CHAPTER 7
RESEARCH RESULTS AND INTERPRETATION

7.1   INTRODUCTION

This chapter presents a summary of the results of the empirical phase of this study. The empirical data collected during the study was subjected to statistical analysis. Factor analysis was used in order to assess the reliability and validity of the statements used to explain the various constructs. The chapter starts by providing the realisation rate for this study, and then the demographic characteristics of the respondents will be summarised. A summary of all the results of the questions included in the questionnaire follows. Exploratory factor analysis was used to identify the factors and the reliability of the measuring instrument.   The chapter will conclude by summarising the hypothesis tests conducted and the main findings.

7.2   REALISATION RATE

The data collection was conducted in five phases. An initial e-mail was sent to the targeted population in order to ask respondents to take part in the study, Appendix 1. This e-mail introduced the study and also requested permission to mail a questionnaire to the respondent. The e-mail was sent on 4 September 2003 to organisations, individuals as well as associations as explained in section 6.4.3. A list was compiled of all respondents who indicated that they were interested in participating in this study. The second phase took place on 20 October 2003 when the first round of questionnaires was sent out to the respondents, requesting feedback by 5 November 2003.

Phase three occurred simultaneously with phase two. Dr Bütschi, the co-supervisor of this project, was asked to do training in Tanzania for government

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PR practitioners, and 22 questionnaires were sent with him. On 5 November 2003, a total of 35 questionnaires were received from the 490 questionnaires that had been sent out. A reminder was sent to remaining respondents on the list of respondents who had agreed to participate in the study but who had not yet returned the completed questionnaires. The reminder asked the respondents to complete the questionnaire and return it by 17 November 2003. This phase, the fourth one, gave the respondents another 12 days to complete the questionnaires. During this time, the researcher was informed by one of the respondents about a conference to be hosted in Nairobi, Kenya, on 27 and 28 November 2003. The target audience for the conference were middle and senior East African PR practitioners. Owing to the low response rate at this stage, the researcher decided to attend the conference and 60 questionnaires were collected from the conference and this was seen as the fifth phase.

All five phases of data collection used the same self-administered questionnaire in order to keep the measuring instrument consistent. The only difference was that the notices that were used to instruct the respondents who completed the questionnaire electronically were deleted for those that were completed by hand. Please refer to Appendix 4 to view this questionnaire.

This study could not be generalised to Africa as a whole, since it mainly represents practitioners from South Africa and East Africa owing to the accessibility of these practitioners.

Table 7.1 Realised sample divided by country

COUNTRY	REALISED SAMPLE
South Africa	51
Uganda	25
Nigeria	11
Kenya	44
Mauritius	4
Guinea	1
Tanzania	15
TOTAL	**151**

As mentioned in Chapter 6, a total of 612 PR practitioners were approached to participate in the study to reach the minimum sample size of 125 specified as a prerequisite for factor analysis. Of all the communications received, there were 151 usable questionnaires (8 questionnaires with no answers could not be used, 20 respondents were contacted via e-mail to complete selected questions that had not been answered completely. The electronic medium gave the researcher the ability to control and verify the responses of each respondent and to immediately react to incomplete questionnaires). Table 7.2 provides an outline of the realised sample compared to the planned sample as well as the response rate for each of the media used in this study.

Table 7.2   Planned versus realised sample

MEDIA USED	PLANNED SAMPLE	REALISED SAMPLE	RESPONSE RATE
E-mail respondents	490	76	16 %
Training in Tanzania	22	15	68%
Conference delegates	100	60	60%
Total	**612**	**151**	**25%**

Please note that the percentages are rounded off

The discrepancies between the planned and the realised sample are mainly attributed to the following reasons:

- **E-mail respondents** – technical problems could be one of the reasons why the respondents who agreed to participate never participated. The time of year was a very difficult time as many of the practitioners were busy with year-end planning and trying to spend their budgets optimally.   The response rate for this medium was very low, 16%.

- **Training in Tanzania** – delegates were asked to complete the questionnaire before the training commenced to ensure that the respondents would give a proper indication of the current situation and not the ideal situation. At the beginning of the training session not all the respondents were present owing to work commitments.   This medium

proved to be a very effective method of collecting data as the response rate was 68%. This illustrates that almost 7 out of 10 respondents completed the questionnaire.

- **Conference delegates** – delegates wanted to use the free time to network amongst one another and did not get time to complete the questionnaire. Respondents were motivated to complete the questionnaire by a lucky draw of a textbook, which assisted greatly in the active participation of completing the questionnaires, yet 40% of the delegates did not respond.   The response rate for this medium also proved to be very effective as 6 out of 10 respondents completed the questionnaire (60%).

The response rate is used to evaluate and compare the researcher's ability to persuade contacted respondents to participate in the study (Churchill & Iacobucci, 2002:981). The total realised sample was 151 and the number of planned samples was 612. The overall response rate for the survey was 25%. The realised sample of 151 was used for the descriptive statistics as well as for analysing the data using factor analysis.

The questionnaires were edited, errors were corrected and the data were coded. A technical process of assigning numbers or symbols to answers in an attempt to group a limited number of categories is referred to as coding (Cooper & Schindler, 1998:413; Martins *et al*, 1996:299). The coding process was done as follows:

- A data capture sheet was developed in order to assist the data capturer (see Appendix 5 for an example). This was necessary because the researcher did not use a standardised questionnaire and therefore to make it easier for the data capturers it was necessary to complete a sheet for each questionnaire.
- All completed questionnaires were transformed into codes, which were recorded on the capture sheets as mentioned above. The researcher had

to transfer each response of the questionnaire onto the data capture sheet. This process assisted in the quality control of the data.

- These codes were entered into the computer (data input).

- A printout of the dataset was given to the researcher to verify. Each of these codes was compared to the data capture sheet and all the mistakes made during the coding and data input process were corrected.

The following section, section 7.3, will focus on the descriptive statistics of this study.

7.3   DESCRIPTIVE STATISTICS

This section will provide a profile of the individuals interviewed for this study by providing the percentages of the respondents' demographic characteristics. The demographic results will be summarised and presented in Table 7.3. This table includes data on gender, age, language, educational background and country of origin. To conclude, a few general remarks on the distribution will follow.

Table 7.3   Demographic profile of respondents

PERCENTAGES OF SUBGROUPS	GENDER	AGE	LANGUAGE	EDUCATIONAL LEVEL	COUNTRY
Male	46				
Female	54				
18-25 years		6			
26-35 years		32			
36-45 years		42			
46-55 years		15			
56-65 years		4			
English			27		
Portuguese			0		
French			3		
Other			70		
Certificate				3	
Diploma				20	
Degree				27	
Honours				23	
Masters				24	
Doctorate				2	
Other				1	
South African					34
Uganda					17
Nigeria					7
Kenya					29
Mauritius					3
Guinea					1
Tanzania					10

Please note that the percentages do not all add up to 100% because the respondents were not compelled to answer all the questions and therefore many 'missing' responses were calculated.

- **Gender:** There was a very even distribution between male and female PR practitioners (46% male and 54% female). The expectation was that more females would form part of this study. This expectation was based on the researcher's knowledge of the South African industry where most PR practitioners are female. This assumption was proved to be incorrect. The profile in terms of gender of African PR practitioners seems to be quite different to that of South Africa.   Most African PR practitioners are male, and this explains why the ratio of male to female respondents is so close.

- **Age:** The respondents were asked to state their year of birth. In an attempt to make the results more interpretable, the answers of the respondents were grouped into five age categories. It is clear from Table 7.3 that the largest group of practitioners (74%) fall in the age group 26-45. Only 6% fall in the first category and 15% in the age group 46-55 and lastly only 4% fall in the category of 56-65. This could be explained by referring to Chapter 5, were it was stated that the professional practitioners are the younger individuals who have been trained through studies in the field of PR. The older generation are referred to as the PR practitioners who through experience reached a particular position but were not necessarily trained in PR.

- **Language:** Respondents were given the opportunity to indicate their home language from a list containing English, Portuguese, French and a fourth option, marked as 'other', for respondents whose home language did not fit into any of the given categories.   Of the respondents, 27% indicated that their home language was English and 3% indicated that their mother tongue was French. The largest number of respondents (70%) selected the option 'other', indicating other home languages such as SA African languages (for example Afrikaans, Zulu, Sotho, Sepedi), European language (for example German, Dutch, Spanish), Luganda, Igbo, Urhobo, Rukiga, Swahili, Gikuyu and Ogoja. This will be further explained when an indication of the countries is provided as there is a close relationship between the respondent's language and the country of origin.

- **Education:** The respondents were asked to state their highest qualification, and 23% of the respondents have a tertiary qualification on the level of a certificate or diploma. An interesting aspect is the fact that 27% of the respondents have obtained a degree and 49% have obtained a postgraduate degree. Therefore, in total 76% of the respondents who participated in this study have a tertiary university qualification. It can

therefore be said that the respondents who participated in this study were well-educated individuals with very sound tertiary qualifications.

- **Country:** The respondents were asked to identify their country of origin, which will assist the researcher in interpreting certain aspects more clearly. From Table 7.3, 67% of the respondents are from other African countries and therefore it also provides a better understanding of the 70% of respondents choosing the option 'other' in the language section. These two aspects are very closely related. Of the respondents, 34% indicated South Africa as their country of origin. This would explain the high percentage selection for the option 'other' in the language option as some of the South African respondents might be Afrikaans or they might speak another SA African language (eleven official languages).

The next section of the demographic information focuses on PR training. The excellence study found that the way in which a PR practitioner practice PR is influenced by and depend on the PR training received. In this study it was therefore decided that a summary of demographic information aimed at PR training was essential. The demographic results on PR training are presented in Table 7.4 and will include: PR training received, where this training was obtained, type of training received and the highest level of PR training received. At the end of this section a few remarks on the distribution will follow.

Table 7.4   Demographic profile of respondents' PR training received

PERCENTAGES REGARDING PR TRAINING	PR TRAINING RECEIVED	WHERE DID RESPONDENT RECEIVE PR TRAINING	TYPE OF PR TRAINING RECEIVED	HIGHEST LEVEL OF PR TRAINING
Yes	82			
No	17			
Locally		84		
Internationally		16		
Formal			74	
Informal			26	
Undergraduate subject				13
Degree				9
Postgraduate subject				18
Postgraduate degree				11
Diploma				19
Certificate				11
Short course				18

Please note that the percentages do not add up to 100% because the respondents did not have to answer all questions, therefore many 'missing' responses were calculated.

- **PR training:** 82% of the PR practitioners received training in PR and 17% of the practitioners indicated that they had not received any training in PR. The high percentages of PR training received could be ascribed to the fact that many of the African PR practitioners fulfilled a senior or middle level position as a practitioner, indicating that these individuals are seen as professionals in their organisations.   As described in Chapter 5, the professionals in Africa have received proper education and training in general but also specifically in PR and are very influential in both the public and the private sectors.

- **Where did the respondent receive PR training:** 84% of the respondents indicated that they received their PR training locally and 16% indicated that they received their training internationally.   These data indicate that PR training does exist in African countries and that most of the practitioners are trained locally in Africa.

- **Type of PR training received:** 74% of the respondents received training at a formal tertiary institution, while 26% of the respondents received informal training through PR associations.

- **Highest level of PR training:** 53% of the respondents received PR training as part of a undergraduate or postgraduate degree, while 48% of the respondents received training at the level of a diploma, certificate or other short courses.

The next section will provide a summary of the results of questions 1-25 in Section A of the questionnaire. These questions focused on concept 1, the models (purpose) of the practice of PR, and will be separately discussed according to the constructs, namely the five models identified in Chapter 3. Each model consists of statements explaining a particular model. The set of statements defining a particular model will be summarised and presented in a set of tables. It should be noted that in the actual questionnaire these statements were not grouped together but shuffled. This was necessary in order to get a valid response from the respondent on each of the statements. Please note that each of the tables consists of a number of statements. These statements do not follow a chronological order due to the fact that these statements are recorded according to the number of the statement used in the questionnaire.

The percentage distributions are provided for each of the 5 models (purpose) of the practice of PR, which was measured on a 5-point Likert scale. It is essential to note that the results of questions 1-25 in Section A of the questionnaire provide merely an indication of the frequency of each statement in the questionnaire. The dataset has not yet been analysed according to the data analysis method (factor analysis). At the end of each of these tables a few remarks on the distribution of the data will follow.

7.3.1 Concept 1: Respondents' opinion regarding the current models (purpose) of the practice of PR used within their organisation

A total of 25 statements were used in this section of the questionnaire (Section A, questions 1-25). The focus of these statements was on the current purpose of the PR department or division in their particular organisation. The purpose, as explained in Chapter 3, of the practice of PR was defined according to the models of the practice of PR. (Refer to Appendix 3 for an example of the questionnaire.) Tables 7.5 to 7.9 will summarise and present each of the five models of the practice of PR by showing the percentage distribution. It should be noted that only the two 'top box' and two 'low box' scores are reported and presented in these tables.

Table 7.5 summarises the findings of the 4 statements used to describe the 1st PR model, namely the Press Agentry Model. This model, according to global theory, is the least developed level of PR practice.

Table 7.5   Opinions regarding the Press agentry model

The CURRENT PURPOSE of the PR department in our organisation is…		Disagree Slightly or Strongly %	Neutral %	Agree Slightly or Strongly %
Q 2	… to get publicity for our organisation	7	8	85
Q 7	… to judge the success of a PR programme on the number of people who attend an event or use products/services	29	21	50
Q 13	… not only to obtain favourable publicity, but also to prevent unfavourable publicity in the media.	4	8	88
Q 18	… essentially the same thing as publicity	35	19	46

Percentage totals add up to 100%

- An overwhelming majority of respondents (88%) agreed that the current purpose of the PR department in their organisation is to obtain favourable publicity and prevent unfavourable publicity in the media.

- Almost 9 out of 10 respondents (85%) agreed that the current purpose of the PR department in their organisation is to get publicity. Yet less than half (46%) of the respondents agreed that the purpose of PR is essentially the same thing as publicity.

- Half of the respondents (50%) agreed that the current purpose of PR is to judge the success of a PR programme on the number of people who attended an event or use a product/service.

The above results indicated that the majority (88%) of the respondents agreed that the current purpose fulfilled by the PR department is to obtain favourable publicity and prevent unfavourable publicity in the media.

Table 7.6 indicates the summary of the results of 5 statements that describe the 2nd PR model, namely the Public Information Model.

Table 7.6   Opinions regarding the Public information model

The CURRENT PURPOSE of the PR department in our organisation is…	Disagree Slightly or Strongly	Neutral	Agree Slightly or Strongly
	%	%	%
Q 3 … more of a neutral disseminator of information rather than an advocate (who speaks in favour of our organisation)	42	19	39
Q 9 … to keep a news-clipping file as an important way to stay abreast of what public think of our organisation	10	10	80
Q 20 … to disseminate accurate information but not to volunteer unfavourable information	17	12	71
Q 24 … to write news stories for producing publications, which keeps us so busy that there is not time to do research	57	15	28
Q 25 … more being a neutral disseminator of information rather than a mediator that connects management to publics	54	16	30

Percentage totals add up to 100 %

- The majority of respondents (80%) agreed that the current purpose of the PR department is to keep a news-clipping file as an important way to stay abreast of what the public thinks of the organisation.

- Although 7 out of 10 respondents (71%) agreed that the current purpose of the PR department is to disseminate accurate information and not volunteering unfavourable information. Only a minority of respondents (28%) agreed that the current purpose of PR was to write news stories for publications, keeping them so busy that there is no time for research.

- More than half of the respondents (54%) disagreed that the current purpose of PR is to be a neutral disseminator of information rather than a mediator that connects management to publics, although nearly 4 out of 10 respondents (39%) agreed that PR is currently more of a neutral disseminator of information rather than an advocate for the organisation.

From the above it can be concluded that the majority (80%) of the PR practitioners are of the opinion that within their organisation a news-clipping file is viewed as a very important way to stay in touch with what the public's perception of the organisation is. Furthermore, disseminating information about the organisation is essential, whilst it is not volunteered to share unfavourable information regarding the organisation.

Table 7.7 summarises the results of 4 statements that describe the responses of the 3rd model of the practice of PR, namely the two-way asymmetrical model. This model is a more advanced level of practicing PR although according to global literature this is not the most advanced level.

Table 7.7 Opinions regarding the Two-way asymmetrical model

The CURRENT PURPOSE of the PR department in our organisation is…		Disagree Slightly or Strongly	Neutral	Agree Slightly or Strongly
		%	%	%
Q 4	… to conduct / study attitude surveys before starting PR programmes, to ensure we describe the organisation in ways our publics would be likely to accept.	32	14	54
Q 8	… to do research to determine public attitudes towards our organisation, before conducting a PR programme	30	12	58
Q16	… to do research after a PR programme has been completed, to determine how effective the PR programme has been in changing people's attitudes towards the organisation	30	17	53
Q19	… to persuade publics to behave in the way that the organisation wants them to behave	39	20	41

Percentage totals add up to 100%

- Nearly 6 out of 10 respondents (58%) agreed that the purpose of PR in their organisation is to do research in order to determine the public's attitudes towards their organisation before conducting a PR programme. Yet 5 out of 10 respondents (54%) agreed that surveys are conducted or studied to describe organisation in ways that would be acceptable to the organisation's publics.

- Half of the respondents (53%) agree that research is done after a PR programme is completed in order to determine how effective the PR programme was in changing people's attitudes towards the organisation. The focus of the research is therefore on the PR programme.

- Less than half of the respondents (41%) agreed that the purpose of PR is to persuade publics to behave in a way that the organisation wants them to behave.

It is clear from the above that there was not a clear majority of respondents agreeing on any of the statements. From this section it can be concluded that half of the respondents are of the opinion that the purpose of PR in their organisation is to do research in order to determine the public's attitude towards the organisation.

Table 7.8 summarises the results of 4 statements that describe the responses of the 4th model of the practice of PR, namely the two-way symmetrical model. This model has been empirically tested and discussed in global literature as the most advanced level of practicing PR.

Table 7.8   Opinions regarding the Two-way Symmetrical Model

The CURRENT PURPOSE of the PR department in our organisation is…	Disagree Slightly or Strongly %	Neutral %	Agree Slightly or Strongly %
Q 5 … to assist management to negotiate conflict with our publics (or vice versa)	17	12	71
Q 11 … to change the attitudes / behaviour of management as much as it is to change the attitudes / behaviour of our publics	22	12	66
Q 15 … to do surveys / focus groups before starting a PR programme, to find out how well management and our publics understand each other	29	22	49
Q 22 … to develop mutual understanding between our management and the public that the organisation affects	2	7	90

Percentage totals add up to 100%

- The majority of the respondents (90%) agreed that the purpose of PR is to develop mutual understanding between the management and the public that the organisation affects. Yet less than half (49%) of the respondents agreed that research is done before starting a PR programme to find out how well management and the various publics understand each other. In the attempt to understand the public, research is essential.

- In terms of negotiating conflict, 7 out of 10 respondents (71%) agreed that it is the purpose of the PR department in their organisation to assist either management or public to negotiate conflict.

- Respondents also agreed (66%) that changing the attitudes and/or behaviour of management and that of the publics also forms part of the current purpose of the PR department.

From the above it is clear that great emphasis is placed on the importance of creating mutual understanding between management and the publics that affect the organisation. The majority of the respondents are of the opinion that this is currently part of the purpose of the PR department in their organisations.

Table 7.9 summarises the results of 8 statements that describe the responses of the 5th model of the practice of PR, namely the reflective model. The statements included in this section are based purely on literature, specifically referring to European literature. This is the first attempt to operationalise the reflective model. The statements were developed under the guidance of one of the project leaders of the EBOK project, Dr Gerhard Bütschi. Therefore, the attempt to operationalise and to provide a measuring instrument for testing the reflective model was the focus of this section. As was explained in Chapter 6, it is necessary to include enough statements to describe a particular concept, as in factor analysis, when purifying the scale some of these statements might be eliminated.

Table 7.9   Opinions regarding the Reflective model

The CURRENT PURPOSE of the PR department in our organisation is…		Disagree Slightly or Strongly	Neutral	Agree Slightly or Strongly
		%	%	%
Q 1	… to influence management to modify their policies/ strategies so as not to harm society	30	19	51
Q 6	… to monitor the consequences of organisational behaviour on society	23	22	55
Q 10	… to obtain for our organisation a 'licence to operate' from society	36	27	37
Q 12	… to participate in top management discussions on what 'legitimate' organisational behaviour entails (i.e. behaviour that will be accepted by society)	23	10	67
Q 14	… to inform top management of societal values / norms so that they can adjust organisational decisions / strategies accordingly	16	12	72
Q 17	… to bring to top management's attention that to prosper economically / survive in the long term, our organisation must act socially responsibly in the short term	17	17	66
Q 21	… to influence top management's decisions to ensure that our organisation is regarded by society as being 'trustworthy'	10	9	81
Q 23	… to ensure a balance between the organisational goals and the well-being of society	13	20	67

Percentage totals add up to 100%

- The majority (81%) of the respondents agreed that the purpose of the PR department within their organisation is to influence top management's decisions in order to ensure that the organisation is regarded as 'trustworthy' by society, while less than 4 out of 10 (37%) respondents agreed that it was the purpose of the PR department to obtain a 'license to operate' from society for their organisations.

- It was agreed by 7 out of 10 (72%) of the respondents that the purpose of PR is to informing top management of the societal values and norms in order for them to adjust the organisational decisions and strategies accordingly. Only half of the respondents (51%) agreed that the purpose of

PR is to influence management in modifying the policies and strategies so as not to harm society.

- Nearly 7 out of 10 (67%) of the respondents agreed the current purpose of PR is to participate in discussions with top management on the kind of organisational behaviour that is acceptable to society. Yet more than half of the respondents (55%) agreed that the purpose of PR is to monitor the consequences of organisational behaviour on society.

- In addressing the issue of long-term survival, 66% of the respondents agreed that the purpose of PR is to bring to top management's attention that in order to prosper economically the organisation must act socially responsibly in the short term. A similar number of respondents (67%) agreed that PR's purpose is to ensure a balance between the organisational goals and the well-being of society.

From the above it can be concluded that the majority of the respondents (81%) agreed that the purpose of PR is to understand society and influence top management's decisions regarding organisational behaviour and decisions in order to become a trustworthy corporate citizen in the eyes of society.

The next section will provide a summary of the results of questions 1-21 in Section B of the questionnaire. These questions focused on concept 2, the roles (activities) of the practice of PR and will be discussed separately according to the constructs, namely the three roles identified in the literature in Chapter 3. Each role consists of statements; the set of statements defining a particular role will be summarised and presented in a set of tables. It should be noted that in the actual questionnaire these statements were not grouped together but shuffled. This was necessary in order to get a valid response of each statement from the respondent. The various tables used to present the data indicate the various statements according to the actual number as presented in the questionnaire and will therefore not follow a chronological order.

The percentage distributions are provided for each of the 3 roles (activities) of the practice of PR that were measured on a 5-point Likert scale. It is essential to note that the results of questions 1-21 in Section B of the questionnaire provide merely an indication of the frequency of each statement in the questionnaire. The dataset has not yet been analysed according to the data analysis method (factor analysis). At the end of each of these tables a few remarks on the distribution of the data will follow.

7.3.2 Concept 2: Respondents' opinions regarding the current roles (activities) of the practice of PR used within their organisation

A total of 21 statements were used in this section of the questionnaire (Section B, questions 1-21). These statements focused on the current activities fulfilled by the PR department or division in the respondent's particular organisation. (Refer to Appendix 3 for an example of the questionnaire.) Tables 7.10 to 7.12 will summarise and present each of the three roles of the practice of PR by showing the percentage distribution. It should be noted that only the two 'top box' and two 'low box' scores are reported and presented in these tables.

Table 7.10 summarises the results in terms of the percentage distribution of 6 statements describing the first role of the practice of PR, namely the role of the technician. This role has been empirically tested and verified and discussed in global literature as the lowest level of activities performed by a PR practitioner. It should be noted that although a 5-point Likert scale was used, only the two 'top box' and two 'low box' scores are reported.

Table 7.10   Opinions regarding the Technician role

A CURRENT ACTIVITIY of the PR department in our organisation is…		Disagree Slightly or Strongly %	Neutral %	Agree Slightly or Strongly %
Q 2	… to keep a media clipping service (clip articles that appeared in the media about the organisation)	6	8	86
Q 5	… to organise special events (e.g. open houses / exhibitions / gala evenings).	10	9	82
Q 8	… to produce audiovisual materials for presentations.	21	16	63
Q 12	… to write articles for the organisation's publications.	2	9	89
Q 16	… to edit public relations materials (e.g. speeches / the annual report).	5	9	86
Q 20	… to generate publicity (e.g. write media releases).	3	4	93

Percentage totals add up to 100%

- The majority of the respondents (93%) agreed that the current activities performed by the PR department are to generate publicity for the organisation. Furthermore, almost 9 out of 10 (89%) respondents agreed that their activities included the writing of articles for the organisation's publications.

- Most of the respondents (86%) also agreed that editing material and keeping a media clipping service were part of their current activities in the PR department within their organisations. The organisation of special events was also an activity that 8 out of 10 (82%) of the respondents agreed were part of their current activities as PR practitioners. More than half of the respondents (63%) of the respondents agreed that the production of audiovisual material for presentations was an activity that they fulfil.

It is clear from the above that the current activities that PR practitioners fulfil are focused on generating publicity through writing and editing material on behalf of the organisation.

Table 7.11 summarises the results in terms of the percentage distribution of 5 statements describing the second role of the practice of PR, namely the role of the manager. This role has been empirically tested and verified in global literature as the most advanced level of activities performed by a PR practitioner. In this study, this role is, however, seen as the most advanced level of the practice of PR in terms of the role's perspective.

Table 7.11   Opinions regarding the Manager role

A CURRENT ACTIVITIY of the PR department in our organisation is…		Disagree Slightly or Strongly %	Neutral %	Agree Slightly or Strongly %
Q 4	… to take responsibility for the success or the failure of public relations plans.	10	16	74
Q 7	… to develop public relations strategy that supports corporate strategy.	8	7	85
Q 10	… to manage the implementation of public relations plans	4	5	91
Q 14	… to take responsibility for the success or the failure of public relations strategy.	8	15	87
Q 18	… to monitor the performance of public relations practitioners subdivisions.	15	29	56

Percentage totals add up to 100%

- The majority of the respondents (91%) agreed that the implementation of PR plans is currently an activity fulfilled by the PR department. Yet 74% of the respondents agreed that the PR department takes responsibility for the success or failure of PR plans.

- Nearly 9 out of 10 (87%) respondents agreed that the PR department takes responsibility for the success or failure of PR strategy within the organisation, whilst 85% of the respondents agreed that the PR department develops PR strategies that support corporate strategy.

- Almost 6 out of 10 (56%) of the respondents agreed that the current activity of the PR department is to monitor the performance of PR practitioner's subdivisions.

It is clear from the above that the current activities performed by PR departments within an organisation are primarily focused on implementing PR plans, developing PR strategies and taking the responsibility for the success and failure of these strategies.

Table 7.12 summarises the results in terms of the percentage distribution of ten statements describing the third role of the practice of PR, namely the role of the strategist. This role has been empirically tested and verified and discussed in literature. Steyn (1997) conceptualised the role of the strategist in South Africa, and similarities between the South African role of the strategist and the European reflective role conceptualised by Holmstrom (1996) and empirically found in the EBOK project (1999-2002) was drawn by Steyn (2003). This study regards this role as the most advanced level of the role fulfilled by a PR practitioner. The measuring instrument used by Steyn (1997) was adapted by including statements from European literature. This section therefore aims to determine whether the role of the strategist in fact exists in the African context.

Table 7.12   Opinions regarding the Strategist role

A CURRENT ACTIVITIY of the PR department in our organisation is…		Disagree Slightly or Strongly	Neutral	Agree Slightly or Strongly
		%	%	%
Q 1	… to explain to top management the impact of their behaviour (obtained through research) on key external publics (e.g. media, investors, communities).	17	20	63
Q 3	… to act as an 'early warning system' to top management before issues in society erupt into a crisis for our organisation.	6	14	80
Q 6	… to act as an advocate for key internal publics by explaining their views to top management.	15	19	66
Q 9	… to initiate dialogue with pressure groups in society that are limiting the organisation's autonomy (e.g. legislators / environmentalists / consumer advocates).	26	23	51
Q 11	… to explain views / opinions that exist in society to top management.	9	15	76
Q 13	… to bring to top management's attention any organisational behaviour that erodes public trust.	9	16	77
Q 15	… to bring to top management's attention societal expectations for socially responsible behaviour.	11	22	67
Q 17	… to explain to top management the impact of the organisation's behaviour on society.	12	21	67
Q 19	… to express the company's stance on social responsibility to society in order to gain public trust.	8	14	78
Q 21	… to act as an advocate for key external publics by explaining their views to top management.	14	25	61

Percentage totals add up to 100%

- The majority of the respondents (80%) agreed that the activities that the PR department fulfils are to act as an 'early warning system' to top management before issues in society erupts into a crisis for their organisation. Yet half of the respondents (51%) agreed that the current activities fulfilled by the PR practitioner within the organisation are to initiate dialogue with pressure groups in society that are limiting the organisation's autonomy.

- Almost 8 out of 10 respondents (78%) agreed that the current activity that the PR practitioner fulfils is to express the company's stance on social responsibility to society in order to gain public trust. Furthermore, 67% of the respondents agreed that the PR practitioner's current activity is to bring societal expectation for socially responsible behaviour to the attention of top management. Yet 76% of the respondents agreed that PR is explaining society's views or opinions to top management.

- A little more than 6 out 10 of the respondents (61%) agreed that PR is currently responsible to act as an advocate on behalf of the external publics in order to explain their views to top management. But almost 7 out of 10 respondents (66%) agreed that PR is acting as an advocate for key internal publics by explaining their views to top management.

- Most of the respondents (77%) also agreed that when organisational behaviour is eroding public trust, PR practitioners need to bring it to the attention of top management. While 67% of the respondents agreed that PR is currently explaining the impact of organisational behaviour on society, only 63% of the respondents agreed that PR is currently explaining the impact of the organisation's behaviour on key external publics.

From the above discussion it is clear that in the African context there is a concern for societal issues and therefore a continuous dialogue between the organisation and society is necessary. It is also clear that PR is currently fulfilling a role on behalf of both the organisation and society. The success of an organisation depends on the social responsibility within the societies in which organisations operate. This is critical for an organisation to gain public trust.

7.4   EXPLORATORY FACTOR ANALYSIS

In order to conduct a factor analysis, the researcher must ensure that the input data matrix is calculated from the correlations between the variables. This is an R-type factor analysis, where the resulting factor pattern demonstrates the underlying relationships of the variables (Hair *et al*, 1998:97). The variable selection and measurement issues as well as the sample size are essential for factor analysis. All these assumptions were taken into account and addressed in Chapter 6 when factor analysis was discussed as the multivariate analysis.

Two separate sets of variables were exposed to factor analysis. Both these analyses were needed in order to determine the number of factors for the models (purpose) of the practice of PR in Africa, as well as the roles (activities) of the practice of PR in Africa. Both these sets of statements will be used to describe the practice of PR in Africa. Therefore, in section A, variables 2 to 26 (questions 1 to 25) were included in the factor analysis as these questions measured the models (purpose) of the practice of PR. In section B, a second group of variables, namely 27 to 47 (questions 1 to 21), was also included in a separate factor analysis as these questions measured the roles (activities) of the practice of PR.

The data were entered into an SAS statistical package using a procedure called PROC FACTOR to factor analyse the data. Referring to the critical assumptions underlying factor analysis, the researcher investigated the data according to three aspects. Upon visual inspection the researcher should firstly look for correlations greater than 0.3, as this indicates that factor analysis was appropriate. Secondly, at least two, but preferably three, variables should be identified when composing a factor. The strength of factor analysis lies in the pattern of variables. Thirdly, the computing of partial correlations between variables correlations also analysed the correlations between variables. When small partial correlations exist, 'true' factors are identified as the variables that clearly explain the factors (Hair *et al*, 1998:97-100).

At this point, all the critical assumptions of factor analysis were sufficiently applied and therefore the next step consisted of a factoring technique, used as a method of extracting factors. The method that was used in PROC FACTOR procedure in SAS was the Maximum Likelihood factor, also referred to as a common factor analysis as it identifies the dimensions or constructs representing the original variables.

The process of determining the number of factors to extract is summarised by using a combination of approaches. The most frequently used approaches are the latent root criterion, the percentage of variance and the scree test criterion (Hair *et al*, 1998:103-104).   In this study, a combination of two of these approaches was used, namely the latent root criterion and the scree test criterion. As was mentioned before, two sets of variables were factor analysed referring to the models (purpose) and roles (activities) of the practice of PR. A general discussion of each of the approaches will follow, whereafter the models (purpose) and then the roles (activities) of the practice of PR will be discussed and presented.

- Firstly the latent root criterion. This approach focuses on the amount of variance that is associated with the factor. The sum of the square of the factor loadings of each variable on a factor represents the eigenvalue. Therefore, only factors with eigenvalues greater than 1.0 are retained (Aaker *et al*, 2001:559). In this study, 3 eigenvalues were greater than 1.0, indicating a possibility of 3 different factors. Table 7.13 summarises the eigenvalues for the models (purpose) of the practice of PR, whilst Table 7.14 summarises the eigenvalues for the roles (activities) of the practice of PR.

Table 7.13 Eigenvalues for identified factors for the models (purpose) of the practice of PR

FACTOR	EIGENVALUE
1	13.9371
2	2.0994
3	1.7294

Table 7.14 Eigenvalues for identified factors for the roles (activities) of the practice of PR

FACTOR	EIGENVALUE
1	15.3279
2	3.3346
3	1.5355

- Secondly, the scree test criterion. This approach is a plot summarising the eigenvalues against the number of factors to be extracted. The shape of the plot is used to determine the number of factors. There is a distinct break between the steep slope of factors and the scree of the rest of the factors (Aaker *et al*, 2001:559). Figure 7.1 is an example of the scree plot of the initial correlation matrix for the models (purpose) of the practice of PR, whilst Figure 7.2 illustrates an example of the scree plot of the initial correlation matrix for the roles (activities) of the practice of PR.

Figure 7.1   Eigenvalues plot for the scree test criterion for the models (purpose) of the practice of PR
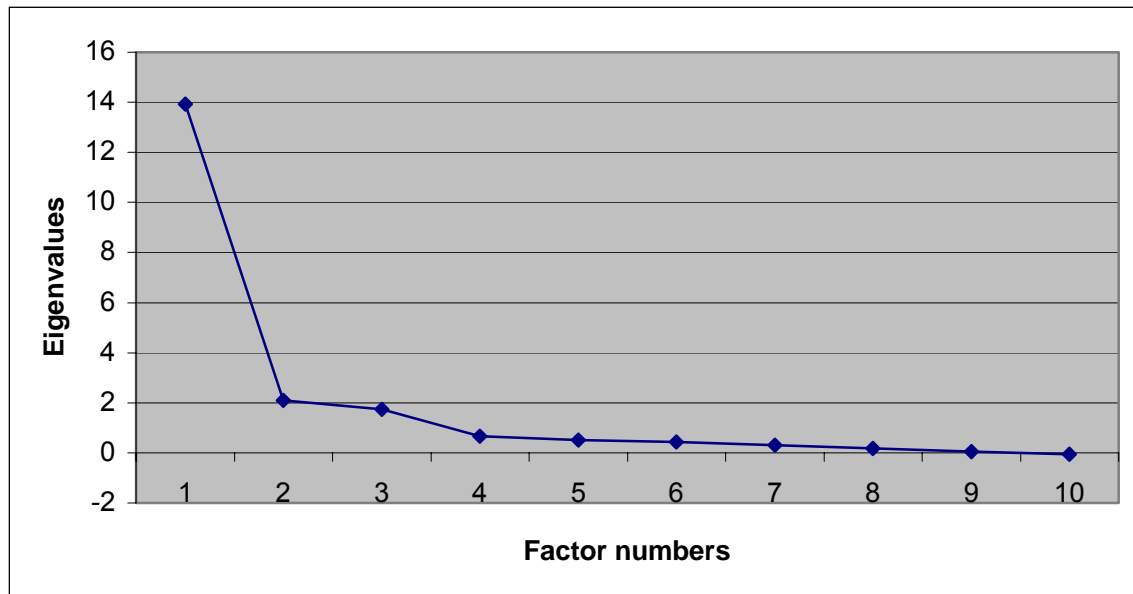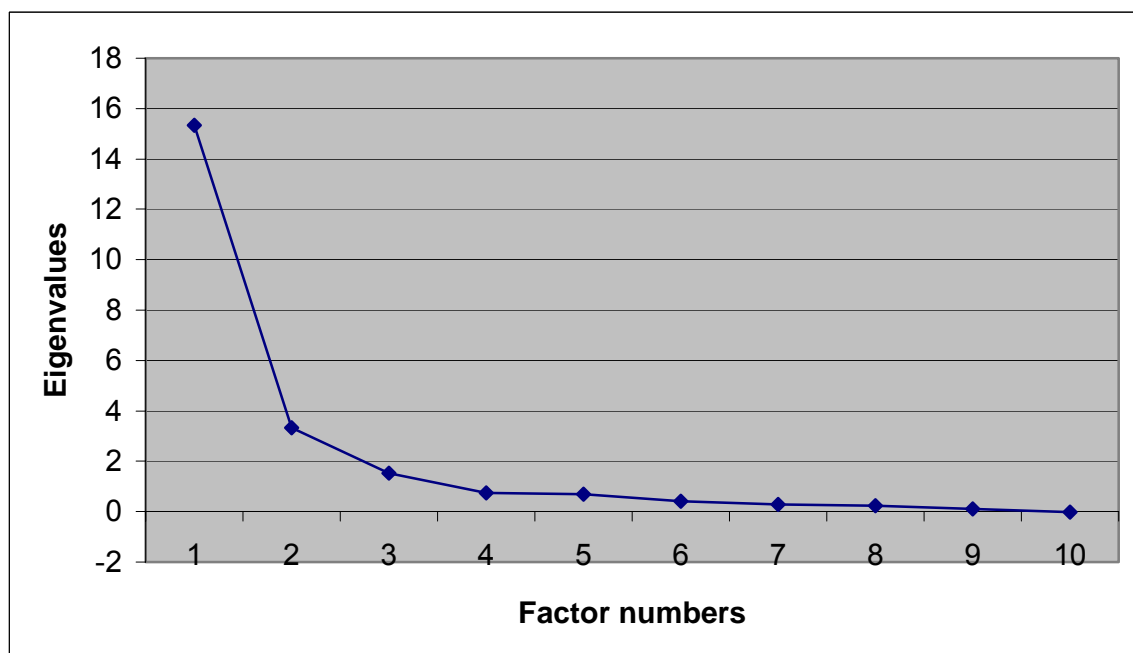

Figure 7.2   Eigenvalues plot for the scree test criterion for the roles (activities) of the practice of PR

Referring to Figure 7.1, it is clear that according to the scree test criterion a number of 3 factors can be considered for the extraction of factors. From factor 4 onwards a gradual slope downwards occurs in the slope of the scree test. Therefore, compared to the latent root criterion there is an agreement between these two approaches for the number of factors to be extracted for the models (purpose) of the practice of PR. In Figure 7.2 it is evident that a definite number of 2 factors can be considered for the extraction of factors. From factor 3 a gradual downward slope occurs in the slope of the scree test. Compared to the latent root criterion there is possible disagreement between these two approaches in terms of the number of factors to be extracted for the roles (activities) of the practice of PR.

As was mentioned previously, the maximum likelihood analysis was conducted, specifying a Varimax orthogonal rotation of the original factor matrix. Orthogonal rotations preserve the right angles that exist among the factor axes. Varimax orthogonal rotation attempts to simplify the factor loadings, forcing them to be near 0 or 1. This procedure enhances the interpretability of factors (Churchill & Iacobucci, 2002:809).   Factor loadings are referred to as measurements that are of importance for a variable in measuring a factor that is used for interpreting and labelling a factor (Hair *et al* 2003:588). Therefore, the deletion of items depends on the factor loading of the factor. In this study, factor loadings greater than 0.3 were considered to be significant loadings and were not deleted. Items that loaded similarly on more than one factor were considered for possible deletion. This process assisted in the scale purification of the various factors identified.

A factor analysis was run without specifying the number of factors to be extracted. The models showed a possibility of 5 factors and the roles a possibility of 4 factors. The variables were examined and many did not meet the requirements as discussed in section 7.4 and these variables were deleted. The process followed to determine the number of factors to be extracted for each of the models and roles is discussed separately. Sections 7.4.1 to 7.4.5

present the discussion of the models, and sections 7.4.6 to 7.4.9 contain a discussion of the roles.

7.4.1   The factor analysis process followed for the models of the practice of PR

The rotated 6-factor matrix was examined and the results were not satisfactory according to the minimum criteria discussed in section 7.4 above. The solution of this matrix illustrated that only one item loaded significantly on factor 6 and two very weak factor loadings were found in factor 5. Both these results were not satisfactory and therefore it was decided not to continue running either a six-factor or five-factor analysis. In the second round of analysis it was decided to extract four-factors as well as three-factors.   The same process was followed. The four-factor rotation matrix was examined. One of the variables loaded on more than one factor, leaving factor 4 with only two other factor loadings describing factor 4. The three-factor rotation matrix was examined and again one of the variables loaded on more than one factor. This, however, left factor 3 with three other loadings, which is sufficient in defining a factor. Four of the factor loadings in the matrix loaded on more than one factor and it was decided to extract three factors and repeat the process. The second three-factor rotated matrix was examined and the same process was followed.

The three-factor solution had a total of 16 variables of the 25 original variables with a factor loading greater than 0.3 on the three factors. The four variables (V5, V11, V14 and V21) (Questions 4, 10, 13 and 20 in Section A of the questionnaire) that loaded on more than one factor, the two variables (V4 and V20) that loaded below 0.3 (Questions 3 and 19) and the three variables (V3, V8 and V10) influencing the reliability of the instrument (Questions 2, 7 and 9) were discarded.   The three-factor analysis was repeated on the remaining 16 variables, indicating that all 16 variables loaded greater than 0.3 that indicated that a factor solution had been obtained. No new labels were given to the factors as it was decided to keep the original labels as discussed in the

literature review, Chapter 3, in order to interpret the African findings on the global literature.

According to global literature five models of the practice of PR currently exist. These five dimensions were built into the measuring instrument under the labels of 'press agentry', 'public information', 'two-way asymmetrical', 'two-way symmetrical' and 'reflective' models. Of these possible 5 models according to global literature, 3 factors were identified in the African context. Two of the models loaded together in factor one, a combination of some of the models in factor 2 and 2 models loaded together in factor 3. As was mentioned before, it was decided not to give new labels to the factors. The details of each factor will be provided:

- **FACTOR 1** – This factor consists of 10 variables, 7 of which defined the reflective model. The other 3 variables represented the two-way symmetrical model. This factor was labelled the reflective / two-way symmetrical model. The 3 symmetrical variables that loaded on this factor may have loaded here for two possible reasons. Firstly, the practitioners may have read the word 'public' in the light of the general public or society instead of in the real meaning of the public, when the organisation's decision or behaviour causes problems to a particular group (Steyn, 1999). Secondly, the respondents may have grouped these variables together as all these variables refer to the direct involvement and participation of management.

- **FACTOR 2** – This factor consists of 3 variables, 2 of which are defined as the traditional two-way asymmetrical model and one of which explained the two-way symmetrical model.   This factor was labelled the two-way asymmetrical/ symmetrical model. These 3 variables all mention research and therefore the respondents may have grouped these variables together due the importance that is attached to research in this model.

- **FACTOR 3** – This factor consists of 3 variables, 2 of which are defined as the traditional public information model and one explains the press agentry model. This factor was labelled the public information/ press agentry model. All 3 these variables mention the sharing of information, news and publicity, which might be the reason why respondents grouped these variables together.

In order to ensure that there is internal consistency amongst the factors identified in this three-factor solution, it is necessary to provide a summary of the final rotated factor loading for the models of the practice of PR. This is summarised in Table 7.15. After this table, a section focussing on addressing the reliability of the models of the practice of PR will follow.

Table 7.15 Rotated 3 Factor loading matrix

VARIABLES	FACTOR 1	FACTOR 2	FACTOR 3
V13 (Q12)	**0.73846**	0.14889	-0.32643
V22 (Q21)	**0.70000**	0.16633	-0.13554
V15 (Q14)	**0.69753**	0.27464	-0.24242
V12 (Q11)	**0.63204**	0.24606	-0.11789
V24 (Q23)	**0.56256**	0.28552	-0.13987
V2 (Q1)	**0.52820**	0.23502	0.02783
V6 (Q5)	**0.48007**	0.18729	-0.15437
V23 (Q22)	**0.47558**	0.26462	-0.24642
V18 (Q17)	**0.45842**	0.10318	-0.02801
V7 (Q6)	**0.39076**	0.27275	-0.14384
V16 (Q15)	0.35461	**0.80699**	-0.26479
V9 (Q8)	0.36150	**0.75495**	-0.16593
V17 (Q16)	0.32418	**0.62938**	-0.21338
V26 (Q25)	-0.18988	-0.06025	**0.76647**
V25 (Q24)	-0.09848	-0.17781	**0.73162**
V19 (Q18)	-0.14072	-0.32228	**0.51863**

7.4.2 Reliability of the models of the practice of PR in Africa

A total of 16 variables were derived from the three-factor analysis and were submitted to the reliability analysis. Cronbach's coefficient alpha was used to assess the reliability of the variables and the results are summarised in Table 7.16 below.

Table 7.16 Standardised Cronbach coefficient alpha for the models of the practice of PR

FACTOR	VARIABLE	CORRELATION WITH TOTAL	CRONBACH'S ALPHA AFTER DELETION	RELIABILITY
Reflective/two-way symmetrical	V2 (Q1)	0.529	0.857	0.865
	V6 (Q5)	0.504	0.859	
	V7 (Q6)	0.479	0.860	
	V12 (Q11)	0.627	0.849	
	V13 (Q12)	0.706	0.842	
	V15 (Q14)	0.712	0.841	
	V18 (Q17)	0.413	0.865	
	V22 (Q21)	0.668	0.845	
	V23 (Q22)	0.545	0.855	
	V24 (Q23)	0.607	0.850	
Two-way asymmetrical / symmetrical	V9 (Q8)	0.771	0.809	0.873
	V16 (Q15)	0.810	0.772	
	V17 (Q16)	0.693	0.879	
Public information / Press Agentry	V19 (Q18)	0.526	0.729	0.751
	V25 (Q24)	0.612	0.630	
	V26 (Q25)	0.602	0.642	

From Table 7.16 it can be concluded that the three-factor derived scales are reliable. The factors coefficient alpha's are all above the recommended 0.7.

Each of the three factors will be discussed individually.

Table 7.17 Factor 1 - factor loadings

VARIABLES	QUESTIONS	FACTOR LOADINGS
V2	to influence management to modify their policies/strategies so as not to harm society.	0.738
V6	to assist management to negotiate conflict with our publics (or vice versa).	0.700
V7	to monitor the consequences of organisational behaviour on society	0.698
V12	to change the attitudes/behaviour of management as much as it is to change the attitudes/behaviour of our publics	0.632
V13	to participate in top management discussions on what "legitimate" organisational behaviour entails (i.e. behaviour that will be accepted by society).	0.563
V15	to inform top management of societal values/norms so that they can adjust organisational decisions/strategies accordingly	0.528
V18	to bring to top management's attention that to prosper economically/survive in the long term, our organisation must act socially responsibly in the short term.	0.480
V22	to influence top management decisions to ensure that our organisation is regarded by society as being 'trustworthy'	0.476
V23	to develop mutual understanding between our management and the publics that the organisation affects.	0.458
V24	to ensure a balance between the organisational goals and the well-being of society	0.390

7.4.3 Factor 1 – Reflective/ Two-way symmetrical model

The first factor, labelled reflective/ two-way symmetrical model, is summarised by 10 variables relating to the importance of society in the practice of PR. Table 7.17 provides detail on the first factor by summarising all the variables defining this factor. These variables (except three, V6, V12 and V23) all addressed the importance of society when practicing PR. Incidentally the 3 variables that did not specifically address society were the variables that were part of the two-way symmetrical model.

Table 7.18 Factor 2 - factor loadings

VARIABLES	QUESTIONS	FACTOR LOADINGS
V16	to do surveys/focus groups before starting a public relations programme, to find out how well management and our publics understand each other.	0.806
V9	to do research to determine public attitudes towards our organisation, before conducting a public relations programme.	0.754
V17	to do research after a public relations programme has been completed, to determine how effective the public relations programme has been in changing people's attitudes towards the organisation.	0.629

7.4.4 Factor 2 – Two-way asymmetrical/ symmetrical model

The second factor is defined by three variables, labelled two-way asymmetrical/ symmetrical model. All three these variables relate to the importance of research in PR programmes. Table 7.18 provides details on these variables and it can be concluded that two of the variables (V9 and V17) focuses on research on the PR programme and the success thereof, in terms of determining what the attitudes of the public was before conducting the PR programme, as well as determining how effective this programme was in changing people's attitudes towards the organisation. The focus of this type of research is therefore more focused on the PR programme. The third variable (V16), however, uses research to determine the level of understanding between the organisation and its public. Therefore the focus is on understanding and not on the PR programme. This variable is also the variable that relates to the two-way symmetrical model.

Table 7.19 Factor 3 - factor loadings

VARIABLES	QUESTIONS	FACTOR LOADINGS
V26	more being a neutral disseminator of information rather than a mediator that connects management to publics.	0.766
V25	to write news stories for producing publications, which keeps us so busy that there is no time to do research.	0.731
V19	essentially the same thing as publicity	0.518

7.4.5 Factor 3 – Public information model/ Press agentry model

The third factor, labelled public information/ press agentry model, is defined by three variables. Table 7.19 provides a detailed summary of these variables as well as the factor loadings of these variables. Two of the variables (V26 and V25) emphasise the importance of information and sharing that information. The third factor (V19) emphasis that the purpose of PR is essentially the same thing as publicity, which is also the variable that defines the press agentry model.

7.4.6 The factor analysis process followed for the roles of the practice of PR

The same process was followed for the roles as it was specified for the models and therefore a rotated five-factor matrix was examined and the results were not satisfactory according to the minimum criteria discussed in section 7.4. The matrix illustrated that no variables loaded significantly on factor 5 and two factor loadings were found in factor 4. Both these results were not satisfactory and therefore it was decided not to continue running a five- or four-factor analysis.

In the second round of analysis a three-factor extraction took place. The three-factor rotation matrix was examined. Two variables loaded on more than one factor. The first one loaded on all three the factors identified and the second one loaded on two of the three factors. These two variables were deleted and the three-factor analysis was run. The implication of this was that factor 2 had

only three other factor loadings describing factor 2. The third round of analysis was run on a three-factor analysis. This rotation matrix was examined and again one of the variables loaded on more than one factor. This, however, left factor 3 with only two other factor loadings, which is not sufficient for defining a factor. This variable was deleted and a two-factor analysis was run.

In the fourth round of the factor analysis, two factors were extracted and the process of examining the two-factor matrix was followed.   The two-factor solution had a total of 18 variables of the 21 original variables, all with a factor loading greater than 0.3. The two variables (V44 and V33) (Questions 18 and 7 in Section B of the questionnaire) that loaded on all three the factors, as well as variable (V36) that loaded on two of the three factors (Questions 10 in Section B), were discarded.   No new labels were given to the factors as it was decided to keep the original labels as discussed in the literature review, Chapter 3, in order to interpret and represent the African findings in terms of the three roles. It was, however, clear that some of these variables defining the roles loaded together in the African context and these will be explained.

In the literature review it was found that currently three roles for the practice of PR exist. All three these roles were built into the measuring instrument under the labels of 'technician', 'manager' and 'strategist' roles. Of the three roles identified in global literature, two roles were identified in the African context. The three roles identified in global literature were built into the measuring instrument. Factor 1 was defined by the variables defining the role of the strategist, and factor 2 was a combination of some of the variables defining the 'technician/manager' roles. As in the case of the models, it was again decided not to give new labels to the factors. The details of each factor are provided below:

- **FACTOR 1** – This factor consisted of 10 variables; all of these variables defined the role of the strategist. This factor was labelled "strategist".

Therefore, practitioners grouped these variables together as the role that is currently fulfilled by PR practitioners.

- **FACTOR 2** – This factor consisted of eight variables, two of which are defined as the traditional manager role and the other six variables explained the role of the technician. This factor was labelled "Technician/manager role". A reason why these two variables loaded with the other variables in this factor might be that these two variables were read and focused on in terms of implementation and not in terms of the development of plans and strategy.

In order to ensure that there is internal consistency amongst the factors identified in this two-factor solution, it is necessary to provide a summary of the final rotated factor loading for the roles of the practice of PR. This is summarised in Table 7.20. After this table a section focussing on addressing the reliability of the roles of the practice of PR will follow.

Table 7.20 Rotated Two-Factor loading matrix

VARIABLES	FACTOR 1 STRATEGIST	FACTOR 2 TECHNICIAN
V43 (Q17)	**0.82421**	0.11370
V41 (Q15)	**0.81674**	0.19430
V39 (Q13)	**0.78254**	0.24374
V35 (Q9)	**0.71204**	-0.03064
V37 (Q11)	**0.69954**	0.25813
V29 (Q3)	**0.67513**	0.17026
V27 (Q1)	**0.64463**	0.13251
V47 (Q21)	**0.63510**	0.14276
V45 (Q19)	**0.59563**	0.21220
V32 (Q6)	**0.56197**	0.17068
V28 (Q2)	-0.01073	**0.62600**
V30 (Q4)	0.29839	**0.60378**
V40 (Q14)	0.38223	**0.57390**
V46 (Q20)	-0.07061	**0.57253**
V42 (Q16)	0.28993	**0.55033**
V38 (Q12)	0.13662	**0.50025**
V31 (Q5)	0.10498	**0.46850**
V34 (Q8)	0.20638	**0.31415**

7.4.7 Reliability of the models of the practice of PR in Africa

A total of eighteen variables were derived from the two-factor analysis and were submitted to the reliability analysis. Cronbach's coefficient alpha was used to assess the reliability of the variables and the results are summarised in Table 7.21 below.

Table 7.21 Standardised Cronbach coefficient alpha for the roles of the practice of PR

FACTOR	VARIABLE	CORRELATION WITH TOTAL	CRONBACH'S ALPHA AFTER DELETION	RELIABILITY
Strategist	V27 (Q1)	0.625	0.905	
	V29 (Q3)	0.666	0.903	
	V32 (Q6)	0.560	0.909	
	V35 (Q9)	0.668	0.901	
	V37 (Q11)	0.696	0.897	
	V39 (Q13)	0.770	0.896	0.911
	V41 (Q15)	0.781	0.896	
	V43 (Q17)	0.787	0.896	
	V45 (Q19)	0.593	0.907	
	V47 (Q21)	0.630	0.905	
Technician / manager	V28 (Q2)	0.517	0.745	
	V30 (Q4)	0.542	0.741	
	V31 (Q5)	0.444	0.757	
	V34 (Q8)	0.327	0.776	
	V38 (Q12)	0.473	0.752	0.776
	V40 (Q14)	0.521	0.744	
	V42 (Q16)	0.549	0.739	
	V46 (Q20)	0.447	0.757	

From Table 7.21 it can be concluded that the two-factor derived scales are reliable. The factors coefficient alpha's are all above the recommended 0.7.

Each of the three factors will be discussed individually.

Table 7.22 Factor 1 - factor loadings

VARIABLES	QUESTIONS	FACTOR LOADINGS
V43	to explain to top management the impact of the organisation's behaviour on society.	0.824
V41	to bring to top management's attention societal expectations for socially responsible behaviour.	0.816
V39	to bring to top management's attention any organisational behaviour that erodes public trust.	0.782
V35	to initiate dialogue with pressure groups in society that are limiting the organisation's autonomy (e.g. legislators / environmentalists/consumer advocates).	0.712
V37	to explain views/opinions that exist in society to top management.	0.699
V29	to act as an 'early warning system' to top management before issues in society erupt into a crisis for our organisation.	0.675
V27	to explain to top management the impact of their behaviour (obtained through research) on key external publics (e.g. media, investors, communities)	0.644
V47	to act as an advocate for key external publics by explaining their views to top management.	0.635
V45	to express the company's stance on social responsibility to society in order to gain public trust.	0.595
V32	to act as an advocate for key internal publics by explaining their views to top management.	0.561

7.4.8 Factor 1 – Strategist role

The first factor, labelled 'strategist role', is summarised by 10 variables relating to the activities the PR practitioner is fulfilling, specifically referring to the importance of fulfilling a high profile position and referring to the importance of society in the practice of PR. Table 7.22 provides detail on the first factor by summarising all the variables used in defining this factor. These variables all addressed the importance of having an influence on top management as well as the importance of society when practicing PR.

Table 7.23 Factor 2 - factor loadings

VARIABLES	QUESTIONS	FACTOR LOADINGS
V28	to keep a media clipping service (clip articles that appeared in the media about the organisation)	0.626
V30	to take responsibility for the success or the failure of public relations plans.	0.603
V40	to take responsibility for the success or the failure of public relations strategy.	0.573
V46	to generate publicity (e.g. write media releases).	0.572
V42	to edit public relations materials (e.g. speeches / the annual report).	0.550
V38	to write articles for the organisation's publications.	0.500
V31	to organise special events (e.g. open houses / exhibitions / gala evenings).	0.468
V34	to produce audiovisual materials for presentations.	0.314

7.4.9 Factor 2 – Technician/ manager role

Eight variables defined the second factor, labelled 'technician/ manager role'. All these variables relate to activities, which require some form of implementation, a form of taking action. Table 7.23 provides details on these variables and it can be concluded that the two variables (V30 and V40) that are actually variables that describe the manager role were grouped with the other variables owing to the nature of the variable. These variables could be seen in the light of taking action and implementing plans and strategies and not necessarily the planning thereof, which was the initial intent of these variables. Therefore, the focus of this factor was on taking action and performing activities by actually implementing something, and it therefore explains why these two variables loaded on this factor.

The following findings can therefore be viewed as a summary of section 7.4. In the African context, when referring to the models (purpose) of the practice of PR three models were identified. This illustrates that the global theory can be used as a benchmark for measure the purpose of PR. When referring to the findings of the roles (activities) of the practice of PR in the African context, two roles were identified through the use of factor analysis. The first two objections

for the empirical phase of this study, mentioned in Chapter 1, were answered in section 7.4.

7.5   HYPOTHESES TESTING

As was discussed in Chapter 6, the following process was followed in testing the various hypotheses.   Firstly, the null and alternative hypotheses were formulated.   Secondly, the relevant test was identified for each of the hypotheses. Thirdly, the level of significance under which the null hypotheses will be either accepted or rejected was identified. The significant level most often used is 0.05, which means that there is only a 5% ($\alpha=0.05$) chance that a mistake was made in rejecting a particular hypothesis. Put differently, the probability of a correct decision if the null hypothesis is accepted is 95% (Martins *et al*, 1996:324; Cooper & Schindler, 1998:473). Subsequently the appropriate statistical test was chosen, and then the values of the test statistics were calculated. These results assisted the decision to either accept or reject the null hypotheses.

The hypotheses stated in Chapters 1 and 6 were based on theory. Although there was no knowledge about the number of models and roles that would be identified in the African context, provision was made to accommodate the theoretical discussion of 5 models and 3 roles. Overall hypotheses were therefore stated to accommodate for an elaboration, once the factor analysis has been conducted. The factor analysis proved that in the African context 3 models and 2 roles were found. From the findings and explanation in section 7.4 it should be noted that some of the models and roles collapsed together into one factor. The implication of this is that an elaboration of each of the hypotheses should be made to accommodate 3 models and 2 roles owing by the results of the factor analysis. The overall hypothesis will be stated and the elaborated ones for each model and role will follow. These hypotheses were tested will be discussed in the following section. The hypotheses that used the same statistical technique will be discussed in the same section.

7.5.1 Testing hypotheses using the Pearson correlation coefficients

Hypothesis 1 was tested by means of the Pearson correlation coefficient test. This is the most widely used measure of association for determining a relationship between interval and/or ratio variables. This test focuses on linear relationships and ranges from –1 (negative linear relationship) through 0 (no linear relationship) to +1 (positive linear relationship). Correlation coefficients reveal the magnitude (the degree to which variables move in unison or opposition) and direction (as signified by the sign in front of the variables) of relationships. A positive correlation reflects a tendency for a high value in one variable to be associated with a high value in the second, whilst a negative correlation reflects an association between a high value in one variable and a low value in the second variable. The size of the value not referring to the sign provides an indication of the strength of the relationship. A correlation that is perfect indicates 1 or –1, where the value of one variable can be determined exactly by knowing the value of the other value. Where there is no correlation, a correlation of 0 indicates that there is no relationship between the two variables (Aaker *et al*, 2001:501; Cooper & Schindler, 1998:517; Diamantopoulus & Schleigelmilch, 1997:203).

The assumptions of correlation analysis will be discussed briefly. The first is that of linearity, referring to the explanation that a straight line describes the relationship between variables. It should be noted that it is however possible for a coefficient of 0 to be related but in a non-linear form. This can be effectively illustrated by using a scatterplot. Secondly, a bivariate normal distribution should exist. This is where data from a random sample of a population and the two variables are normally distributed in a joint manner (Cooper & Schindler, 1998:520).

7.5.1.1   H1: There is a relationship between the models (a/b/c/d/e) and the roles (a/b/c) of the practice of PR in Africa.

- H1a: There is a relationship between the reflective/ two-way symmetrical model and the strategist of the practice of PR in Africa

- H1b: There is a relationship between the two-way asymmetrical/ symmetrical model and the strategist of the practice of PR in Africa.

- H1c: There is a relationship between the public information/ press agentry model and the strategist of the practice of PR in Africa.

- H1d: There is a relationship between the reflective/ two-way symmetrical model and the technician/ manager of the practice of PR in Africa.

- H1e: There is a relationship between the two-way asymmetrical/ symmetrical model and the technician/ manager of the practice of PR in Africa.

- H1f: There is a relationship between the public information/ press agentry model and the technician/ manager of the practice of PR in Africa.

The hypotheses stated in the above sections 7.5.1.1 attempted to find support for the statement that there are relationships between the models and roles of the practice of PR. Parametric data measured on an interval scale was used and therefore Pearson's product moment correlation as a statistical technique was used. In the literature review, in Chapter 3, it was stated that there is an empirical and theoretical linkage between the models and the roles. This linkage was identified as one of the empirical research objectives of this study. The aim was to test whether an empirical linkage between the various models and roles of the practice of PR in Africa exists. The results of the Pearson Correlations Coefficient for the data in this study are illustrated in Table 7.24.

Table 7.24   Correlation coefficients between the models and roles of the practice of PR

	CORRELATION COEFFICIENT (R) SIGNIFICANCE LEVEL (P)	MODEL 1 REFLECTIVE / TWO-WAY SYMMETRICAL	MODEL 2 TWO-WAY ASYMMETRICAL / SYMMETRICAL	MODEL 3 PUBLIC INFORMATION MODEL / PRESS AGENTRY
ROLE 1 (STRATEGIST)	r-value	0.790	0.609	-0.449
	p-value	**<.0001**	**<.0001**	**<.0001**
ROLE 2 (TECHNICIAN)	r-value	0.323	0.268	0.007
	p-value	**<.0001**	**0.0009**	**0.9255**

Preliminary analyses were performed in order to ensure that none of the assumptions were violated. Each of the hypotheses will be discussed below:

- The first correlation is a strong positive correlation between the reflective/ two-way symmetrical model and the role of the strategist (r=0.790, N=151,p=<.0001). Theoretically this relationship should be a strong linear one and this correlation therefore proves to support the theoretical explanation. The p-value for this specific correlation proved to be smaller than the specified significance level of 5%, which means that the **null hypothesis is rejected**.

- The second correlation is another strong positive correlation between the two-way asymmetrical/ symmetrical model and the role of the strategist (r=0.609, N=151, p=<.0001). The reason behind this strong correlation is that the strong emphasis on the purpose of research in this model might be regarded as an issue that can be related to the activities performed by the strategist. The p-value for this specific correlation proved to be smaller than the specified significance level of 5%, which means that the **null hypothesis is rejected**.

- The third correlation is a medium negative correlation between the public information/ press agentry model and the role of the strategist ($r=-0.44$, $N=151$, $p<.0001$). This finding is verified in the theoretical context as well as this empirical verification of this negative linkage between the press agentry/ public information model and the role of the strategist. The purpose of this model is to provide information about the organisation. The p-value for this specific correlation proved to be smaller than the specified significance level of 5%, which means that the **null hypothesis is rejected**.

- The fourth correlation is a weak correlation between the reflective/ two-way symmetrical model and the technician/ manager ($r=0.323$, $N=151$, $p=<.0001$). According to theory this relationship should be a negative one. It might however be that even though the purpose of the model is to understand the importance of society and inform top management about this and the impact thereof on the organisation, the activities fulfilled by the technician/ manager might be seen to be in line with the purpose of this model. The p-value for this specific correlation proved to be smaller than the specified significance level of 5%, which means that the **null hypothesis is rejected**.

- The fifth correlation is a very weak correlation between the two-way asymmetrical / symmetrical model and the technician/ manager ($r=0.268$, $N=151$, $p=0.009$). This relationship should be a negative one according to theory.   The relationship might exist owing to the fact that the research, which is predominantly focused on the PR programmes are related to the implementation of these research activities and not so much the interpretation of the findings. The p-value for this specific correlation proved to be smaller than the specified significance level of 5%, which means that the **null hypothesis is rejected**.

- The last correlations, illustrates that r is a little bigger than 0. A correlation of 0 indicates that there is no relationship between the variables. There is no correlation between the public information/ press agentry model and the role

of the technician/ manager (r=0.007, N=151,p=0.9255).   This relationship should in fact be a very strong relationship according to theory but the data illustrates that this is not true for this study. It might be that the respondents are of the opinion that the purpose of the model, which is to provide information about the organisation, cannot be fulfilled at a technical level. This means that the technician is able to implement and fulfil an activity but is not able to provide information about the organisation from this level. It is almost as though this role is seen to be technical but that the activity should still be guided by strategic thinking. The p-value for this correlation proved to be larger than the specified significance level of 5%, which means that the **null hypothesis is supported**.

These hypotheses answered the third objective formulated in Chapter 1 relating to the investigation of the relationships between the models and the roles of the practice of PR in Africa.

7.5.2   Testing hypotheses using ANOVA

The final phase of the data analysis was to test hypotheses 2 to 11. A PROC GLM (general linear models procedure) and ANOVA look-alike in SAS was performed. Hypotheses 2, 3, 4, 5, and 10 (independent variables) relate to the models (purpose) of the practice of PR (dependent variable), whilst hypotheses 6, 7, 8, 9, and 11 (independent variables) relate to the roles (activities) of the practice of PR (dependent variables).

In this study, a parametric test was performed and the statistical method that was used to test the null hypothesis in the attempt for the means of several populations to be equal was the analysis of variance or ANOVA. ANOVA is also referred to as a one-way analysis of variance. The aim is to determine if there are any statistically significant differences between independent variables levels. The conditions that must be met for ANOVA will be mentioned briefly.

It is assumed that the dependent variable's level of measurement is measured at the interval or ratio level. The sample must be randomly selected from a normal population with equal variances. The distance from one value to its group's mean should be independent of the distances of other values to the mean (Cooper & Schindler, 1998:492).

To test these hypotheses a ratio needs to be computed between the 'between treatments' variance and the 'within treatment' variance (Aaker *et al*, 2001:475). The between groups variance represent the effect or the treatment. These differences mean that each group was treated differently and the treatment will appear as deviations of the sample means from the grand mean. The within-groups variance describes the deviation of the data points within each group from the sample mean. The results from variability among subjects and from random variation are often called error. Therefore, when the variability attributable to the treatment exceeds the variability arising from the error, the viability of the null hypothesis begins to lessen. This is the way the test statistic for analysis of variance works. The test statistic of ANOVA is the F ratio. If the null hypothesis is true, there should be no difference between the populations and the ratio should be close to 1. The F distribution determines the size of ratio necessary to reject the null hypothesis for a particular sample size and level of significance (Cooper & Schindler, 1998:493).

The following one-way hypotheses were formulated to explore the impact of gender on the practice of PR, as measured by the models of the practice of PR. Respondents were therefore divided into male and female PR practitioners. A summary of the hypotheses that were tested will follow:

7.5.2.1   H2: There is a significant difference between male and female practitioners in terms of the models (a/b/c/d/e) of the practice of PR in Africa.

- H2a: There is a significant difference between male and female practitioners in terms of the reflective/ two-way symmetrical model of the practice of PR in Africa.

- H2b: There is a significant difference between male and female practitioners in terms of the two-way asymmetrical/ symmetrical model of the practice of PR in Africa.

- H2c: There is a significant difference between male and female practitioners in terms of the public information/ press agentry model of the practice of PR in Africa.

Hypothesis 2a-2c attempted to find support that there are differences between male and female practitioners in terms of the models of PR practice used. These hypotheses were formulated owing to the difference in the profile of the African PR practitioner and that of the South African PR practitioner. Females in South Africa dominate the field of PR, and in the African countries the opposite is true, with males dominating this industry. The results of the ANOVA test for all three these hypotheses will be summarised and illustrated in Table 7.25.

Table 7.25   Differences between male and female PR practitioners in the models of the practice of PR in Africa

GENDER	N	REFLECTIVE / TWO-WAY SYMMETRICAL MODEL 1			TWO-WAY ASYMMETRICAL / SYMMETRICAL MODEL 2			PUBLIC INFORMATION / PRESS AGENTRY MODEL 3		
		Mean	Std Dev	p-value	Mean	Std Dev	p-value	Mean	Std Dev	p-value
Male	69	38.159	7.724		10.579	3.237		7.536	3.363	
Female	82	36.939	6.831		9.682	3.291		8.914	2.776	
				0.3047			0.0950			0.0065

- Hypothesis 2a specified a significance level of 5%, which resulted in a p-value of 0.3047 for model 1. There is not enough evidence to prove that there is a significant difference between males and females when practicing

this model of PR. When referring to the mean scores it is clear that very small differences were found between the male and female respondents. This illustrates that both male and female PR practitioners currently practice the reflective/ two-way symmetrical model, which is seen as the most advanced level of practicing PR from a models perspective, and it is clear from the data that no significant difference exists between the genders, therefore leading to the **support of the null hypothesis.**

- There was not a statistically significant difference at the specified level of 5% for model 2, as a p-value of 0.0950 was obtained. There is not enough evidence to support the alternative hypothesis stated in 2b. From the table it is clear that a small difference between the mean scores exists. This illustrates that when referring to the two-way asymmetrical/ symmetrical model of practicing PR there is no significant difference between the genders. Therefore, the **null hypothesis is supported**.

- Hypothesis 2c specified a 5% significance level, which resulted in a p-value of 0.0065 for model 3. The data illustrates that more female than male PR practitioners are currently practicing PR from a public information/ press agentry model perspective. It is therefore clear that more females use this model, which is regarded as the lowest level of practicing PR, when referring to the practice of PR in the African context. This therefore illustrates that the **null hypothesis is rejected.**

There was therefore not enough empirical support for H2a and H2b to prove that the reflective/ two-way symmetrical and two-way asymmetrical/ symmetrical are dependent on gender. However, it was empirically verified that the public information/ press agentry models are practiced by more by female than male PR practitioners.

The following one-way hypotheses were formulated to explore the impact of different age groups on the practice of PR, as measured by the models of the

practice of PR.   Respondents were therefore divided into 5 groups of PR practitioners, namely 18-25, 26-35, 36-45, 46-55 and lastly 56-65. A summary of the hypotheses that were tested will follow:

7.5.2.2   H3: There is a significant difference between young and old PR practitioners in terms of the models (a/b/c/d/e) of the practice of PR in Africa.

- H3a: There is a significant difference between young and old PR practitioners in terms of the reflective/ two-way symmetrical model of the practice of PR in Africa.
- H3b: There is a significant difference between young and old PR practitioners in terms of the two-way asymmetrical/ symmetrical model of the practice of PR in Africa.
- H3c: There is a significant difference between young and old PR practitioners in terms of the public information/ press agentry model of the practice of PR in Africa.

Hypotheses 3a-3c attempted to find support that there are differences between the age groups of PR practitioners in terms of the models of PR practice used. These hypotheses were formulated because of the literature review in Chapter 5 on African PR practitioners. The literature divided the practitioners into two groups, namely PR practitioners and PR professionals. The latter group is the group that is well educated, trained and young, whilst the first group is the practitioners who have earned their position based on experience. The results of the ANOVA test for all three of these hypotheses will be summarised and illustrated in Table 7.26.

Table 7.26   Differences between young and old PR practitioners in the models of the practice of PR in Africa

AGE GROUPS	N	REFLECTIVE/ TWO-WAY SYMMETRICAL MODEL 1			TWO-WAY ASYMMETRICAL/ SYMMETRICAL MODEL 2			PUBLIC INFORMATION/ PRESS AGENTRY MODEL 3		
		Mean	Std Dev	p-value	Mean	Std Dev	p-value	Mean	Std Dev	p-value
18-25	6	32.3333	8.2865		7.6666	3.6696		8.8333	3.9200	
26-35	23	35.7826	7.1602		10.0000	2.8603		8.6086	3.1296	
36-45	64	39.0625	7.3352		10.6875	3.2605		7.3437	2.9125	
46-55	49	36.7551	6.9297		9.6122	3.3091		9.1632	3.0912	
56-65	9	38.2222	6.2405		10.3333	3.6742		9.0000	3.0822	
				0.0930			0.1655			0.0295

- The specified significance level of 5% resulted in a p-value of 0.0930 for model 1. There is not enough evidence to prove that there is a significant difference between the various age groups when practicing this model of PR. When referring to the mean scores it is clear that very small differences were found between the age groups. This illustrates that age does not have a significant influence when practicing the reflective/ two-way symmetrical model. Therefore the **null hypothesis is supported.**

- The significant level of 5% resulted in a p-value of 0.1655 for model 2. There is not enough evidence to support the alternative hypothesis stated in 3b. From the table it is clear that a small difference between the mean scores exist. This illustrates that when referring to the two-way asymmetrical/ symmetrical model of practicing PR there is no significant difference between the age groups. Therefore, the **null hypothesis is supported**.

- Hypothesis 3c specified a 5% significance level, which resulted in a p-value of 0.0295 for model 3. When referring to the means, the data illustrate that more elderly PR practitioners are currently practicing PR from a public information/ press agentry model perspective than younger PR

practitioners. Literature concerning African PR made the statement that the elderly practitioners were the individuals who through experienced obtained a particular position. These practitioners were also regarded as the individuals with little educational background and therefore when referring to the purpose of this model, which is to provide information about the organisation this might have an influence. In the past this was the reason for PR's existence. This therefore illustrates that the **null hypothesis is rejected.**

Consequently, there was not enough empirical support for H3a and H3b to suggest that the reflective/ two-way symmetrical and two-way asymmetrical/ symmetrical models are dependent on age. However, it was empirically verified that the public information/ press agentry models are more practiced by elderly PR practitioners.

The following one-way hypotheses were formulated to explore the impact of different levels of education on the practice of PR, as measured by the models of the practice of PR. Respondents were therefore divided into seven groups, namely certificate, diploma, degree, honours, masters, doctorate and lastly other. A summary of the hypotheses that were tested will follow:

7.5.2.3   H4: There is a significant difference between the PR practitioners in terms of their levels of education and the models (a/b/c/d/e) of the practice of PR in Africa.

- H4a: There is a significant difference between the PR practitioners in terms of their levels of education and the reflective/ two-way symmetrical model of the practice of PR in Africa
- H4b: There is a significant difference between the PR practitioners in terms of their levels of education and the two-way asymmetrical/ symmetrical model of the practice of PR in Africa

- H4c: There is a significant difference between the PR practitioners in terms of their levels of education and the public information/ press agentry model of the practice of PR in Africa

Hypotheses, 4a-4c, attempted to find support that there are differences between the PR practitioners, in terms of their levels of education and the models of PR practice used. These hypotheses were formulated based on the literature review in Chapter 5 on African PR practitioners. The literature divided the practitioners into two groups, namely PR practitioners and PR professionals. The latter group is the group that is well educated, trained and young, whilst the first group is the practitioners who have earned their position based on experience. The results of the ANOVA test for all three of these hypotheses will be summarised and illustrated in Table 7.27.

Table 7.27   Differences between the PR practitioners in terms of their levels of education and the models of the practice of PR in Africa

EDUCATION LEVELS	N	REFLECTIVE/ TWO-WAY SYMMETRICAL MODEL 1			TWO-WAY ASYMMETRICAL/ SYMMETRICAL MODEL 2			PUBLIC INFORMATION/ PRESS AGENTRY MODEL 3		
		Mean	Std Dev	p-value	Mean	Std Dev	p-value	Mean	Std Dev	p-value
Certificate	5	37.8000	7.4632		11.8000	3.4928		6.4000	2.0736	
Diploma	30	37.0000	7.48331		9.9000	3.1660		8.7333	3.2156	
Degree	41	39.1463	6.6278		10.1219	3.2108		8.0975	2.9479	
Honours	35	34.8857	6.4341		9.7714	3.2637		8.6571	3.0092	
Masters	36	38.3611	7.8963		10.0000	3.5375		8.3333	3.3890	
Doctorate	3	37.6666	11.9303		12.0000	2.6457		6.3333	3.2145	
Other	1	43.0000			15.0000			3.0000		
				0.2463			0.5430			0.3118

- The specified significance level of 5% resulted in a p-value of 0.2463 for model 1, which lead to the **support of the null hypothesis**. There was not enough evidence to prove that there is a significant difference between the various levels of education and the practice of model 1.

- The significant level of 5% resulted in a p-value of 0.5430 leading to the **support of the null hypothesis**. The data therefore does not provide enough evidence to support the alternative hypothesis stated in 5b.

- From Table 7.27 above it is clear that the 5% significance level resulted in a p-value of 0.3118 that lead to the **support of the null hypothesis.**

There was therefore not enough empirical support for H4a-H4c to suggest that the practice of the models, reflective/ two-way symmetrical, two-way asymmetrical/ symmetrical and public information/ press agentry models are dependent on the level of education.

The following one-way hypotheses were formulated to explore the impact of different levels of education on the practice of PR, as measured by the models of the practice of PR. Respondents were therefore divided into 7 groups, namely certificate, diploma, degree, honours, masters, doctorate and lastly other. A summary of the hypotheses that were tested will follow:

7.5.2.4   H5: There is a significant difference between the PR practitioners in terms of their country of origin and the models (a/b/c/d/e) of the practice of PR in Africa.

- H5a: There is a significant difference between the PR practitioners in terms of their country of origin and the reflective/ two-way symmetrical model of the practice of PR in Africa.
- H5b: There is a significant difference between the PR practitioners in terms of their country of origin and the two-way asymmetrical/ symmetrical model of the practice of PR in Africa.
- H5c: There is a significant difference between the PR practitioners in terms of their country of origin and the public information/ press agentry model of the practice of PR in Africa.

Hypotheses 5a-5c attempted to find support that there are differences between the PR practitioners and their country of origin and the models of PR practice used. The results of the ANOVA test for all three of these hypotheses will be summarised and illustrated in Table 7.28.

Table 7.28   Differences between the PR practitioners in terms of their country of origin and the models of the practice of PR in Africa

COUNTRY OF ORIGIN	N	REFLECTIVE/ TWO-WAY SYMMETRICAL MODEL 1			TWO-WAY ASYMMETRICAL/ SYMMETRICAL MODEL 2			PUBLIC INFORMATION/ PRESS AGENTRY MODEL 3		
		Mean	Std Dev	p-value	Mean	Std Dev	p-value	Mean	Std Dev	p-value
South African	51	35.3137	6.60148		10.1176	2.9976		8.3921	3.0071	
Uganda	25	38.4400	8.19084		10.0400	3.0342		8.9600	2.8647	
Nigeria	11	46.0909	3.30013		12.4545	3.0451		5.0909	2.8090	
Kenya	44	36.5909	7.29867		9.1818	3.7121		8.6136	3.1491	
Mauritius	4	41.7500	3.09569		11.0500	3.3166		7.0000	2.1602	
Guinea	1	42.0000			13.0000			4.0000		
Tanzania	15	38.2666	5.73792		10.4666	2.8751		8.8000	3.1441	
				0.0004			0.0920			0.0107

- The specified significance level of 5% resulted in a p-value of 0.3047 for model 1. There was therefore support for H5a, indicating that there is a difference between the practice of the reflective/ two-way symmetrical model and the countries of origin of the PR practitioners. From Table 2.28 it can be deduced that Nigerian, Mauritian and Guinean PR practitioners had the highest mean scores for this particular model. This illustrates that these practitioners are most likely to practice this model. This proves that the country of origin seems to have an influence on the in way in which PR is practised. These findings therefore lead to the **rejection of the null hypothesis**.

- The significance level of 5% resulted in a p-value of 0.0950. There was therefore support for H5b, indicating that there is a difference between the

practice of the two-way asymmetrical/ symmetrical model and the countries of origin of the PR practitioners. From Table 2.28 it can be deduced that Nigerian, Mauritian and Guinean PR practitioners had the highest mean scores for this particular model. This illustrates that these practitioners are most likely to practice this model. This proves that the country of origin seems to have an influence on the in way in which PR is practised. These findings therefore lead to the **support of the null hypothesis**.

- For model 3, a 5% significance level resulted in a p-value of 0.0065. There was therefore support for H5c, indicating that there is a difference between the practice of the public information/ press agentry model and the countries of origin of the PR practitioners. From Table 2.28 it can be deduced that South African, Ugandan, Kenyan and Tanzanian PR practitioners had the highest mean scores for this particular model. This illustrates that these practitioners are most likely to practice this model. This proves that the country of origin seems to have an influence on the way in which PR is practised. These findings therefore lead to the **rejection of the null hypothesis**.

Therefore, enough empirical support was found for H5a and H5c to suggest that the models, namely reflective/ two-way symmetrical and public information/ press agentry models, are dependent on the PR practitioners' country of origin. There was not enough empirical evidence to support H5b and therefore it illustrates that the two-way asymmetrical/ symmetrical model is not dependent on the PR practitioners' country of origin.

The following one-way hypotheses were formulated to explore the impact of gender on the practice of PR, as measured by the roles of the practice of PR. Respondents were divided into males and females. A summary of the hypotheses that were tested will follow:

7.5.2.5   H6: There is a significant difference between male and female PR practitioners in terms of the roles (a/b/c) of the practice of PR in Africa.

- H6a: There is a significant difference between male and female PR practitioners in terms of the strategist role of the practice of PR in Africa.
- H6b: There is a significant difference between male and female PR practitioners in terms of the technician/ manager role of the practice of PR in Africa.

Hypothesis 6 attempted to find support that there are differences between the male and female PR practitioners in terms of the roles of practice of PR in Africa.   The results of the ANOVA test for both these hypotheses are summarised and illustrated in Table 7.29.

Table 7.29   Differences between male and female PR practitioners and the roles of the practice of PR in Africa

GENDER	N	STRATEGIST ROLE 1			TECHNICIAN/ MANAGER ROLE 2		
		Mean	Std Dev	p-value	Mean	Std Dev	p-value
Male	69	39.4057	7.4524		32.5652	4.5937	
Female	82	37.3902	7.5877		32.7195	4.3977	
p-value				0.1033			0.8336

- The specified significance level of 5% resulted in a p-value of 0.1033 for role 1. There is not enough evidence to prove that there is a significant difference between males and females when fulfilling the role of the strategist when practicing PR. When referring to the mean scores it is clear that there is difference between the male and female respondents, but this difference is not significant. This illustrates that both male and female PR practitioners currently fulfil the role of the strategist, which is seen as the most advanced level of practicing PR from a role perspective, and it is clear from the data that no significant difference exists between the genders. This leads to **support of the null hypothesis.**

- Hypothesis 6b specified a significance level of 5 % and resulted in a p-value of 0.8336. The data therefore do not provide enough evidence to support the alternative hypothesis. From table 7.29 it is clear that a very small difference between the mean scores were found between the male and female PR practitioners. This illustrates that when referring to the technician, the data illustrate that both male and female PR practitioners are currently fulfilling this role and that no significant difference exists between the genders. This leads to **support of the null hypothesis.**

Consequently, not enough empirical support was found for H6a and H6b to suggest that the roles of strategist and technician/ manager are dependent on the gender of the PR practitioners.

The following one-way hypotheses were formulated to explore the impact of age on the practice of PR, as measured by the roles of the practice of PR. Respondents were divided into 5 groups, namely 18-25, 26-35, 36-45, 46-55 and 56-65. A summary of the hypotheses that were tested will follow:

7.5.2.6   H7: There is a significant difference between young and old PR practitioners in terms of the roles (a/b/c) of the practice of PR in Africa.

- H7a: There is a significant difference between young and old PR practitioners in terms of the strategist role of the practice of PR in Africa.
- H7b: There is a significant difference between young and old PR practitioners in terms of the technician/ manager role of the practice of PR in Africa.

Hypothesis 7 attempted to find support that there are differences between the age group of PR practitioners in terms of the roles of practice of PR in Africa. This hypothesis was formulated based on the literature review in Chapter 5 on African PR practitioners.   The literature divided the practitioners into two

groups, namely PR practitioners and PR professionals. The latter group is the group that is well educated, trained and young, whilst the first group is the practitioners who have earned their position based on experience. The results of the ANOVA test for both these hypotheses are summarised and illustrated in Table 7.30.

Table 7.30   Differences between young and old PR practitioners and the roles of the practice of PR in Africa

AGE GROUPS	N	STRATEGIST ROLE 1			TECHNICIAN/ MANAGER ROLE 2		
		Mean	**Std Dev**	**p-value**	**Mean**	**Std Dev**	**p-value**
18-25	6	34.1666	8.4715		30.0000	6.7823	
26-35	23	38.0434	6.3923		32.1304	5.5045	
36-45	64	39.6093	8.4244		32.9687	3.8749	
46-55	49	37.3469	6.8573		32.8979	4.5791	
56-65	9	37.7777	6.5722		32.1111	3.4075	
p-value				**0.3391**			**0.5593**

- Hypothesis 7a specified a significance level of 5%, which resulted in a p-value of 0.3391.   There is not enough evidence to prove that there is a significant difference between the various age groups when fulfilling the role of the strategist when practicing PR. When referring to the mean scores it is clear that the highest score is for the age group 36-45, illustrating that currently this age group is most likely to fulfil the role of the strategist, which is seen as the most advanced level of practicing PR from a role perspective. It is, however, clear that there is not a significant difference between the various age groups, which results in **support for the null hypothesis.**

- The significance level of 5% resulted in a p-value of 0.5593 for hypothesis 7b. There was not enough empirical evidence to support the alternative hypothesis. From the table it is clear that a very small difference between the mean scores were found between the various age groups of the PR practitioners. This illustrates that when referring to the technician, the data illustrates that all these age groups are currently fulfilling this role and that

no significant difference exist between these age groups. Therefore leading to the **support of the null hypothesis**

It is clear from the above that there was not enough empirical support found for H7a and H7b to suggest that the roles of strategist and technician are dependent on the age of the PR practitioners.

The following one-way hypotheses were formulated to explore the impact of levels of education on the practice of PR, as measured by the roles of the practice of PR. Respondents were divided into 7 groups, namely certificate, diploma, degree, honours, masters, doctorate and other. A summary of the hypotheses that were tested will follow:

7.5.2.7   H8: There is a significant difference between the PR practitioners in terms of their levels of education and the roles (a/b/c) of the practice of PR in Africa.

- H8a: There is a significant difference between the PR practitioners in terms of their levels of education and the strategist role of the practice of PR in Africa.
- H8b: There is a significant difference between the PR practitioners in terms of their levels of education and the technician/ manager role of the practice of PR in Africa.

Hypothesis 8 attempted to find support that there are differences between the levels of education of the PR practitioners in terms of the roles of practice of PR in Africa. This hypothesis was formulated based on the literature review in Chapters 3 and 4, illustrating the importance of education as well as the impact it has on the practice of PR. The results of the ANOVA test for both these hypotheses are summarised and illustrated in Table 7.31.

Table 7.31   Differences between the PR practitioners in terms of their levels of education and the roles of the practice of PR in Africa

LEVELS OF EDUCATION	N	STRATEGIST ROLE 1			TECHNICIAN/ MANAGER ROLE 2		
		Mean	Std Dev	p-value	Mean	Std Dev	p-value
Certificate	5	41.6000	11.2605		34.8000	3.2710	
Diploma	30	37.4666	6.6318		32.5666	4.3682	
Degree	41	39.1951	7.7078		32.1951	4.9760	
Honours	35	35.7714	5.9015		32.8857	4.0422	
Masters	36	39.8888	7.9166		32.4722	4.6872	
Doctorate	3	36.6666	16.2890		33.6666	3.5118	
Other	1	48.0000			38.0000		
p-value				0.1626			0.7736

- Hypothesis 8a specified a significance level of 5%, which resulted in a p-value of 0.1626.   There is not enough evidence to prove that there is a significant difference in the levels of education when fulfilling the role of the strategist when practicing PR, which is seen as the most advanced level of practicing PR from a role perspective. It is, however, clear that there is not a significant difference between the levels of education, which results in **support for the null hypothesis.**

- The significance level of 5% resulted in a p-value of 0.7736 for Hypothesis 8b. There was not enough empirical evidence to support the alternative hypothesis. When referring to the technician, the data illustrate that all the levels of education are currently fulfilling this role and that no significant difference exists between these levels of education, which results in **support for the null hypothesis.**

Consequently, not enough empirical support was found for H8a and H8b to suggest that the roles of strategist and technician are dependent on the levels of education of the PR practitioners.

The following one-way hypotheses were formulated to explore the impact of the country of origin on the practice of PR, as measured by the roles of the practice

of PR. Respondents were divided into seven groups, namely South Africa, Uganda, Nigeria, Kenya, Mauritius, Guinea and Tanzania. A summary of the hypotheses that were tested will follow:

7.5.2.8   H9: There is a significant difference between the PR practitioners in terms of their country of origin and the roles (a/b/c) of the practice of PR in Africa.

- H9a: There is a significant difference between the PR practitioners in terms of their country of origin and the strategist role of the practice of PR in Africa.
- H9b: There is a significant difference between the PR practitioners in terms of their country of origin and the technician/ manager role of the practice of PR in Africa.

Hypothesis 9 attempted to find support that there are differences between the countries of origin of the PR practitioners in terms of the roles of practice of PR in Africa. The results of the ANOVA test for both these hypotheses are summarised and illustrated in Table 7.32.

Table 7.32   Differences between the PR practitioners in terms of their country of origin and the roles of the practice of PR in Africa

COUNTRIES OF ORIGIN	N	STRATEGIST ROLE 1			TECHNICIAN ROLE 2		
		Mean	Std Dev	p-value	Mean	Std Dev	p-value
South African	51	36.0000	6.6332		32.0980	3.6783	
Uganda	25	39.6400	7.9208		33.0800	5.2750	
Nigeria	11	46.0000	5.0000		35.1818	3.2192	
Kenya	44	38.0681	7.7561		32.6818	5.1116	
Mauritius	4	42.7500	4.9916		33.5000	7.1879	
Guinea	1	46.0000			34.0000		
Tanzania	15	37.3333	7.8072		31.5333	3.3988	
p-value				0.0023			0.4626

- Hypothesis 9a specified a significance level of 5%, which resulted in a p-value of 0.0023.   There is therefore enough empirical evidence to prove that there is a significant difference between the various countries of origin when fulfilling the role of the strategist when practicing PR. When referring to the mean scores it is clear that the highest score is for Nigeria, Guinea and Mauritius, illustrating that currently PR practitioners from these countries are most likely to fulfil the role of the strategist, which is seen as the most advanced level of practicing PR from a role perspective. It is, however, clear that there is a significant difference between the various countries of origin, resulting in the **rejection of the null hypothesis.**

- The significance level of 5% resulted in a p-value of 0.4626 for Hypothesis 9b. There was not enough empirical evidence to support the alternative hypothesis. When referring to the technician, the data illustrate that all these countries of origin are currently fulfilling this role and that no significant difference exists between these countries of origin, resulting in **support for the null hypothesis.**

Consequently, it is clear that there is enough empirical support for H9a, suggesting that the country of origin of the PR practitioners has an impact on the role that is fulfilled, specifically related to the role of the strategist. Therefore, the role of the strategist is dependent on the country of origin of the PR practitioner. There was, however, not enough empirical evidence for H9b to suggest that the role of the technician is dependent on the country of origin of the PR practitioners.

The following one-way hypotheses were formulated to explore the dependency of PR training on the practice of PR, as measured by the models of the practice of PR. Respondents were divided into 2 groups, namely those who received PR training and those who did not. A summary of the hypotheses that were tested will follow:

7.5.2.9   H10: There is a significant difference between PR practitioners who received PR training and those who did not receive PR training and the models (a/b/c/d/e) of the practice of PR in Africa.

- H10a: There is a significant difference between PR practitioners who received PR training and those who did not receive PR training and the reflective/ two-way symmetrical model of the practice of PR in Africa.

- H10b: There is a significant difference between PR practitioners who received PR training and those who did not receive PR training and the two-way asymmetrical/ symmetrical model of the practice of PR in Africa.

- H10c: There is a significant difference between PR practitioners who received PR training and those who did not receive PR training and the public information/ press agentry model of the practice of PR in Africa.

Hypothesis 10 attempted to find support that there is a dependency between PR practitioners who have received PR training in terms of the models of PR practice used.   This hypothesis was formulated on the premise of the excellence study stating that there is a dependency on the practice of PR in terms of the models, and the practitioner's PR knowledge obtained through PR training. The results of the ANOVA test for all three these hypotheses will be summarised and illustrated in Table 7.33.

Table 7.33   Differences between PR practitioners who received PR training and those who did not receive PR training and the models of the practice of PR in Africa

PR TRAINING RECEIVED	N	REFLECTIVE / TWO-WAY SYMMETRICAL MODEL 1			TWO-WAY ASYMMETRICAL / SYMMETRICAL MODEL 2			PUBLIC INFORMATION / PRESS AGENTRY MODEL 3		
		Mean	Std Dev	p-value	Mean	Std Dev	p-value	Mean	Std Dev	p-value
Yes	124	38.3306	6.9886		10.2661	3.2487		8.3145	3.1087	
No	27	33.6666	7.3484		9.2962	3.4060		8.1481	3.2546	
p-value				0.0022			0.1655			0.8030

- The specified significance level of 5% resulted in a p-value of 0.022 for model 1. There was therefore support for H10a, indicating that there is a dependency between the practice of the reflective/ two-way symmetrical model and the PR training received by the PR practitioners. This illustrates that PR practitioners are most likely to practice this model if they have received PR training. This proves that PR training received seems to have an influence on the in way in which PR is practised. These findings therefore lead to the **rejection of the null hypothesis**.

- The significance level of 5% resulted in a p-value of 0.1655. There was therefore not enough support for H10b, indicating that there is a dependency between the practice of the two-way asymmetrical/ symmetrical model and the PR training received by the PR practitioners. This proves that the PR training received by PR practitioners does not have an influence on the way in which PR is practised. These findings therefore lead to **support for the null hypothesis**.

- For model 3 a 5% significance level resulted in a p-value of 0.8030. There was therefore not enough empirical evidence to support H10c, indicating that there is a dependency between the practice of the public information/ press agentry model and PR training received by PR practitioners. These findings therefore lead to **support for the null hypothesis**.

Consequently, enough empirical support was found for H10b and H10c to suggest that the two-way asymmetrical/ symmetrical and the public information/ press agentry models are dependent on the PR training received. It was, however, empirically verified that the most advanced level of PR practice, namely reflective/ two-way symmetrical, is dependent on the PR training received.

The following one-way hypotheses were formulated to explore the dependency of PR training on the practice of PR, as measured by the roles of the practice of

PR.   Respondents were divided into 2 groups, namely those who received training and those who did not. A summary of the hypotheses that were tested will follow:

7.5.2.10   H11: There is a significant difference between the PR practitioners who received PR training and those who did not receive PR training and the roles (a/b/c/) of the practice of PR in Africa.

- H11a: There is a significant difference between the PR practitioners who received PR training and those who did not receive PR training and the strategist role of the practice of PR in Africa.
- H11b: There is a significant difference between the PR practitioners who received PR training and those who did not receive PR training and the technician/ manager role of the practice of PR in Africa

Hypothesis 11 attempted to find support that there is a dependency between PR practitioners who have received PR training in terms of the roles of PR practice used.   This hypothesis was formulated on the premise of the excellence study stating that there is a dependency on PR knowledge and the practice of PR in terms of the models. The results of the ANOVA test for all three these hypotheses will be summarised and illustrated in Table 7.34.

Table 7.34   Difference between the PR practitioners who received PR training and those who did not receive PR training and the roles of the practice of PR in Africa

PR TRAINING RECEIVED	N	STRATEGIST ROLE 1			TECHNICIAN ROLE 2		
		Mean	Std Dev	p-value	Mean	Std Dev	p-value
Yes	124	38.8387	7.6044		32.5967	4.5584	
No	27	35.8888	7.0347		32.8888	4.1355	
p-value				**0.0663**			**0.7596**

- Hypothesis 11a specified a significance level of 5%, which resulted in a p-value of 0.0663.   There is therefore not enough empirical evidence to prove that there is a dependency between the PR training received and the role of the strategist when practicing PR. There is a difference between the means of those who received PR training and those who did not, but this difference is small. The data are not sufficient to accept the alternative hypothesis and therefore the **null hypothesis is supported.**

- The significance level of 5% resulted in a p-value of 0.7596 for Hypothesis 12b. There was not enough empirical evidence to support the alternative hypothesis. When referring to the technician, the data illustrate that no dependency exists between the PR training received and the role fulfilled, leading to **support for the null hypothesis.**

The above therefore illustrates that there is not enough empirical to support H11a and H11b, suggesting that there is a dependency of PR training received and the role fulfilled.

A summary of all the above-mentioned hypotheses tested in this section is presented in Table 7.35.

Table 7.35   Summary of hypotheses tested

	Alternative hypotheses	Supported or not supported
H1a	H1a: There is a relationship between the reflective/ two-way symmetrical model and the strategist of the practice of PR in Africa	Supported
H1b	There is a relationship between the two-way asymmetrical/ symmetrical model and the strategist of the practice of PR in Africa	Supported
H1c	There is a relationship between the public information/ press agentry model and the strategist of the practice of PR in Africa.	Supported
H1d	There is a relationship between the reflective/ two-way symmetrical model and the technician/ manager of the practice of PR in Africa.	Supported
H1e	There is a relationship between the two-way asymmetrical/ symmetrical model and the technician/ manager of the practice of PR in Africa.	Supported
H1f	There is a relationship between the public information/ press agentry model and the technician/ manager of the practice of PR in Africa.	Not supported

H2a	There is a significant difference between male and female practitioners in terms of the reflective/ two-way symmetrical model of the practice of PR in Africa.	Not supported
H2b	There is a significant difference between male and female practitioners in terms of the two-way asymmetrical/ symmetrical model of the practice of PR in Africa.	Not supported
H2c	There is a significant difference between male and female practitioners in terms of the public information/ press agentry model of the practice of PR in Africa.	Supported
H3a	There is a significant difference between young and old practitioners in terms of the reflective/ two-way symmetrical model of the practice of PR in Africa.	Not supported
H3b	There is a significant difference between young and old practitioners in terms of the Two-way Asymmetrical / Symmetrical model of the practice of PR in Africa.	Not supported
H3c	There is a significant difference between young and old practitioners in terms of the public information/ press agentry model of the practice of PR in Africa.	Supported
H4a	There is a significant difference between the PR practitioners in terms of their levels of education and the reflective/ two-way symmetrical model of the practice of PR in Africa.	Not supported
H4b	There is a significant difference between the PR practitioner in terms of their levels of education and the two-way asymmetrical/ symmetrical model of the practice of PR in Africa.	Not supported
H4c	There is a significant difference between the PR practitioner in terms of their levels of education and the public information/ press agentry model of the practice of PR in Africa.	Not supported
H5a	There is a significant difference between the PR practitioners in terms of their country of origin and the reflective/ Two-way Symmetrical model of the practice of PR in Africa.	Supported
H5b	There is a significant difference between the PR practitioner in terms of their country of origin and the two-way asymmetrical/ symmetrical model of the practice of PR in Africa.	Not supported
H5c	There is a significant difference between the PR practitioner in terms of their country of origin and the public information/ press agentry model of the practice of PR in Africa.	Supported
H6a	There is a significant difference between male and female PR practitioners in terms of the role of the strategist in the practice of PR in Africa.	Not supported
H6b	There is a significant difference between male and female PR practitioner in terms of the role of the technician/ manager in the practice of PR in Africa.	Not supported
H7a	There is a significant difference between young and old PR practitioners in terms of the role of the strategist in the practice of PR in Africa.	Not supported
H7b	There is a significant difference between young and old PR practitioners in terms of the role of the technician/ manager in the practice of PR in Africa.	Not supported
H8a	There is a significant difference between the PR practitioners in terms of their levels of education and the role of the strategist in the practice of PR in Africa.	Not supported

H8b	There is a significant difference between the PR practitioners in terms of their levels of education and role of the technician/ manager in the practice of PR in Africa.	Not supported
H9a	There is a significant difference between the PR practitioners in terms of their country of origin and the role of the strategist in the practice of PR in Africa.	Supported
H9b	There is a significant difference between the PR practitioner in terms of their country of origin and the role of the technician/ manager in the practice of PR in Africa.	Not supported
H10a	There is a dependency between PR training received and the reflective/ two-way symmetrical model of the practice of PR in Africa.	Supported
H10b	There is a dependency between PR training received and the two-way asymmetrical/ symmetrical model of the practice of PR in Africa.	Not supported
H10c	There is a dependency between PR training received and the public information/ press agentry model of the practice of PR in Africa.	Not supported
H11a	There is a dependency between the PR training received and the strategist in the practice of PR in Africa.	Not supported
H11b	There is a dependency between the PR training received and the technician/ manager in the practice of PR in Africa.	Not supported

Table 7.35 provides a summary of the main findings in support of the secondary objectives specified in Chapter 6. A summary of some of the findings supporting the general aim of this study, namely to describe the current practice of PR in Africa, appears below:

- In Africa it was found that currently 3 models (purpose) of the practice of PR exist and this was empirically verified through exploratory factor analysis, namely the reflective/ two-way symmetrical model, the two-way asymmetrical/ symmetrical model and the public information/ press agentry model.

- The same analysis was used to identify the current 2 roles (activities) of the practice of PR, namely the strategist and the technician/ manager.

- The reflective model was operationalised and empirically verified in the African context.

- The adapted role of the strategist was also empirically verified in the African context.

- Most of the PR practitioners that participated in this study fall in the age group 26-45. Very few of the PR practitioners fall in the age groups 46-55 and 56-65.

- The PR practitioners who participated in this study were predominantly well educated, with a tertiary qualification.

- The majority of the PR practitioners who participated in this study received training in PR in their home countries, while very few PR practitioners received PR training internationally.

- Most of the PR practitioners received formal PR training.

- Relationships were found between the models and roles of the practice of PR in Africa. It seems as though the relationships between the models and the role of the strategist is stronger than the relationships between the models and the role of the technician/ manager.

- Females seemed to be more likely to practice the public information/ press agentry model as a model for the practice of PR.

- The older PR practitioners seemed to be more likely to practice the public information/ press agentry model as a model of the practice of PR.

- Various countries of origin seemed to influence the practice of the reflective/ two-way symmetrical as well as the public information/ press agentry models in Africa.

- Various countries of origin seemed to be likely to influence the practice of the role of the strategist in Africa.

- PR practitioners who have received PR training seemed to be more likely to use the reflective/ two-way symmetrical model of the practice of PR in Africa.

- PR practitioners who have received PR training internationally seemed to be more likely to practice the public information/ press agentry model of the practice of PR in Africa.

7.6   CONCLUSION

The results for the empirical phase of this study have been summarised in this chapter. The chapter started with the descriptive statistics, which provided some explanation for some of the findings made in this study. The results of the factor analysis empirically verified the number of models and roles in the

African context. This phase also indicated that the reflective variables used in this study were both reliable and valid. The last part of this chapter focused on the hypotheses and a summary of the outcome of each of these hypotheses that were tested.

The final chapter, Chapter 8 will discuss the main findings, conclusions, implications and recommendations thereof. Furthermore the chapter will discuss the limitation of this particular study and suggest some recommendations for future research.