be flatly rejected or worse, by negatively violating a stakeholder’s expectations. This can severely damage an organization’s ability to form any type of useful relationship with them (Burgoon, Stern, & Dilman, 1995). Some researchers have discovered a distinct distaste, among college students for organizations that have a presence on Facebook. This is regardless of the sincerity or credibility of the message presented (McCorkindale et al., 2013; Vorvoreanu, 2009). Vorvoreanu’s (2009) studies also suggest users prefer organizations adopt a more “corporate ability” message to “own up” to the idea that they are trying to market to them. In fact, by using “socially responsible” styled messages on Facebook, the organization could actually be undermining its own credibility by appearing manipulative (Cho et al., 2014). Facebook users often “break up with organizations if [a] Facebook Page [does] not engage them or if they engage[d] too much” (McCorkindale et al., 2013, p. 76). Therefore, by invading the personal space (McCorkindale et al., 2013) of a younger social media consumer, the organization may appear as a well-meaning but overly enthusiastic school counselor sitting in a highback chair, using out-of-date slang to appear “on the level” with them. In this post-modern age, many Millennials have become jaded to the effects of group entities attempting to communicate with them. Their over exposure to such artificial messages makes them “hyper cynical,” willing to see falsehood in every communication.

For an organization’s Facebook posts to be measured and evaluated effectively, research must track the development and the evaluation of the relationship between an organization and its stakeholders. The field of public relations is in need of research indicating the effectiveness of

engagement via dialogue online.

Therefore the purpose of this study is to examine whether the use of dialogical communication strategies can help organizations overcome issues of perceived trustworthiness and authenticity by stakeholders while communicating a CSR activity on a Facebook Page. In order to fulfill this aim, this study will conduct an experiment showing an organization's Facebook post conditioned with and without dialogical communication strategies and then observing the subject's perceptions of the organization's trustworthiness and authenticity. It is hoped that this study will contribute to public relations theory building about social media's role in cultivating OPRs and will provide practical guidance to public relations practitioners who seek more effective strategies to build these relationships online.

CHAPTER 2

LITERATURE REVIEW

Organization-Public Relationships (OPR)

Adopted from Mary Ann Ferguson (1984), Grunig's (1992) concept of public relations as "building relationships with publics that constrain or enhance the ability of the organization to meet its mission" (p. 55) created a shift in public relations theory (Grunig, 1992; Grunig & Hunt, 1984). The simplistic concept of managing public opinion became more complex and included building, nurturing, and maintaining relationships (Botan, 1992; Ledingham et al., 2000; Taylor, Kent, & White, 2001). Because the new goal of public relations was enhancing an organization-public relationships (OPR) (Center & Jackson, 1995), the public relations world began to hunger for more interpersonal media outlets (Kent, 2001; Kent & Taylor, 2002).

Corporate Social Responsibility

One of the most fundamental methods of improving an organizational to public relationship is the sharing of Corporate Social Responsibility (CSR) messages and the trend is increasing (Snider, Hill, & Martin, 2003; Thomas & Brubaker, 2015). Bruning and Ledingham (1999) defined several different types of OPR. The type "professional relationship" requires the services provided meet the needs of the consumer. A "personal" or "community relationship" asks the organization to be involved more intimately, engage in activities that encourage trust, and sponsor events of stakeholder interest and benefit the community. In today's socially conscious market environment, public relations practitioners (Argenti, 2007, p. 83; Du, Bhattacharya, & Sankar, 2010; Moreno & Capriotti, 2009), and organizations (Du et al., 2010) are increasingly valuing the use of CSR messages (Hudak, 2008; Snider et al., 2003). Public relations scholars

state CSR is “a central relationship-building activity” (Kim & Reber, 2008, p. 341).

Moreover, modern stakeholders expect businesses to encompass ethical economic, social, legal, and/or environmental decision-making, which they then relate to the organization’s goodwill and consequently status as a reliable member of society (Carroll, 1979; Kim, 2011).

The benefit of using CSR activities is dependent upon the success of CSR campaigns, which are based on consumers’ perceptions (Kim & Rader, 2010). That success depends upon the stakeholders’ awareness and attributing favorable attitudes because of them (Lee, Oh, & Kim, 2013). Regarding favorable attitudes, according to a 2010 survey, 85% of respondents had a more positive image of an organization that supports a cause they care about (Cone, 2010, p. 5).

Trust and Authenticity

Trust. Promoting acts of CSR are a good way enhance brand image (Briggs, 2011) by appearing more trustworthy and authentic. CSR is shown to be related to improving trustworthiness as Edelman’s Trust Barometer (2016) showed 8 in 10 of informed global citizens agree that CEOs should be personally visible in discussing societal issues.

In order to make CSR communication successful, securing stakeholder's trust is vital (Grunig & Hung, 2002; Hon & Grunig, 1999; Ledingham et al., 2000; Lee et al., 2013; Tschannen-Moran & Hoy, 2000) if not one of the most important outcomes that help define the quality of an OPR (Grunig & Hung, 2002). “Trust is critical to public relation’s primary purpose of establishing and maintaining relationships with key stakeholders on whom the success of the organization depends” (Rawlins, 2008, p. 6). Without trust, “Organizations are bogged down by suspicion, anger, cynicism and disappointment” (Rawlins, 2008, p. 8; see also Golin, 2004).

Trust has had several definitions specified implying the communicating party be seen as

credible, believable, plausible, and reliable (Morris, 1969). The most frequently used definition of “trust” found in public relations literature was Hon and Grunig’s (1999) definition: “one party’s level of confidence in and willingness to open oneself to the other party” (p. 2). As they operationalized in detail later on, trust is comprised of three dimensions: Competence, integrity, and dependability. Integrity comes from publics considering an organization as fair and just, dependable when they follow through with promises, and competent if they possess the ability to accomplish their goals (Edman, 2010).

However, some studies observe that communicating CSR messages may have a trust and authenticity problem associated with views on public relations itself. For example, Henderson (1998) found a strong negative narrative of public relations practitioners by the media positioning them as less than trustworthy. Callison’s (2001) experiment found that public relations professionals and the organizations they represent are perceived as less credible than even unidentified sources. Brad Rawlins (2008) confirmed, “[Public relations] practitioners have low levels of trust by others. In the [2006] Trust Barometer, public relations executives ranked below 30% on the credibility scale, but still higher than entertainers (26%) and bloggers (16%)” (p. 8). More recently, in 2015 a strategic research firm for PRWeekly interviewed more than 2,000 adults (weighted for age, gender and geography) and found that 69% of people do not trust public relations practitioners while 12% did. That public relations practitioners promoting CSR activities are not trustworthy is an all too common perception at this point in time.

Yoon, Gürhan-Canli, and Schwarz (2006) argue that communicating through traditionally powerful, “highly controllable prestigious” media outlets, CSR messages will inevitably be portrayed as positive (Lyon & Montgomery, 2013; Zhang & Swanson, 2006). “For this reason, excessive self-disclosure of CSR activities through these channels are often suspected to be self-

serving, attract critical stakeholder attention, and run the risk of ‘selfpromoter’s paradox’” (Lee et al., 2013, p. 794; Lyon & Maxwell, 2011). Furthermore, consumers do not trust overly positive claims (Goldberg & Hartwick, 1990 as cited in Koslow, 2000) and tend not to trust organizations who use commercial advertising to promote their ‘good deeds’ (Drumwright, 1994; Pomeroy & Dolnicar, 2009). There exists a history of hostile reactions from the media and third-party stakeholders (Dawkins, 2004) to the controversial morality of communicating an organizations “good deeds” (Stoll, 2002). Perhaps unsurprisingly, the main research stream concerning trust and authenticity focuses on advertising (Obermiller & Spangenberg, 1998). Many media savvy stakeholders say, “corporate social responsibility (CSR) may be a company PR manager’s cause du jour...but...it is simply not taken seriously by most businesses” (Zhang & Swanson, 2006, p. 15). This is an example of the reason why stakeholders hold a distinct distrust for public relations practitioners and consequently the organizations they represent.

Authenticity. Authenticity too plays a role in OPR and CSR messaging. Oxford English Dictionary (1989) states on “authenticity,” although associated with trustworthiness, authenticity is an independent construct because it presents a unique means to relieve issues in building OPR as Aedhmar Hynes (2009), CEO of Text 100 Global Public Relations, said, “Public relations should deliver the *authenticity* and distinctiveness that can elevate a brand, bridging the trust gap in ways that advertising cannot” (para. 2, emphasis added).

Authenticity is drawn from a multidisciplinary combination of attributes such as authority, credibility, and sincerity (Goffman, 1981; Scannell, 2001; Van Leeuwen, 2001). The multidimensional construct is commonly thought to be associated with being reliable in quality, (“Authenticity,” 1989), or presenting a genuine, critically reflective, and true self (Kreber et al., 2007;

Sloan, 2007). These qualities are subjective to the involved parties (Gilmore & Pine, 2007; Henderson & Bowley, 2010). The perception of inauthenticity comes in part due to disillusionment from, the creation of commercialized and staged experiences, an increase in computer mediated interactions, and exposure to trends such as “greenwashing” (Gilmore & Pine, 2007; Laufer, 2003). The term “greenwashing” is one used to identify those organizations that disseminate an environmentally responsible public image without following through on their promises (Baumgartner & Ebner, 2010; Ramus & Montiel, 2005). Lack of integrity via corporate posturing and deception is difficult to track officially (Global Reporting Initiative, 2002; Gray, 2001; Laufer, 2003).

Edelman’s 2016 Trust Barometer also cited most (59%) of North Americans desired CEOs be “Honest” to qualify them. In the same study globally, “integrity” was ranked most often as important to publics when assessing organizations. As publics increasingly demand greater transparency, authenticity becomes central to (Molleda, 2009) and lies near the heart of (Henderson & Bowley, 2010; Molleda & Jain, 2013) the public relations and strategic communication industry. This may contribute to why the Public Relations Society of America (PRSA) Counselors Academy survey found that industry leaders see authenticity as one of the top-three issues facing the profession in 2009 and 2010 (“PR industry leaders,” 2009).

Discussions of OPR and earning favorable stakeholder attitudes address utilizing such appropriate channels in conjunction with communicating CSR activities (Tani, 2012). The medium used when presenting CSR messaging can contribute to either alleviating issues of trust and authenticity or exacerbating issues with trust and authenticity. In communicating CSR, it has been suggested that companies should reach for more credible yet informal channels (Dawkins, 2004). In the past this implied public relations practitioners attempt word-of-mouth campaigns. Instead,

many studies focus on the use of CSR online (e.g. Branco & Rodriguez, 2006; Pollach, 2003) and on corporate websites (e.g. Chaudri & Wang, 2007; Moreno & Capriotti, 2009).

Relationships Online

Researchers have found that building relationships (Broom, Casey, & Ritchey, 1997) is of paramount concern to public relations practitioners through the web and through other technology (Kent & Taylor, 1998) and the outlook on using internet tools for PR goals is optimistic (Henderson & Bowley, 2010; Kent & Taylor, 1998; Mitra, 2001). Studies in many disciplines are increasingly focused on organizations and their use of an online presence (Bradwell & Reeves, 2008; Henderson & Bowley, 2010; Park & Reber, 2008; Waters, 2007) which is to be expected given that practicing effective public relations today is considered virtually impossible without using the Internet (Kent, 2001; Newsom, Turk, & Kruckeberg, 1996). Scholars have presented controversy on whether or not forming genuine “relationships” through the Internet is possible (Cramton, 2001; Walther, Anderson, & Park, 1994). Much of interpersonal communications research regarding online relationships focuses on comparing computer-mediated communication (CMC) compared to face-to-face communication. Most researchers agree, the Internet provides another context and channel for people to create, build, and manage meaningful and satisfying long-term relationships, similar to face-to-face (FTF) interactions (Kalman & Rafaeli, 2011; Mayer, Sobko, & Moutone, 2003; Walther & Burgoon, 1992; Yum & Hara, 2005). Forming relationships by the negotiated exchange of ideas and opinions (Kent & Taylor, 1998) applies with organizations online (Brave & Nass, 2003; Kent & Taylor, 1998; 2002; Moreno & Mayer, 2000). “...Using technology does not have to create distance between an organization and its publics. Instead Internet communication can include the "personal touch" that makes public relations effective” (Kent & Taylor, 1998, p. 323). Instead of technology creating communicative barriers,

publics in communities located locally or globally in “cyberspace” might be left isolated and impossible to reach were it not for the internet (Mitra, 2001; Ovaitt, 1995). Technology as a tool cannot create nor destroy relationships; rather, what influences OPR is how the technology is used (Kent & Taylor, 1998).

Only after overcoming the doubt often inherent in online interactions can relationships between institutions and constituents can be established (Slater, 2002). A report from the Arthur W. Page Society (2007) called out authenticity online specifically as an issue for organizations online stating, “The people a business needs to attract today... will not accept old-fashioned, hierarchical cultures and management approaches. In place of ‘the voice of authority,’ they demand proof of *authenticity*” (p. 27, italics in original). Online in the political world, “ordinary people” are perceived as representing greater authenticity because they appear to be more accessible than “faceless institutions” or elite political actors (Coleman & Moss, 2008; Montgomery, 2001).

However, despite a major part of relationship building is to communicate an organization’s CSR activities to its publics, the medium utilized must be fitted to its corresponding stakeholder expectations. An example can be found in a gaff made by Starbucks’ when promoting various socially-conscientious activities on its corporate website. Because Starbucks neglected to show authentic reasoning for its CSR initiatives, internet-savvy stakeholder skepticism and suspicion of ulterior motives increased by virtue of the message being somewhat too philanthropic and therefore unrealistic (Bruhn-Hansen, 2012). Although one of the main cited objectives in communicating CSR is to improve the perception of trustworthiness and authenticity (Dawkins, 2004; Du et al., 2010; Nielsen & Thomsen, 2007), Starbucks, by only promoting CSR on its website did not take into consideration the proper methods for doing so and inadvertently hurt

their brand. There is an inherent complication in attempting to use SMS as a vehicle for communicating CSR to build OPR (Pomeroy & Dolnicar, 2009).

Social Media

Men and Tsai (2014) in their study emphasize the importance of online social media to enhance perceived corporate transparency and authenticity in order to cultivate strong relationships. Authenticity has become a particularly pertinent topic of discussion for public relations professionals using social media (Gilpin, Palazzolo, & Brody, 2010; Henderson & Bowley, 2010).

Employing relationship management theory (Ledingham, 2006), in order for organizations to communicate effectively on SMS, public relations practitioners must be aware of the culture and the expectations of its users (Vorvoreanu, 2009). As such, a question manifests itself in the choice to use a particular social media platform.

In the emerging category of Organizational Blogging, public relations practitioners are advised against treating online communications with a “business as usual” attitude or treating online communities as targets (Searls & Weinberger, 2001). Perhaps equivalent to professional journals (Herring et al., 2004) “Organizational Blog” (Sifry, 2004) is the term used for those who blog in an official or semi-official capacity on behalf of an organization. When using them, some commentaries plead for public relations practitioners to be wholly candid and when communicating online this becomes “doubly important” (Holtz, 1999, p. 230). Facebook is subject to the same warnings and is another element to consider for this study in OPR. Within the broad category of social media, Facebook may present its own specific authenticity problem.

Facebook Relationships

College students were the first group to use the network and became known as Facebook

“natives” (Vorvoreanu, 2009). This group and the generations after have collectively created a set of social norms and expectations, or what could be called a “Facebook Culture”. In his study he quotes a student saying,

It seems weird to me that corporations are on there. When I think of Facebook I think of a social network and keeping up with your friends and things like that. I don't think that is what Facebook is for; they should do that on another venue. It doesn't make me angry but I think it is just strange that they are on there because they are not personally networking with their friends, they are just trying to sell and they have other motives (Vorvoreanu, 2009, p. 73).

Students expressed not feeling as though corporations were more trustworthy or authentic because they used a Facebook Page, and a general feeling of suspicion towards a corporation's motives. Studies on the interpersonal use of Facebook have uncovered the main objective for users is to connect with friends and not necessarily to make new ones; in other words to “socially network” (Ellison, Steinfield, & Lampe, 2007; Facebook, 2011; McCorkindale et al., 2013; Stern & Taylor, 2007). As was suggested in the introduction, with the introduction of organizational Facebook Pages perhaps an unintended consequence of changing this dynamic was also to shift the reality of user perception creating an issue in organizational authenticity.

As suggested by Schipul (2009), “Any attempt to control a social media initiative is almost certain to doom the effort” (p. 12). In addition, one of the more damning studies to the suggestion that OPR is best fostered on platforms like Facebook, is found in a qualitative interview of college-age students by Vorvoreanu (2009). His was one of the first of few studies interviewing college students (Facebook's highest user demographic) about their perceptions of corporate presence on Facebook, of engagement, relationships, and conversations between corporations

and individuals on Facebook. A number of themes were discovered in student opinions including the perception that Facebook is *and should be* a more personal space where organizations are not welcome (unless they are very small businesses “with a face” or serve a specific purpose). This research suggests a major problem for the theory of dialogical CSR communication on Facebook, and it also may have revealed some insights that previous quantitative analysis could not. There *is* some concern about the preceding Facebook research that should here be discussed. First, that they were conducted inductively by a series of interviews and surveys. This methodology may expose a student’s attitudes at the time, but not accurately reflect true attitudes when privately or passively using Facebook. Secondly, these particular studies were conducted in 2009 and 2012 respectively when Facebook Pages were first being introduced or the subjects of the studies had not been acclimated to the level of corporate integration that is used on Facebook feeds today. Also, this study was conducted before the advent of the ability of Facebook Pages status’ to appear within a user’s newsfeed unbidden. More recent investigations have estimated that the violations of expectations regarding organizations on Facebook may have lessened due to prolonged exposure to the medium over time (McLaughlin & Vitak, 2012).

However, along these same lines, McCorkindale et al. (2013) found Facebook users see their relationship with organizations as professional, even though smaller organizations are often found attempting to engage in a more personal relationship. They found that the reaction by some student Millennials to organizations requesting to be “friends” rather than “fans” was on of feeling uncomfortable with the possibility of exposing their personal information, especially to large organizations.

Without the willingness of publics to form a relationship involving perception of the organization being trustworthy and authentic, OPR cannot be accomplished (Hon & Grunig, 1999).

While some studies have shown that communicating CSR does help to reflect a trustworthy image of an organization (Swaen & Vanhamme, 2004), others show that this is not necessarily always the case (Sen & Bhattacharya, 2001). In addition to being true to one's self (Frosh, 2001), an authentic claim requires authentic communication (Camilleri, 2008). Therefore, a deeper understanding of strategies involved in building good OPR is necessary.

Symmetrical Communication

Toth (2000) argued for a marriage of interpersonal communications with public relations organizational research. She suggested that the function of public relations was to utilize interpersonal communication processes to facilitate the building of relationships with the public. Essentially, conceptualized in terms of interpersonal communications, public relations practitioners would be the acting intermediaries between two parties: the public and the organization. Toth also noted that properly managing communication, acceptance, and cooperation between an organization and its public was critical to its survival. This implied that a public relations practitioner should apply this principle similarly. If public relations can be so conceptualized, Grunig et al. (1995) suggested that the next step to developing that relationship would be the implementation of a "two-way symmetrical model" of communication.

After studying the historical development of modern public relations, Grunig and Hunt (1984) proposed four models of public relations based on this development: (1) press agency, (2) public information, (3) two-way asymmetrical, and (4) two-way symmetrical. Of those models, the first two were considered "one way" communication models. The two-way asymmetrical model was one in which "public relations people did research and listened to publics in an effort to determine how best to change their behavior to benefit the organization" (Grunig, Grunig, & Dozier, 2006, p. 40). In contrast, the two-way communication model required "engagement"

(Grunig & Hunt, 1984) and functioned on a mutual give-and-take between both parties rather than one-way persuasion (Grunig & Huang, 1998). Kent and Taylor (2002) define engagement as participants being accessible, willingly giving “[of] their whole selves” (p. 26) to encounters, and later expanded their definition to include it as a part of dialogue through which organizations and publics can form social capital. This conceptualization of dialog did not reject the notion of persuasion but did present an empowering approach to public relations further characterized by negotiation (to bring about a win-win scenario), embracing diversity, collaboration (with stakeholders), accommodation, activism (the strategic public relations professional prompting an organization to “evolve”), empowering the marginalized, and dialogue – the very heart of effective public relations (Pearce, Romero, & Zibluk, 2009).

Morsing and Schultz (2006) suggest one of the three CSR communication strategies is the “stakeholder involvement strategy” will help to improve this stakeholder awareness to begin a relationship. Application of the model to CSR messages is natural when some scholars view it as a form of organizational engagement. Akin to the aims of the two-way symmetrical model, scholars have said CSR, “provides a context that allows for greater interaction between organizations and publics” (Taylor & Kent, 2014, p. 386) and called it the “scaffolding for mutually beneficial exchanges between an organization and its publics” (David, Kline, & Dai, 2005, p. 293).

The two-way symmetrical model attempted to balance the needs of the organization with the needs of publics (Grunig et al., 2006). This approach was argued to be more ethical than other public relations methods as it was supposed to create an environment of honesty and authenticity (Stoker & Tusinski, 2006). The ethicality of two-way symmetrical communication encourages a push and pull of information and vulnerability via “openness” establishing an exchange of information essentially known as “dialogic engagement” (Malcolm, McDaniel, &

Langett, 2008). Indeed, in order for a two-way symmetrical model to reflect a true “relationship”, both the organization and key publics must be willing to engage in a dialogue (Bruning & Ledingham, 1999).

Arguments Against

One argument against the two-way symmetrical communications model includes criticism that the public relations employee has more of a responsibility to the organization than the stakeholder (Hayes, 2009; PRSA, 2016). However, Marsh (2001) in observing that two-way communication seeks to build consensus, counters that the organization may need to change in order to build a productive relationship. “It is through self-disclosure and risk that relationships are built and the possibility for change on the part of participants exists. Dialogic participants have to be willing to emerge from exchanges as new, changed, and reborn” (Kent & Taylor, 2002, pg. 28).

Despite supportive studies, some researchers argue that even the two-way symmetrical communication model via dialogical communication can lead to cynicism and distrust when it is instrumentally and superficially employed and not genuinely adopted (Crane & Livesey, 2003; Schultz & Wehmeier, 2010). These researchers take the model to be the direct cause of a downward spiral of delegitimization when attempting to implement CSR for the purpose of supporting organizations (Crane & Livesey, 2003; Hiß, 2006). Schultz and Wehmeier (2010) in their paper argue that complications of too many stakeholders to address and too many internal voices to regulate or discipline creates indeterminacy making message consistency too restrictive to achieve much less to thrive in the fast-paced modern era. Additionally, they argue the value-laden communication of CSR creates an emotionalized environment that, similar to protest movements, aim at breaking down dialogue, not at promoting compromise. “...Involvement and

dialogue with stakeholders might lead to paralyzing effects on organizations and their stakeholders, preventing them from reaching consensus and action” (p. 21). Their strongest criticism of CSR two-way symmetrical communication dialogic strategies states:

A too simplistic mirroring, recitation or translation of social expectations... easily leads to mere symbolic communication. A too intensive claiming of legitimacy is easily seen as very idealized and increases distrust, especially if today's recipients of corporate communication know the informal corporate motives and do not really expect corporate altruism. As Ashford and Gibbs (1990) show, legitimating attempts will be seen more skeptically where the general legitimacy is perceived as very low. In these cases, external and internal public opinion sometimes re-translate the corporate communications opportunistically. (p. 20)

Therefore, an argument could be made that dialogical communication is not having the desired effect on trust that a Public Relations practitioner would hope.

Other criticisms of the two-way symmetrical model argue that it is expensive (Schultz & Wehmeier, 2010), simplistic, impractical, and idealized (Busch & Busch, 1992; Degele, 1997; L'Etang & Pieczka, 1996; Merten, 2000; Stoker & Tsuinski, 2006; Weyer, 1993). However others have challenged this criticism saying that the model is possible to achieve in the field and can ultimately result in stronger relationships between an organization and its publics (Batchelor, 2013).

Generally, studies since that time have agreed that two-way symmetrical communication builds and maintains relationships and encourages publics to actively engage with an organization (Cho et al., 2014; Grunig, 1992; Hackler & Saxton, 2007; Hon & Grunig, 1999) improving

the relational outcomes of perceived trust, satisfaction, commitment and mutuality of the organization (Kelleher, 2009).

Dialogical Communication

In order to understand the two-way systematical model, one must first understand dialogic communication (Kent & Taylor, 1998). Philosopher Martin Buber, who many consider the father of dialogue as a concept, viewed human communication as an intersubjective process in which parties come to a relationship with openness and respect (Bruber, 1970; Kent & Taylor, 2002). He also considered dialogue as the basis for that relationship. The philosophical root of dialogical communication is "a reconceptualization of the phenomenon which is variously labeled 'relationship'" (Stewart, 1978, p. 22). Similar to the two-way symmetrical model, the giving nature of engaging in dialogue is acting on the "belief that ethical communication cannot be dominated by one party. Thus, dialogue involves a cooperative, communicative relationship" (Kent & Taylor, 1998, p. 324). Additionally, a dialogic perspective, "focus[es] on the *attitudes toward each other* held by the participants in a communication transaction" (Johannesen, 1996, p. 64, emphasis in original).

However, Leitch and Neilson (2001) suggest symmetrical communication is more similar to functional role of communication as described by systems theory than a real "dialogue" acting as a procedure in how to listen to or solicit feedback. Kent and Taylor (1998) are careful to argue that the relationship between two-way symmetrical communication and dialogic communication is one of process and product. Symmetrical communication is a process and dialogical communication is a product; a particular type of relational interaction. Gunson and Collins (1997) also make the case that just because organizations create "dialogic" communication structures for publics, it does not mean that they are behaving dialogically or symmetrically.

Admittedly, two-way symmetrical communications and operationalizing a dialogic strategy for public relations cannot easily be reduced to a series of steps. However, dialogue (as a product) does consist of several definable constructs including mutuality, collaboration, propinquity, empathy, risk (or vulnerability), and commitment (Kent & Taylor, 2002). Mutuality recognizes the symbiotic relationship between organization and public and is characterized by a “spirit of mutual equality” (p. 25). Collaboration implies attempting to understand intersubjectivity from both parties and an acceptance of mutual equality. Propinquity allows for the temporality and spontaneity of participation by stakeholders in decision making. Empathy appreciates and confirms public goals and interests. Risk involves allowing for the possibility of unpredictable and dangerous outcomes. Commitment is the extent to which the organization is willing to “[give] itself over to dialogue, interpretation, and understanding in its interactions with publics” (p. 25).

One-way public relations strategies “relegate publics to a secondary role, making them instruments for meeting organizational policy or marketing needs; whereas, dialogue elevates publics to the status of communication equal with the organization” (Botan, 1997, p. 196). Arthur W. Page Society (2016) sees this time of distrust of public relations to be an opportunity for dialogue to work as the “game-changing [solution] that can lead to greater efficiency and value creation” (para. 6). Using dialogue, mutual understanding is improved between an organization and its publics, preceding an improvement in OPR.

Dialogue; Trust and authenticity.

Stoker and Tusinski (2006) declared honesty and authenticity is the goal of communication. In order to nurture the environment to cultivate good OPR, the Arthur W. Page Society (2016) advocates dialogue as the needed solution to resolve the issues of trust. “As trust becomes

increasingly crucial to business and society in the twenty-first century. The current global economic crisis, in which a lack of trust has weakened the world financial system, demonstrates the importance of this dialogue” (Arthur W. Page Society, 2009, p. 6). Kent and Taylor (2002) state that an, “atmosphere of support and trust that must exist if dialogue is to succeed” (p. 27).

To measure trust when using OPR dialogue, Rawlins (2008), developed a scale that integrated the OPR literature and used terms developed by Hon and Grunig (1999), McKnight, Choudhury, and Kacmar (2002), and Paine (2003). The dimensions of trust became: competence, integrity and goodwill. This definition is adopted in this study because it involves the interpersonal dialogical component of a relationship.

Authenticity too is promoted as an outcome from the use of dialogical communication. In the article, “Authentic Advocacy: How Five Leading Companies Are Redefining Stakeholder Engagement,” issues of authenticity for public relations are resolved by stakeholder involvement and engagement strategies because “clear, compelling character promotes belief and engagement” (Arthur W. Page Society, 2014, p. 5). Through authentic engagement and dialogue, stakeholders become active advocates willing to support organizations (Arthur W. Page Society, 2012). The Public Relations Society of America’s (2016) member code of ethics booklet states that disclosure of information is intended to build trust with the public. These studies suggest that using dialogic communication make organizations appear more authentic to publics.

To measure the effectiveness of a message on perceived authenticity, Molleda (2009) proposed authenticity index. Some of these index items include determining if the message conveys imagery or claims that evoke: pleasure or fun, organizational values, originality, “calls to action that go beyond profit making and corporate gain, service, promises, or an idea” (p. 95).

Dialogue online.

The next element to consider are the means by which dialogical communication can be best disseminated. It was known in the early days of the Internet that organizations had a unique opportunity to build and maintain relationships online by better disseminating organizational information, communicating directly with more precise key publics, and promoting two-way communication (Bradwell & Reeves, 2008; Henderson & Bowley, 2010; Hill & White, 2000; Kent & Taylor, 1998; Kent, Taylor, & White, 2003). Kent and Taylor (2002) in their clarification of public relations dialogic theory stated:

Organizations can reinforce their commitment to dialogue and foster more interaction with publics by using mass mediated channels to communicate with publics...The Web can be used to communicate directly with publics by offering real time discussions, feedback loops, places to post-comments, sources for organizational information, and postings of organizational member biographies and contact information. Through the commitment of organizational resources and training, the Web can function dialogically rather than monologically. (p. 31)

Clifford Christians (1990) in his exploration of ethics and new technologies views the Internet as a "convivial" dialogic medium by virtue of its ability to maintain an open-ended conversation with users. Also, the Internet "conform[s] to the desires and purposes of [its] users. Rather than transform[ing] human desires to fit the shape of the tools, they can become true extensions of human subjects" (p. 272). He also argued that the Internet is socially responsible because it "respects the dignity of human work, needs little specialized training to operate, is generally accessible to the public, and empathizes personal satisfaction and ingenuity in its use" (p. 265). This reinforces the concept that two-way symmetrical communication techniques including the use of the Internet can help an organization appear ethical to a stakeholder.

However, researchers have struggled to come to a consensus in operationalizing what it means when an organization uses dialogue effectively online (Henderson & Bowley, 2010). However, combining the literature from Kent et al. (2003), and others reveals a framework comprised of five applicable strategies: create a dialogical loop, relay information, generate return visits, create an interface that is intuitive, and conserve the visitor's messages (see also, Kent & Taylor, 1998; Taylor et al., 2001). Essentially this involves creating a dynamic, interactive environment and a willingness to engage in dialogue.

On the website level, these dialogical principles have been broken down into observable aspects such as listing an email address where stakeholders can contact the organization personally, by linking social media resources (Kent & Taylor, 2002), leaving organization's comments in dialogic spaces, ease of donations, and providing a search engine box (Bortee & Seltzer, 2009). These principles have been used to measure the websites of community colleges, (McAllister-Spooner & Taylor, 2007), for-profit organizations, (Park & Reber, 2008), non-profits, (Hackler & Saxton, 2007; Ingenhoff & Koelling, 2009; Kent & Taylor, 2002; Lovejoy & Saxton, 2012), universities (Gordon & Berhow, 2009), and weblogs (Seltzer & Mitrook, 2007; Traynor et al., 2008).

Studies have also examined stakeholder responsiveness (Saxton, Guo, & Brown, 2007) identifying when interactive strategies were used (Hackler & Saxton, 2007; Waters, 2007). It is no surprise that findings reveal in comparison to informational type messages, the two-way symmetrical model (for example when fostering dialogue, giving recognition to donors for support, using direct messages to publics with or without hashtags) publics are significantly more likely to leave comments (Cho et al., 2014; Saxton & Waters, 2014). A study on Wikipedia pages found users are more likely to be committed to future participation when using dialogic content

as outlined above (Hickerson & Thompson, 2009).

Voices from the world of public relations academia have added to the conversation by reporting that dialogical strategies to communicate CSR are best implemented online (Seltzer & Mitrook, 2007). In particular, new technologies have considerable potential for communicating CSR messages because of the aforementioned ability to host dialogical communication in groundbreaking reaction times (Coombs & Holladay, 2012; Korschun & Du, 2012; Tani, 2012).

Dialogue on social media.

Looking into the possibilities offered by new technologies in terms of dialogical CSR for OPR (Jablonkai, 2013; Tani, 2012) a few papers have been published centering on the practice of CSR in social media, organization's goals are either to share information about CSR activities or to deepen and sustain stakeholder communities by using community-building messages and dialogue (Berlinger & Te'eni, 1999; Guo & Saxton, 2013; Sector, 2001; Jablonkai, 2013; Jansen et al., 2009; Lovejoy & Saxton, 2012; Thompson & Brubaker, 2015; Waters et al., 2009). Additionally, to date, few academic articles specific to social media have been written regarding CSR communication styles (Etter & Fieseler, 2010; Jablonkai, 2013). Social media in general and Facebook specifically have been encouraged because Facebook "offers both immediate and transparent word-of-mouth and stakeholder dialogue" (Tain, 2012, p. 11; Du et al., 2010). Most research conducted on the use of organization SMS pages focused on non-profits (Bortree & Seltzer, 2009; Greenberg & MacAulay, 2009; Waters et al., 2009). Regardless of the type of organization, these studies support the idea that relying on basic informational dissemination (i.e., providing an email address, social media links, search engine box, and a place for users to leave comments) is not enough to encourage interactivity and true dialogue with supporters (Lovejoy & Saxton, 2012).

New technologies and communication channels, especially social media/networking sites (SMS), provide the greatest opportunities for engaging a broad range of stakeholders in dialogue (Etter & Fieseler, 2010; Taylor & Kent, 2014). Social networking sites are increasingly considered in academic literature as having enormous untapped potential with ideal conditions to stimulate dialogic communication (Bortee & Seltzer, 2009; Kent, 2013; Kim & Rader, 2010; Lovejoy & Saxton, 2012; McAllister-Spooner, 2009; Sweetser & Lariscy, 2008; Taylor & Kent, 2014; Waters et al., 2011).

Some of the research has been applied to an overall social media platform, most frequently Facebook Page's storefront. For example, the dialogical principles for websites as listed above were applied in Water's et al., (2011) observation of U.S. university health centers' Facebook Pages and Bortree and Seltzer (2009) of environmental advocacy group's Facebook Pages. In the latter study, the authors modified the list of dialogical attributes for Facebook Pages resulting in the following additions: links to the organization homepage, number of advertisements on the platform (as a negative factor), use of applications, ease of donations, option to 'join now', offering of regular information through email, profile sharing, and content sharing. They also created their own item under the umbrella strategy of "organizational engagement" reflected in "organization comments in dialogic spaces" (i.e., discussion boards).

Papers from scholars within the last five years have expanded the literature on organizations presenting dialogue on social media platforms but there is still a need to expand the area of social media applications from the perspective of organizations and public relations (Henderson & Bowley, 2010; Taylor & Kent, 2014).

More than simply observing the aspects of the platform, a central component of dialogue

is the message itself. As Taylor and Kent advocated (2014), when considering how to apply dialogical constructs to test for effectiveness, the message-level should be considered. On this subject, they argue that studies of web-based public relations would have benefited by not “treating the features of dialogue as a series of categories that had to be present for the potential for dialogue. ...[T]reating dialogue as an orientation that valued sharing and mutual understanding between interactants rather than as website design features would have yielded more theory growth” (p. 388). There is also the consideration that on Facebook, stakeholders are exposed more frequently to individual posts published by an organization (as they appear in a feed) than the organization’s Page. Unless a user intentionally visits the organization’s Page or is re-directed via hyperlink, a majority of the interactions (and therefore the most relevant relationship-building canvas) are found on the *message level*, not the “storefront” Page level.

There are a few communication scholars who have carved inroads into social media message-level analysis (Henderson & Bowley, 2010; Lovejoy & Saxton, 2012; Rybalko & Seltzer, 2010; Waters & Jamal, 2011) but the number is growing. These go deeper into investigating actual content although there has been research published identifying how organizations are using SMS message posts (Lovejoy & Saxton, 2012; Saxton & Waters, 2014). One example can be found in Lovejoy and Saxton’s (2012) inductive examination of Twitter posts by organizations in which they attempted to provide a message subject framework. This tapped into how organizations attempt to build relationships with networks and communities through messages that promote dialogue. This scheme can subsequently be applied to a variety of other social media settings reemphasizing the informational and dialogic properties of social media messages (Lovejoy & Saxton, 2012).

Disappointingly, even among these studies, there is little application of the interpersonal

characteristics that Toth (2000) advocated for at the message-level. Now although SMS is being increasingly embraced, researchers agree there is a pressing need for on-going investigations on the use of dialogic strategies in social media (Henderson & Bowley, 2010; Varadarajan & Yadav, 2009).

Applying dialouge to Facebook

In 2012, Sports Marketing Quarterly featured research determining the importance of communicating authentically when using Facebook “Fanpages” finding authenticity “necessary to convey an official presence, which can assuage user skepticism and evoke involvement” (Pronschinske, Groza, & Walker, 2012, p. 224). However, when studying organizations using dialogue on Facebook, it has been suggested that publics do not engage with two-way communication messages much more than informational messages, even though these messages are intended to stimulate dialogic communication (Cho et al., 2014). This may be attributed to the public’s view that an organization is not creating a *genuine effort* to build a relationship with them. Cho et al. (2014) state, “publics are savvy enough to distinguish between whether organizations are trying to build a relationship with them and taking advantage of the social relationship opportunities afforded on Facebook” (p. 567). In Vorvoreanu (2009) study, corporate messages were found “trying too hard to be cool” by interviewed students. “Many students did not believe in the possibility of having an open and honest dialogue with a corporation on Facebook” (p. 79). In fact, many students were more in favor of advertisements as Facebook *was not an appropriate place to have dialogical interactions with organizations*. This represents a troubling pattern reminiscent of Marshall McLuhan’s (1967) famous phrase “the medium [(ie. Facebook)] is the message [(ie. Inauthentic)]”.

Regarding the adaptation of previous studies work defining dialogical principles to the

message level on Facebook, some of the components are already present in the choice of medium. By choosing to use SMS the organization is providing stakeholders with tools to contact the organization directly and also is displaying a willingness to communicate with them. Other components are out of an organization's control; for example when using an SMS platform the organization cannot manage the ease and intuitiveness of the interface because it is built into the system automatically. From the list of components needed to qualify as dialogical communication, the two constructs remaining that can be managed by an organization relating to the message-level are the use of a Dialogical Loop and the creation of an environment that is interactively dynamic.

Dialogical Loop

Kent and Taylor (1998) stated, without a Dialogical Loop in online communications, "Internet public relations becomes nothing more than a new monologic communication medium, or a new marketing technology" (p. 325). In their theory-based study inductively building principles of integrating dialogical communication on websites, they defined the Dialogical Loop as allowing the public to ask questions of organizations and having the organizations respond. Effectively, it is the creation of a conversation or "engaging" in a conversation.

Following the theory of two-way symmetrical model via dialogical communication strategies, trust and authenticity should be supported by the use of a Dialogical Loop. Authenticity being subjective (Gilmore & Pine, 2007; Henderson & Bowley, 2010), "is an experience and perception that is co-created by the organization and its publics as an ongoing negotiation of meaning and understanding" (Molleda & Jain, 2013, p. 30). Remembering true dialogical symbiotic communication not only allows for stakeholder communication, but also responding to publics as well, perceptions of authenticity can be heavily effected by organizations replying to the

stakeholder (Edwards, 2010; Henderson & Bowley, 2010; Molleda, 2009). This suggests that answering user comments online can support authenticity. As an example, McCorkindale et al. (2013), in their qualitative focus group interviewing Millennials, found that respondents were more open to interacting with organizations but were wary of overt marketing campaigns that appeared to be inauthentic and untrustworthy. In this study, one reason why Millennials “liked” an organization was because the organizations, “respond[ed] within a timely manner” (p. 75). A timely response from an organization takes on important attributes of a Dialogical Loop.

Most dialogical OPR research apply the Dialogical Loop construct to the structure of the websites or SMS storefronts like Facebook Pages. Many of these studies did not find the dialogical loop factor significant due to the lack of an ability to directly respond to stakeholders (Gordon & Berhow, 2009; Seltzer & Miltrook, 2007). What makes a dialogue possible is reciprocity from both sides thus the formation of a preverbal “loop.” Logically, the substantive difference between being “willing” to communicate on SMS with an audience and the creation of a “Dialogical Loop” is the organization’s response to stakeholder comments. Frameworks for applying a dialogical loop construct to SMS are still in their beginning stages (Saxton & Waters, 2014). As mentioned above, Bortree and Seltzer (2009) applied the dialogical principles outlined for websites, adapted them to Facebook Pages, and used the “like, comment, and share” as a scale, and finally examined if they indeed led to a greater “engagement” with visitors. Interestingly they concluded an analysis of their results saying,

Using dialogic strategies to create opportunities for dialogic engagement may produce positive outcomes such as increasing the number of stakeholders who interact with the organization... This is especially true when the organization takes the first step to stimulate dialogic engagement by posting comments in dialogic spaces on their profile where

users within the social network *can then capitalize on available dialogic loops.* (p. 318, italics added)

This suggests it is not enough to reach out to stakeholders and provide response outlets but to “close the loop” by capitalizing on opportunity to respond likewise. This is the natural benefit to the social media design. Based on this understanding, in the case of Facebook, the presence of a “Dialogical Loop” for this study is represented in the form of replies to user comments.

Interactive Environment & Dialogical Self

Studies claim methods such as “informal” dialogue (Arthur W. Page Society, 2012, p. 35), “authentic talk” or spontaneous and unrehearsed discourse styles (Montgomery, 2001) on Twitter between politicians and publics (Margaretten & Gaber, 2014), and conversational style news interviewing (Tolson, 2001) are increasingly prevalent and associated with attempting to recreate authentic forms of discourse. This suggests presenting a proper tone or image of an organization will be perceived as more authentic. Mayer and Moreno (2002), two psychology researchers, show that when something is written conversationally, the human brain can trick a person into thinking they are directly involved in the conversation. The second attribute of dialogical strategy can be shown to create a similar dynamic of interactive involvement (Bortree & Seltzer, 2009; Cho et al., 2014). Within the confines of a given SMS posting platform, creating such an environment demands attention paid to the phrasing and style of a message.

A dialogically styled narrative may otherwise be known as the creation of the “Dialogical Self” (Josselson & Lieblich, 1993). The philosophy underlying Dialogical Self employs an invitational rhetoric similar to that of the two-way and symmetrical dimensions of public relations (Yang & Lim, 2009). For example, in writing, this social eloquence (Baxter & Montgomery,

1996) is used as a means to foster a relationship rooted in equality, and immanent value (Foss & Griffin, 1995) in harmony with the two-way symmetrical communication model. As Yang and Lim (2009) noted in their study of blog-mediated public relations, “A dialogical self is more likely to elicit interactivity than a persuasive self. Readers of a blog would feel an internal reluctance to interact with bloggers if they perceive them to be paternalistic, authoritative, not listening, or manipulating” (p. 348). The Dialogical Self reflects an overall schema by which to design an environment of mutual respect to create an environment encouraging conversation.

Public Relations literature also addresses the function of a Dialogical Self in less explicit terms. “The use of language in press releases mobilizes certain stakeholders while reassuring others... making it possible to pursue strategic goals despite competing values” (Lehtimäki, Kujala, & Heikkinen, 2011, p. 15). Advice from nonfiction writing seminal author William Zinsser (2001) encourages business communicators to use plain talk, “It’s what stockholders want from their corporation... There is a deep yearning for human contact and a resentment of bombast” (p. 173). In regards to writing tactics for the internet, Searls and Weinberger (2001) concur, “Traditional corporate messaging is less interesting and less relevant to online publics because traditional corporate marketers show little care for the people who make up the markets. Rather, corporate voices sound more like profit-driven machinery than real people engaged in two-way conversations” (as cited in Kelleher & Miller, 2006, p. 398). A deeper reading of Searls and Weinberger’s (2001) work on the topic reveals advocating messages with characteristics not normally associated with traditional corporations: communicating with a sense of humor, admitting mistakes, treating others as human, and providing links to competitors.

Another example can be found earlier in this paper discussing the survey of CEOs ques-

tioned about tactics to build trust with stakeholders (Golin, 2004). Within their suggested solutions, Dialogical Self is defined in more practical terms. Golin (2004) recommended, “identifying and addressing possible trust issues before they become a problem, acting with humility, not getting caught in the traps of arrogance, putting trust above profits, and *being more personal with others using the “human touch”*” (p. 438 emphasis added). It is important bloggers employ a Dialogical Self by way of “invitational rhetoric” using a “Human Voice” (Kelleher, 2009; Yang & Lim, 2009).

Human Voice.

Translating humanity into written text has been the study of fictional authors throughout the centuries. Entertainment is always trying to reflect the human condition by accurately portraying human conversation. Playwrights, novelists, and copywriters have honed skills necessary to create life-like usage to allow characters to communicate “naturally”. A variety of fields can be harvested in order to define “Human Voice” construct including the study of Interpersonal Communications, Education, English Rhetoric, and more.

There is plenty of advice in the professional world about how to create rhetoric representing Dialogical Self’s “Human Touch” during online interactions but few of these strategies are rigorously tested (Henderson & Bowley, 2010). One suggestion is that of using an interactive tone with ‘we’-communication such as phrases like ‘together we can’, ‘join us’, ‘help us’, etc. (Bruhn-Hansen, 2012; Gunson & Collins, 1997). Remembering that Facebook is considered part of the blogging family, we can observe another study (Kelleher & Miller, 2006) as it might apply. For their purposes, they developed 11 criteria they believed represented a “human voice” including being open to dialogue, using a conversation style, trying to be interesting in communication, be willing to make mistakes, and treating people as human.

“Human Voice” in their study correlated positively and significantly to reader trust and was used as an appropriate relational maintenance strategy. They admitted however that conversational Human Voice was shown as significant only to the blog condition, far more than in non-blog conditions, and the external validity of using the Human Voice construct depended greatly on the context in which it is used and its relation to other constructs in play.

In order to further operationalize Human Voice, characteristics can be drawn from a variety of sources that coincide with Kelleher and Miller’s (2006) defining principles. Characteristics require a level of interactivity in the narrative, an “invitational rhetoric” to create relationships (Yang & Lim, 2009), a recognition of an individual’s inherent uniqueness (Foss & Griffin, 1995), asking members of publics to feel the narrator’s truth and, thus, to become fully engaged in communication with it (Bochner, 1997), using a narrative that is not coercive, but is understanding and appreciative of different viewpoints, has a perceived ease of interaction, and one that readers would enjoy talking with because they are friendly and sociable.

Research Questions

As explained in the literature review, the prevailing theory is that dialogical communication strategies should be used to build better relationships with stakeholders. In communicating CSR messages, this is especially true. With the advent of social media, organizations are now able to conduct something far closer to a true dialogue with stakeholders. The following experiment takes the theory of a dialogical communication strategy and applies its principles to the message level of social media to examine any effects it might have on stakeholder perception of an organization’s trustworthiness and authenticity.

Therefore, as this study’s aim is to examine the effect of human voice and dialogical loop

when communicating a CSR message through Facebook on stakeholders perceptions of an organization's trustworthiness and authenticity the following research questions were proposed. Research questions were posed instead of hypotheses because the previous literature on the subject suggests the outcome could tend to either conclusion.

RQ1: Does the use of "Human Voice" have an effect on perceptions of the organization's trustworthiness?

RQ2: Does the presence of a Dialogical Loop in the form of responses to user comments have an effect on perceptions of the organization's trustworthiness?

RQ3: Does using a combination of both "Human Voice" and a Dialogical Loop (representing a dialogical public relations strategy), have an effect on perceptions of the organization's trustworthiness?

RQ4: Does the use of "Human Voice" have an effect on perceptions of the organization's authenticity?

RQ5: Does the presence of a Dialogical Loop in the form of responses to user comments have an effect on perceptions of the organization's authenticity?

RQ6: Does using a combination of both "Human Voice" and a Dialogical Loop (representing a dialogical public relations strategy), have an effect on perceptions of the organization's authenticity?

CHAPTER 3

METHOD

This study attempted to achieve its aim by conducting an experiment to observe cause-

effect relationships between the variables of interest in the study. As the key issue was to discover causal relationships, ensuring internal validity was essential (Trochim, 2006). A quantitative approach helped to uncover specific causes for perceptual changes in contrast to a qualitative study method susceptible to a subject's personal bias or inability to communicate perceptions accurately. Instead of an interview approach as used by other researchers that did not use as measures "like, share, and comment", an experiment method was used. Experiments are useful as in this case when there are controllable measures and there is an expected consistency in causal relationships (Blakstad, 2008). Creating a controlled environment relating to the real-life experiences being studied, helped avoid tipping the researcher's overall objectives to the subjects and provided a high internal validity.

Bruning, DeMiglio, and Embry (2006) argued that the centerpiece of public relations evaluations should be quantifying mutually beneficial outcomes to help practitioners illustrate any competitive advantages. Summarizing Ha and James (1998) and Burgoon et al. (2002), mass communication is more appropriate if it is defined and measured by psychological factors than by behavioral outcomes. The results from the current study supported both notions by illustrating the ways in which organizational behaviors influence specific psychological factors – that is, relationship perceptions by stakeholders.

Experimental Design

Stimulus Development

Media choice.

For this experiment, the medium of choice was Facebook. Previous studies have speculated Facebook, by virtue of its conversational features, to be a natural and effective way to host public relations, CSR, and dialogical communication. (Bortee & Seltzer, 2009; Cho et al., 2014;

Saxton et al., 2011; Sweetser & Lariscy, 2008). Additionally, Facebook was chosen in part due to its ability to respond relatively instantaneously to individual stakeholders. Also because such communications are automatically public unlike Twitter which can host private communication between participants, exposure to organization's replies to user comments is more common on Facebook. Facebook is also more commonly used by large organizations providing a better opportunity for application. Finally, Facebook is familiar to a large generalized audience across a range of ages, ethnicities, and cultural backgrounds thus providing a higher likelihood of finding more qualified and randomized candidates that represent the whole of the social media user base.

Experimental design.

This study was conducted using a 2 (dialogic loop, no dialogic loop) x 2 (human voice, no human voice) between-subjects experimental design (see Table 1 below). This type of factorial design helps to “rule out interactions between testing and the stimulus, it also provides data for comparisons that will reveal the amount of such interactions that occurs in the classical experimental design” (Babbie & Benaquisto, 2001, p. 229).

The two independent variables (IVs) that were manipulated in this study were dialogic loop, or the way of the organization's replies to user comments, and human voice, or the tone of the organization's style of rhetoric. The two dependent variables (DV) measured in this study were perceived trust and perceived authenticity of the subject towards the organization. After one randomly selected stimulus from the set (see Table 1) was presented, a subject was surveyed to measure any differences in perceptions.

Table 1

Factorial Design

	Dialogical Loop (Yes)	Dialogical Loop (No)
Human Voice (Yes)	Both Dialogical Stimulus (DS)	Human Voice Only (HV)
Human Voice (No)	Dialogical Loop Only (LO)	Control Group (CS)

Stimulus design.

For this experiment, a fake organization named “Miro Products” was created and Facebook posts by the organization were mocked up to host independent variable conditions. A fictive company is important to use in order to ensure the absence of any a priori knowledge or opinion of the company among respondents, which could skew the results. Miro was designed to not strongly represent either a for-profit or non-profit organization. The finalized stimuli used in the main experiment can be found in Figures 1-4 in the Appendix. The design of the stimuli were based on the limited previous research on the post-level examination of organizational Facebook Pages. A mixing of the following sources proved sufficient to produce a reliable experimental stimuli.

CSR. Examples of CSR messages were drawn from Sora Kim’s (2011) study on effects of CSR strategy on consumer responses. In this, different categories of CSR messages were outlined as plausible Facebook messages for experimentation. Of the categories outlined, the topics selected to represent CSR messaging included sponsoring an event about business responsibilities and supporting veterans (Group A) and one addressing Employee women’s issues and donating to charity for children (Group B). Kim’s 2011 study, Ben & Jerry Ice Cream’s corporate messages advocate the protection of small family farms was used as an example of a strong CSR

messaging. Haigh, Brubaker, & Whiteside's (2013) study through a content analysis identified Kellogg's Facebook page as employing CSR communication strategy most frequently. Messages from the Ben & Jerry Ice Cream's and Kellogg's Corporate Facebook Pages from 2012 and 2013 were chosen as CSR messages for the stimuli. The selected messages were adjusted to fit the fake organization developed for this study. The messages were also designed to avoid any polarizing political effects. Two different CSR messages were designed for a pretest to ensure the message would be recognized as a CSR message and that the message itself was not having an effect on the dependent variables.

Dialogical Loop. The components of a dialogical loop include both user comments and well as organizational replies. Currently, there is very little academic literature from which to draw examples of common user comments and natural corporate replies. The Facebook Marketing Bible suggests four broad categories of Facebook comments: Positive, Constructive negative, Disruptive Negative, and Spam (Smith, 2009). The most important of these to respond to are the constructive negative and they suggest "the best strategy is to apologize for the fan's negative experience without admitting that there is a flaw in your product or service...refer them to your customer service department or provide contact information for someone they can privately communicate their issue with" (para. 8). More generalized rules for replying to commenters are prioritized as follows:

1. Replying to constructive negative comments to keep the authors of those comments from causing problems for your brand in the future
2. Deleting the comments of or banning trolls and spammers
3. Replying to the best positive comments to create brand evangelists
4. Replying to the remainder of positive comments

The guide also states most users naturally ignore comments they perceive to be Spam or disruptive, unhelpful, or negative. Additionally, the two principles guiding dialogic communication state that it is intersubjective (not objective truth) and that parties do not necessarily need to agree but do need to be willing to try to reach mutually satisfying positions (Kent & Taylor, 1998). For this reason, the comments presented on the stimulus do not include Spam messages or messages designed for disruption. However, constructive negative comments were included in response to Kent and Taylor's (2002) suggestion that "no topics should be excluded from the conversation or considered inappropriate or irrational, including those that oppose current organizational practice" (p. 32).

The comments themselves have been modeled similarly to the method used to create the messages themselves; drawn from real-world examples from customers on Kellogg's, Ben & Jerry, and Best Buy pages. Again, any political nuances were removed and adjusted to fit the faceless Miro Product design.

Human Voice. When addressing computer mediated interactions, Rafaeli and Sudweeks (1997) rejected interactivity as a characteristic of the medium. Instead, researchers have put forth that "the manner in which conversational interaction as an iterative process leads to jointly produced meaning" (para. 1). This implies that instead of simply relying on the medium to act as the messenger, authors must create a "human voice" for the posts. The experiment was designed to replicate such social eloquence to create a conversational tone.

Aspects defining human voice were drafted referencing the criteria from the sources outlined in the literature review including using a conversational style (Kelleher & Miller, 2006) trying to be interesting in communication, exercising an interactive narrative (Yang & Lim, 2009), employing an invitational rhetoric, recognizing an individual's inherent uniqueness (Foss

& Griffin, 1995), asking members of publics to feel the narrator's truth (Bochner, 1997), not communicating coercively, but understanding and appreciating different viewpoints, having a perceived ease of interaction, and using a friendly and sociable tone.

All these elements were taken into account and were broken down into criteria listed in Table 3. The examples included in Table 3 were those used to create the two treatment sets. The manipulation tests run during the pre-test determined which treatment would yield unbiased results and ensure significant differences in the "human voice" and "non-human voice" conditions.

Scale Development

Perceived Trust

It should be recalled that one of the two dependent variables measured in this study is trust. To measure trust, this study used Rawlin's (2008) scale that measures three dimensions of trust: competence, goodwill, and integrity. In previous studies this scale was found to be valid and reliable (Chronbach's Alpha ranged from .79 to .92). Each item was measured on a 7-point Likert-type scale anchored by "Strongly Disagree" and "Strongly Agree" and can be read in Figure 5 in Appendix Section B.

Perceived Authenticity

Currently, not many empirically tested measurement scales for authenticity are available to scholars and practitioners to rely on. A combination of sources was used to create a measurement for authenticity consisting of 18 items measured with a 7-point Likert-type scale anchored by "Strongly Disagree" to "Strongly Agree." Seven of the 18 items were adapted from Shen and Kim's (2012) study investigating authenticity as a mediating variable between symmetrical communication and relationship quality. These items were selected to measure perceived authentic

organizational behavior. Other items from that study were excluded because they measured aspects other than authenticity. Additionally, seven items that were applicable to CSR messaging were adopted from Molleda and Jain's (2013) authenticity scale. Specifically, these items were selected to measure perceived *message validity*. Other items from that study were excluded because they assesses the participant's overall experience at an event. Finally, observing Molleda's (2010) authenticity index, the researcher identified aspects of authenticity that might be missing from the other scale items adopted and subsequently included four additional items. These items included were included to fill in the gaps to measure organizational *action implications* such as "The organization's images are original" and "I believe this organization's actions go beyond profit making and corporate gains" (p. 95). Others from his study were excluded because they were sufficiently represented by questions already included. The wording of all items were modified to better fit the Facebook context of the present study. For example, "The sponsoring organization demonstrated sincere support for the festival" (Molleda & Jain, 2013, p. 41) was changed to, "The organization demonstrated sincere support for the cause". The resulting scale can be found in Figure 6 in Appendix Section B.

Participants/ Sample Collection

Subjects were collected through two different methods. One utilized a promoted post on Facebook offering those who successfully completed the survey an entry into a drawing. The criteria given to the Facebook promotional settings were as nonspecific as possible but did request viewers to be over the age of 18, an English speaker (US and UK), and had recently made a purchase on Facebook to imply familiarity with the platform. The second was the use of the participant gathering website MTurk. Both the post and the requesting service was re-promoted every day until the quota for subjects had been filled for each treatment group. The pretest sample was

drawn from a random selection of 5 states from the pool of the first 25 United States while the main test was distributed to 5 randomly selected states drawn from the second half. If the resulting states were grouped too closely geographically, the randomization was processed again. This was to prevent any duplication of subjects and to minimize the likelihood a user from an area of the United States would be presented with the survey more than once. Gender, ethnicity, and interests were not factors included in the search.

The professional survey site Qualtrics was selected to create and host the experiment. This ensured the test would be administered under exactly the same conditions and increased the likelihood that those who partake of the survey will be internet and communication software savvy. Once the subjects clicked the link from Facebook or MTurk, they were directed to the first page of the study (the optional letter of consent). Qualtrics then forwarded an equal pre-distinguished number of the volunteered subjects to one randomly assigned stimulus.

Manipulation checks/Pre-Test

There are a number of aspects of this experiment that needed to be vetted in a pre-test before the main test was conducted to ensure that the manipulations were performing as intended.

Originally the experiment was designed to present a set of two stimuli for each treatment in order to provide the subject a surplus of material with which to assess the organization's communication tactics. However, the complexity of developing two believable Facebook posts that presented a unified differentiator posed concerns for internal validity that outweighed the lack of material for the subject to evaluate. Therefore, the pre-test for this experiment was designed to alleviate that issue. The main IVs for this experiment are Dialogical Loop and Human Voice, a third criteria was offered in the form of differentiating CSR messages. This 2x2x2 design resulted in 8 different treatments; 4 treatments representing each style of message and respondents.

In both CSR sets, the message focused on an event being hosted by the organization accompanied by a generic photo. It was followed by comments and tailored responses from the organization as applicable. The first set (A) focused on hiring veterans and the second set (B) on supporting working mothers. Both treatment sets were parallel in terms of the commenters, number of replies by the organization, the time and date of the post's publication, and the number of likes and shares. The goal was to only differentiate the type of message being presented.

The treatment types are organized as follows in Table 4 below. The complete text for each condition is laid out next to one another for easy comparison between designs in Table 5 in Appendix Section A.

Table 4. Cells for each condition in pretest

DSA. Human Voice and Dialogical Loop (Veterans Message)	HVA. Human Voice Only (Veterans Message)
LOA. Dialogical Loop Only (Veterans Message)	CSA. No Human Voice or Dialogical Loop (Veterans Message)
DSB. Human Voice and Dialogical Loop (Working Mom Message)	HVB. Human Voice Only (Working Mom Message)
LOB. Dialogical Loop Only (Working Mom Message)	CSB. No Human Voice or Dialogical Loop (Working Mom Message)

In addition to the 8 treatment cells, a true “control group” in which no stimulus but the company history only was tested. For each of these 9 cells, at least 20 randomly assigned subjects were assigned per cell producing a total number [n=180] of subjects participating in the pre-

test evaluation. After determining all things being sufficiently equal, the researcher determined which treatment set to eliminate.

Additional criteria vetted for partiality and reliability included: Company history (believability and bias), CSR styled message (versus corporate ability styled message), CSR message types bias (if existing), trust (reliability as a measure), competence (reliability as a measure), integrity (reliability as a measure), goodwill (reliability as a measure), authenticity (reliability as a measure), and sample size measurements.

One multiple choice answer and a set of likert-scale questions (ranging from Strongly Agree to Strongly Disagree) were posed to the pretest subjects. At least two questions for each aspect above was posed to ensure reliability between the qualifiers (Figure 8 in Appendix Section B). Once reliability was ensured, the questions were removed for the main test so as not to risk survey fatigue.

Pre-Test Results

A total of 180 subjects participated in the pre-test. From of this total, 24 were eventually eliminated for not completing the survey or because their surveys were submitted in less than 2 minutes. Measuring subjects by gender, 43.33% (78) were male and 56.67% (102) were female. Participants' ages ranged from 18 to 63 with a mean of 34 years old ($M = 33.49$, $SD = 11.82$).

Participants were randomly assigned to one of nine different conditions including a condition presenting the organization's history only. Conditions reflecting a message on Veteran's employment was labeled as "Group A" and those reflecting a message on working mothers was labeled "Group B". Those subjects not exposed to a stimulus was labeled as the "History Only Group". Of the participants, 22.2% (39) were shown the Facebook message using Human Voice and Dialogical Loop (Group DS); 23.2% (41) were shown the Facebook message using Human

Voice only with no Dialogical Loop (Group HV); 23.9% (42) were shown the Facebook message using a Dialogical Loop but no Human Voice (Group DL); 21% (37) were shown the Facebook message using neither a Dialogical Loop nor Human Voice (Group CS); and 9.1% (16) were shown the organization's history only with no other stimulus presented (Group History Only).

Pretest results confirmed reliable Cronbach Alpha scores for scales measuring Trust ($\alpha = .925$) and Authenticity ($\alpha = .945$). Additionally, between the two CSR Groups for bias of setup, participants did not show significant differences in their evaluation of the user comments, the company history bias, or perception of the organization as real and this holds true of those who were shown the History-Only group (see Table 6 in Appendix C). Also neither group resulted in significant differences in retention or support for the causes presented.

The differences in CSR message groups had no significant impact on the perceived trust or authenticity (See Table 7 in Appendix C). However, both trust ($N = 159, M = 6.57, SD = .97$) and authenticity ($N = 159, M = 6.54, SD = .98$) scored significantly higher means for groups shown any stimulus verses exposure to the History-Only (see Table 8 in Appendix C). This shows a change in perception from activity verses non-activity on the part of the organization.

When comparing CSR messages, in communicating in a style fitting Facebook ($t = -2.20, df = 157, p < 0.029$), participants in Group B tested significantly higher ($N = 83, M = 5.70, SD = 1.07$) than Group A ($N = 76, M = 5.28, SD = 1.31$) (see Table 9 in Appendix C). Also, in believing the organization is conscientious of their impact ($t = -2.00, df = 157, p < 0.046$), participants exposed to Group B also showed a significantly higher mean score of ($N = 76, M = 5.33, SD = 1.18$) than those exposed to Group A ($N = 83, M = 4.93, SD = 1.33$) (see Table 9 in Appendix C). Similarly in the case of perceiving the organization as "being a good member of society" in iden-

tifying the CSR message ($t = -2.35$, $df = 31.85$, $p < 0.025$), ensuring the CSR message differentiated from the History-Only Group ($N = 76$, $M = 4.49$, $SD = .87$), participants in Group B ranked significantly higher ($N = 76$, $M = 5.18$, $SD = 1.22$), while participants in Group A ($N = 83$, $M = 5.00$, $SD = 1.24$) was not significantly different (see Table 10 in Appendix C). Compositely these results signified the stimulus in Group B displayed a stronger CSR message that was more appropriately prepared for Facebook.

Controllability of the independent variables (Human Voice and Dialogical Loop) was evaluated. When evaluating for an informal tone ($t = 5.579$, $df = 157$, $P < 0.001$), participants who were exposed to stimuli using Human Voice from both Groups A and B evaluated the message style significantly higher ($N = 80$, $M = 5.11$, $SD = 1.38$) than participants who were not exposed to Human Voice ($N = 79$, $M = 3.80$, $SD = 1.59$) (see Table 17 in Appendix C). When evaluating the message for professionalism ($t = 2.446$, $df = 157$, $P < 0.016$), participants who were exposed to stimuli using Human Voice from both Groups A and B significantly lower ($N = 80$, $M = 4.71$, $SD = 1.58$) than participants who were not exposed to Human Voice ($N = 79$, $M = 5.28$, $SD = 1.41$) (see Table 17 in Appendix C). This confirms that the manipulation of the “Human Voice” element was successfully reliable. These results held true specifically for Group B participants who evaluated an informal tone ($t = -3.279$, $df = 74.69$, $P < 0.002$) when exposed to Human Voice, considered the tone as more informal ($N = 39$, $M = 5.10$, $SD = 1.45$) than participants who had not been exposed to Human Voice ($N = 39$, $M = 3.95$, $SD = 1.65$) (see Table 19 in Appendix C). Correspondingly, Group B participants evaluating for professionalism ($t = -3.254$, $df = 74.689$, $P < 0.02$) when exposed to Human Voice, considered the tone as less professional ($N = 39$, $M = 2.36$, $SD = 1.14$) than participants who had not been exposed to Human Voice ($N = 39$, $M = 3.36$, $SD = 1.55$).

Participants from both Groups A and B who were exposed to stimuli using Dialogical Loop evaluated the environment produced by the organization as willing to engage in conversation ($t = 7.755$, $df = 157$, $P < 0.001$) significantly higher ($N = 81$, $M = 5.63$, $SD = 1.22$) than participants who were not exposed to replies from organizations ($N = 78$, $M = 3.94$, $SD = 1.52$) and were also found the organization more willing to listen, and open to dialogue (see Table 18 in Appendix C). This held true for specifically Group B participants. Participants in Group B who evaluated the organization's willingness to engage in conversation ($t = 7.567$, $df = 77.85$, $P < 0.001$) when exposed to Dialogical Loop, considered organization as more willing ($N = 42$, $M = 5.59$, $SD = 1.17$) than participants who had not been exposed to Dialogical Loop ($N = 36$, $M = 3.36$, $SD = 1.45$), and also found the organization more willing to listen, and open to dialogue (see Table 20 in Appendix C). This confirms that the manipulation of the "Dialogical Loop" element was successfully reliable.

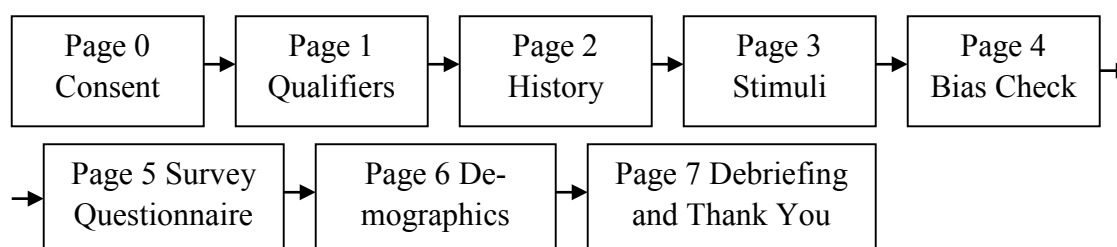
Given the information comparing the two groups, Group B using the CSR message on working mothers was selected for use in the main study.

Execution

For this experiment, a participant was asked to click through a series of pages with instructions (Table 11). Details of each page are outlined below.

Table 11

Test Flow



Page 0 [Consent Agreement]

Upon clicking the link to the experiment, the first page presented the subject a consent agreement to participate in the study. Included was an explanation of the experiment, their role in participation, and a promise of confidentiality. If the subject did not agree or understand the terms of the agreement, they were routed to the end of the survey and thanked for their time. The script as approved by IRB is included (Figure 9 in Appendix Section E).

Page 1 [Qualifying Questions]

To determine subject eligibility, before distributing the test the subject was asked a series of short questions found in Figure 7 in the Appendix Section B. Only those who have had account for over a year and access their own Facebook page more than 3 times a week was granted admission to the subsequent section of the test. Those who do not qualify was redirected to a page thanking them for their participation.

Page 2 [Organizational History]

A brief history of the fictitious non-profit organization “Miro Products” was presented. The history was adapted from Goldberg and Hartwick (1990) study of organizational message perception. For this study, the more positive version of their company history was used without any mention of credible activities or previous CSR efforts. The subject was then directed to view the following image on Page 3 as though it had appeared within the subject’s Facebook Feed (see Figure 10 in Appendix Section A).

Page 3 [Stimuli]

This page hosted the randomly assigned stimulus- a Facebook post of a CSR message from Miro Products.

The mocked up Facebook post by Miro Products included a generic photo with a message

stating the recent donation Miro Products contributed to a cause globally. In all ways the control group was identical to the experimental groups excepting manipulation of dialogical adjustments as outlined in Figures 1-4 in Appendix Section A. This encompassed no adjustment to the number of likes, shares, and comments listed, the date and time of the post's listing, and the branded profile icon. As mentioned previously, the text of the message was adapted from a real-world example of CSR messaging from large corporation's Facebook Pages. Instructions at the bottom of the page directed that once the subject felt satisfied that they had reviewed the stimulus sufficiently, they may click to the next page.

Page 4 [Manipulation Check Questions]

This page varied in content between the pretest and the main test. The pretest included the scale questions outlined as manipulation tests of the experiment (see Figure 8 in Appendix Section B). Once reliability was assured, a majority of questions were removed to lessen any questionnaire fatigue. During the pretest, an optional cell group was to see no stimulus at all but be routed directly to the survey questions checking for bias towards the company history.

Page 5 [Survey Questionnaire]

Following brief instructions on how to complete the survey, this page presented the Likert Scale survey questions. The questions were randomized for each participant via the Qualtrics software. A break between each group of questions was interrupted with a message informing the participant of their progress to avoid survey fatigue.

The "Trust" scale was as derived from Molleda's (2010) experiment. Again, this was a 13 question with answers ranking between "Strongly Agree" to "Strongly Disagree" (see Figure 5 in Appendix Section B).

Following was the “Authenticity” scale as designed by the combination of questions outlined in (see Figure 6 in Appendix Section B). Again, this was an 18 question Likert Scale survey with answers ranking between “Strongly Agree” to “Strongly Disagree”.

Page 6 [Demographic Collection and Drawing Entry]

If the subject was exposed to a stimuli, they were also asked to identify the organization’s objective from the previous page. If the subject answered incorrectly, they were retired to the end of the examination and deemed too inattentive to complete the test.

Upon completion, the subject was requested to answer a few questions collecting demographic information and their email address to where they would be notified if they won the eventual drawing. The subject was not required to answer and no other personal information was drawn. In order to keep contact information private, emails were collected separately from the test data.

Page 7 [Final Thank You]

After the final page, the subject was directed to debriefing message informing them of the nature of the test, an offer to withdraw their answers, a message thanking them for their participation, and instructions on when the drawing would be distributed.

Tests of Research Questions

All research questions asked if the presence of dialogical communication strategy IVs (Dialogical Loop and Human Voice) either individually or as a group would result in more relational DVs (trust and authenticity). To answer these questions, two two-way ANOVAS were conducted in SPSS seeking for significant main and an interaction effects (see Tables 15 and 16 in Appendix Section D).

CHAPTER 4

RESULTS

After receiving approval (IRB # F16199) from the Institutional Review Board of Brigham Young University, the researcher conducted a pilot study prior to the main experiment. This chapter provides the results of the study obtained using SPSS, a statistical analysis program. It first describes the demographics and education levels and then reports the manipulation checks. Next, the research questions proposed will be addressed.

Participants

A total of 160 subjects participated in the main experimental study. From of this total, 40 were eventually eliminated and replaced because their surveys were submitted in less than 2 minutes.

Of those who took the main survey, 46.88% (75) were male and 53.13% (85) were female. Participants' ages ranged from 18 to 60 with a mean of 30 years old ($M = 30.52$, $SD = 11.48$). As for ethnicity, the majority of participants, 75.6% (121), were White/ Caucasian; 10 % (16) reported as Asian; 6.8% (11) were Hispanic/ Latino; 5.5% (9) were Black/ African American; 1.3% (2) were American Indian/ Native American; and .6% (1) defined themselves as other. This data is consistent with the reflection of common Facebook user base. According to Pew Research (2013), statistics, young adults are the most likely to use social media. Statistics of internet users (Zephoris, 2015), 66% of males and 76% of females Use Facebook. Further demographic information is also reflective of general Facebook use trends and more information is provided in Table 12 (Appendix Section D).

An equal number of participants (40) were exposed to one of the four randomly assigned

conditions.

Manipulation Checks

For the main test, differences of controllability of Independent Variables (Human Voice and Dialogical Loop) were evaluated.

In evaluating Human Voice in Facebook message posts for informality ($t = 5.579$, $df = 157$, $p < 0.001$), participants who were exposed to stimuli using Human Voice evaluated the message style significantly higher ($N = 80$, $M = 5.11$, $SD = 1.38$) than participants who were not exposed to Human Voice ($N = 79$, $M = 3.80$, $SD = 1.59$) (see Table 13 In Appendix Section D). Similarly, in evaluating the Facebook message posts for professionalism ($t = -2.446$, $df = 157$, $p < 0.016$), participants who were exposed to stimuli using Human Voice assessed the message style as significantly less professional ($N = 80$, $M = 4.71$, $SD = 1.58$) than participants who were not exposed to Human Voice ($N = 79$, $M = 5.28$, $SD = 1.41$). This confirms that the manipulation of the Human Voice element was successfully reliable.

Participants who were exposed to stimuli using Dialogical Loop evaluated the environment produced by the organization as willing to engage in conversation ($t = 7.755$, $df = 157$, $p < 0.001$) significantly higher ($N = 81$, $M = 5.63$, $SD = 1.22$) than participants who were not exposed to Dialogical Loop replies from organizations ($N = 78$, $M = 3.94$, $SD = 1.52$) and were also found the organization more willing to listen, and open to dialogue (see Table 14 In Appendix Section D). This confirms that the manipulation of the “Dialogical Loop” element was successfully reliable.

Lastly, there was internal consistency measured by Cronbach’s alpha which were found to be highly reliable for the 13 trust items ($\alpha = .902$) and those 18 authenticity items ($\alpha = .943$) indicating that the scales had acceptable internal consistency. The trust subscales also were

shown to be reliable consisting of; Overall Trust (3 items, $\alpha = .629$), Competence (3 items, $\alpha = .803$), Integrity (4 items, $\alpha = .879$), and Goodwill (3 items, $\alpha = .854$).

Tests of Research Questions

Two omnibus tests using a two-way analysis of variance (ANOVA) were conducted to discover whether there were any main effects of Human Voice and Dialogical Loop on organizational perception of first trustworthiness and then authenticity (see Table 15 and 16 in Section D). Furthermore, these tests sought to determine whether there were any interaction effects between these two independent variables on the dependent variables. All effects were evaluated for statistical significance at the .05 significance level.

Questions 1, 2, and 3: Perceived Trust

The goal of these research questions was to determine the effects Human Voice (a casual tone) and Dialogical Loop (responding to user comments) on participant's perceptions of organizational trustworthiness.

Results showed that there was not a significant main effect of Human Voice ($F(1, 236) = .001, p < .843$, observed power = .054) yielding mean scores for conditions using Human Voice ($M = 5.46, SD = 1.27$) and those that did not ($M = 5.43, SD = 1.28$). Therefore the answer to question 1 resulted negatively; Human Voice does not influence the perception of an organization's trustworthiness. The main effect of Dialogical Loop was also not significant ($F(1, 236) = 4.53, p < .075$, observed power = .428) but only moderately so by comparison yielding mean scores for conditions using Dialogical Loop ($M = 5.29, SD = 1.19$) and those that did not ($M = 5.59, SD = 1.394$). Therefore the answer to question 2 resulted negatively; Dialogical Loop in the form of responses to user comments does not influence the perception of an organization's trustworthiness. In addition, the interaction effect between Human Voice and Dialogical Loop was

not significant ($F(1, 476) = .254, p > .615$, observed power = .079). Therefore the answer to question 3 resulted negatively; using a combination of both Human Voice and a Dialogical Loop does not significantly influence the perception of an organization's trustworthiness.

The effect size was very small (partial eta squared = .015) and statistical observed power for the corrected model was equal to .310. These results indicate that the perception of trustworthiness was not altered by the tone of the message or appearances of replies to users.

Questions 4, 5, and 6: Authenticity

Similar to the first set, the goal of these research questions was to determine the effects Human Voice (a casual tone) and Dialogical Loop (responding to user comments) on participant's perceptions of organizational authenticity.

Results showed that there was not a significant main effect of Human Voice ($F(1, 236) = .164, p < .965$, observed power = .050) yielding mean scores for conditions using Human Voice ($M = 5.41, SD = 1.34$) and those that did not ($M = 5.42, SD = 1.33$). Therefore the answer to question 4 resulted negatively; the use of Human Voice does not influence the perception of an organization's authenticity. However, the main effect of Dialogical Loop was significant ($F(1, 236) = 1.64, p < .032$, observed power = .574). The mean scores imply that the Dialogical Loop treatment decreased the perception of authenticity ($M = 5.23, SD = 1.26$) in comparison to those conditions that did not reply to user comments ($M = 5.60, SD = 1.39$). Therefore the answer to question 5 resulted positively; the use of Dialogical Loop does significantly influence the perception of an organization's authenticity negatively. In addition, the interaction effect between Human Voice and Dialogical Loop was not significant ($F(1, 476) = .029, p > .864$, observed power = .053). Therefore the answer to question 6 resulted negatively; using a combination of both Hu-

man Voice and a Dialogical Loop does not significantly influence the perception of an organization's authenticity.

The effect size was very small (partial eta squared = .019) and statistical observed power for the corrected model was equal to .408. These results imply that independent of tone of the message, Dialogical Loop was found to be the defining effect on decreased evaluation of authenticity by subjects.

Considering the wide gap in Human Voice's non-significance totals for trust ($p = 8.13$) and authenticity ($p = .965$), it is plausible to consider Dialogical Loop may effect perceived trust ($p = .074$) similar to its effects on perceived authenticity (.031) if the study were conducted with a larger observed power.

CHAPTER 5

DISCUSSION

The purpose of this study was to examine whether the use of dialogical communication strategies including the use of human voice and dialogical loop can help organizations overcome issues of perceived trustworthiness and authenticity by stakeholders, particularly when organizations communicate their CSR activities on Facebook. The two-way symmetrical communication model, as enacted via dialogical communication strategies, would support a result that dialogical loop and human voice used separately and especially when used together, would increase the scores of both the trust and authenticity by stakeholders.

The results from this research suggest that using a human voice in CSR Facebook posts does not have a significant effect on stakeholders' perceptions of an organization's trustworthiness or authenticity. Additionally, including organizational dialogical loop in the form of replies to comments on CSR Facebook posts did not have a significant effect on stakeholders' perceptions of an organization's trustworthiness. However, dialogical loop did have a significant negative effect on stakeholders' perceptions of organization's authenticity in comparison to perceptions reported in the absence of a dialogic loop. Additionally, a combination of these dialogical communication strategies did not significantly affect stakeholders' perceptions of trust or authenticity.

When replies to user comments were shown, this increased the amount of observable material from which the subject could better derive a pattern of tone by the organization. However this did not change this outcome of significance. Therefore, the communication style in this scenario is independent of the meaning perceived of responses to comments. For future replication,

it is important to note this nonsignificant interaction effect suggests that the use of human voice and dialogical loop are measured as distinct constructs signaling a defined gap between the act of responding and how the response is made.

Trust

Turning first to the effects of the IVs on trust, the construct of dialogical loop presented by the organization taking action to communicate with other user comments did not significantly improve the perception of trustworthiness. Because the results were not significant in the either the negative or positive, we can assume Facebook users do not deliver trust in response to replies to user comments. This outcome is in line with Vorvoreanu's (2009) and McCorkindale et al.'s (2013) research finding user's perception that Facebook should be a more personal space where organizations without a "face" are not welcome. While stakeholders may think that Facebook should not be a place for such interactions, the results reflect that expectations of it happening anyway are not a surprise. Some scholar's reason CSR "provides a context that allows for greater interaction between organizations and publics" (Taylor & Kent, 2014, p. 386). However, responding to comments and expanding on this opportunity for greater interaction between the stakeholder and the organization did not improve brand trust (Briggs, 2011) as some literature anticipated.

Regarding the construct of human voice by speaking in an informal tone, users also did not show a difference in the perception of trust. The initial expectations of the users was not tracked here in order to measure the violation of trust, nevertheless it can be assumed that the formal or informal culture presented in the stimulus was not at all associated with the perception of trustworthiness. The interviews of college students also reflected a general feeling of suspi-

cion towards a corporation's motives as many thought an open and honest dialogue with a corporation on Facebook was impossible (Vorvoreanu, 2009). As it applies CSR messages, this outcome would also agree with the theory of stakeholder cynicism regarding the communication will inevitably be portrayed as positive (Lyon & Montgomery, 2013; Zhang & Swanson, 2006).

The effects of human voice and dialogic loop on perceived trust, holding to the threshold of the .05 significance level, data show that neither responding to user comments nor using an informal tone on a CSR Facebook post affected stakeholders' perceptions of trust of the organization described in the study. This is inconsistent with the literature predicting that a greater openness on the part of the organization would encourage an increase of confidence on the part of the stakeholder. The literature posited, in order to establish trust, both parties must be willing to engage with the other (Hon & Grunig, 1999) and "dialogical engagement" demands openness (Malcolm et al., 2008) in which the organization must show its willingness to engage in dialogue (Bruning & Ledingham, 1999). The results of this study show the use of human voice and dialogical loop did not accomplish this goal. Bortee and Seltzer (2009) applied the dialogical principles adapted for Facebook Pages and using "likes, comments, and shares" as a scale, discovered a greater "engagement" with visitors. That measure implied using dialogic strategies created opportunities for positive outcome, but in this study the message level application did not effect perceptions of trust.

Authenticity

Shifting focus to the effects of human voice and dialogic loop on perceived authenticity, only one of the two dependent variables proved to be significant. As with perceived trust, using human voice in the CSR Facebook post did not have a significant an effect on perceived authenticity. Edelman's Trust Barometer (2016) predicted this outcome as it showed 31% of people had

confidence in information created by organizations they do not already use as compared to 78% who have confidence in information created by friends and family. By the lack of effect upon authenticity, we can conclude that the use of human voice did not replicate that of information disseminated by friends and family. Instead, this outcome is consistent with Facebook users revealing feeling turned off by corporations “trying too hard to be cool” (Vorvoreanu, 2009, p. 78). Cho et al. (2014) state, “publics are savvy enough to distinguish between whether organizations are trying to build a relationship with them and taking advantage of the social relationship opportunities afforded on Facebook” (p. 567). The results are also consistent with the finding that even when messages are styled with the intention to stimulate dialogic communication, publics do not engage with two-way communication messages much more than informational messages (Cho et al., 2014). This literature suggests the reason for the lack of authenticity provided by the use of human voice may be due to a dampening medium acting as the message (McLuhan, 1967). The style is a non-factor in authenticity.

However, dialogic loop did have an observable and significant effect on perceived authenticity. Specifically, the act of responding to user comments on CSR Facebook posts, regardless of the tone, had a negative impact on stakeholders’ perceptions of the organization’s authenticity compared to when the organization did not reply at all. This is in contrast to the concepts of applied two-way symmetrical model’s assumptions. The two-way symmetrical communication model suggests that true dialogical communication strategies not only allow for stakeholder communication, but also responding to publics as well (Grunig et al., 2006; Kent & Taylor, 1998; 2002; Malcolm et al., 2008) and most of the relevant literature predicted this would affect the perception of authenticity positively (Edwards, 2010; Henderson & Bowley, 2010; Molleda, 2009). For example Molleda and Jain (2013) are quoted saying, “Authenticity is an experience

and perception that is co-created by the organization and its publics as an ongoing negotiation of meaning and understanding” (p. 30). Men and Tsai (2014) forewarned of this in their study emphasizing the importance of public engagement on social media to enhance perceived corporate transparency and authenticity thereby cultivating strong OPR. Other literature speaking to the social media platform may explain the contradictory effect. The results of this study agree with those researchers similar to Searls and Weinberger (2001) who cautioned public relations practitioners in the emerging category of Organizational Blogging like Facebook, against treating online communities as “targets.” Their recommendation suggests that broadcast replies to user comments trigger the perception that consumers are “targets” to the organization. Arthur W. Page Society (2007) suggested in order for organizations online to cultivate authenticity, “The people a business needs to attract today... will not accept old-fashioned, hierarchical cultures and management approaches. In place of ‘the voice of authority,’ they demand *proof* of authenticity” (p. 27, italics not in original). If this suggestion is so, the results of this study indicate that the use of dialogical loop not only does not provide the proof recommended, but represents a “voice of authority.”

The interaction of human voice and dialogical loop did not have a significant effect on the perception of authenticity. The dialogical communication strategy used by the fictitious Miro Products in this study did not represent an accessible “ordinary person” that research on online interactions suggest are perceived as representing greater authenticity (Coleman & Moss, 2008; McCorkindale et al., 2013; Montgomery, 2001; Vorvoreanu, 2009). Concomitantly, if relationships between institutions and constituents can be established only after overcoming the doubt often inherent in online interactions (Slater, 2002), then the results here suggest that the use of

dialogical communication strategies on Facebook does not help to overcome the doubt of authenticity. This would agree with Ashford and Gibbs (1990) prediction that legitimating attempts would be seen skeptically where the general legitimacy is perceived as very low. In the case of CSR messages, public opinion can sometimes retranslate the corporate communication as opportunistic. These findings also agree with Schipul (2009) who posited that any strong attempt to control a social media conversation “is almost certain to doom the effort” (p. 12).

In Schultz and Wehmeier’s (2010) case against the use of the two-way symmetrical communication model state, “A too simplistic mirroring, recitation or translation of social expectations... easily leads to mere symbolic communication. A too intensive claiming of legitimacy is easily seen as very idealized and increases distrust, especially if today's recipients of corporate communication know the informal corporate motives and do not really expect corporate altruism” (p. 20).

Theoretical Implications

Martin Buber (1970) considered dialogue the basis for a relationship of openness and respect. This study suggests differences in outcome when applying this theory to CSR messages and the Facebook platform. Yet, before expounding on implications for the philosophies presented, processing the two-way symmetrical communication model into testable concepts offer complicating elements that need to be addressed. In this study, in order to apply the two-way symmetrical communication model in improving organization-to-publics relationships, the public relations theory of dialogical communication was presented. In order to test it, the constructs of dialogical loop and human voice were established. Kent and Taylor (2002) suggested that dialogical communication is a product, not a process. This mentality was useful in the creation of a quantitative study. However, the author readily admits that “relationships” and true dialogue are

not creations resulting from single-actions or events. Relationships are a process by which organizations and public relations officials must be constantly cognizant. Conversations are conducted over a long period of time with multiple rejoinders and facets contributing to a relationship. In the context of this paper, the strategies were crafted into basic constructs and applied to observe measurable perceptions that are major elements contributing to the development of good relationships: trust and authenticity. Understanding the restrictions afforded by attempting to analyze these fluid concepts and theories, narrow circumstances were developed if only to chip away at the expansive universe of unanswered questions about new media. After attempting to limit mitigating variables in the development of this experiment, arguably valuable and explainable outcomes did materialize. From these findings a few implications can be made regarding the theory of OPR, two-way symmetrical communications, and dialogue.

The first implication of this study is that human voice did not have a significant impact on stakeholders' perceptions of an organizations' trustworthiness or authenticity. Essentially, a casual tone did not change the perception of organization. It is important to remember when extracting conclusions on the non-significance of human voice that the goal of this study was to observe differences in "human" verses a "non-human" voice. This is not the equivalent of "professional" verses "unprofessional," which could have allowed for more mitigating factors to invalidate the study. The stimulus was designed with this in mind. If an organization is by definition "professional," an examination on the informality of "human voice" incorporating slang spellings, grammar errors, or curse words may yield results closer to that of an organization perceived as acting out of character.

In the case of this study, the results inferred that the increased use of informal dialogue or "authentic talk" in professional arenas (Arthur W. Page Society, 2012; Margaretten & Gaber,

2014; Montgomery, 2001; Tolson, 2001) has blurred the line of appropriateness between the uses of formal versus informal language communication. Perhaps even more strongly because of the application on a social media network in which most users expect to socially interact with friends and family (Ellison et al., 2007; Facebook, 2011; McCorkindale et al., 2013; Stern & Taylor, 2007). In communicating CSR, Dawkins (2004) and others encouraged the use of informal channels like Facebook (Coombs & Holladay, 2012; Du et al., 2010; Jablonkai, 2013; Korschun & Du, 2012; Tani, 2012). Although little research has been conducted on CSR communication styles (Etter & Fieseler, 2010; Jablonkai, 2013), many studies outlined in the literature review have uncovered that CSR is already being communicated to stakeholders by using community-building messages and dialogue (Berlinger & Te'eni 1999; Guo & Saxton, 2013; Jablonkai, 2013; Jansen et al., 2009; Lovejoy & Saxton, 2012; Sector, 2001; Thomas & Brubaker, 2015; Waters et al., 2009). An explanation for these results may be that using a conversational tone for business practice has become increasingly acceptable parallel to the rise in availability of modern technology. Therefore, the position of an organization to appear “human like” and “business like” may be equally acceptable to a modern tech-savvy stakeholder. Although this conclusion cannot be applied to social media in comparison to other platforms, it can be surmised that, on Facebook, the formality of the language used is immaterial to garnering trust or authenticity. Further studies should be conducted categorizing the boundaries of casual communication can be acceptably extended.

The next implication comes from the significant negative effect of dialogical loop on perceptions of organizational authenticity but not on trust.

If the dialogical loop truly does not have a significant effect on perceptions of trust, this

outcome may be attributed for the same reasons human voice had no effect: the line of appropriateness is blurred as far as appearing trustworthy. This may also be contributed to trust not being an attribute stakeholders take into account when observing Facebook posts. Another reason may be that the Facebook community puts less stock into what experiences they observe happening to other users not themselves. This would suggest that the modern stakeholder on social media attributes trust more readily when violations of expectations are experienced rather than witnessed. This attribute is another area of research unexplored here but one worth investigating.

Another theory that may have contributed to this outcome, stakeholders have been found to lack trust towards CSR messages and public relations practitioners (Zhang & Swanson, 2006). Consumers tend not to trust organizations who promote their 'good deeds' (Dawkins, 2004; Drumwright, 1994; Pomeroy & Dolnicar, 2009; Stoll, 2002) indicating responding to comments does not help the organization escape the 'selfpromoter paradox' (Lyon & Maxwell, 2011; Yoon et al., 2006). To demonstrate this is the effect, a study would need to be conducted comparing the message to a non-CSR style message. These attributes inherent to the Facebook CSR message might be dampening the effect on improving the organizations perceived trustworthiness. This outcome suggests that the use of responding to comments does not overcome these issues the theories of dialogical communication and two-way symmetrical model suggests.

Bortree and Seltzer (2009) in their application of dialogical communication strategies on environmental advocacy group's Facebook Pages added "organization comments in dialogic spaces" to the framework calculating dialogical communication. Dialogical loop was defined and operationalized in the current study as replies to user comments (Kent & Taylor, 1998) and compared only the changes in the presence or non-presence of those responses. The negative effect

on perceived authenticity because of dialogical loop is interesting and made even more remarkable in association with human voice being found non-significant. The different constructs of dialogical loop and human voice did not together create a dialogical communication strategy. Instead, the constructs spoke to stakeholders about different facets of the organization. Stakeholders do not associate the trustworthiness of the organization with the methods of two-way dialogical communication. However, the deliberate attempt to host a conversation with stakeholders revealed attributes about the organization itself- not its reliability to produce as a whole. The organization as an *entity* was perceived as less authentic.

The difference between human voice and dialogical loop in this context is one that must be unique to the platform observed- Facebook's reply mechanism. As stated previously, stakeholders may have become relatively accustomed to being addressed by organizations in a casual tone, but less-so accustomed to being addressed personally and publicly. Facebook's social media sister giant Twitter also has the ability to respond directly to stakeholder's tweets. However, unlike Facebook, Twitter's reply mechanism is not automatically and publicly broadcast to the entire user base. Users are aware that this unique attribute of Facebook's for organizations to publicly answer and respond to stakeholder comments acts as an open broadcast or advertising method to those outside the conversation. In essence, it says to observational users, "Everyone, look how much we care!" reminiscent of advertising. Other studies have already concluded the negative impact advertising methods can have on authenticity (Hynes, 2009; Obermiller & Spangenberg, 1998) especially in communicating CSR messages (Drumwright, 1994; Pomeroy & Dolnicar, 2009) including in Bortree and Seltzer's study (2009), they also counted number of advertisements on the social media platform as a negative factor. This effect may be exacerbated when students in Vorvoreanu's study (2009) claimed students preferred advertising messages

from organizations as Facebook was not considered an appropriate place to have dialogical interactions with organizations.

The two-way symmetrical model as enacted by dialogical communication strategy theory in the context of a CSR message on Facebook has been shown by this study to either to have no effect or negatively impact stakeholder's perceived authenticity and trustworthiness of the organization. The cultures of Facebook and the conditions it creates for CSR messaging must then be considered rationally by public relations practitioners as something different from previous experiences.

CHAPTER 6

CONCLUSION

The purpose of the study was to observe some classic theories taken for granted by the public relations research community and apply them to the burgeoning field of social media. The main takeaways from this study include the distinction between the style of a message and the unique positioning that social media offers to the field of public relations, the cynicism afforded by the new generation of social media users, and the adjustment needed to obtain the desired goals by using the platform. Practical implications include that Facebook culture has yet to be fully understood by the public relations community. This is particularly true in its application to CSR objectives. It is unique in the spectrum of social media platforms and must be considered carefully as to the goals of the organization.

An explanation for the non-significant results may be that a single exposure to the message is not enough to make differentiated judgments about the organization's trustworthiness or authenticity. When an organization anticipates limited exposure of its messages to appear on a stakeholder's feed (for example when promoting a post to non-fan's feeds), the non-significant result suggests that if a public relations practitioner's goal is to increase the level of trust or authenticity, responding to user comments and using a professional casual tone may not be an assured way of achieving it. It is possible that over a long period of exposure to an organization's posts, something closer to a "relationship" may form.

In this case, we do know that stakeholders do not expect an organization to remain particularly business-oriented when communicating on Facebook. Assumedly, the history of public relations attempting to humanize the message style has made this environment possible but doing

so consequently does not set an organization apart as more trustworthy or authentic. Instead, there may exist other means by which to improve organization-public relationships through dialogical communication. For example the use of human voice as applied here was generally preserved as professional. It is possible that the use of far more colloquial linguistics may have a stronger affect on the perceptions of stakeholders. This may have a larger impact when the language is more localized as well replicating the appearance of a smaller business “with a face.”

Although the constructs here chosen to represent dialogical communication at the message level did not affect trust, replies to user comments may have effected the perception of the organization in other ways. The response to user comments may not have made the organization seem authentic, but it may have improved the perception of customer service capabilities. Another example would be that by replying to each user, that user can then become an advocate for the organization instead of the observer who was not addressed personally. It is also possible that stakeholders are affected more strongly in positive terms if responses are delivered through private means (direct messaging) instead of publicly. This in effect would resolve the issues of appearing to advertise with stakeholder responses and improve the perception of authenticity as well.

Social media has opened the doors to organizations to communicate individually and more personally en masse than ever before. Now the question to researchers is to explore the place of public relations practices on these platforms. One final observation made by this study is the importance of understanding stakeholder perspectives qualitatively to better improve the relationships between organizations and publics. If a researcher were simply to numerically count each comment the organization were to receive as a benefit to the relationship, then negative consequences by beginning a conversation on a social network (revealed by this study) would

have gone unobserved. The method of counting “likes, comments, and shares” contributes an enormous amount to public relations’ desperate need to understand more about the new media culture. However, the message-level of a social media offers a daily opportunity for improving this relationship in far more substantive and lasting ways.

Limitations and Future Research

The remainder of this paper suggests limitations to the study and proposes alterations to expand literature on the subject. An increase in the power observed with additional control of the measures may yield somewhat more definitive outcomes. Also, a study conducted over a longer period of time may also help to develop something more akin to a “relationship” than the single post presented here.

In any experiment of this kind, many elements of the stimulus may have played an influential role in deterring certain outcomes. For example, the human voice construct was developed as either present or not. A wider range of human voice conditions including inappropriate styles may help to identify stakeholders’ expectations. Similarly, it may benefit the study to present a wider range of dialogical loop conditions. Examples include more styles of responses, increases in the length of back-and-forth replies between a user and the organization better reflecting a “conversation”, and the difference between being exposed to a conversation verses being involved with one directly.

The insignificance of trust results suggests that the adjustment of dialogical communication strategies may affect other elements of the organization-to-publics relationship. For example, the length of time a user remains friends with an organization due to their use. Also, this study observed the effect on CSR messaging only, not in comparison to messages on corporate

ability. Millennial college students, when commenting on how they interact organizations on social media, most often reference corporate ability messages. This aspect may yield results more favorable than CSR, which already presents a skeptical characteristic to the message. Additionally, social media has opened the opportunity for public relations practitioners to communicate different things than these two previously recognized message types. A “relationship building” or “conversational” message type is possibly unique to social media.

Participants also presented an issue for consideration. Subjects were gathered at random through professional subject collection services and through Facebook advertising tools. This means that subjects were not monitored for thorough fulfillment of the survey. A larger sample size may also increase the statistical observed power. Further, a deeper analysis can be done about the type of stakeholder and how their experiences (or generation) might have an effect on what is important to them. Also, this study would benefit from vetting participants for bias against organizations public relations or CSR messages.

Another avenue of investigation could be whether or not comments from others encourage users to comment themselves and become engaged. Other opportunities for investigation include the comparison of Facebook to other social media platforms.

Finally, a categorization of many of these aspects specifically for social media and Facebook such as common user comments and organizational replies would help develop a similar study with more confidence. The author suggests that more scholarship be conducted to uncover a greater depth to the beginnings of the suggested interpersonal outlook for the future of public relations.

APPENDIX SECTION A: Stimulus Design

Figures 1- 4 Treatment Difference Illustrations

Image 1.1: DS. (Dialogical Stimulus)

Group A

DS-A	Human Voice	Dialogical Loop
IV Elements	Yes	Yes

Message

We'd like to invite you to our next event supporting our Veterans: Come hear 6 national thought-leaders share their big ideas and the latest buzz on running a responsible business. It'll be this Thursday at UMW and we hope to see you there! www.miroprod.com/summit

Comments

Positive- You guys are one company I'll be happy to support! Your stance on this along with everything else!

Response- Aw, Thanks bud! Really appreciate you saying it. :)

Constructive Negative 1- Hopefully the new website will be fully functional by then! I'm having nothing out trouble with it! If I go to a different page and I have to login AGAIN! It won't allow me to post in the community or look at my points history. I called this morning and they said they weren't aware of any website trouble. Really?

Response- None

Constructive Negative 2- I have been dealing with Miro all day and getting nowhere. There is no way to private message you and I want to speak with someone about my issues. Do you have an email address I can direct my issue to?

Response- Hi Amy, of course I'd be happy to try to help you! Can you just email your issue details, customer service pin or your order number, and your contact info to our Miro Canada team at twelp@MiroCanada.ca? I'm sorry for the hassle but thanks for reaching out!

Disruptive Negative- This would be much more inspiring if it DIDN'T LOCK

OUT ITS EMPLOYEES IN SPRINGVILLE and accept a double standard!!! This is documented!!!! STOP SUPPORTING MIRO PRODUCTS!!

Response- None



Image 1.2: DS. (Dialogical Stimulus)

Group B

DS-B	Human Voice	Dialogical Loop
IV Elements	Yes	Yes

Message

Today we're proud to be introducing Miro's Champions of Great Starts! Watch the video we made featuring seven extraordinary women share their unique take on life, being a mom, and how they got their "great start". These fab ladies helped us get out 1 million meals to children in need. You go girls!

Comments

Positive 1- I wish there was a "Love" option because I would have hit it twice!

Response- Hey, we love you too!

Positive 2- When I attended college years ago, I applied to work with you. Working for you was my dream! An employer that shares my values. Thank you for continuing to be a role model employer. Hit me up if you'd like an extremely hard working, innovative, & creative addition to your team!!

Response- None

Constructive Negative 1- I'm sure these awesome moms are looking for the health of their children but I heard that Miro employees have been found working under horrible conditions.

Response- Hey there Shay. Look, when you're concerned, so are we. I can promise you, our working conditions are top-notch, our facilities are always super clean and safe, and our benefits package is amazing. But is there a specific problem you've heard about we can address?



Image 2.1: HV. (Human Voice Only) Group A

HV-A	Human Voice	Dialogical Loop
IV Elements	Yes	No

Message

We'd like to invite you to our next event supporting our Veterans: Come hear 6 national thought-leaders share their big ideas and the latest buzz on running a responsible business. It'll be this Thursday at UMW and we hope to see you there! <http://miroprod.com/summit>

Comments

Positive- You guys are one company I'll be happy to support! Your stance on this along with everything else!

Constructive Negative 1- Hopefully the new website will be fully functional by then! I'm having nothing out trouble with it! If I go to a different page and I have to login AGAIN! It won't allow me to post in the community or look at my points history. I called this morning and they said they weren't aware of any website trouble. Really?

Constructive Negative 2- I have been dealing with Miro all day and getting nowhere. There is no way to private message you and I want to speak with someone about my issues. Do you have an email address I can direct my issue to?

Disruptive Negative- This would be much more inspiring if it DIDN'T LOCK OUT ITS EMPLOYEES IN SPRINGVILLE and accept a double standard!! This is documented!!! STOP SUPPORTING MIRO PRODUCTS!!

Image 2.2: HV. (Human Voice Only) Group B

HV-B	Human Voice	Dialogical Loop
IV Elements	Yes	No

Message

Today we're proud to be introducing Miro's Champions of Great Starts! Watch the video we made featuring seven extraordinary women share their unique take on life, being a mom, and how they got their "great start". These fab ladies helped us get out 1 million meals to children in need. You go girls!

Comments

Positive 1- I wish there was a "Love" option because I would have hit it twice!

Positive 2- When I attended college years ago, I applied to work with you. Working for you was my dream! An employer that shares my values. Thank you for continuing to be a role model employer. Hit me up if you'd like an extremely hard working, innovative, & creative addition to your team!!

Constructive Negative 1- I'm sure these awesome moms are looking for the health of their children but I heard that Miro employees have been found working under horrible conditions.

Img 3.1: LO. (Dialogical Loop Only) Group A

LO-A	Human Voice	Dialogical Loop
IV Elements	No	Yes

Message

An invitation to support Veterans: Come hear six national thought-leaders share big ideas about what is happening on the leading edge of responsible business this Thursday at UMW. <http://miroprod.com/summit>

Comments

Positive- You guys are one company I'll be happy to support! Your stance on this along with everything else!

Response- Thank you, we appreciate the comment.

Constructive Negative 1- Hopefully the new website will be fully functional by then! I'm having nothing out trouble with it! If I go to a different page and I have to login AGAIN! It won't allow me to post in the community or look at my points history. I called this morning and they said they weren't aware of any website trouble. Really?

Response- None

Constructive Negative 2- I have been dealing with Miro all day and getting nowhere. There is no way to private message you and I want to speak with someone about my issues. Do you have an email address I can direct my issue to?

Response- We would be happy to try and assist you.

Please email the general details of the issue, Customer Service Pin or Order Number and contact information to our Miro Canada team at twelp@MiroCanada.ca. We apologize for the inconvenience and appreciate reaching out to us.

Disruptive Negative- This would be much more inspiring if it DIDN'T LOCK OUT ITS EMPLOYEES IN SPRINGVILLE and accept a double standard!! This is documented!!! STOP SUPPORTING MIRO PRODUCTS!!

Response- None



Img 3.2: LO. (Dialogical Loop Only) Group B

LO-B	Human Voice	Dialogical Loop
IV Elements	No	Yes

Message

Introducing Miro's Champions of Great Starts. Watch the video featuring seven women who share their take on life, on being a mom, and on how got their "great start". Each helped provide 1 million meals to children in need.

Comments

Positive 1- I wish there was a "Love" option because I would have hit it twice!

Response- Thank you for supporting us.

Positive 2- When I attended college years ago, I applied to work with you. Working for you was my dream! An employer that shares my values. Thank you for continuing to be a role model employer. Hit me up if you'd like an extremely hard working, innovative, & creative addition to your team!!

Response- None

Constructive Negative 1- I'm sure these awesome moms are looking for the health of their children but I heard that Miro employees have been found working under horrible conditions.

Response- @Shay, we take our customers concerns seriously. Miro promises working conditions that are top-notch, clean and safe facilities, and a competitive benefits package. Is there a specific problem we can address?



Image 4.1: CS. (Control Stimulus) Group A

CS-A	Human Voice	Dialogical Loop
IV Elements	No	No

Message

An invitation to support Veterans: Come hear six national thought-leaders share big ideas about what is happening on the leading edge of responsible business this Thursday at UMV. <http://miroprod.com/summit>

Comments

Positive- You guys are one company I'll be happy to support! Your stance on this along with everything else!

Constructive Negative 1- Hopefully the new website will be fully functional by then! I'm having nothing out trouble with it! If I go to a different page and I have to login AGAIN! It won't allow me to post in the community or look at my points history. I called this morning and they said they weren't aware of any website trouble. Really?

Constructive Negative 2- I have been dealing with Miro all day and getting nowhere. There is no way to private message you and I want to speak with someone about my issues. Do you have an email address I can direct my issue to?

Disruptive Negative- This would be much more inspiring if it DIDN'T LOCK OUT ITS EMPLOYEES IN SPRINGVILLE and accept a double standard!! This is documented!!! STOP SUPPORTING MIRO PRODUCTS!!

MIRO Products
Yesterday at 2:55pm · 🌐

An invitation to support Veterans: Come hear six national thought-leaders share big ideas about what is happening on the leading edge of responsible business this Thursday at UMV. www.miroprod.com/summit

Like · Comment · Share

👍 314 people like this.

🔗 45 shares

Callie Brunett You guys are one company I'll be happy to support! Your stance on this along with everything else!
Like · Reply · 5 mins

Jason Littles Hopefully the new website will be fully functional by then! I'm having nothing out trouble with it! If I go to a different page and I have to login AGAIN! It won't allow me to post in the community or look at my points history. I called this morning and they said they weren't aware of any website trouble. Really?
Like · Reply · 5 mins

Shay Deyoe I have been dealing with Miro all day and getting nowhere. There is no way to private message you and I want to speak with someone about my issues. Do you have an email address I can direct my issue to?
Like · Reply · 5 mins

Write a comment...

Image 4.2: CS. (Control Stimulus) Group B

CS-A	Human Voice	Dialogical Loop
IV Elements	No	No

Message

Introducing Miro's Champions of Great Starts. Watch the video featuring seven women who share their take on life, on being a mom, and on how got their "great start". Each helped provide 1 million meals to children in need.

Comments

Positive 1- I wish there was a "Love" option because I would have hit it twice!

Positive 2- When I attended college years ago, I applied to work with you. Working for you was my dream! An employer that shares my values. Thank you for continuing to be a role model employer. Hit me up if you'd like an extremely hard working, innovative, & creative addition to your team!!

Constructive Negative 1- I'm sure these awesome moms are looking for the health of their children but I heard that Miro employees have been found working under horrible conditions.

MIRO Products
Yesterday at 2:55pm · 🌐

Introducing Miro's Champions of Great Starts. Watch the video featuring seven women who share their take on life, on being a mom, and on how got their "great start." Each helped provide 1 million meals to children in need.

Like · Comment · Share

👍 314 people like this.

🔗 45 shares

Callie Brunett I wish there was a "Love" option because I would have hit it twice!
Like · Reply · 5 mins

Jason Littles When I attended college years ago, I applied to work with you. Working for you was my dream! An employer that shares my values. Thank you for continuing to be a role model employer. Hit me up if you'd like an extremely hard working, innovative, & creative addition to your team!!
Like · Reply · 5 mins

Shay Deyoe I'm sure these awesome moms are looking for the health of their children but I heard that miro employees have been found working under horrible conditions.
Like · Reply · 5 mins

Write a comment...

Table 3.

Human Voice Criteria

Aspect	Formal	Informal
Grammar	Proper grammar is used in official, literary or academic content presenting ideas that are polished & prepared by using standard punctuation and structure.	Write the way one speaks (even if you break the rules of grammar). In order to capture a more natural tone, perfection in grammar where it doesn't sound natural to say should be avoided.
Examples	Six thought leaders share big ideas Their take on life, on being a mom, and on how...	6 thought leaders share their big ideas Their take on life, being a mom, and how...
Punctuation	Punctuation should follow classic standard-American rules. In formal writing, avoid placing an exclamation point to indicate their surprise or amusement at something being quoted.	Exclamation marks are good ways to express non-verbal excitement in tone.
Examples	Miro's Great Starts. Thank you. Thanks for reaching out.	Miro's Great Starts! Thank you! Thanks for reaching out!
Sentence Structure	The standard of correctness is higher as sentence structure follows the rules of Standard English guidelines.	Strict adherence is not required as long as the verbalization is amenable to the ear. This includes starting a sentence with 'but'.
Examples	Featuring seven women who share their take on life, on being a mom, and on how got their great start. Is there a problem? ...what is happening on the leading edge of responsible business this Thursday at UMV.	Featuring seven extraordinary women share their unique take on life, being a mom, and how they got their great start. But is there a problem? ...what's the latest on running a responsible business. It'll be this Thursday at UMV.

Complexity	Typically, formal language is considered to produce longer and more complicated sentences. However, an overuse of delay expressions may result in quantitatively higher word count. Formal sentences tend to be complex and add specific meaning to the writing.	By contrast, Informal language is often considered to produce shorter sentences due to the lack of formalizing grammar structures. However, delay expressions and unnecessary rhetoric designed to artificially enhance a message may lengthen the sentence.
Examples	Come hear six national thought-leaders share big ideas about what is happening on the leading edge of responsible business. Watch the video featuring seven women who share their take on life, on being a mom, and on how got their great start. Each helped provide 1 million meals to children in need.	Come hear six national thought-leaders share their big ideas on running a responsible business. Watch the video we made featuring seven women share their unique take on life, being a mom, and how they got their great start. These ladies helped us get out 1 million meals to children in need.
Vocabulary Selection/ Phrasal verbs	Formal choices for vocabulary are higher in grade and often uncommon when spoken in conversation. Avoid phrasal verbs.	Informal word choices may be lower in grade and more commonly used in spoken conversation.
Examples	Exceptional working conditions Thank you Apologize for the inconvenience Appreciate reaching out	Top-notch working conditions Thanks Sorry for the hassle Thanks for reaching out
Phrasal Verbs and Intensifiers	Use a sophisticated vocabulary with terms that are accepted in the topic's field. Instead of using superfluous words, use more sophisticated ones such as extremely, highly, entirely etc.	Similar to the above description of colloquial phrases, casual phrases might be those that utilize slang or common expressions. Extra intensifiers also enhance the casual tone.

Examples	Seven women Working conditions are exceptional Please	Seven extraordinary women Working conditions are top-notch Can you just..?
Mitigating expressions: Delay/Correcting Phrases	Mitigating or pausing phrases should be avoided as the author has assumedly had time to construct the message properly.	Because informal English is improvised, it is sloppy. Speakers and writers often use these to give themselves time. It has a tone that is off the cuff.
Examples	Please	Look, ... Can you just..?
Referring to the speaker	Formal writing usually uses the third-person perspective; avoid use 'I' or 'you'. Instead, use proper pronouns or the organization's name. In representing a group, the collective we is may be slightly less formal, but still more so that the first person I.	The author is free to refer to the self in the first person by using terms such as I. Although typically We is connected to casual writing, it is also common in public relations when representing an organization. It is still more formal than the personalized I.
Examples	Is there a problem that we can address? Miro promises... We would be happy	Is there a problem that I can address? I promise I would be happy
Referring to the audience	Refer to the audience by their name, number, or in general terms. Avoid addressing readers using second person pronouns.	Addressing readers with using second person pronouns (i.e. you) can make an essay sound informal and can bring a sense of personalization.
Examples	Miro can help @Shay Deyoe,	Miro can help you Shay,
Compound Words	Contractions should not be used to simplify words (in other words use It is rather than It's). Generally abbreviations must be spelt out in full when first used.	Words are likely to be simplified using contractions (for example, I'm, doesn't, couldn't, it's) and abbreviations (e.g. TV, photos) whenever possible.

Examples	We would What is happening It will We are	We'd What's happening It will We're
Active/Passive Voice and/or Tone	The use of a passive voice is choice when communicating facts.	An active voice is casual in nature as it creates a sense of presence.
Examples	Introducing... An invitation to support veterans	We are proud to introduce We'd like to invite you to our next event supporting veterans
Colloquialisms & Slang	Slang words should be avoided. Instead, formal and objective writing should sound factual and exact. Avoid using them at all and if so, used sparingly.	Adding slang helps to create a more authentic sound, especially if it is slang the target audience recognizes. In terms of the internet, this would include the use of emojis and Text-style words (i.e. LOL).
Examples	Share ideas These ladies	Share the latest buzz These fab ladies :) You Go Girls!
Sound (Tone)	A formal tone helps establish the writer's respect for the audience. It is the kind of tone that educated people use when communicating with other educated people. Most academic writing uses a formal tone.	An informal tone writes from a personal point of view. Subjectivity makes the author more present creating a dialogical communication style.
Examples	Introducing... An invitation to support veterans	We are proud to introduce We'd like to invite you to our next event supporting veterans
Empathy and Emotion (Feelings)	A formal writing style shows a limited range of emotions and avoids emotive punctuation such as exclamation points, ellipsis, etc. Objective writing is less subject to the personal opinions of the author unless they are being cited from another source.	The author can show empathy towards the reader. In personal conversation it is acceptable to use phrases or words that convey a close relationship. Also, this includes the use of overly descriptive words, which may reveal a bias.

Examples	Thank you Seven women	Aw, Thanks Seven extraordinary women We love you
Personal References	When addressing the audience, nicknames are not appropriate.	When addressing the audience, nicknames are appropriate. They enhance the perception of closeness and personalization.
Examples	Thanks	Thanks buddy
General Personalization	A formal tone is all-inclusive and not subject to only one reader at a time.	A tone of personal application is invitational to conversation.
Examples	Join us Hello	Hope to see you there! What's up

Table 5.

*Condition Rhetoric Comparison***CSR MESSAGE GROUP A – Sponsored Event**

Human Voice – We'd like to invite you to our next event supporting our Veterans:

Come hear 6 national thought-leaders share their big ideas and the latest buzz on running a responsible business. It'll be this Thursday at UVM and we hope to see you there!

<http://miroprod.com/summit>

No Human Voice - An invitation to support Veterans: Come hear six national

thought-leaders share big ideas about what is happening on the leading edge of responsible business this Thursday at UMV. <http://miroprod.com/summit>

CSR MESSAGE GROUP B – Employee/Charity/ Women’s Issues

Human Voice – Today we’re proud to be introducing Miro’s Champions of Great Starts! Watch the video we made featuring seven extraordinary women share their unique take on life, being a mom, and how they got their “great start”. These fab ladies helped us get out 1 million meals to children in need. You go girls!

No Human Voice - Introducing Miro’s Champions of Great Starts. Watch the video featuring seven women who share their take on life, on being a mom, and on how got their “great start.” Each helped provide 1 million meals to children in need.

Comments and replies

Positive (Group A)-

1. You guys are one company I’ll be happy to support! Your stance on this along with everything else!

a. **Response (human voice)-** Aw, Thanks buddy! Really appreciate you saying it. :)

b. **Response (non human voice)-** Thank you, we appreciate the comment.

Positive (B)-

2. I wish there was a “Love” option because I would have hit it twice!

a. **Response (human voice)-** Hey, we love you too! :)

b. **Response (non human voice)-** Thank you for supporting Miro.

3. When I attended college years ago, I applied to work with you. Working for

you was my dream! An employer that shares my values. Thank you for continuing to be a role model employer. Hit me up if you'd like an extremely hard working, innovative, & creative addition to your team!!

Constructive Negative (A)-

1. Hopefully the new website will be fully functional by then! I'm having nothing out trouble with it! If I go to a different page and I have to login AGAIN! It won't allow me to post in the community or look at my points history. I called this morning and they said they weren't aware of any website trouble. Really?

2. I have been dealing with Miro all day and getting nowhere. There is no way to private message you and I want to speak with someone about my issues. Do you have an email address I can direct my issue to?

a. **Response (human voice)-** Hi Amy, of course I'd be happy to try to help you! Can you just email your issue details, customer service pin or your order number, and your contact info to our Miro Canada team at twelp@MiroCanada.ca? I'm sorry for the hassle but thanks for reaching out!

b. **Response (non-human voice)-** Miro would be happy to try to assist you. Please email the general details of the issue, Customer Service Pin or Order Number and contact information to the Miro Canada team at twelp@MiroCanada.ca. We apologize for the inconvenience and appreciate reaching out to Miro.

Constructive Negative (B)

3. I'm sure these awesome moms are looking for the health of their children but I heard that Miro employees have been found working under horrible conditions.

a. **Response (human voice)-** What's up Shay. Look, when

you're concerned, so are we. I can promise you, our working conditions are top-notch, our facilities are always super clean and safe, and our benefits package is amazing. But is there a specific problem you've heard about?

b. **Response (non-human voice)-** @Shay, Miro takes customer's concerns seriously. Miro promises exceptional working conditions, clean and safe facilities, and a competitive benefits package. Is there a specific problem?

Figure 10: Company History



APPENDIX SECTION B: Scale Questions

Figure 5. Trust scale questions.**Overall Trust**

- I'm willing to let the organization make decisions for people like me.
- I think it is important to watch this organization closely so that it does not take advantage of people like me.
- I trust the organization to take care of people like me.

Organization shows competence

- I feel very confident about the skills of this organization.
- This organization has the ability to accomplish what it says it will do.
- This organization is known to be successful at the things it tries to do.

Organization shows integrity

- The organization treats people like me fairly and justly.
- The organization can be relied on to keep its promises.
- Sound principles seem to guide the behavior of this organization.

This organization does not mislead people like me.

Organization shows goodwill

- Whenever this organization makes a decision I know it will be concerned about people like me.
- I believe this organization takes the opinions of people like me into account when making decisions.
- This organization is interested in the well-being of people like me, not just itself.

Figure 6. Authenticity Scale Questions

<p>Organization Action Implications</p> <ul style="list-style-type: none"> • The organization can deliver the promises they make. • This organization's actions go beyond profit making and corporate gains • The organization's images are original. • I believe this organization is invested in improving the environment. <p>Perceived Message Validity</p> <ul style="list-style-type: none"> • The organization's messages are original. • The posts contained sufficient details. • I feel what the organization said was authentic. • I feel inspired to learn more about them • I am motivated to contribute to one of the causes mentioned • I feel like an active part of the organization's goals • The organization demonstrated sincere support for the cause. <p>Perceived Authentic Organizational Behavior</p> <ul style="list-style-type: none"> • This organization always tells the truth. • I believe that this organization's concern about the issues are genuine. • I feel that this organization is willing to admit to mistakes when they are made. • I feel that this organization accepts and learns from mistakes. • I believe that this organization's behavior matches its core values. • The organization's beliefs and actions are consistent. • I think this organization matches the rhetoric with its action.
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Figure 7. Qualifying Questions

<ul style="list-style-type: none"> • What is your age? (Range from Under 18 to 85+). • Do you have a Facebook account (Yes or No) • How many years has your account open? (Range of years) • How many times per week do you estimate you use it? (Range of times per week)
--

Figure 8. Pre-test/ Manipulation test questions

- Miro is a real organization.
- This organization is fake.
- The organization's history is not biased.
- Information on this organization is reliable.
- I believe this organization is conscientious of its impact.
- I associate this organization with being a good member of society.
- I support the cause this organization is advocating.
- The messages this organization presents are not important to me.
- The organization communicates in a style that is very appropriate for Facebook.
- This organization uses an informal tone.
- The communication style of the organization is professional.
- I believe the organization is willing to have a conversation with people who leave comments.
- Listening to customers is not important to this organization.
- The organization is open to dialogue with consumers.
- I feel the organization is very personable.
- The comments sent to this organization are common on Facebook.
- The negative comments are too harsh on this organization.

APPENDIX SECTION C: Manipulation Check Tables

Table 6.1

Bias Check - Group A vs. Group B

<u>Question</u>	<u>Group A</u> <u>Mean</u>	<u>Group B</u> <u>Mean</u>	<u>Sig.</u>
...History is biased	4.41	4.18	.26
...Information is reliable	4.6	4.54	.764
...Negative comments too harsh	3.17	3.42	.204
...Nice Comments are justified	4.82	5.01	.321
...Real Organization	7.16	6.89	.317

Note: Significant at the $p < 0.05$ level.

Table 6.2

Bias Check - History Only

<u>Question</u>	<u>Stimulus</u>	<u>History Only</u>	<u>Sig.</u>
...History is biased	4.3	4.53	.421
...Information is reliable	4.76	4.76	.435
...Negative comments too harsh	3.29	2.53	.437
...Nice Comments are justified	4.91	4.82	.727
...Real Organization	7.03	7.59	.155

Note: Significant at the $p < 0.05$ level.

Table 7

Group A vs. Group B for Trust and Authenticity

	<u>Group A</u> <u>Mean</u>	<u>Group B</u> <u>Mean</u>	<u>Sig.</u>
Trust Average	6.65	6.49	.295
Authenticity Average	6.62	6.47	.323

Note: Significant at the $p < 0.05$ level.

Table 8.1

Stimulus vs. History Only for Trust and Authenticity

	<u>Stimulus</u>	<u>History Only</u>	<u>Sig.</u>
Trust Average	6.57	6.01	.021
Authenticity Average	6.55	6.10	.004

Note: Significant at the $p < 0.05$ level.

Table 8.2

Group A vs. History Only for Trust and Authenticity

	<u>Group A</u>	<u>History Only</u>	<u>Sig.</u>
Trust Average	6.65	6.01	.019
Authenticity Average	6.62	6.10	.050

Note: Significant at the $p < 0.05$ level.

Table 8.3

Group B vs. History Only for Trust and Authenticity

	<u>Group B</u>	<u>History Only</u>	<u>Sig.</u>
Trust Average	6.49	6.01	.031
Authenticity Average	6.47	6.10	.027

Note: Significant at the $p < 0.05$ level.

Table 9

Group A vs. Group B for CSR

<u>Question</u>	<u>Group A Mean</u>	<u>Group B Mean</u>	<u>Sig.</u>
... appropriate style for Facebook	5.28	5.70	.029
... conscientious of its impact	4.93	5.33	.046

Note: Significant at the $p < 0.05$ level.

Table 10

Group A & B vs. History Only for "Good member of society"

	<u>Group Mean</u>	<u>History Only Mean</u>	<u>Sig.</u>
Group A	5.00	4.59	.196
Group B	5.18	4.59	.025

Note: Significant at the $p < 0.05$ level.

Table 17

Pre-Test Human Voice Manipulation Check - Groups A & B

<u>Question</u>	<u>Human Voice</u>	<u>No Human Voice</u>	<u>Sig.</u>
... informal tone	5.11	3.80	<.001
... style is professional	4.71	5.28	.016

Note: Significant at the $p < 0.05$ level.

Table 18

Pre-Test Dialogical Loop Manipulation Check - Groups A & B

	<u>Loop</u>	<u>No Loop</u>	<u>Sig.</u>
... willing to have a conversation	5.63	3.94	<.001
... listening is important	5.48	4.29	<.001
... open to dialogue	5.81	4.17	<.001

Note: Significant at the $p < 0.05$ level.

Table 19

Pre-Test Human Voice Manipulation Check - Group B

<u>Question</u>	<u>Human Voice</u>	<u>No Human Voice</u>	<u>Sig.</u>
... informal tone	5.10	3.95	.002
... style is professional	3.36	2.36	.002

Note: Significant at the $p < 0.05$ level.

Table 20

Pre-Test Dialogical Loop Manipulation Check - Group B

	<u>Loop</u>	<u>No Loop</u>	<u>Sig.</u>
... willing to have a conversation	5.59	3.36	.001
... listening is important	5.46	4.00	<.000
... open to dialogue	5.79	3.62	<.000

Note: Significant at the $p < 0.05$ level.

APPENDIX SECTION D: Main Test Tables

Table 12

Demographic Layout

	Number or Mean	Percentage
Gender		
Male	75	46.88
Female	85	53.13
Ethnicity		
White/ Caucasian	121	75.6
Asian	16	10
Hispanic/ Latino	11	6.8
Black/ African American	9	5.5
American Indian/ Alaska Native	2	1.3
Other	1	.6
Age	30	
Level of Education		
Less than High School	1	.5
High School Graduate	18	8.1
Some College	51	23.1
2 Year Degree	24	10.9
4 Year Degree	96	43.4
Professional Degree	30	13.6
Doctorate	1	.5
Household Income		
Less than \$10,000	16	7.2
\$10,000 – 19,999	25	11.3
\$20,000 – 29,999	22	10
\$30,000 – 39,999	34	15.4
\$40,000 – 49,999	23	10.4
\$50,000 – 59,999	26	11.8
\$60,000 – 69,999	16	7.2
\$70,000 – 79,999	11	5
\$80,000 – 89,999	12	5.4
\$90,000 – 99,999	6	2.7
\$100,000 – 149,999	22	10
More than \$150,000	8	3.6

Table 13

Human Voice Manipulation Check - Group B

<u>Question</u>	<u>Human Voice</u>	<u>No Human Voice</u>	<u>Sig.</u>
... informal tone	5.11	3.95	.002
... style is professional	5.57	5.64	.001

Note: Significant at the $p < 0.05$ level.

Table 14

Dialogical Loop Manipulation Check - Group B

<u>Question</u>	<u>Loop</u>	<u>No Loop</u>	<u>Sig.</u>
... willing to have a conversation	5.66	4.60	.001
... listening is important	5.46	4.66	.015
... open to dialogue	5.83	4.80	.001

Note: Significant at the $p < 0.05$ level.

Table 15.1

Trust 2-Way ANOVA

Source	<i>Df</i>	<i>F</i>	η^2	<i>p</i>
(A) Dialogical Loop	1	3.19	5.399	0.074
(B) Human Voice	1	0.039	0.067	0.843
A x B (interaction)	1	0.254	0.43	0.615
Error (within groups)	236			

Table 15.2

Trust 2-Way ANOVA

Variables	Categories		Simple Effects: <i>F df</i> (2, 30)
	Yes	No	
Dialogical Loop	5.29 (1.191)	5.29 (1.394)	(4.53, 238)
Human Voice	5.46 (1.333)	5.43 (1.276)	(.001, 238)
Loop x Voice			(.254, 476)

Note: $p < .01$. Standard deviations appear in parentheses below means. Computed using $\alpha = .05$

Table 16.1

Authenticity 2-Way ANOVA

Source	<i>Df</i>	<i>F</i>	η^2	<i>p</i>
(A) Dialogical Loop	1	4.644	8.202	0.031
(B) Human Voice	1	0.002	0.004	0.965
A x B (interaction)	1	0.029	0.052	0.864
Error (within groups)	236			

Table 16.2

Authenticity 2-Way ANOVA

Variables	Categories		Simple Ef- fects: <i>F df</i> (2, 30)
	Yes	No	
Dialogical Loop	5.23 (1.258)	5.60 (1.386)	(1.58, 238)
Human Voice	5.41 (1.341)	5.42 (1.332)	(.164, 238)
Loop x Voice			(.029, 476)

Note: $p < .01$. Standard deviations appear in parentheses below means. Computed using $\alpha = .05$

APPENDIX SECTION E: Experiment Documentation

We're Friends Right? Dialogical Strategy Effects in CSR Facebook Posts on Perceived Organizational Trust and Authenticity

You are being invited to participate in a research study about organizational and public relationships on social media. This study is being conducted by Casey McDonald and Christopher Wilson PhD., from the department of Mass Communications at Brigham Young University. The study is being conducted as part of a graduate student thesis.

You were selected as a possible participant in this study because of your familiarity with using Facebook as a consumer.

There are no known risks if you decide to participate in this research study. There are no costs to you for participating in the study. The information you provide will help us to better understand perspectives on organizations posting on social media sites. The questionnaire will take no more than 15 minutes to complete. The information collected may not benefit you directly, but the information learned in this study should provide more general benefits.

This survey is anonymous. We will not collect your name, location, or any private information for this survey including your IP address as per Qualtrics's protective privacy policy (see <https://www.qualtrics.com/privacy-statement/> for more information). However, absolute anonymity cannot be guaranteed over the Internet. No one will be able to identify you or your answers, and no one will know whether or not you participated in the study. Should the data be published, no individual information will be disclosed.

Your participation in this study is voluntary. By completing the survey, you are voluntarily agreeing to participate. You are free to decline to answer any particular question you do not wish to answer for any reason. Upon successful completion, compensation for your participation includes entry into a drawing for a \$25 gift certificate provided via email. Providing an email address (not associated with your submission in any way) is not a requirement to participate in this study.

If you have any questions about your rights as a research participant you may contact the IRB Administrator at A-285 ASB, Brigham Young University, Provo, UT 84602; irb@byu.edu; (801) 422-1461. The IRB is a group of people who review research studies to protect the rights and welfare of research participants.



Figure 9. Consent Agreement

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