Demographic Determinants and Adoption Patterns of Online Reputation Management Strategies among Marketing Professionals in India

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Abstract: Purpose: The aim of the study is to examine the impact of the diverse demographic profile of marketing professionals in India on the adoption of online reputation management strategies to understand the dynamics of reputation in a changing and fast-evolving digital and technological world.

Design/Methodology/Approach: The present study used a quantitative approach by collecting 150 marketing professionals as respondents from India. To examine the impact of demographic determinants such as age, gender, professional experience, and size of the organization on the selection of strategies of online reputation management, the statistical tools applied in the present study are ANOVA, Independent t-test, and Multivariate analysis.

Findings: The findings of the study show that marketing practitioners limit the practical use of unethical strategies as they believe this will impact consumer trust and credibility more dangerously. Experienced and male professionals working in large firms have shown an easy adoption of technology-driven strategies such as SEO, which is supported by the theoretical theory TAM (Technology Acceptance Model). Gender-based differences and larger firms prioritize the Reputation Marketing proactive strategy, which requires strategic planning and investment to manage online reputation before any crisis occurs.

Originality/Value: Previous studies mainly focus on corporate reputation, crisis communication, or consumer-level factors. This study aims to provide a valuable contribution of individual traits in decision-making for building and maintaining the reputation of an organization. This will help marketing organizations, academia, and practitioners who aim to strengthen their digital reputation management practices through training and development of such systems.

Keywords: *Online Reputation Management, Digital Marketing, Demographic Factors, Proactive Strategies, Reactive Strategies, Marketing Professionals, India*

1.   Introduction

In today's digital era, a brand is perceived by consumers based on how strong its presence is in the digital world. This digital presence can be enhanced through search engine results, online reviews, social media marketing, public relations, and media mentions, all of which can influence consumer behaviour. (Nguyen et al., 2015; Appel et al., 2023). In this digital world, the way reputation is built by organisations has completely changed; earlier, it was more controlled by the organisation in terms of how people saw them, but now it has shifted from control of the organisation to online communities and social media users who share opinions, reviews, and experiences that shape a company's image (Ratnayaka et al., 2024). For marketing professionals in India, it's quite challenging, as the rapid spread of information across the various digital platforms requires proactive strategies of online reputation management.

Online reputation management has emerged in the past few decades as it is a critical discipline in the field of digital marketing (Aula, 2010; Coombs & Holladay, 2023). It provides proactive and reactive action against the criticism, monitoring the online conversation, and if it finds any negative content, it addresses those comments
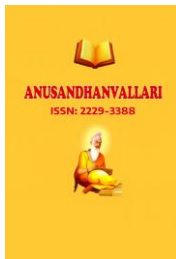
or mentions in order to create a positive brand reputation, engages the customer with their real testimonials on social media, and uses PR and media for creating a positive image widely so that they can build trust among the existing ones and attract new customers in order to achieve long-term loyalty and success. (Dijkmans et al., 2015).

Despite its relevance, the use of online reputation management solutions varies by industrial sector and geographical location. Marketing experts may use various tactics depending on the variables that affected the choice to adopt. An experienced professional in a large metropolitan area may prefer proactive strategies such as public relations and media, social media collaboration with high-profile influencers, and SEO optimisation; however, if a younger professional does not want to take such a risk in starting their career and instead prefers local engagement, they may use online reviews, negative SEO, and email marketing to build their client's reputation.

For more knowledge of these differences, an empirical examination is necessary, which not only provides academic research but is also useful for marketing practitioners and companies seeking to improve their image and expand their connection with their clients.

In India, there are several marketing agencies distributed throughout both urban and small areas, working tirelessly to develop a strong internet presence for their customers. As the country host, the diverse ecosystem in marketing agencies distributed hugely in metropolitan cities like Mumbai, Delhi NCR and Bengaluru has become a hub with rapid growth of agencies in various cities of tier 1 and tier 2 (Gulati, 2019; Pratiwi et al., 2024)). This diverse combination of geographic and organisational factors in terms of professional experience, age, gender, and educational background creates a natural variation in the strategic decision-making process. Understanding how these demographic factors influence online reputation management strategy adoption can elucidate the micro-level decision mechanisms underlying macro-level reputation management outcomes.

However, the pre-existing research has been focused on how online reputation management strategies have been implemented and how well they affect the shaping of the consumer perception towards the organisation. (Hamidi et al., 2023). This significant gap encourages further studies to examine the individual-level influences on strategy selection. While studies have examined consumer behavioural responses to online reputation management initiatives (Floyd et al., 2014) and organisational capabilities in reputation management (Becker & Lee, 2019), few studies have investigated how the demographic characteristics of marketing professionals themselves shape their strategic choices for their clients, but no such studies are conducted in the Indian market, where demographic diversity among practitioners is substantial.

This study addresses this gap through an empirical investigation of how demographic factors—specifically age, gender, professional experience, organisational size, and sector—influence the adoption of proactive versus reactive online reputation management strategies among marketing professionals in India. By examining these individual-level determinants, this research contributes to both theoretical understanding of online reputation management decision-making choices that depend on demographics and practical knowledge that can be utilised in forming skills among young and fresher marketing professionals, team composition, and strategic planning in marketing organisations.

2. Review of Literature

2.1 From Traditional Reputation to the Online Era

Rapid advancement of digital technologies, has transformed the fundamental concept of reputation management. Traditionally, corporate reputation of a company was handled by a marketing practitioner by means of traditional strategies such as public relations via traditional media, advertising, customer services and word-of-mouth

recommendations (Fombrun & Van Riel, 1997). Organizations maintained substantial control over their public image through careful management of these limited communication channels.

With the revolution in digital platforms and information spreading quickly now, control has shifted from organisations to the public, who now generate vast quantities of user-generated content, share experiences instantaneously across social networks, and collectively shape brand perceptions through reviews, ratings, and social media discourse (Labrecque et al., 2013; Kaplan & Haenlein, 2010).This shift requires more attention to be paid to the context of online reputation management as a distinct discipline, requiring continuous monitoring of digital conversations and rapid response capabilities. This incorporates both professional strategies and public conversations.

In the late 1990s and early 2000s online reputation management practices have evolved rapidly, primarily focusing on monitoring and keeping track of online comments, identifying potential threats, and recording or keeping detailed records of events that could affect an individual's or organization's reputation — whether positive or negative. (Aula, 2010). However, marketing practitioners acknowledged that passive monitoring will not be sufficient in these fast-moving digital dynamics. Due to this understanding over the decades, online reputation management has evolved into multidisciplinary management, which involves both proactive and reactive strategies for building the reputation and repairing the damage to the image of organisations. (Kadić-Maglajlić et al., 2024; Raki et al., 2021). However, over a period of time, the marketing professionals realised that monitoring strategy alone is not sufficient. Brands need to actively manage their reputation, and that is why they employed various strategies, including monitoring as well as engaging audiences in masses. In this information age, online reputation management strategies have also evolved, and they include proactive strategies such as social media management, online reviews, search engine optimisation, and content removal strategy (Kadić-Maglajlić et al., 2024) (Gulati, 2019). and reactive strategies such as negative SEO, email marketing, reputation marketing, and the Streisand effect strategy employed to shape the perception of consumers and influence their behavioural intentions. (Singh, 2023)

2.2 Theoretical Foundations of Online Reputation Management

Several theoretical perspectives explain how individual characteristics and cognitive factors shape strategic decisions, particularly in the technological era. The core belief of the study is that the demographic profile of marketing professionals, including age, gender, education, and work experience, significantly influences how they perceive and use the different online reputation management strategies to get desired outcomes. In order to understand the theoretical foundation of this core belief, this section discusses key theories as follows:

2.2.1 Upper Echelons Theory (Hambrick & Mason, 1984)

The Upper Echelons Theory (UET) suggested that organisational success is partially projected by the individual characteristics of those who take key decisions in the organisation. According to Hambrick and Mason (1984), demographic factors such as age, gender, education, professional experience, and experience play a key role in managerial perception and choices, as they think accordingly and have different psychological traits.

In the context of online reputation management, this theory provides valuable understanding of how different demographic profiles of marketing professionals show their preferences on the adoption of online reputation management according to their cognitive capabilities and psychological traits. In the case of professionals who are younger in age, they may be inclined to technology-driven strategies such as social media management, SEO or online review management, whereas experienced professionals might choose public relations and media for mass reach. Thus, UET explains the interconnection between demographic factors of marketing professionals and their choice of selecting the strategies in such a way that the adoption of online reputation management strategies and their effectiveness are highly reflective of individual characteristics rather than other organisational factors.

2.2.2 Technology Acceptance Model (Davis, 1989)

The Technology Acceptance Model (TAM), developed by Davis (1989), explains two principal factors related to technology adoption: perceived usefulness and perceived ease of use. The theory explains how individuals perceive technology, whether it is useful to them and easy to use. Both factors develop attitudes and influence behaviour to adopt and utilize technology effectively.

In relation to online reputation management, TAM suggests that the demographics characteristics of marketing professionals are affected by their perception of the usefulness and ease of use of technology, which in turn influences their behaviour. For instance, professionals who perceive ORM software tools and social media analytics as easy to operate are more likely to accept and effectively implement them, and they typically prefer technology-based strategies. On the other hand, those who find the technology difficult to use tend to adopt traditional and complex strategies and implement them differently.

2.2.3 Resource-Based View (Barney, 1991)

The Resource-Based View (RBV) of a company posits that competitive advantages are achieved when the company's resources and capabilities are rare, core competencies, unique, and non-substitutable. Among these factors, human capital is the most crucial, as it encompasses collective knowledge, unique skills, and a diverse profile of employees that define the organisation's performance.

In the context of online reputation management, theory explains that the diverse profiles of marketing professionals define the important human capital in the organization who work hard to maintain the organization's reputation through the implementation of effective online reputation management strategies. This theory shows that demographic characteristics from different backgrounds, such as education, experience, and age group, help in creating an ecosystem of creativity, analytical skills, and the ability to make strategic judgments to manage reputational challenges more effectively than individual traits.

These theoretical frameworks collectively suggest that online reputation management strategy adoption represents a complex decision influenced by individual characteristics (demographic factors, experience, expertise), organizational context (resources, size, sector), and strategic orientation (risk tolerance, stakeholder priorities, time horizon).

2.3 Proactive online reputation management Strategies

Proactive online reputation management strategies are those strategies that are generally utilized before potential threats or crises in communication arise. They are proactive in nature, aiming to build reputation and establish a digital presence among the public to shape their perceptions and behavioural intentions. These strategies require a lot of long-term investment, strategic planning, and continuous resource allocation so that organizations can benefit over time.

Search Engine Optimization (SEO) is one of the universally adaptable strategies for online reputation management. SEO (Search Engine Optimization) is a systematic process that uses algorithms to improve the quality of visitors to a website. According to (Aswani et al., 2017) higher ranking in search results in a significant chance to attract visitors, which is crucial for creating a positive image in the eyes of the public (Lewandowski et al., 2023).

Social media management strategy for reputation management involves engaging with social media users proactively across relevant platforms through consistent content creation and collaborating with influencers, storytelling, and maximize the user generated content to nurture the brand image (Chirumalla et al., 2017) Effective social media management strategies build an emotional connection with their audience. This deep

engagement leverages the positive message organically This approach ultimately contributes to a favorable digital business reputation and shapes public perception positively (Mandagi et al., 2024).

Public Relations and Media Relations strategies proactively secure positive coverage in relevant media outlets, position organizational leaders as thought leaders, and establish credibility through third-party endorsement (Pang et al., 2014). In digital contexts, this extends to podcasts, webinars, digital publications, and online speaking opportunities.

2.4 Reactive Online Reputation Management Strategies

Reactive strategies of online reputation management are corrective measures. Some of the strategies require legal attention, while others are manipulative and misleading to consumers. (Cioppi et al., 2019) The short-term benefits of these strategies have the potential to correct a crisis situation; however, if they are uncovered as unethical, they can cause even more damage. Reactive strategies of online reputation management are risky practices. (Kuratko et al., 2015)

Astroturfing in online reputation management is one of the unethical practices that encourages the creation of fake reviews and incentivizes non-users to create fake testimonials in exchange for rewards.(Zhuang et al., 2018) These gray practices should be discouraged in the world of digital marketing due to their illegality, unethical nature, and the risk of damaging reputations.(Søilen, 2024)However, the prevalence of fabricated fake reviews has widely influenced consumer trust and credibility in that brand.(Banerjee & Chua, 2022)

Negative SEO strategies involve the pushing of negative content by lowering its search rankings in order to reduce its visibility. This is achieved through the use of backlinks. Essentially, these are powerful technical techniques that employ unethical and non-transparent approaches in online reputation management practices (Trillo-Domínguez et al., 2023)

Another approach in reactive online reputation management is content removal. Content removal tactics are used to legally remove harmful, negative content. This includes DMCA takedowns, platform violation reports, and, when necessary, legal action. (Goldman, 2021)

Email marketing techniques enable mass targeted outreach to provide corrective information to stakeholders, build a positive reputation, and potentially repair damaged reputations through proper communication and messaging via email (Nuortimo et al., 2024). These proactive and reactive strategies are internal components of an online reputation management system that ensure the creation, monitoring, and maintenance of the positive reputation of an organization through proper digital communication and media channel integration. By doing so, marketing professionals not only shape the attitude of consumers positively but also influence consumer behaviour. (Ratnayaka et al., 2024).

2.5 Proactive vs. Reactive ORM Strategies

Proactive strategies are useful for long-term perspectives, as they require lots of resources, planning and continuous efforts. Proactive strategies target the strong digital presence in the market before the crisis arises (Raki et al., 2021), whereasthe reactive strategies address the issues promptly; for example, if negative mentions have the potential to spread widely, then reactive strategy measures are adopted immediately. Therefore, both proactive and reactive strategies play a significant role in creating the brand image and building consumer trust in the short term as well as in the long term. (Hettiarachchige et al., 2024). The theoretical foundation of online reputation management often covers the discussion of brand image and brand identity across the various digital platforms in order to maintain a consistent and favourable public opinion (Singh, 2023).

2.6 Demographic Influences on ORM Adoption

The theoretical foundation of online reputation management often covers the discussion of brand image and brand identity across the various digital platforms in order to maintain a consistent and favourable public opinion (Singh, 2023). This involves continuous planning and monitoring of market conditions which influence the adoption of online reputation management strategies. In the decision of adoption of these strategies, companies will depend on the role of demographics. This reinforces the company's examination of the demographics, which consider age, gender, years of experience and the size of the organisation. (Elnadi, 2022). For example, the younger professionals are familiar with quick and fast resolution reactive strategies, whereas an experienced marketing practitioner will plan for the long term, leveraging proactive tactics to build the brand's credibility in public.

The same difference can be observed in the context of the size of the organisation. Large organisations have access to a large number of resources in terms of finance and humans; they mostly prefer the proactive strategies, including PR and media, social media campaigns, SEO and content removal, but smaller firms mostly depend on freelancers, online reviews, etc. (Becker & Lee, 2019). Sectoral differences in online reputation management also exist, such as in hospitality and retail, where consumers directly contact brands online and require prompt responses, so the adoption of strategies is chosen accordingly. In contrast with the B2B sector, the sales cycle takes time, and direct relation and trust are required. In these sectors, the strategies are adopted accordingly.

2.7 Research Gaps and Rationale

Previous studies explored the online reputation strategies' outcomes and how they influenced the consumer's behavioural intention. However, fewer studies explore the individual characteristics of marketing professionals and their influence on strategic decisions of online reputation management strategy adoption. This research aims to bridge this gap by investigating the demographic factors influencing the choice and implementation of online reputation management strategies among marketing professionals in India. Specifically, this study will analyse the impact of factors such as age, gender, years of experience, and organisational size on the selection of proactive versus reactive online reputation management approaches (Nkrumah, 2024). The insights of the study will help marketers, trainers and managers to provide deeper knowledge of how the demographics of marketing professionals, such as age, gender, experience, etc., influence online reputation management strategy adoption. At the end, if they are taking the wrong strategic decision, they can resolve it and plan more effective reputation management in real-world competitions.

2.8 Research Objectives:

RO1: To examine the effect of marketing professional demographics on the adoption of online reputation management (ORM) strategies.

RO2: To identify demographic segments that demonstrate higher adoption of proactive vs. reactive online reputation management strategies.

Research Questions:

- How do demographic variables influence the adoption of ORM strategies?

- Which demographic segments exhibit higher preference for specific ORM strategies?

- How does organizational context shape ORM adoption patterns?

Hypotheses:

H_{01}: There is no significant difference in the adoption of online reputation management (ORM) strategies across different age groups.
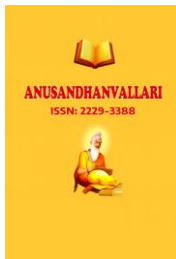
H_{02}: There is no significant difference in the adoption of ORM strategies between male and female marketing professionals.

H_{03}: There is no significant difference in the adoption of ORM strategies across varying levels of professional experience.

H_{04}: There is no significant difference in the adoption of ORM strategies across organizations of different sizes.

H_{05}: There is no significant difference among demographic groups in the adoption of proactive versus reactive ORM strategies.

3. Research Methodology

3.1 The Study

The present study adopts a quantitative and descriptive method to examine the effect of a diverse demographic profile of marketing professionals on the adoption and selection of online reputation management strategies. The study uses a survey-based method through a questionnaire designed to gather data on demographic determinants and their impact on various online reputation management strategies.

3.2 Population and Sampling Frame

Target population in this study consist of marketing professional working across the diverse sectors within the Mumbai region in India. The sampling frame includes the professionals currently working on several role in digital marketing.

3.3 Sampling technique and Sample Size

A non-probability sampling method was used to collect the data. A total of 200 questionnaire was distributed in which 150 valid responses received across the different demographic segment. This sample size meets widely accepted multivariate rules of thumb. Following Tabachnick and Fidell's guideline for multiple regression ($N \geq 50 + 8m$), where m is the number of independent variables, the minimum recommended sample size for 11 predictors is $N \geq 50 + 8(11) = 138$ (Tabachnick & Fidell, 2019. The study works on 150 sample which is adequate for conducting the statistical analysis.

3.4 Data Collection Method

Data were collected through self-administrated questionnaire distributed through professional networks such as LinkedIn and email. The questionnaire consisted of two sections: Demographic Information (age, gender, years of experience, organisation size, and sector), Online management reputation strategies Respondents indicated their responses using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

3.5 Statistical Tools and Techniques

The surveys were reviewed for completeness, and only those with complete responses to all statements were chosen for further processing. After that, all of the responses were scored and tallied in Microsoft Excel. Different Excel sheets were created to reflect the viewers' reactions to each variable. The acquired data was analysed using Microsoft Excel and the Statistical Package for Social Science (SPSS 23.0).

4. Results
4.1 Respondents' demographic information
As shown in Table 1 that the study sample consist of 150 respondents, 92 (61.3%) were male and 58 (38.7%) were female. Most respondents [59 (39.3%)] were aged between 25-34 years and had a bachelor's degree [72 (48.0%)]. Thus, most were young and well educated. The majority of respondents were Digital Marketing

Specialist [43 (28.7%)], followed by employees working in organisation size range 200-499 [42 (28%)] with work experience were between 4 years to 6 years [55 (36.7%)].

Table 4.1 of Demographic profile of marketing professionals

SN	Category	Frequency	Percent
Age			
1	18–24	24	16.0
2	25–34	59	39.3
3	35-44	37	24.7
4	45-54	20	13.3
5	55 and above	10	6.7
Gender			
1	Male	92	61.3
2	Female	58	38.7
Education			
1	Diploma	16	10.7
2	Bachelor's Degree	72	48.0
3	Master's Degree	54	36.0
4	Doctorate	8	5.3
Work Experience			
1	Less than 1 year	2	1.3
2	1–3 years	24	16.0
3	4–6 years	55	36.7
4	7–10 years	38	25.3
5	More than 10 years	31	20.7
Job Title			
1	Marketing Executive	20	13.3
2	Digital Marketing Specialist	43	28.7
3	Social Media Manager	23	15.3
4	Brand Manager	28	18.7
5	Marketing Manager	15	10.0
6	Chief Marketing Officer (CMO)	8	5.3
7	Other	13	8.7
Organisation Size			
1	Fewer than 10	13	8.7
2	10–49	34	22.7
3	50–199	36	24.0
4	200–499	42	28.0
5	500–999	12	8.0
6	1,000 or more	13	8.7

Table 4.2 Descriptive Statistics of ORM Strategy Adoption

ORM Strategy	Mean	Std. Dev.	Rank
SEO	3.9533	0.8858	1
Online Reviews	3.8917	0.8628	2
Social Media Management	3.6650	0.8468	3
Reputation Marketing	3.4917	0.9157	4
Reputation Monitoring	3.4817	0.8152	5
Public Relations and Media	3.4400	0.8408	6
Spam and Email Bots	3.1667	0.8760	7
Content Removal	3.1583	0.9293	8
Astroturfing	3.0550	0.9104	9
Streisand Effect	2.9783	1.0133	10
Negative SEO	2.9483	0.9669	11

The descriptive analysis of Online Reputation Management (ORM) strategies shows that varying degrees of adoption among marketing professionals (Table 4.2). Search Engine Optimization (SEO) recorded the highest mean score (M = 3.95, SD = 0.89), followed by Online Reviews (M = 3.89) and Social Media Management (M = 3.67). Moderate adoption levels were observed for Reputation Marketing (M = 3.49), Reputation Monitoring (M = 3.48), and Public Relations and Media (M = 3.44), indicating that marketing professional usually create, monitor and communicating brand image in public. In contrast, reactive strategies such as Negative SEO (M = 2.95), Streisand Effect (M = 2.98), and Astroturfing (M = 3.06) show that these are the least favourable reactive strategies in practical application. It is important to understand the unethical practices that can damage reputation rather than create it.

Table 4.3.1 H_{01} — Age and adoption of ORM strategies (One-Way ANOVA)

ORM Strategy	F-value	Sig. (p-value)	Significance
Online Reviews	1.248	0.293	Not Significant
SEO	1.346	0.256	Not Significant
Social Media Marketing	0.574	0.682	Not Significant
Reputation Monitoring	0.859	0.490	Not Significant
Reputation Marketing	0.324	0.861	Not Significant
PR (Public Relations)	3.318	**0.012**	**Significant**
Spam/Email Bots	0.230	0.921	Not Significant
Content Removal	1.005	0.407	Not Significant
Astroturfing	2.969	**0.022**	**Significant**
Negative SEO	1.262	0.288	Not Significant
Streisand Effect	0.454	0.769	Not Significant

The null hypotheses was framed to measure the adoption levels for each ORM strategy differed across age groups. The analyses showed no statistically significant age-wise differences for the majority of strategies (Online Reviews: $F(4,145) = 1.248$, p = 0.293; SEO: $F(4,145) = 1.346$, p = 0.256; Social Media Management: $F(4,145) = 0.574$, p = 0.682; Reputation Monitoring: $F(4,145) = 0.859$, p = 0.490; Content Removal: $F(4,145) =$

1.005, p = 0.407; Negative SEO: $F_{(4,145)}$ = 1.262, p = 0.288; Streisand Effect: $F_{(4,145)}$ = 0.454, p = 0.769). However, two strategies showed significant age differences: Public Relations (PR), $F_{(4,145)}$ = 3.318, p = 0.012, and Astroturfing, $F_{(4,145)}$ = 2.969, p = 0.022. Post-hoc comparisons (Tukey / Bonferroni) did not reveal consistent pairwise differences after adjustment, indicating the effect is modest and concentrated across some age categories. Hence, H_{01} is partially accepted as most of the strategies does not show any significant difference among the age groups.

4.3.2 H_{02} — Gender and adoption of ORM strategies (Independent samples t-test)

ORM Strategy	Levene's Sig.	t	Sig. (2-tailed)	Result	Interpretation
Online Reviews	0.193	-1.321	0.188	NS	No gender difference
SEO	**0.003**	**2.731**	**0.008**	**Significant**	Males & females differ in SEO strategy adoption
PR & Media	0.744	0.302	0.763	NS	No gender difference
Social Media Management	0.521	-1.276	0.204	NS	No gender difference
Reputation Monitoring	0.785	0.809	0.420	NS	No gender difference
Reputation Marketing	0.400	-0.043	0.966	NS	No gender difference
Spam & Email Bots	0.322	-0.493	0.623	NS	No gender difference
Content Removal	0.998	-0.552	0.582	NS	No gender difference
Astroturfing	0.536	-0.885	0.377	NS	No gender difference
Negative SEO	0.783	-0.432	0.667	NS	No gender difference
Streisand Effect	0.009	-1.505	0.135	NS	No gender difference

Independent samples t-tests compared male and female marketing professionals on each ORM strategy mean. For most strategies there were no significant gender differences (e.g., Online Reviews: t = −1.284, p = 0.202; PR & Media: t = 0.302, p = 0.763; Social Media Management: t = −1.276, p = 0.204; Reputation Monitoring: t = 0.809, p = 0.420; Content Removal: t = −0.552, p = 0.582). Search Engine Optimization (SEO) was the exception: Levene's test indicated unequal variances (Levene's F = 8.953, p = 0.003), so the Welch t is reported: t(90.35) = 2.731, p = 0.008, showing a significant gender difference in SEO adoption. All other comparisons (including Astroturfing, Negative SEO and Streisand Effect) were non-significant.

Hence, H_{02} is partially rejected. For SEO strategy, significant gender differences were present. The present study suggests that technology-driven strategies appear to be preferred differently among males and females, while other strategies are commonly adopted by both groups.

4.3.3 H_{03} — Professional experience and adoption of ORM strategies (One-Way ANOVA)

ORM Strategy	F	Sig. (p-value)	Significance
SEO	1.483	0.210	NS
Spam / Email Bots	0.826	0.511	NS
Social Media Management (SMM)	1.420	0.230	NS
Reputation Monitoring	0.854	0.494	NS
Reputation Marketing	2.663	**0.035**	**Significant**
Content Removal	0.501	0.735	NS
Astroturfing	1.546	0.192	NS
Negative SEO (NSEO)	1.298	0.274	NS
Streisand Effect	1.537	0.194	NS
Online Reviews	1.547	0.192	NS
Public Relations and Media	1.741	0.144	NS

One-way ANOVAs across experience groups (multiple levels) indicated no significant differences for most strategies (SEO: F = 1.483, p = 0.210; Spam: F = 0.826, p = 0.511; SMM: F = 1.420, p = 0.230; Reputation Monitoring: F = 0.854, p = 0.494; Content Removal: F = 0.501, p = 0.735; etc.). The exception was Reputation Marketing, which showed a statistically significant effect of experience: $F(4,145) = 2.663$, p = 0.035. Hence, H_{03} is partially rejected as only a Reputation Marketing strategy was adopted according to the professional experience. Experienced professionals usually plan and invest in strategic reputation programs.

4.3.4 H_{04} — Organization size and adoption of ORM strategies (One-Way ANOVA)

ORM Strategy	F-Value	Sig. (p-value)	Significance
SEO	1.483	0.210	Not Significant
Spam / Email Bots	0.826	0.511	Not Significant
Social Media Management	1.420	0.230	Not Significant
Reputation Monitoring	0.854	0.494	Not Significant
Reputation Marketing	2.663	**0.035**	**Significant**
Content Removal	0.501	0.735	Not Significant
Astroturfing	1.546	0.192	Not Significant
Negative SEO (NSEO)	1.298	0.274	Not Significant
Streisand Effect	1.537	0.194	Not Significant
Online Reviews	1.547	0.192	Not Significant
Public Relations and Media	1.741	0.144	Not Significant

One-way ANOVAs across organization-size categories revealed no significant differences for most ORM strategies (SEO: F = 1.483, p = 0.210; SMM: F = 1.420, p = 0.230; Reputation Monitoring: F = 0.854, p = 0.494;

Content Removal: F = 0.501, p = 0.735; etc.). however, Reputation Marketing shows a significant effect by organization size: $F(5,144) = 2.663$, p = 0.035. Hence, H_{04} is partially rejected for Reputation Marketing and accepted for the other strategies. Larger organizations are more likely to invest in Reputation Marketing for their brand due to their large resources in terms of human capital, financial capabilities, talent acquisition, etc., but this is not possible for small-sized organizations.

4.3.5 Hypothesis 5 – Demographic Differences in Adoption of Proactive vs. Reactive ORM Strategies

H_{05}: *There is no significant difference among demographic groups in the adoption of proactive versus reactive online reputation management (ORM) strategies.*

A multivariate Analysis of Variance (MANOVA) was applied to test the difference in demographic determinants on the adoption of proactive vs. reactive strategies. For this purpose, Box's Test of equality of covariance matrices was calculated, and the result (M = 40.402, p = 0.826) was non-significant, indicating that the assumption of equal covariance matrices was satisfied, and the MANOVA results could be interpreted reliably.

Summary of MANOVA Results

Effect	Wilks' Lambda	F	Sig.	Partial Eta²	Interpretation
Age	0.832	1.153	0.336	0.088	NS
Gender	0.918	2.154	0.127	0.082	NS
Experience	0.826	1.201	0.307	0.091	NS
Organisation Size	0.791	1.195	0.304	0.111	NS
Gender × Organisation Size	0.699	1.881	0.057	0.164	*Marginally Significant*

(Note: NS = Not Significant at p > .05)

The MANOVA results revealed that there were no statistically significant differences in the adoption of proactive and reactive ORM strategies based on age, gender, experience, or organization size. This implies that individual traits do not have a tendency to differ in the use of proactive and reactive reputation management strategies. However, a marginally significant interaction effect (p = 0.057) was observed for Gender × Organisation Size, suggesting that the difference in ORM adoption between males and females may vary slightly depending on the size of their organization. Hence most of the demographic profile and their interactions were not significant (p > 0.05), H_{05} is accepted indicating that there is no significant difference among demographic groups in the adoption of proactive versus reactive ORM strategies.

5.Discussion and Conclusion

5.1 Discussion of Findings

The present study aimed to examine the impact of the diverse demographic profile of marketing professionals on the adoption or selection of various online reputation management strategies. Results derived from the statistical analysis provide insightful additions to the contribution of selecting and implementing different strategies in practical digital environments.

Finding from H_{01} suggest that there is no age difference in adoption of online reputation management strategies and this result aligns with (Moukdad & Juidette, 2024) who found that extensive adoption of digital technologies from all age groups indicating the universal adoption and create the powerful online reputation.

Secondly, for H_{02} (gender), it is partially accepted that there is a significant difference in the implementation of SEO strategy. The analysis result is supported by the study conducted by Alam et al., (2022), which found that male business owners are more likely to adapt technology-driven strategies easily, while females are more active in using other strategies for enhancing reputation.

Thirdly, for H_{03} (Professional experiences) and H_{04} (Organizational size) and H_{05} (proactive vs reactive strategies approach) three results show a partial acceptance difference in the adoption of online reputation management strategies. Hence, reputation marketing strategy was found to be significant among experienced professionals, gender difference and organizations of a certain size, as it requires strategic planning and investment. Experienced professionals and organizations of a certain size have the capability to foresee potential threats that could damage their reputation in the long term, so they tend to adopt proactive strategies well in advance. This result is supported by empirical evidence showing that organizations with greater organizational maturity and resource richness have the capability to show high preparedness and a proactive approach towards building the reputation during periods of heightened risk (Pollák & Markovič, 2022).

Overall, These findings indicate that demographic traits may not impact ORM strategy adoption. However, market conditions evolve over time, necessitating the selection of effective ORM strategies for long-term reputation management. Professional maturity, digital skills, reputation sensitivity, and technological engagement are key factors for ensuring success in building and maintaining a positive reputation while diminished potential threats.

5.2 Conclusion

In today's digital fast evolving ecosystem, building and maintaining the online presence and reputation for an organisation is quite challenging for marketing professionals and this is subject emerged in past few decades so the purpose of the study is to determine the effect of diverse demographic determinants, including age, gender, experience, and organizational size, on the selection and implementation of online reputation management strategies. It is important to understand the right choice of selecting ORM strategies as they play a crucial role in shaping, building, and maintaining a positive corporate reputation. This positive reputation may influence consumers' perceptions positively, ensuring the success of a corporation. The results of the study revealed that diverse demographics among professionals impact the adoption of online reputation strategies indirectly and depend on future circumstances. The results indicate that individual traits show moderate differences in shaping the structural adoption of online reputation management strategies. While age does not show any significant differences, other determinants such as gender, professional experience, and size of organization reflect subtle patterns of proactive engagement and strategic foresight. It can be stated that online reputation management revolves around the uncertainty in this fast-growing digitally interconnected world. This is often a challenging and pressurized situation for marketing professionals, with the rise in uncertainty making it difficult to select the right ORM strategy. In today's digital era, to deal with this dynamic situation, marketing professionals should focus on a certain degree of specialization in establishing and monitoring online reputation management. Thus, corporate reputation management establishes a new business niche for media communication. Future research could expand this framework by integrating psychographic and behavioural variables to capture deeper dimensions of reputation strategy adoption.

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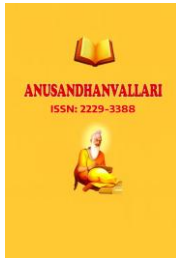
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