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BUILDING CORPORATE IMAGE THROUGH SOCIAL MEDIA: ROLE OF IMPRESSION MANAGEMENT*

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Abstract. The study investigated impression and corporate image management through a qualitative analysis that included three social networking platforms (Instagram, Twitter, and Facebook). Four hundred-seven users of Egyptian telecommunications services participated. They used four service providers: Telecom Egypt, Vodafone, Orange, and Etisalat Misr. Primary data was collected during January - March 2023. According to the statistical analysis, there is a difference in impression management practices and corporate image creation in the Egyptian telecommunication industry. The author revealed the contribution of social media platforms to building corporate image via impression management. The change in impression management explains 74.3% of the difference in the corporate image. A study of the effective contribution of social media platforms to the company's image-building reveals the differences in platform user characteristics. The study's limitation was one country's and one industry's scope. Therefore it is suggested to re-test raised hypotheses in other countries and industries.

Keywords: impression management; corporate image; corporate reputation; corporate identity; social media; marketing; social networking platforms; telecommunication industry; Egypt

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JEL Classifications: O32, O35

1. Introduction

The effort made by individuals and organizations to influence the perceptions and opinions of others is referred to as impression management. It involves carefully managing and controlling information, behaviours, and appearances to create a favourable impression. In the corporate image, impression management is crucial in shaping how a corporate is perceived by its stakeholders, including clients, employees, investors, and the general public (Wu et al., 2022). The importance of impression management in corporate image lies in the fact that perceptions and reputations can significantly impact a corporate's success; impression management is essential for building and maintaining a positive corporate image. It helps shape stakeholder perceptions, establish trust, navigate crises, gain a competitive edge, attract investors, and engage employees. Corporations that effectively

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manage their impressions can benefit from enhanced reputation, client loyalty, and long-term success (Smith et al., 2021).

Social networking plays a crucial role in corporate image management. It has transformed the way corporations communicate, engage with their target audience, and shape their public perception; social networking has revolutionized corporate image management by offering an extensive reach, enabling direct communication and engagement, supporting brand building and reputation management, facilitating influencer collaborations, providing real-time insights, encouraging employee advocacy, and offering data analytics capabilities. It has become integral to a corporate's overall marketing and communication strategy in today's digital age. (Smith et al., 2020); in addition, the effect of social media on people varies by age and gender (Lelisho et al., 2023).

This paper investigates the impact of impression management techniques employed by Egyptian Telecom corporations on their corporate image as perceived by clients on social networking pages. By analyzing various dimensions of impression management and their implications for corporate image, this study provides valuable insights into the strategies employed by telecom corporations to enhance their online reputation (El-Gohary, 2019).

2. Literature Review

2.1 Impression management

Impression management is a well-known concept in social psychology that refers to the conscious or unconscious efforts individuals make to control the image they present to others. It involves a range of strategies to create a favourable impression on others, including self-presentation, self-promotion, and image repair. Impression management can be seen in various social contexts, such as job interviews, first dates, and social media.

One of the most prominent theories in impression management is Goffman's (1959) dramaturgical perspective, which views social interactions as performances on a stage. According to this theory, individuals engage in impression management by adopting specific roles and scripts to create a desired impression on others. Goffman (1959) also identified various techniques used in impression management, including frontstage and backstage behavior, impression formation, and impression mismanagement.

Another influential theory in impression management is Leary and Kowalski's (1990) self-presentation theory, which emphasizes the role of self-esteem in the process of impression management. This theory posits that individuals engage in impression management to enhance their self-esteem and gain social acceptance and approval. Self-presentation strategies can include ingratiation, intimidation, and supplication.

Research has shown that impression management plays a crucial role in various domains of social life, including job interviews, romantic relationships, and social media use.

In conclusion, impression management is a complex phenomenon that involves a range of strategies aimed at creating a favorable image of oneself in the eyes of others. The theories and research in this area provide insight into how individuals engage in impression management and its impact on social interactions.

2.2 Corporate Image

Corporate image is a "multidimensional construct reflecting the beliefs, feelings, and attitudes of stakeholders about an organization" (Brown et al., 2006, p.102). It is a crucial component of corporate reputation, "a composite of a firm's past actions and current performance" (Fombrun & Van Riel, 1997, p.4). Corporate image and reputation are closely related, but they are not identical. Reputation is more objective and fact-based than image,

which is more subjective and intangible. Janechova & Bednarik (2023) suppose that corporate reputation depends on corporate identity; a solid reputation allows for achieving an attractive company's brand.

Products and services, marketing and advertising campaigns, corporate social responsibility (CSR) initiatives and employee relations are some factors that can affect a company's image. A recent study by Xuetong et al. (2023) shows that corporate reputation mediates the connection between corporate social responsibility and sustainable competitive advantage.

In recent years, there has been an increase in interest in corporate image as corporations have become more aware of the significance of managing their reputation. A favorable corporate image can help attract and retain consumers, employees, and investors. It can also provide the company with a competitive edge in the market.

There are many different ways that corporation can manage their corporate image. One meaningful way is to develop and implement a robust corporate branding strategy. Corporate branding creates a distinctive identity based on its values, mission, and vision. A strong corporate brand can help a company differentiate itself from its competitors and cultivate strong relationships with its stakeholders.

Another essential way to manage corporate image is to engage in CSR activities. CSR is the practice of businesses taking responsibility for their operations' social and environmental impact. CSR activities can help a corporate to build a positive image and to demonstrate its commitment to sustainability.

Even though researchers have exhaustively examined corporate image. It is unanimously agreed that corporate image is related to a perceptual representation of a company's past actions and prospects that describes the company's overall appeal to all of its key constituents relative to other leading competitors (Veh et al., 2019). A company's reputation's "overall appeal" comprises financial indicators (market performance, dividend yield, and profitability) and nonfinancial variables such as corporate social responsibility.

Several challenges associated with conceptualizing reputation as the aggregate evaluations of all stakeholders are exemplified by the following observations: (1) Investors may place a higher value on profitability than ethics, whereas the general public may place the opposite emphasis. (Sjovall and Talk 2004); (2) Reputations of corporations may vary because of different factors (for instance, a corporation may have a positive reputation based on profitability but a negative reputation based on ethics)

Collectively, these issues highlight the problematic nature of a singular "overall" measure of reputation. Could a broader cross-section of rating various categories of organizations and balancing a wide range of criteria (e.g., financial, ecological, and social) generate a meaningful aggregate measure of reputation? Numerous indicators suggest that this cannot be accomplished. Noting, for instance, the lack of empirical research on stakeholders,

Job seekers and corporate executives evaluate the reputation of a company differently. Information per stakeholder group is exchanged for a collective perception on which consensus is dubious. Reputation has been measured in a variety of ways, including market share (Fang, 2005), users of service (Paul et al., 2023) in addition to a content analysis of media data (Mangio et al., 2023).

The inherent problems in defining and operationalizing reputation that we have discussed suggest that redefining and measuring reputation may be advantageous. Finally, a corporation can also manage its image through employee relations. A positive work environment can help attract and retain talented employees and send a positive message to clients and other stakeholders (Tong et al., 2023).

In conclusion, corporate image is a critical component of corporate reputation. A positive corporate image can help a corporate achieve its business goals, while a negative image can damage its reputation and bottom line. There are several ways that corporations can manage their corporate image, including developing a strong corporate branding strategy, engaging in CSR activities, and managing their employee relations.

2.3 Impression management on social networking pages

Impression management on social networking pages is a phenomenon that has received increasing attention in recent years. Social networking pages, such as Facebook, Instagram, and Twitter, provide individuals with a platform to present themselves to a broad audience. As a result, individuals engage in impression management by carefully crafting their online profiles to create a desired image of themselves. This can include selecting profile pictures, posting specific content, and interacting with others in a certain way.

Research has shown that impression management on social networking pages can significantly affect individuals' self-esteem and social relationships.

Corporations can use impression management on social networking platforms to enhance their corporate image. Additionally, corporations can use social networking platforms to monitor and respond to client feedback and complaints.

However, impression management on social networking platforms can also negatively affect corporations. For instance, corporations that engage in overly promotional or insincere behavior on social networking platforms may be perceived as inauthentic and untrustworthy by clients and stakeholders. Additionally, a corporation failing to respond to client complaints or negative feedback on social networking platforms may damage its reputation and corporate image.

In conclusion, previous studies have highlighted the importance of impression management and corporate image in social networking contexts. A corporation that engages in authentic and transparent impression management strategies on social networking platforms can enhance its corporate image and improve its relationships with clients and stakeholders.

2.4 Research Gap

Despite the increasing importance of social networking pages as platforms for impression management and shaping corporate image in the Egyptian telecom industry, there is a lack of research that examines the specific strategies employed by telecom companies and the impact of these efforts on the perception of their corporate image by consumers and stakeholders. There is need for more knowledge of impression management strategies. Despite impression management is comparatively well-established, there is still need for more empirical research examining the impression management strategies employed by Egyptian telecom companies on their social networking pages. Identification and classification of these strategies would provide valuable insights into companies' communication techniques allowing to shape their intended corporate image.

Uncertainty in perceived company image: Existing research on a corporate image has predominantly focused on conventional marketing and communication channels. However, the dynamics of corporate image formation on social networking pages may differ significantly. Therefore, it is necessary to investigate how users interpret and perceive the corporate image transmitted by Egyptian telecom companies on these platforms and whether or not it aligns with the image the companies intend to convey.

Influence of company image on stakeholders: It is crucial to comprehend the connection between the corporate image projected on social networking pages and stakeholders' attitudes, behaviors, and decisions. Research should examine how consumers, investors, employees, and other stakeholders react to the impression management

efforts of Egyptian telecom companies and whether these efforts influence their perceptions and brand engagement.

Not only would addressing these research gaps contribute to the existing body of knowledge regarding impression management and corporate image in the context of the Egyptian telecom industry, but it would also provide valuable insights for communication and marketing professionals wishing to optimize their strategies on social networking platforms.

3. Methodology

3.1 Study steps

The following description outlines the steps for conducting a study during the first quarter of 2023. The study aims to measure the opinions of clients of Egyptian telecom corporations and assess their impressions of these corporations while also determining the corporate image held by clients regarding these corporations. The study employs a questionnaire as the primary data collection tool.

Step 1: Research Design and Objectives: The study begins with formulating research objectives and the design of the research plan. The primary goal is to gather comprehensive insights into client opinions and corporate image based on a literature review.

Step 2: Questionnaire Development: A questionnaire is developed to measure client opinions and corporate image. The questionnaire includes a range of questions designed to gather qualitative data. The questionnaire included content management on social networking pages and the corporate image.

Step 3: Pilot testing: A pilot test is conducted before launching the study. A small sample of clients from the target population is selected to complete the questionnaire. The pilot test aims to identify any potential issues or limitations with the questionnaire, such as confusing questions, response biases, or technical problems. Feedback from the pilot test participants is collected and used to refine and improve the questionnaire.

Step 4: Sampling and participant selection: A sampling strategy is devised to ensure a representative sample. The target population consists of clients of Egyptian telecom corporations. A combination of probability and non-probability sampling methods is used to select participants. The sample size is determined based on statistical considerations to ensure sufficient data analysis power and provide meaningful insights.

Step 5: Data collection: Data collection is conducted during the first quarter of 2023. The questionnaire is administered to the selected participants. The data collection method may vary, including online questionnaires, telephone interviews, and in-person interviews, depending on the preferences and feasibility of the participants. Efforts are made to ensure data integrity, confidentiality, and privacy throughout the process.

Step 6: Data analysis: The collected responses are compiled and analyzed once data collection is completed. Statistical methods such as descriptive statistics, correlation analysis, and regression analysis are used to interpret quantitative data. Thematic analysis is applied to qualitative data to discover overarching themes, feelings, and trends. The findings from the data analysis help address the research objectives and provide insights into client opinions and corporate image.

Step 7: Reporting and presentation of findings: The final step involves preparing a comprehensive report presenting the study's findings. The report includes an executive summary, research methodology, detailed data analysis, key insights, and recommendations. The results are communicated clearly and concisely, supported by graphs, tables, and visual representations to enhance understanding. The report is shared with relevant

stakeholders, including telecom corporations, to help inform decision-making and improve client satisfaction and corporate image.

This study conducted during the first quarter of 2023 utilizes a questionnaire to measure client opinions and determine the corporate image of Egyptian telecom corporations. Through careful planning, data collection, and analysis, the study aims to provide valuable insights to guide these corporations in enhancing their services, addressing client concerns, and improving overall client experiences.

3.2 Study population

Egypt's telecommunications industry has significantly developed over the past few decades. The state-owned Telecom Egypt initially controlled the industry, which provided fixed-line telephone services. However, the sector was liberalized in the early 2000s, and private corporations were allowed to enter the market.

Today, Egypt's telecommunications industry is one of the most developed in the region. The industry is dominated by three major mobile operators: Vodafone Egypt, Orange Egypt, and Etisalat Misr. These operators provide mobile voice and data services to millions of nationwide subscribers. In addition, several smaller mobile virtual network operators offer services on the major operators' networks.

The industry has also seen significant growth in internet and broadband services. Egypt has a relatively high internet penetration rate, with many people accessing the internet through mobile devices. The government has invested in improving the country's internet infrastructure, and several corporations now provide high-speed internet services to businesses and consumers.

Despite this growth, there are still challenges facing the telecommunications industry in Egypt. The industry is heavily regulated, and there have been concerns about the government's control over the industry. In addition, there are issues with network quality, particularly in rural areas. However, overall, the telecommunications industry in Egypt has made significant progress in recent years and is expected to continue to grow.

Egyptian clients in the telecommunications sector exhibit several essential characteristics for corporations operating in this industry to understand. Based on research and market analysis, the following are some of the critical attributes of Egyptian clients in the telecommunications sector:

Price sensitivity: Egyptian clients are highly price-sensitive and are often willing to switch operators to save money. As a result, telecom corporations in Egypt often compete on price and offer promotions and discounts to attract and retain clients.

Preference for prepaid plans: A large percentage of Egyptian clients prefer to use prepaid plans rather than postpaid plans. This is partly due to the perception that prepaid plans provide greater control over spending.

High mobile usage: Egyptian clients are heavy users of mobile phones, with a large percentage of the population using their mobile devices for both voice and data services. This has driven the growth of mobile internet services in the country.

Importance of client service: Egyptian clients value client service highly and expect prompt and efficient support from their telecom providers. Corporations that fail to provide exemplary client service may need help to retain clients.

Regional differences: There are regional differences in the telecommunications market in Egypt, with different operators dominating different regions. Corporations that can tailor their services to the specific needs of other regions may be more successful.

Growing demand for digital services: There is a growing demand for digital services in Egypt, including mobile payments, online shopping, and e-learning. Telecom corporations offering innovative digital services can differentiate themselves (see Figures 1-12).

The study shows the pages of Egyptian telecom corporations on social media platforms.



Fig. 1. The pages of Orange Egypt on Facebook



Fig. 2. The pages of Vodafone Egypt on Facebook

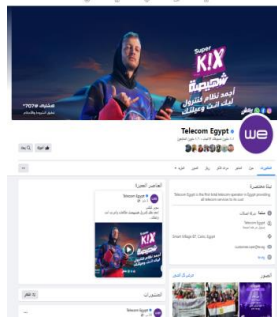


Fig. 3. The pages of Telecom Egypt on Facebook



Fig. 4. The pages of Etisalat Egypt on Facebook

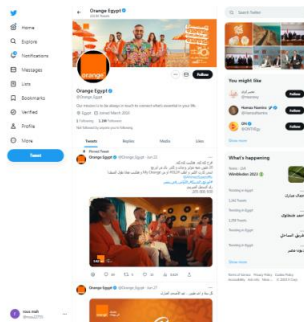


Fig. 5. The pages of Orange Egypt on Twitter

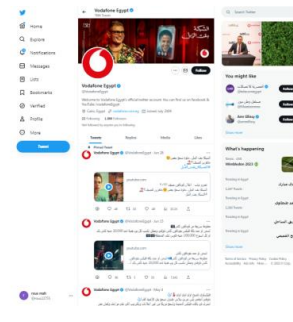


Fig. 6. The pages of Vodafone Egypt on Twitter

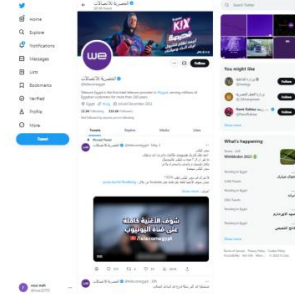


Fig. 7. The pages of Telecom Egypt on Twitter

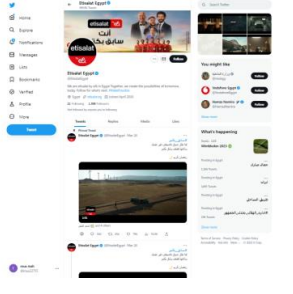


Fig. 8. The pages of Etisalat Egypt on Twitter

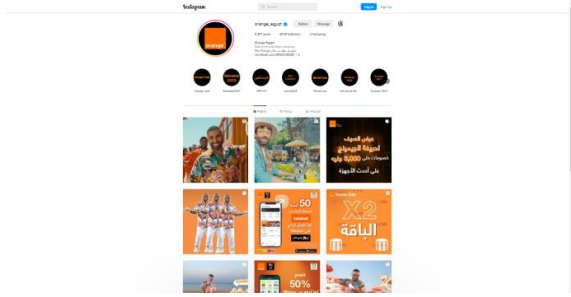


Fig. 9. The pages of Orange Egypt on Instagram

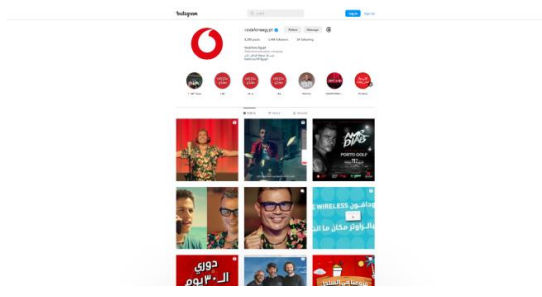


Fig. 10. The pages of Vodafone Egypt on Instagram

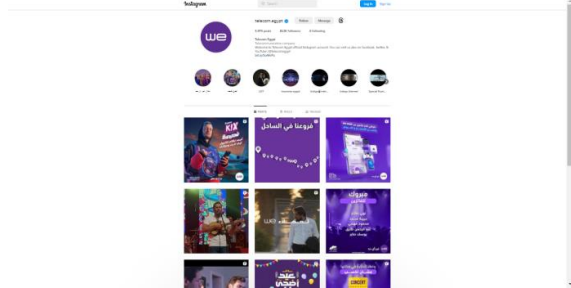


Fig. 11. The pages of Telecom Egypt on Instagram

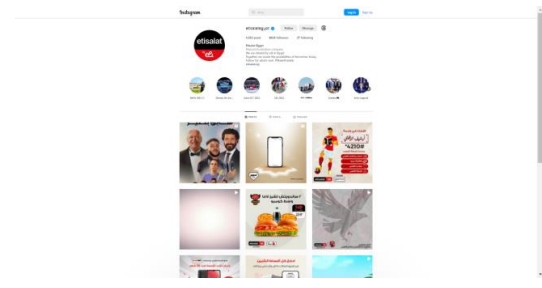


Fig. 12. The pages of Etisalat Egypt on Instagram

Sources see Appendix B

Overall, understanding the characteristics of Egyptian clients in the telecommunications sector is vital for corporations operating in this industry. Telecom Corporation can improve its competitiveness and grow its market share by tailoring its services to meet clients' specific needs and preferences in Egypt.

3.3 Study Questions

The use of social networking pages has witnessed great interest on the part of corporations, which is confirmed by the diversity of pages of the same corporate on more than one social networking platform, which shows us the following questions:

Is there an impact of impression management on the corporate's image?

Does the type of social media platform contribute to building the corporate's image under impression management?

The study can add the following questions:

Does impression management differ between Egyptian telecom corporations?

Is there a difference in the corporate image of the Egyptian telecom industry?

3.4 Study Hypotheses

According to the study questions, hypotheses can be formulated as follows

H₁: Impression management is similar to the social networking pages of Egyptian telecom corporations.

H₂: The corporate image of Egyptian telecom corporations is the same.

H₃: There is no significant impact of impression management on the corporate image of Egyptian telecom corporations.

H₄: Social media platforms have no significant contribution to building the corporate image under impression management.

3.5 Questionnaire design

The questionnaire was designed from five main sections

Section 1: Demographics (optional)

Section 2: telecom service provider

Section 3: social media platform

Section 4: Perception of Corporate Image

Section 5: Impression Management on Social Networking Pages (see Appendix A).

The questions were prepared based on the previous studies of corporate image (Ali et al., 2020; Brucal et al., 2022), telecommunications corporations (Abd-Elrahman et al., 2020; Abd-Elrahman, 2018; El-Borsaly and Hassan, 2020; Mawgoud and Ali, 2020; and Omar, 2020), and impression management on social networking pages (Gaber and Elsamadicy 2020; Gaber et al., 2021; Lee and Jang, 2019; Oh and LaRose, 2016).

3.6 Data Collection

Users were solicited through a Google form survey promoted on various social media channels (primarily Instagram, Twitter, and Facebook). All of the respondents were Egyptian residents. Between January 2023 and March 2023, they were contacted by Google form. Clients that have more than one Egyptian telecom corporate have been excluded. The breakdown of survey takers is seen in Tables 1 and 2.

Table 1. Accepted response

Description	size	weight
Total responses	2976	100%
Client of more than one telecom corporation	2569	86.33%
Client of one telecom corporation	407	13.67%

Table 2. Data Collection

Client of one telecom corporation	Facebook	Twitter	Instagram	Total
Telecom Egypt – we	43	16	5	64
Vodafone Egypt	39	60	13	112
Orange Egypt	73	44	15	132
Etisalat Misr	81	16	2	99
Total	236	136	35	407

4. Data analysis and hypothesis testing

4.1 Testing the validity and reliability of the questionnaire list.

The purpose of this test is to evaluate the degree of stability and reliability of each axis and its items so that the study can rely on the statistical analysis results of the questionnaire and apply them to the study population. To determine the effectiveness of the questionnaire list, the study can use Cronbach's Alpha, a test that gauges the survey's reliability and stability. According to statistical standards, the value is acknowledged if the desired limits (equal to or greater than 60 per cent) are met to apply the study results to the study population (Sekaran & Bougie, 2016).

As one of the primary statistical methodologies, the reliability coefficient was used to confirm the validity of all measurements. The validity coefficient is equal to the square root of the alpha Cronbach coefficient, and it must be within the required range (at least 60%). According to the preceding data, table (3) will display the analysis of the questionnaire's fundamental variables' dependability and validity.

Table 3. The reliability & validity of the basic variables in the questionnaire

Basic Axes of the Questionnaire	Number of statements	Reliability coefficient	Validity Coefficient
Impression Management	9	0.768	0.838

Basic Axes of the Questionnaire	Number of statements	Reliability coefficient	Validity Coefficient
Corporate Image	10	0.950	0.975
All items	19	0.871	0.912

According to Table 3, the value of the validity coefficient at the survey level is 91.2%, which is statistically acceptable. The values of the validity coefficients for the primary vectors of the survey are also statistically acceptable (0.838 and 0.975)—a minimum validity coefficient of 60 per cent.

As shown in Table 3, the value of the reliability coefficient at the survey level is 87.1%, which is statistically acceptable. The values of the reliability coefficients for the survey's primary variables are also statistically acceptable (0.768 and 0.95). The coefficient of reliability exceeds 60%. Consequently, the survey list has high internal consistency and reliability, and the researcher can rely on it to achieve the study's objectives and disseminate the findings.

4.2 The First hypothesis test

The hypothesis can be studied in the form of null as follows

H₁: Impression management is similar to the social networking pages of Egyptian telecom corporations.

The following outputs of inferential statistics to determine the acceptance or rejection of the null hypothesis

Table 4. Inferential statistic for the similarity test of impression management

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
IMPR	Between Groups	638.983	3	212.994	352.785	.000
	Within Groups	243.312	403	.604		
	Total	882.295	406			

The outputs of the inferential statistical analysis show that the estimated value (F) was 352.785, which is significant at the 1% level, so the study finds differences in impression management between the social networking pages of Egyptian telecom corporations. The study rejects the Null hypothesis and accepts the following alternative hypothesis.

H₁: There is a significant difference in impression management between the social networking pages of Egyptian telecom corporations.

4.3 The Second hypothesis test

The hypothesis can be studied in the form of null as follows

H₂: The corporate image of Egyptian telecom corporations is the same.

The following outputs of inferential statistics to determine the acceptance or rejection of the null hypothesis

Table 5. Inferential statistics for the similarity test of the corporate image of Egyptian telecom corporations

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
IMAGE	Between Groups	107.921	3	35.974	1884.201	.000
	Within Groups	7.694	403	1.909E-02		
	Total	115.616	406			

The outputs of the inferential statistical analysis show that the estimated value (F) was 1884.201, which is significant at the 1% level, so the study finds differences in the corporate image of Egyptian telecom corporations. The study rejects the Null hypothesis and accepts the following alternative hypothesis.

H₂: There is a significant difference in the corporate image of Egyptian telecom corporations.

4.4 The Third hypothesis test

The hypothesis can be studied in the form of null as follows

H₃: There is no significant impact of impression management on the corporate image of Egyptian telecom corporations.

The following outputs of inferential statistics to determine the acceptance or rejection of the null hypothesis

Table 6. Inferential statistics for the impact of impression management on the corporate image

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.977	1	85.977	1174.860	.000 ^a
	Residual	29.638	405	7.318E-02		
	Total	115.616	406			

a. Predictors: (Constant), IMPR

b. Dependent Variable: IMAGE

The outputs of the inferential statistical analysis show that the estimated value (F) was 1174.86, which is significant at the 1% level, so the study finds the impact of impression management on corporate image. Table (7) shows the explanatory power of the model.

Table 7. Model summary of the impact of impression management on the corporate image

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 ^a	.744	.743	.2705

a. Predictors: (Constant), IMPR

Table (7) shows that the change in impression management explains 74.3% of the difference in the corporate image. So, the study rejects the Null hypothesis and accepts the alternative hypothesis.

H₃: There is a significant impact of impression management on the corporate image of Egyptian telecom corporations.

4.5 The Fourth hypothesis test

The hypothesis can be studied in the form of null as follows

H₄: Social media platforms have no significant contribution to building the corporate image under impression management.

The following outputs of inferential statistics to determine the acceptance or rejection of the null hypothesis

Table 8. Inferential statistics for the impact of impression management on the corporate image under social media platforms

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.977	1	85.977	1174.860	.000
	Residual	29.638	405	7.318E-02		
	Total	115.616	406			
2	Regression	93.251	3	31.084	560.104	.000
	Residual	22.365	403	5.550E-02		
	Total	115.616	406			

a. Predictors: (Constant), IMPR

b. Predictors: (Constant), IMPR, T, I

c. Dependent Variable: IMAGE

The outputs of the inferential statistical analysis show that the estimated value (F) was 560.104, which is significant at the 1% level, so the study finds the impact of impression management on corporate image. Table (9) shows the explanatory power of the model.

Table 9. Model summary of the impact of impression management on the corporate image under social media platforms

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 ^a	.744	.743	.2705
2	.898 ^b	.807	.805	.2356

a. Predictors: (Constant), IMPR

b. Predictors: (Constant), IMPR, T, I

Table (7) shows that the change in impression management explains 74.3% of the change in the corporate image. But when adding social media platforms, that explains 80.5% of the difference in the corporate image. So, the study rejects the Null hypothesis and accepts the alternative hypothesis.

H₄: Social media platforms significantly contribute to building the corporate image under impression management.

4.3 Discussion

Impression management plays a pivotal role in shaping the corporate image of organizations, notably in the current digital age, where social media platforms have become an integral part of communication strategies. Impression management refers to organizations' conscious and strategic efforts to shape and control the perceptions and impressions of their stakeholders. Corporate image, on the other hand, reflects the overall appearance and reputation of a corporate in the minds of its stakeholders. Through careful selection and presentation of information, organizations can influence how they are perceived by the public, clients, and other key stakeholders. Social networking pages have emerged as powerful platforms for impression management, allowing corporations to engage with their audience directly and shape their corporate image. (Hofstede and Hofstede, 2017). Managing Corporate Image on social networks can contribute to entrepreneurship by highlighting the company's benefits to staff, customers, and society (Wagdi and Hasaneen, 2019).

Telecom corporations employ various impression management techniques on social networking pages to cultivate a favorable corporate image. These techniques include strategically using visual content, such as images and videos, to convey professionalism and innovation. Moreover, carefully crafted messages and narratives highlight the corporate's strengths, achievements, and commitment to client satisfaction. Furthermore, active engagement with clients through timely responses to queries and complaints can enhance the perception of a corporate's responsiveness and client-centric approach (Wang and Yang, 2016).

Effectively implementing impression management strategies on social networking pages can significantly impact the corporate image of telecom corporations. Positive impressions cultivated through these platforms can enhance brand loyalty, attract new clients, and foster a positive reputation in the industry. Conversely, mishandling client queries, negative reviews, or a lack of responsiveness can damage the corporate image and erode client trust. Therefore, telecom corporations must carefully manage their online presence and employ impression management techniques to maintain a positive corporate image. (Liu et al., 2019)

Impression management refers to individuals' conscious or unconscious efforts to control the image they present to others. In contrast, the corporate image refers to a corporate's overall perception and reputation among its stakeholders. Social networking platforms like Facebook, Twitter, and LinkedIn allow corporations to engage with their target audience and manage their corporate image.

A study of the interpretation of the effective contribution of social media platforms in interpreting the company's image can indicate the differences in user characteristics between platforms under impression management for each corporate.

The characteristics of users on different social networks can vary based on the platform's features, target audience, and usage patterns. Here are some critical characteristics of Facebook, Twitter, and Instagram users.

Facebook:

- a. **Wide Demographic Range:** Facebook has a broad user base, appealing to various age groups, from teenagers to older adults.
- b. **Personal Connections:** Facebook is often used to connect and interact with friends, family members, and acquaintances. Users share personal updates, photos and engage in conversations.
- c. **Content Consumption:** Facebook users consume various content, including news articles, videos, and shared posts from friends and pages they follow.
- d. **Longer-form Communication:** Unlike other platforms, Facebook allows for longer and more detailed posts, facilitating in-depth discussions and information sharing.

Twitter:

- a. **Real-Time Updates:** Twitter is known for its fast-paced and real-time nature. Users often engage in discussions around trending topics, news, and events as they unfold.
- b. **Concise Messaging:** With a character limit of 280 characters (previously 140 characters), Twitter encourages users to share short messages or thoughts.
- c. **Hashtags and Trending Topics:** Twitter is famous for using hashtags, which categorize and group tweets around specific topics or events. Users can engage with trending topics to join conversations and discover content.
- d. **Public Conversations:** Unlike Facebook, Twitter is a more open platform where conversations are often visible. Users can follow and interact with accounts even without a direct connection.

Instagram:

- a. **Visual Focus:** Instagram is primarily a platform for sharing and consuming visual content, including photos and videos. Users can edit and enhance their visuals using filters and other editing tools.

- b. Younger User Base: Instagram attracts a younger demographic, particularly teenagers and young adults.
- c. Influencer Culture: Instagram has a prominent influencer culture, where users follow and engage with popular accounts that showcase lifestyles, fashion, travel, and other aspirational content.
- d. Storytelling and Behind-the-Scenes: Instagram's Stories feature allows users to share brief content that disappears after 24 hours. Users often utilize this feature to provide glimpses into their daily lives or share in-the-moment updates.

It's important to note that these characteristics can overlap, and users on each platform may exhibit diverse behaviors and interests. Additionally, social media platforms evolve, user characteristics may shift as new features are introduced, and user demographics change.

5. Conclusion and Recommendations

5.1 Conclusion

Social networking pages offer companies an invaluable platform to build and shape their corporate image. Through increased visibility, direct communication, brand building, reputation management, and customer relationship building, companies can enhance their appearance, build trust, and foster positive stakeholder perceptions.

According to the statistical analysis, there is a difference in impression management practices and corporate image in the Egyptian telecommunications industry. Social media platforms significantly contribute to building the corporate image under impression management. The change in impression management explains 74.3% of the change in the corporate image. But adding social media platforms explains 80.5% of the change in the corporate image.

A study of the interpretation of the effective contribution of social media platforms in interpreting the company's image can indicate the differences in user characteristics between platforms under Impression management for each corporate.

5.2 Study limitations

The study's limitations can be summarized in that its scope was in one country, which requires re-testing in other business environments. In addition, it was limited to one industry, which is the telecommunications services industry. We recommend re-testing in different industries and adding other platforms like TikTok (Harriger et al., 2023)

5.3 Recommendations

5.3.1 Recommendations for Telecom corporations

Managing impressions on social networking pages is a powerful tool for strengthening the corporate image of a corporate. The study makes the following recommendations:

Consistent branding: maintain consistent branding across all social networking pages. Use the corporate's logo, color scheme, and visual elements that reflect the brand identity. Consistency helps to create a recognizable and professional image.

Engaging content: develop and share high-quality, exciting content that aligns with the corporate's values and target audience. This can include informative articles, industry news, relevant videos, and eye-catching visuals. Focus on providing value to the audience and encouraging interaction and discussion.

Customer-centric approach: demonstrate a customer-centric approach by engaging with followers on social networking pages. Respond promptly and courteously to comments, questions, and concerns. Show empathy, address issues, and provide helpful solutions. This helps build trust and a positive image of the corporate's commitment to customer satisfaction.

Showcasing success stories: highlight success stories, testimonials, and positive experiences of customers or clients. Share their feedback, reviews, or case studies to showcase the corporate's achievements and the value it brings to its stakeholders. This helps build credibility and enhances the corporate image.

Transparent Communication: Promote transparency by sharing information about corporate initiatives, corporate social responsibility efforts, and other relevant updates. Communicate openly about corporate values, ethical practices, and sustainability initiatives. Transparent communication fosters trust and portrays the corporate in a positive light.

Influencer collaborations: collaborate with relevant influencers or industry experts to expand the reach and impact of social networking pages. Partnering with influencers who align with the corporate's values can help increase brand awareness and credibility. Influencers can endorse the corporate's products or services, share content, and engage with their followers on behalf of the corporate.

Monitor and respond to feedback: regularly monitor social networking pages for positive and negative feedback. Acknowledge and appreciate the positive feedback and promptly address any negative feedback or complaints. Show genuine concern, take necessary actions to resolve issues, and provide updates on the actions taken. This demonstrates the corporate's commitment to customer satisfaction and continuous improvement.

Continuous evaluation and improvement: regularly evaluate the performance of social networking pages through analytics and feedback. Analyze engagement metrics, reach, and audience demographics to gain insights into what content resonates best with the audience. Use these insights to refine the social media strategy, improve content quality, and optimize the impact on corporate image.

By implementing these recommendations, a corporate can effectively manage impressions on social networking pages, strengthen its corporate image, and cultivate a positive perception among its audience and stakeholders.

5.2.2 Recommendations for future studies

The study suggests the following areas as future studies.

Longitudinal study: conduct a longitudinal study to examine the long-term effects of impression management on corporate image through social networking pages. This would involve tracking and analyzing the changes in corporate image over an extended period, considering factors such as content strategies, engagement levels, and stakeholder perceptions.

Comparative analysis: perform a comparative study of different industries or corporations within the same industry to understand how impression management strategies on social networking pages vary and their impact on corporate image. This could shed light on industry-specific best practices and provide insights into the factors influencing corporate image across different contexts.

Cross-cultural study: conduct a cross-cultural study to explore how impression management strategies on social networking pages impact corporate image in different cultural contexts. Investigate the role of cultural values, norms, and expectations in shaping stakeholders' perceptions and responses to impression management efforts. This could help corporation tailor their strategies for different cultural audiences.

Impact on stakeholder relationships: examine the impact of impression management on stakeholder relationships, such as customer loyalty, investor confidence, and employee engagement. Investigate how impression management strategies on social networking pages influence stakeholders' trust, commitment, and willingness to engage with the corporate. This could provide insights into the broader implications of corporate image management.

Mediating and moderating factors: explore the mediating and moderating factors influencing the relationship between impression management on social networking pages and corporate image. For example, factors such as corporate size, industry reputation, social media platform preferences, and stakeholder demographics could impact the effectiveness of impression management efforts. Identifying these factors can help refine impression management strategies.

Employee advocacy: investigate the role of employee advocacy and personal branding on social networking pages in shaping corporate image. Explore how employees' activities and representation of the corporate on social media platforms influence stakeholders' perceptions. Understanding the interplay between employee advocacy and corporate image can help corporation leverage their employees as brand ambassadors.

Crisis communication: examine the role of impression management on social networking pages during a crisis or reputation-threatening events. Investigate how corporations use social media platforms to manage and restore their corporate image in the face of negative publicity or problems. This research can provide insights into effective crisis communication strategies.

Comparative platform analysis: compare the effectiveness of impression management strategies on different social media platforms in shaping corporate image. Analyze the unique features, functionalities, and user demographics of platforms such as Facebook, Twitter, LinkedIn, or Instagram, and assess how they influence the impact of impression management efforts.

By addressing these recommendations, future studies can contribute to understanding of the relationship between impression management on social networking pages and corporate image, providing valuable insights for corporations aiming to optimize their online presence and reputation management strategies.

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Appendix A. Questionnaire

Section 1: Demographics (optional)

Gender: Male / Female

Age: _____

Educational Background: _____

Employment Status: Employed / Unemployed / Student / Other (please specify)

Section 2: your telecom service provider

I have more than one telecom service provider (thank you ,please do not complete the questionnaire)

I only have one telecom service provider (please complete the questionnaire)

Select your telecom service provider now

- ☐ Telecom Egypt – we
- ☐ Vodafone Egypt
- ☐ Orange Egypt
- ☐ Etisalat Misr

Section 3: Social media platform

Select the preferred social media platform to follow your service provider

- ☐ Facebook
- ☐ Twitter
- ☐ Instagram

Section 4: Perception of Corporate Image

Please rate your perception of the following statements about the corporate image of your telecom service provider on a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree.

1. your telecom service provider has a strong and recognizable brand identity.
2. your telecom service provider is known for providing reliable and high-quality services.

3. your telecom service provider has a positive reputation in terms of customer satisfaction.
4. your telecom service provider is perceived as innovative and technologically advanced.
5. your telecom service provider is actively involved in corporate social responsibility initiatives.
6. your telecom service provider has effective communication strategies with their customers.
7. your telecom service provider has a positive corporate culture that reflects their values and ethics.
8. your telecom service provider is responsive to customer feedback and concerns.
9. your telecom service provider has a positive overall performance in the industry.

Section 5: Impression Management on Social Networking Pages

Please rate your agreement with the following statements about the impression management practices of Egyptian telecom corporation on their social networking pages on a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree.

10. Your telecom service provider uses visually appealing and engaging content on their social networking pages.
11. Your telecom service provider presents themselves as innovative and technologically advanced on their social networking pages.
12. Your telecom service provider effectively communicates their brand identity and values on their social networking pages.
13. Your telecom service provider responds promptly and professionally to customer inquiries and comments on their social networking pages.
14. Your telecom service provider showcases positive customer testimonials and feedback on their social networking pages.
15. Your telecom service provider actively promotes their corporate social responsibility initiatives on their social networking pages.
16. Your telecom service provider strategically manages their online reputation by addressing and managing negative comments or reviews on their social networking pages.
17. Your telecom service provider regularly updates and provide relevant and useful information to their followers on their social networking pages.
18. Your telecom service provider uses social networking pages as a platform for engaging in two-way communication with their customers.
19. Your telecom service provider maintains a consistent and cohesive brand image across their various social networking pages.

Thank you for participating in this survey! Your responses will contribute to our understanding of the impression management practices on social networking pages of the Egyptian telecom industry.

Appendix B. Social Networking Pages of Egyptian Telecom Industry

Facebook

Orange Egypt <https://www.facebook.com/OrangeEgyptOfficial>
 Vodafone Egypt <https://www.facebook.com/Vodafone.Egypt>
 Telecom Egypt - WE <https://www.facebook.com/TelecomEgypt>
 EtisalatMisr <https://www.facebook.com/profile.php?id=100064818815083>

Twitter

Orange Egypt https://twitter.com/Orange_Egypt
 Vodafone Egypt <https://twitter.com/VodafoneEgypt>
 Telecom Egypt - WE <https://twitter.com/telecomegypt>
 Etisalat Misr <https://twitter.com/EtisalatEgypt>

Instagram

Orange Egypt https://www.instagram.com/orange_egypt
 Vodafone Egypt <https://www.instagram.com/vodafoneegypt>
 Telecom Egypt - WE <https://www.instagram.com/telecom.egypt>
 Etisalat Misr <https://www.instagram.com/etisalategypt>

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