

The Role of Digital Public Relations in Sustaining Institutional Excellence in AR-Rasheed Modern Schools, Yemen

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Abstract

The current study aimed to reveal the role of digital public relations in sustaining institutional excellence through applying it to AR-Rasheed Modern Schools in Yemen. It too adopted both the field method and the questionnaire as a tool for collecting data from a stratified random sample of (163) individuals from workers in seven branches of these schools. The results of this study showed practices of Public Relations Department at AR-Rasheed Schools for its activities, digitally, to a “high” degree. While its indicators of sustainability of institutional excellence are available in these schools to a “high” degree. It was apparently shown that there is a positive, strong and significant direct correlation at (0.01) between digital public relations activities and indicators of sustainability of institutional excellence. It also depicted that there is a positive and strong significant effect (0.05) of digital public relations activities on sustaining institutional excellence. The study finally recommended the importance of activating the role of Public Relations Department in directing its digital activities towards enhancing the sustainability of institutional excellence in the long term.

Keywords: Public Relations Department, Digital Practices, Sustaining Institutional Excellence, AR-Rasheed Modern Schools-Yemen.

1. Introduction

The world is witnessing a tremendous and rapid development that has multiple repercussions on the performance of all institutions, especially educational ones. These tremendous and rapid development have imposed on these institutions in order to adopt new directions and strategies that help them to respond effectively to the changes of this era. Perhaps the most prominent of these strategies is working to direct public relations programs and activities towards achieving institutional excellence, and ensuring its long-term sustainability.

Institutional excellence refers to the mechanisms that contribute to achieving professional and administrative successes within the organization. It is considered an important factor in creating sustainable organizational effects and achieving achievements in various areas of institutional performance (Al-Subaie, 2022). Its importance is highlighted by its ability to create wide spaces, and then generate a kind of enthusiasm and encouragement for new ideas and perseverance to achieve the required success at all administrative levels (Al-Muraikhi, 2023).

Relationships became between individuals within the organization, and between the organization and its external audience as one of the most important components of the organization's development and excellence. The public relations department has an important role in our current era, as it is one of the administrative units that business organizations use today to maintain the continuity of their business and achieve their institutional excellence. It exercises a set of main activities directed towards the organization's internal and external audiences to win them over and develop the relationship with them (Aqeedah & Al-Akwa', 2023). This activity made public relations one of the modern functions to practice various activities which is the use of digital means of communication in relationships. In this regard, institutions adopt as a modern approach to achieving excellence (Yasef & Qasimi, 2022).

Researchers were interested in public relations as an effective means of improving the image of the institution and maximizing its reputation within society. Institutions,

whether production or service, sought to activate the role of public relations to develop performance and achieve sustainable excellence for these institutions (Abu Ubadah, 2020). Digital practices are one of the functional tasks performed by the public relations department in a way that contributes to achieving the organization's excellence. Actually, digital public relations have developed in the era of technological advancement. It is apparently established via the Internet or through the use of digital means of communication such as networking sites, messaging applications, and other means of modern digital communication (Al-Qahtani, 2023).

In this respect, previous studies and research, such as Al-Desouki (2024), Fakhry (2023), Yassef & Qasimi (2022), emphasized the importance of digital practices entrusted to public relations department in achieving institutional advantage and distinction via following new strategies that include effective electronic communication methods with an institution audience. Therefore, this study attempts to determine the effectiveness of digital public relations practices, and direct them towards sustaining institutional excellence through applying it to AR-Rasheed Modern Schools. AR-Rasheed Modern Schools is one of the private public education institutions that has gained a good reputation among society, and the demand of learners for it grows every year.

2. The Problem of the Study and its Questions

Private schools in Yemen face increasing challenges in maintaining their institutional excellence, attracting students, and retaining them in an accelerating competitive environment. Though the importance of applying digital public relations practices to enhance the sustainability of this excellence in the long term is increasing, it is noted that there is a lack of awareness of the effectiveness of digital public relations activities in sustaining institutional excellence in private schools in Yemen. The problem of the study lies in the need to understand and analyze the role of digital public relations activities in sustaining institutional excellence in these schools.

A result of the scarcity of studies and research on the effectiveness of the functional tasks assigned to the Public Relations Department, this study measures the extent to which these tasks are directed towards developing institutional performance, specifically the roles and practices performed by these departments. The purpose of this measurement is to direct their digital activities towards sustaining institutional excellence in Yemeni educational institutions, especially private education institutions. Due to the intense competition between these schools, especially in the capital, Sana'a, this study is introduced to fill this research gap through contemporary administrative trends that have imposed on educational institutions including AR-Rasheed Modern Schools. It also maintained the sustainability of their institutional excellence in the long term. The benefit of digital activities for relationships is through directing them effectively towards achieving this goal. Accordingly, the problem of the study is determined in the following main question: "What is the role of digital public relations activities in sustaining institutional excellence in AR-Rasheed Modern Schools?" These questions are divided into the following branches:

- What is the level of digital public relations activities practiced in AR-Rasheed Modern Schools?
- What is the level of availability of indicators for sustaining institutional excellence in AR-Rasheed Modern Schools?
- Is there a significant correlation at (0.05) between digital public relations activities and the sustainability of institutional excellence in AR-Rasheed Modern Schools?
- Is there a significant effect (0.05) of digital public relations activities on sustaining institutional excellence in AR-Rasheed Modern Schools?

3. Objectives of the Study

The study aimed to reveal the role of digital public relations in sustaining institutional excellence through applying it to the modern rationale in Yemen. More specifically, this study seeks to:

- Know the level of practice of digital relations activities in AR-Rasheed Modern Schools.
- Know the level of availability of indicators for sustaining institutional excellence in AR-Rasheed Modern Schools.
- Find the type and direction of the relationship between digital public relations activities and the sustainability of institutional excellence in AR-Rasheed Modern Schools.
- Determine the extent of the impact of digital public relations activities in sustaining institutional excellence in AR-Rasheed Modern Schools.

4. The Importance of the Study

The importance of the current study lies in the importance of the variables it addressed, and their effectiveness in the education sector at the present time. The importance posed by this study can be presented in the following:

4.1. Scientific Importance:

- This study contributes to fill the research gap on the role of digital public relations practices in achieving and enhancing institutional excellence for private schools, which is a vital research area that has not received sufficient attention in Yemeni context.
- This study is one of the few studies that focuses on the private education sector in Yemen, which will enrich scientific knowledge about this important sector.
- The results of the study will contribute to developing models and theories through explaining the relationship between digital public relations practices and achieving institutional excellence.

4.2. Practical Importance:

- The results of the study will provide practical guidance to private schools in Yemen and how to employ digital public relations practices to achieve and enhance institutional excellence.
- The results of the study will help decision makers in the private education sector in Yemen to develop effective strategies for investing digital technologies in public relations activities.
- The research recommendations will provide practical guidance to those in charge of private schools to developing the competencies of workers in the field of digital public relations.

4.3. Added Value:

- This study is one of the few studies that focused on the private education sector in Yemen, which will contribute in enriching research knowledge about this vital sector.
- The results of the study will provide new insights into the role of digital technologies in enhancing the institutional performance of private schools, which is a growing research topic in the region.
- The research recommendations will help private schools in Yemen to adopt effective digital public relations practices, and direct them towards enhancing the sustainability of their institutional excellence in the long term.

5. The Limits of the Study

The study was limited to one of the main functions performed by the Public Relations Department, represented by its practice of its two types of digital activities: (digital activities directed toward the internal audience, and digital activities directed toward the external audience). It was also limited in its treatment of institutional excellence as a dependent variable with the following dimensions: (leadership excellence, excellence

Human resources, internal process excellence, and sustainability of excellence). The field application of this study was limited to the administrative, teaching, and technical staff working in AR-Rasheed Modern Schools in the capital, Sana'a, in Yemen during the months of January/February 2024.

6. Terminology of Study

6.1. Digital PR

Digital public relations is defined as: processes that occur in the field of public relations using various digital means of communication, by taking advantage of Internet tools and techniques, and modern technological production, in distributing materials, publications, and articles electronically (Bin Youb, Shaabina, 2022). It is too known as an activity related to improving the process. Communicating with the organization's audience through various means of communication and Internet networks include social networks, search engines, virtual communities, brands, and other modern communication means and channels (Haddadi, 2018).

Procedurally, digital public relations is a set of activities practiced by those workings in the field of public relations in AR-Rasheed Modern Schools. It refers to the establishment of effective and diverse communication channels that embody and consolidate the relationship between these schools and their internal and external audiences.

6.2. Sustaining Institutional Excellence

Sustaining organizational excellence is "the organization's ability to maintain high levels of performance and achievement over a long period of time, with the ability to adapt and develop in the face of environmental challenges and changes" (Bakhsh & Javed, 2023). Or it is "the organization's ability to maintain its distinct competitive position and achieve superior results in the long term by adopting effective management practices and developing its internal capabilities" (Al-Shami et al., 2023). Procedurally, the sustainability of institutional excellence is the ability of AR-Rasheed Modern Schools to reach their best in providing distinguished services to their

customers, equal to/or greater than the rest of the local educational institutions. The schools try to exploit their core capabilities and making the most of the digital activities performed by the Public Relations Department to highlight excellence. Leading these schools, distinguishing their human resources, and distinguishing their internal operations as well as highlighting the elements of the sustainability of their excellence are in the long term.

6.3. AR-Rasheed Modern Schools

AR-Rasheed Modern Schools is one of the leading private public education institutions in Yemen. It was established in 2001 and was affiliated with AR-Rasheed Educational Services Company Limited. It includes (7) branches across the directorates of the capital secretariat and Sana'a Governorate. It also includes the AR-Rasheed Training Center branch and the Public Administration branch. These schools seek to provide high quality education, and distinguish its various services and activities. Students of these schools have achieved several positions among the top leaders in Yemen over the past years (AR-Rasheed Modern Schools website, visit on 3/6/2024).

7. Study Literature

There is a brief overview of the theoretical framework and previous studies related to this study:

7.1. Previous Studies

Al-Desouki's study (2024) sought to reveal the role of digital public relations in developing human capital, enhancing trust and its impact on job satisfaction among employees in financial institutions. The study relied on the questionnaire tool to collect data from the respondents. The results of the study was concluded that digital public relations department contributes in gaining the trust of the internal public through adopting specific and clear goals and strategies, presenting them clearly and transparently, and digital public relations activities received high approval rates.

Fakhry's study (2023) aimed to reveal the role of digital public relations in achieving institutional excellence via applying it to the Sudanese Ministry of Higher Education

and Scientific Research. Relying on the descriptive and analytical approach and the questionnaire as a tool, the study concluded that the trend towards digital public relations helped in improving the performance of higher education institutions. It, therefore, worked to achieve institutional communication goals.

The study by Bouchachi et al. (2023) aimed to prepare a vision about the communicative role of public relations in enhancing the position of the service economic institution in the market. It based on the analysis of previous literature. The study produced several points about the possibility of employing information and communication technology techniques and tools to deliver positive content through improving satisfaction of the customer, the mental image of the institution, and maintaining its continuity in the market.

El-Sherbiny's study (2023) aimed to explore the role of digital public relations in managing the reputation of Egyptian Private Universities. Relying on the field survey approach and the questionnaire as a tool, the study emphasized the importance of activating electronic public relations in private universities, and the importance of the role of public relations in managing the relationship between the audience and the university, and managing the university's reputation.

Ziadeh's study (2023) aimed to determine the nature of the relationship between digital public relations and building a mental image of service institutions through applying it to the Oredioo organization. The data was collected by conducting a study to survey customers' opinions about the quality of services that was provided through the organization's page. The results showed that the indicators of the communication circles enabled the principle communication, so hat digital public relations practitioners have positive attitudes towards activating the role of the organization to carry out its social role.

Al-Qahtani's study (2023) aimed to know the role of digital customer relationship management in achieving institutional excellence through applying it to Saudi Airlines. The study relied on the descriptive analytical approach through reviewing historical

sources. It also focused on using statistical data, and information published in Arab and foreign scientific periodicals. The results exposed that the application of customers relationship department contribute in achieving institutional excellence for the organization in its dimensions: leadership excellence, human excellence, and service excellence.

Isbeetan study (2022) aimed to know the role of public relations in enhancing competitive advantage in the banking sector. Relying on the descriptive analytical approach and the electronic questionnaire addressed to the public, the results showed that public relations activities focused on innovating promotional methods, communicating with internal and external audiences to gain their trust, and creating a good mental image among the bank's internal and external audiences to achieve a competitive advantage.

In another study, Yassef & Qasimi (2022) aimed to reveal the communication and planning role of public relations department in achieving a competitive advantage at the Renault Dacia Corporation in Algeria. The study based on the field study and the questionnaire tool. The results of the study showed that planning and communications performed by public relations have an influential role in enhancing the competitive advantage of the institution under study.

As has been argued previously, interest in the field of public relations is noted in an attempt to shed light on the various roles assigned to public relations department, especially its role in directing its digital activities towards improving the organization's performance and achieving its excellence in the long term. These studies have applied research methods to companies, institutions, and sectors in various countries. Most of these studies focused on linking the public relations variable with the competitive advantage variable. However, the current study seeks to link digital public relations with institutional excellence through applying it to private education schools due to the scarcity of this type of study, especially within the framework of the Yemeni environment.

7.2. Theoretical Framework

The researcher presents some literature related to the subject of this study, as follows:

7.2.1. The Benefits of Sustaining Institutional Excellence

Sustaining institutional excellence has many benefits that help (Masood, et al. 2023):

- Enhancing the organization's ability to compete effectively in the market, which increases its chances of success.
- Improving the quality of products and services provided to customers and increasing their value in their eyes.
- Increasing work efficiency and improving performance, which leads to achieving the organization's goals more effectively.
- Ensuring continued success and continuous development of the institution.
- Adapting shifts and changes in the external environment.
- Enhancing the organization's reputation and position in the market, attracting talented employees, customers, and investors.

As has been shown previously, sustaining institutional excellence is an important matter to ensure the success of any institution, including educational institutions. The importance of sustaining institutional excellence lies in many aspects that contribute to achieving excellence for the institution in the long term, as it contributes to achieving competitive sustainability and improving quality of services and outputs. It additionally enhances the efficiency of institutional performance, and attracting talent, customers, and investors.

7.2.2. Dimensions of Institutional Excellence

Dimensions of Institutional excellence are as follows (Kale, et al. 2022), (Hartnett & Makhlof, 2021):

- Leadership excellence: It refers to the ability of the organization's leaders to achieve success and excellence in achieving and developing the organization's goals. Leadership excellence is an essential element in achieving institutional

excellence, as distinguished leaders positively influence performance, motivation, and innovation within the organization.

- **Strategy excellence:** It means having an effective and innovative strategy that contributes to achieving organizational excellence. Strategy excellence requires analyzing the external environment, identifying opportunities and challenges, setting goals, and developing effective action plans to achieve them.
- **Human resources excellence:** It refers to the presence of a distinguished and qualified work team that contributes to achieving the organization's goals. Human resources excellence includes selecting and hiring appropriate cadres, developing their capabilities, training them, motivating them, and providing them with the necessary support to achieve institutional excellence.
- **Internal process excellence:** It is the presence of effective and innovative processes that contribute to achieving efficiency and quality in the organization's performance. Internal process excellence requires to improving, simplifying and developing processes through using best practices and technologies.

7.2.3. The Role of Digital Relations in Sustaining Institutional Excellence

The Public Relations Department is concerned with building and strengthening the organization's relationships with its target audience through directing its digital activities towards sustaining institutional excellence. The main roles that the Public Relations Department are as follows:

- **Enhancing the institutional image and reputation:** Digital public relations activities help in building and maintaining the organization's reputation and positive image in the long term. It enhances its competitive position (Al-Edenat & Alhawamda, 2023).
- **Improving communication and interaction with stakeholders:** Digital public relations activities enable the organization to communicate effectively and quickly

with its customers and local community, which enhances loyalty and trust, and contributes to the sustainability of excellence (Shukla & Sharma, 2022).

- Supporting innovation and continuous development: Digital public relations activities provide the organization with vital information about market needs, and emerging trends which helps in developing innovative products and services that contribute to sustaining excellence (Mustafa & Elsayed, 2023).

7.2.4. Digital Public Relations Activities

The Public Relations Department performs various digital activities. These activities are related to the organization's internal or external audience, as follows:

7.2.4.1. Digital Activities Directed towards Internal Audiences:

- Increasing employee commitment and loyalty: Digital activities help in improving internal communication and employee engagement. These activities enhance employees' sense of belonging and connection to the organization's goals, which is reflected in the sustainability of excellence (Al-Ramahi & Obeidat, 2023).
- Stimulating innovation and continuous improvement: Digital activities enable employees to share their ideas and creativity. The stimulation here contributes in improving processes and services, and developing new products that enhance organizational excellence (Alshammari & Al-Hawary, 2023).
- Developing competencies and skills: Digital activities provide employees with opportunities for continuous learning and development. This development enhances employees' capabilities and enables them to contribute more effectively to achieve institutional excellence (Khan et al., 2023).

7.2.4.2. Digital Activities Directed towards External Audiences:

In addition to the roles that are carried out by digital PR activities towards internal audiences, digital activities that are performed towards external audiences also have an important impact in sustaining organizational excellence, through:

- Building a positive mental image: Digital activities help to build and enhance a positive mental image of the organization among the external public, which enhances its reputation and the loyalty and continuity of customers and partners (Al-Ramahi & Obeidat, 2023).
- Improving the quality of services and products: Through direct digital communication with the external audience, the organization is able to obtain reactions and feedback that helps it to develop and improve the quality of its services and products, consequently, it enhances its competitive distinction (Alshammari & Al-Hawary, 2023).
- Increasing awareness and spread: Digital activities help in increasing the external public's awareness of the organization and its services. It expands its potential customer base and enhances its spread and presence in the market (Khan et al., 2023).
- Enhancing interaction and participation: Through digital activities, the organization is able to involve the external audience in the decision-making process and product development, consequently, it enhances their loyalty and connection to the organization (Al-Ramahi & Obeidat, 2023).

As has been noted previously, public relations department plays a pivotal role in directing digital activities in a way that enhances the sustainability and excellence of an organization through building (a strong identity and positive reputation, and positive relationships with the media and society). This role is represented through using digital communication media effectively, and supporting institutional innovation. It too increases the attractiveness of institutions, especially educational institutions for families and students. This requires effective guidance for digital activities towards the institution's internal and external audiences. These activities must be implemented in an integrated manner through allocating the necessary resources to ensure its success, and then achieve the desired goals.

8. Study Methodology

8.1. Study Approach

The field study approach depended on measuring the phenomenon in its reality, analyzing and interpreting it, discovering the logical relationships between them, and arriving at generalizations useful in revealing its current situation. It also leads to providing effective recommendations and proposals that contribute to developing this reality in the future.

8.2. The Study Population and Sample

The study population included all workers in AR-Rasheed Modern Schools in their various categories: (administrative staff, teaching staff, and technical staff), amounting to (812) individuals distributed among (7) branched for these schools. These schools were represented in the capital secretariat and Sana'a Governorate in Yemen. According to Statistics of the human resources department in these schools for the academic year (2023-2024), a stratified random sample was selected, representative of all categories of the study population, and it consisted of (163) individuals, representing (20.07%) of the original community. Table (1) shows the distribution of sample members in each school according to gender and type of job.

8.3. Study Tool

The initial necessary data for the current study was collected through a questionnaire prepared by the researcher in light of his review of previous literature and studies. This study based on the researcher's field experience in the study environment. The questionnaire consisted of three sections: the conceptual framework, the bibliographic data, and the questionnaire's axes. The latter included two main axes, where the axis concerned with the first of them to measure the independent variable (digital relations activities) with (16) items, while the second axis concerned with measuring the dependent variable (institutional excellence) with (18) items.

Table (1) Distribution of the study sample members in the branches of AR-Rasheed Modern Schools according to gender and occupation

Name of the school branch	Gender	Type of the job			The number	The total	The ratio %
		Administrative	Teaching	Technical			
Arabic Moeen	Males	3	10	2	15	30	18.40%
	Females	2	11	2	15		
English Moeen	Males	2	8	1	11	21	12.88%
	Females	1	7	2	10		
The University	Males	2	9	1	12	25	15.34%
	Females	2	10	1	13		
The political district	Males	1	8	2	11	23	14.11%
	Females	2	9	1	12		
Arabic Hadda	Males	3	7	2	12	25	15.34%
	Females	3	9	1	13		
English Hadda	Males	2	7	2	11	18	11.05%
	Females	1	6	0	7		
Shamlan	Males	2	7	2	11	21	12.88%
	Females	2	7	1	10		
the total		28	115	20	163	163	100%
The ratio %		17.18%	70.55%	12.27%	100%		

8.4. Psychometric Properties of the Study Tool

8.4.1. Validity of the Tool:

The questionnaire was presented to a number of specialists in the field of administrative sciences to identify their opinions about its suitability for what it was designed for, and to use their opinions as guidance to improve the content of the tool. An exploratory study was also conducted on a small sample to ensure the clarity of the tool's items. It was additionally carried out to find the internal consistency of the tool to evaluate and calculate the correlation coefficients between each item and the total score of the tool.

Table (2) shows the results reached.

Table (2) Correlation coefficients between the score of each statement and the total score of the tool

No.	R	No.	R	No.	R	No.	R	No.	R	No.	R
1	.932**	7	.871**	13	.842**	19	.839**	25	.859**	31	.856**
2	.742**	8	.888**	14	.871**	20	.854**	26	.841**	32	.876**
3	.867**	9	.765**	15	.871**	21	.855**	27	.763**	33	.876**
4	.842**	10	.829**	16	.820**	22	.872**	28	.837**	34	.854**
5	.779**	11	.864**	17	.834**	23	.804**	29	.858**		
6	.869**	12	.854**	18	.849**	24	.870**	30	.876**		

** Function at significance (0.01)

It is clear from Table (2) that the values of the correlation coefficients are significant at the level of significance (0.01), which indicates that there is an internal consistency between the items and the tool as a whole.

8.4.2. Stability of the Study Tool

To clarify the purpose of verifying the stability of the study tool, the value of the Cronbach alpha test was found to measure the stability of each axis of the tool, in addition to measuring the degree of overall stability of the tool. The results showed that the tool has a high degree of stability that can be relied upon in the final application on the study sample. Table (3) shows the values of the Consistency coefficients.

Table (3) Evaluation of the reliability coefficients of the study tool using the Cronbach alpha test

Variables		Dimensions	value Cronbach's alpha	The total
The Independent	Digital PR	Internal digital PR activities	.858**	.851**
		External digital PR activities	.844**	
Subordinate	Sustaining institutional excellence	Leadership excellence	.813**	.832**
		Excellence of Human resources	.801**	
		Excellence of internal operations	.826**	
		Sustaining excellence	.888**	
The total value of the tool's stability coefficient			.841**	

8.5. Statistical Methods

To analyze results of the study, The (IBM SPSS v.27) program was used through the statistical methods: arithmetic means, standard deviations, percentages, Pearson correlation coefficient to test the validity of the tool, and also to measure the correlation between the two variables of the study, Cronbach's alpha coefficient calculates the reliability of the tool, and regression analysis. Linear measurement is used to measure the effect of the received variable on the dependent variable.

9. Study Results and Discussion

9.1. How to correct the study tool

The data of the study tool was subtracted into the Statistical Package for the Social Sciences program (IBM SPSS v.27). The responses of the sample members were entered into the study tool according to a five-graded Likert scale. (I strongly agree) was given (5) marks), which is the highest degree on the marking scale for the paragraph. (I agree) was given (4) degrees, and (I agree to) was given a certain extent (3) degrees. (I disagree with) was given two degrees, and (I strongly disagree) was given (one) degree, which is the lowest degree on the marking scale for the item. The levels of response to the alternatives to the questionnaire items were also determined by calculating the range between the five alternatives as follows: $\text{Range} = (5-1) \div 5 = 0.8$. Table (4) shows the degree of correction for the response alternatives, the limits of the arithmetic means and percentages, and the level of agreement for each response alternative.

Table (4) Standard levels of agreement according to response alternatives

Response alternatives and degree of correction		The true limits of the arithmetic mean and percentage				Availability level
Response alternative	Degree of correction	minimum	The ratio%	The highest rate	The ratio%	
Strongly Disagree	1	1	20%	1.79	35.80%	very low
I do not agree	2	1.80	36%	2.59	51.82%	low
I agree to some extent	3	2.60	52%	3.39	67.80%	middle
I agree	4	3.40	68%	4.19	83.80%	high
I totally agree	5	4.20	84%	5	100%	very high

9.2. Results

The presentation of the results were reached according to the sequence of questions posed in this study. They based on the outputs of data analysis using the program (spss v.27):

9.2.1. Results of the First Question of the Study

The first question states: “What is the level of practice of digital public relations activities in AR-Rasheed Modern Schools?”, To answer this question, the arithmetic means, standard deviations, and percentage of responses of the study sample members to the first axis of the questionnaire related to measuring the independent variable (digital public relations) were calculated. Table (5) shows the results reached.

Table (5): The level of digital public relations practice according to the responses of the sample members

No.	Dimensions	Mean	Std.	%	Ranking	Level of practice
1	Activities directed towards internal audiences	3.838	0.837	76.8%	2	high
2	Activities directed towards external audiences	3.939	0.896	78.8%	1	high
The general level of practicing digital public relations activities		3.889	0.889	77.8%		high

It is clear from Table (5) that the general level of practice of the Public Relations Department in AR-Rasheed Modern Schools for its digital activities assigned to its functional role was at a (high) level, with a percentage of (77.8%), an arithmetic mean of (3.889), and a standard deviation of (0.889). The result indicates that the public relations department in AR-Rasheed Modern Schools is proficient in practicing digital relations activities and directing them towards the internal and external audiences of these schools. This practice is used to build strong and effective relationships with all relevant parties including administration, students, parents, teachers, employees, participants, other entities and institutions, and the local community in general.

At the dimensional level; The dimension of “digital activities directed towards the external audience” came in the first place with a percentage of (78.8%). This result indicates that those working in the field of public relations in AR-Rasheed Modern Schools are effectively practicing the digital relations activities assigned to the nature of their work through directing these activities towards the external audience of these schools. The purpose of this work is to build a close relationship with parents to gain them as partners in the educational process, and communicate with and entities to

exchange experiences and facilitate dealings with them, as well. Communicating with the local community is to introduce them to AR-Rasheed Modern schools and their educational mission.

The dimension of “digital directed activities towards the internal audience” came the second rank, with a percentage of (76.8%). It is clear that the Public Relations Department at AR-Rasheed Modern Schools seeks to direct its digital relations activities towards the internal audience of these schools to communicate effectively with the institution’s department to support it in its work tasks. It also effectively communicates with students to understand their needs and interests. In addition to effective communication with teachers and employees within these schools, this communication enhances team spirit and teamwork.

9.2.2. Results of the Second Question of the Study

The second question states: “What is the level of availability of the indicators of sustainability of institutional excellence in AR-Rasheed Modern Schools?”, To answer this question, the arithmetic mean, standard deviation, and percentage were calculated for each dimension of the dependent variable (sustainability of institutional excellence), and then the general level was found. For all dimensions, according to the sample members’ responses to the second axis of the questionnaire, Table (6) shows the results reached.

Table (6) The level of availability of the indicators of sustainability of institutional excellence according to the responses of sample members

No.	Dimensions	Mean	Std.	%	Ranking	Availability level
1	Leadership excellence	3.573	0.899	71.5%	3	high
2	Human resources excellence	3.846	0.900	76.9%	1	high
3	Excellence of internal operations	3.774	0.846	75.5%	2	high
4	Sustaining excellence	3.431	1.011	68.6%	4	high
The general level of achieving institutional excellence		3.681	0.915	73.6%		high

It is clear from Table (6) that the general level of availability of indicators of sustainability of institutional excellence in AR-Rasheed Modern Schools was (high),

with a percentage of (73.6%), an arithmetic mean of (3.681), and a standard deviation of (0.915). This result indicates that AR-Rasheed Modern Schools has high institutional excellence. Its distinguished position made it occupy as a superior competitive position in the field of private public education compared to other educational institutions that practice the same activity at the local level.

At the dimensional level; The “Human Resources Excellence” dimension came in the first place with a percentage of (76.9%), followed by the “Internal Operations Excellence” dimension with a percentage of (75.5%), then the “Leadership Excellence” dimension with a percentage of (71.5%), while the “Sustainability of Excellence” dimension came in the fourth and last rank with a percentage of (68.6%). The level of achievement of all these dimensions was (high) from the point of view of the study sample members. The employees of AR-Rasheed Modern Schools believe that indicators of institutional excellence are present in a high manner in these schools. These indicators are re-presented in terms of the excellence of their human resources, the excellence of their internal operations, the excellence of their administrative leadership, and then the sustainability of their excellence.

The sum of these features contributed to improving the reputation of AR-Rasheed Modern Schools and strengthened their position in society. This reputation led to the formation of a positive image of these schools among members of the community, which in turn contributed to the increasing demand of learners for these schools every year.

9.2.3. Results of the Third Question of the Study

The third question states: “Is there a significant correlation at (0.05) between digital public relations activities and the sustainability of institutional excellence in AR-Rasheed Modern Schools?”, To answer this question, the Pearson correlation coefficient was calculated between the scores obtained by the sample members in their response on the dimensions of the independent variable (digital relations activities), as

well as the dimensions of the dependent variable (sustainability of institutional excellence). Table (7) shows the results reached.

Table (7): Values of correlation coefficients between the sample members' scores on the dimensions of the independent and dependent variables

Dimensions of the dependent variable (Institutional excellence)	Dimensions of the independent variable (Activities digital relationships)		Total marks
	Activities directed towards internal audiences	Activities directed towards external audiences	
Leadership excellence	.816**	.817**	.858**
Human resources excellence	.803**	.809**	.822**
Excellence of internal operations	.858**	.814**	.880**
Sustaining excellence	.831**	.829**	.879**
Total marks	.835**	.845**	.894**

**Statistically significant (0.01)

According to Table (7), there is a strong positive correlation relationship with statistical significance at the level of significance (0.05) between the independent variable (digital relations activities) with its dimensions: internal and external, and between the dependent variable (sustainability of institutional excellence) with its dimensions: leadership excellence, human resources excellence, excellence of internal processes, and sustainability of excellence. The Pearson correlation coefficient reached (0.894) between the two variables in general, which is statistically significant. This result means that the more effective the practice of digital public relations activities is the more sustainable the institutional excellence in Al-Rashid Modern Schools.

This result also indicates that the Public Relations Department at AR-Rasheed Modern Schools is working hard to achieve an institutional distinction that is unique from other schools within the framework of their close geographical scope. These efforts attempted to appear when each dimension of the independent variable was directly linked, represented by communication processes directed towards the internal and external audiences of AR-Rasheed Modern Schools, with each dimension of institutional excellence, and with all dimensions together. It is clear that whenever the

Public Relations Department at AR-Rasheed Modern Schools sought to increase the effectiveness of its digital activities directed towards internal and external audiences, it increases the chances of sustaining institutional excellence in these schools.

9.2.4. Results of the fourth question of the study

The fourth question states: “Is there a significant effect at (0.05) of digital public relations activities in sustaining institutional excellence in AR-Rasheed Modern Schools?”, To answer this question, a linear regression analysis method was used for the data in order to test the level of influence of the independent variable, with its dimensions, on the dependent variable, in general. Tables (8) and (9) show the results reached.

Table (8) Linear regression coefficient test (The effect of the independent variable on the dependent variable)

Independent variable: digital public relations	Dependent variable: sustainability of institutional excellence								
	Model summary		(ANOVA)		Regression coefficient			(T test)	
	R	R2			B	Standard error	Beta	value (T)	Sig.
	.924a	0.853	value(F)	Sig.	0.955	.016	.924	59.704	0.000
		3564.562	0.000b						

Table (9) Results of analysis of variance for multiple linear regression of the effect of the dimensions of the independent variable on the dependent variable in general

Dependent variable Sustaining institutional excellence		(B)	Standard error for the regression coefficient	(Beta)	(T)	Sig.
Independent variable	Activities directed towards the internal audience	0.147	0.030	0.151	4.887	0.000
	Activities directed towards the external audience	0.148	0.027	0.163	5.525	0.000
Gradient constant		0.257	0.056		4.613	0.000

As has been shown in tables (8, 9) there is a statistically significant positive effect of the digital relations activities performed by the Public Relations Department in sustaining institutional excellence in AR-Rasheed Modern Schools. The value reached (F= 901.24) at a coefficient of determination of R2 of (0.88), which is statistically significant at the level of significance (0.01). This result indicates that the digital

relations activities performed by the Public Relations Department have a positive impact on the sustainability of institutional excellence in these schools. The result also reflects the extent of the public relations department's interest in AR-Rasheed Modern Schools. It also activates digital relations activities through communicating with the media and publishing useful information about these schools, as well as organizing events that contribute to community participation and solving its problems.

This result is additionally confirmed by the evidence and the results of the sub-roles directed in the Public Relations Department towards the internal audience in AR-Rasheed Schools or its external audience to achieve sustainable institutional excellence for these schools. According to what was shown by the results of the impact of each dimension of the independent variable (digital relations activities) on the dependent variable in general (sustainability of institutional excellence), the results can be discussed as follows:

- The impact of digital activities directed towards the internal audience on institutional excellence: The results indicated the impact of digital relations directed by the Public Relations Department towards the internal audience of AR-Rasheed Modern Schools to achieving institutional excellence in these schools. The value reached T test (4.887) at a correlation coefficient of (0.94), which is statistically significant at a significance level of (0.05). This result too indicates that the Public Relations Department is practicing digital communication processes and activities with the targeted external audience effectively, which contributes to achieving institutional excellence for these schools. This result here reflects the ingenuity of the workers in the Public Relations Department at AR-Rasheed Modern Schools in directing digital activities towards the internal audience in a way that enhances the sustainability of the institutional excellence of these schools.
- The impact of (digital activities directed towards the external audience) on institutional excellence: The results indicated the impact of the digital relations directed by the Public Relations Department towards the external audience of AR-

Rasheed Modern Schools in achieving institutional excellence in these schools. The value reached T test (5.525) with a correlation coefficient of (0.94), which is statistically significant at the level of significance (0.01). This result indicates that the Public Relations Department is carrying out its digital activities with the targeted external audience effectively, which contributes to achieving institutional excellence for these schools. Additionally, this result reflects the ingenuity of the workers in the Public Relations Department at AR-Rasheed Schools in directing digital activities towards the external audience in a way that enhances the sustainability of institutional excellence in these schools.

10. Study Conclusions

- Digital PR activities play a vital role in promoting and developing long-term organizational excellence.
- Investing in digital PR tools and technologies allows organizations to reach their audiences in more effective and efficient ways.
- Continuous communication and interaction through digital channels enhances the audience's loyalty and affiliation to the organization and its mental image.
- Adopting strategies of effective digital public relations contributes to improving the organization's reputation and enhancing its competitive position in the market.
- Attention to developing the skills of human resources in the field of digital public relations contributes to the sustainability of institutional excellence in the long term.

11. Study Recommendations and Executive Procedures

In light of the results of the study, the researcher recommends the importance of activating the role of the Public Relations Department in directing its digital activities towards enhancing the sustainability of institutional excellence in public educational institutions, and AR-Rasheed schools in particular, through:

1. Developing a comprehensive strategy for employing digital public relations techniques in private schools. This requires:
 - Establishing a specialized team to develop a digital strategy for public relations.
 - Conducting an analytical study of the available resources and technical needs of the school.
 - Defining strategic goals and priority digital initiatives.
 - Preparing a detailed implementation plan with a specific timetable and budget.
2. Enhancing employee competencies in the field of digital public relations. This requires:
 - Implementing specialized training programs in managing digital platforms and electronic communication.
 - Allocating an annual budget to develop employees' digital skills.
 - Establishing an incentive system to encourage successful digital initiatives.
3. Increasing community interaction and participation via digital platforms. This requires:
 - Creating a website and accounts on the school's social media sites.
 - Motivating parents and students to participate via digital platforms.
 - Organizing electronic events and campaigns to enhance belonging and loyalty to the school.
4. Using digital analysis techniques to measure the performance of public relations activities. This requires:
 - Adopting specialized digital tools to monitor and analyze the performance of electronic platforms.
 - Measuring key performance indicators such as reach, engagement, and interaction.
 - Evaluating the effectiveness of digital activities in achieving public relations objectives.

5. The researcher proposes to conduct a future study as an extension of this study on the effectiveness of promoting competitive advantages in enhancing sustainable value among clients of AR-Rasheed Modern Schools.

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