

**THE PRACTICE OF PUBLIC RELATIONS IN AFRICA:
A DESCRIPTIVE STUDY**

by

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SYNOPSIS

The global PR society is seeking to understand PR by codifying a global body of knowledge. This has inspired global discussions on the fundamentals of PR. These discussions emphasised the fact that PR differs across the globe and are influenced by many issues. Africa has not effectively participated in these discussions due to various reasons but the one identified in this study and formulated into a research problem, is the lack of knowledge and understanding of the practice of PR in Africa.

The aim of this research study is to describe the practice of PR in Africa. It is therefore necessary to define the main concept, the practice of PR. This is done through a literature review focused on two other concepts, namely the models (purpose) and the roles (activities) of the practice of PR. Each of these concepts consists of a few constructs, which were theoretically explored, in the attempt to determine what the current level of development is.

Two sets of objectives were therefore developed focussing on the theoretical as well as the empirical phase. Primary research data was collected by means of a self-administered questionnaire. A snowball sample was used to identify African PR practitioners. A total of 151 respondents participated in this study. An existing measuring instrument was used for both the models and the roles but these instruments were adapted to include the latest developments in the practice of PR. An exploratory factor analysis was conducted, which assisted in purifying the measuring instrument. The instrument proved to be valid and reliable. The hypotheses testing were mainly focused on Pearson's product coefficient and ANOVA's.

The exploratory factor analysis identified 3 models, namely the reflective/ two-way symmetrical, two-way asymmetrical/ symmetrical and the public information/ press agency and 2 roles namely, the strategist and the

technician/ manager in the African context. The empirical phase of the study therefore found that the reflective model and the role of the strategist are present in Africa.

Some of the other main findings include the fact that African PR practitioners function at a very influential, strategic level within the organisation. Furthermore it was found that the purpose of PR according to the opinions of the PR practitioners are centred around the importance of understanding society and the important influence on organisational decision making as well as behaviour.

The implications of this study are that African PR practitioners need to communicate the role that is fulfilled by PR in Africa. A lack of documented empirical research has created perceptions that PR is not active in Africa or if it is active it functions at a very low level. Africa should therefore actively participate in global discussions as well as adhere to the NEPAD initiative and participate in continental discussion regarding the practice of PR. It was found that culture has a major impact on the way in which the practice of PR is fulfilled in Africa and one of the recommendations is that disciplines such as Anthropology and Sociology are consulted when further studies in Africa is initiated. African should participate in global discussions on the fundamentals of PR and can definitely make a unique contribution to the understanding of PR from an African perspective.

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CHAPTER 1

INTRODUCTORY PERSPECTIVES

1.1 INTRODUCTION

The field of public relations (hereafter referred to as PR) has developed from a practice-orientation to a scientific field. Therefore, the purpose of PR has evolved from merely generating publicity, building images and focusing on the management of relationships to the management of building confidence, accountability and transparency. The pluralistic nature of society has enforced the concept of freedom, resulting in a freer society. In this process citizens are, however, expected to act more responsibly and therefore to have an impact on the regulatory systems of society. The triple bottom line, comprising the social, environmental and economic issues, has changed the business environment. This new development focuses on all issues of concern to society, and a call for responsibility and urgency to act accordingly has been present (Opukah, 2003: 4 & 8).

These developments have influenced the way PR is currently practiced. This study attempts an understanding of the fundamentals of the practice of PR in Africa. It is believed that Africa can provide a very unique contribution to the global PR society. Steve Biko, an anti-apartheid activist from South Africa, expressed clearly how authentic Africa's contribution can be when he said the following:

“We believe that in the long run the special contribution to the world by Africa will be in this field of human relationships. The great powers of the world may have done wonders in giving the world an industrial and military look, but the great gift still has to come from Africa – giving the world a more human face” (Biko in Coetzee & Roux, 1998:30).

The PR society is currently striving to create a global body of knowledge. In creating a global body of knowledge it is important to define the profession of PR. An article titled *The definition, dimensions and domain of PR*, published by Hutton (1999), acted as a catalyst for re-opening a long-standing debate on a global level. European educators and practitioners criticised this article for primarily following a North American approach to the theory and practice of PR (Van Ruler, Vercic, Flodin & Bütschi & Flodin, 2001:373). Van Ruler *et al* (2001:373) were of the opinion that PR is very different in the European context but no mention was made of Hutton's article. Hutton's article merely referred to PR from a North American perspective. The European critics formed a project team and started the European Body of Knowledge project (hereafter referred to as EBOK), in an attempt to assess what is similar to and what is different from North American PR in the European context.

The purpose of the EBOK project was firstly to compile a bibliography of European PR literature and secondly to understand the current practice of European PR. The findings also crystallised the realisation that, in order to develop a global body of knowledge, an understanding of the differences and similarities in PR across the globe is of great importance. The field of PR will be able to draw conclusions as to what the PR profession in the 21st century entails, only when there is an understanding across the globe with regard to the current status of thinking and practicing of PR (Van Ruler *et al*, 2001:373-374).

The findings of the EBOK project were so profoundly different to that of the North American approach to PR that it was decided to globally discuss the fundamentals of PR. The theme of the 9th International PR Research Symposium in 2002 was *Status of PR Knowledge in Europe and around the World*. Researchers and practitioners from five continents were asked to represent their continents to voice their opinions on the status of PR on their specific continent. The main conclusions of this conference were that global discussions on the fundamentals of PR are of the utmost importance. Furthermore, a dialogue between the continents is necessary. These findings both inspired and motivated Africa to participate in this process.

1.2 BACKGROUND

In the attempt to develop a global body of knowledge, it is necessary to understand what constitutes such a body of knowledge. It consists of research, education and the practice of PR. The focus of this study is on one of these three aspects, namely the practice of PR.

According to Hutton (1999:200), PR is a relatively new field of practice and scholarship. Hutton states that there is a need for general agreement in order for PR to grow as a scholarly and professional endeavour. In the attempt to reach this agreement, different perspectives need to be taken into consideration in order to fully understand the nature of this field.

Most of the literature and empirical evidence found in the field of PR originate from countries with well-structured and established systems. As PR faces the challenges of the global and international arena, practitioners need to discover and understand macro-environmental changes and the impact thereof on business and on the practice of PR (Wakefield, 2000:186; Zaharna, 2001:136). In order to develop a global body of knowledge it is necessary to analyse and assess continents on the global fundamentals of PR. According to Pratt (1985:10), PR practitioners from developed and developing countries fulfil different roles. Pratt further states that practitioners from the industrialised West are generally socially responsible, but in the Third World PR practices are designed to be consistent with political ideologies, levels of development, and socio-political controls. This study will attempt to address whether this statement is in fact correct. The socially responsible behaviour of major organisations has recently been under investigation, specifically in the industrialised West. The African world-view focusing on the importance of man and building the community may influence the role PR practitioners play on this continent.

In order to describe the practice of PR in Africa, it is necessary to use the global literature on the practice of PR as a benchmark. The theoretical

framework for the literature review as well as for the empirical phase of this study will mainly consist of the work of Professors Grunig (North American perspective), EBOK and Susanne Holmstrom (European perspectives) and lastly Benita Steyn (South African perspective). Africa will only be able to participate in the global discussions if it can be explained according to global standards.

1.3 THE PRACTICE OF PR

The major concept under discussion in this study is the practice of PR. This concept will be theoretically described by referring to two other concepts. The first concept is the models (purpose) of the practice of PR, referring to the value it contributes to the effectiveness of the organization. The second concept is the roles (activities) of the practice of PR. In this study the practice of PR will be studied as a strategic function, which means that PR can be explained as a framework developed to provide clear direction. This will enable the organisation to test all activities performed and problems that have been solved accordingly to the framework provided. It is therefore critical for PR to reflect the enterprise (societal role regardless of the size or sector of the economy, which is stakeholder-orientated) as well as corporate strategies (referring to the portfolio of businesses that the organisation is competing in, which is financially orientated) of the organisation (Steyn, 2000:41-53; Likely, 2002:27). Chapter 3 will discuss the origin of PR, where both the North American as well as the European literature will be discussed.

In the attempt to describe the current level of the practice of PR, it is necessary to investigate the development levels of both the models (purpose) and the roles (activities) of the practice of PR. Global literature will be explored in order to determine the current level of the practice of PR. The empirical phase of this study will therefore be guided by the theoretical framework and will also be measured against it.

1.3.1 The models (purpose) of the practice of PR

Various world-views have been captured in the four models (press agency, public information, two-way asymmetrical and two-way symmetrical) of PR developed by Grunig & Hunt (1984). These four models are used to describe the variation of PR practice. Grunig (1992:286) explains that these models are viewed as a set of values and patterns in order to describe the behaviour that characterises the approach taken by a PR department or individual. These models will therefore provide an understanding of the dominant world-view followed by PR departments as well as PR practitioners. The models can also provide an understanding of the conditions that influence the practice of a particular model within a particular context.

The European Public Relations Education and Research Association (EUPRERA) initiated the EBOK project in 1998. The most profound contribution the EBOK project made was the identification of the reflective paradigm. This paradigm emphasises the importance of linking PR to social responsibility. It further states that PR should be concerned with the organisation's behaviour in society, by focusing on legitimacy and public trust. The importance of the common good is emphasised by serving public interest. The reflective model is seen as the most advanced level of PR practice. It was stated earlier that the development levels of the models (purpose) of the practice of PR would be explored by referring to global literature. The researcher views the reflective paradigm as a further development in the models (purpose) of the practice of PR, even more advanced than that of the two-way symmetrical model identified by Grunig & Hunt (1984). Through a literature review the reflective paradigm will be operationalised as a model for the purpose of the empirical phase of this study and it is critical to include in this study.

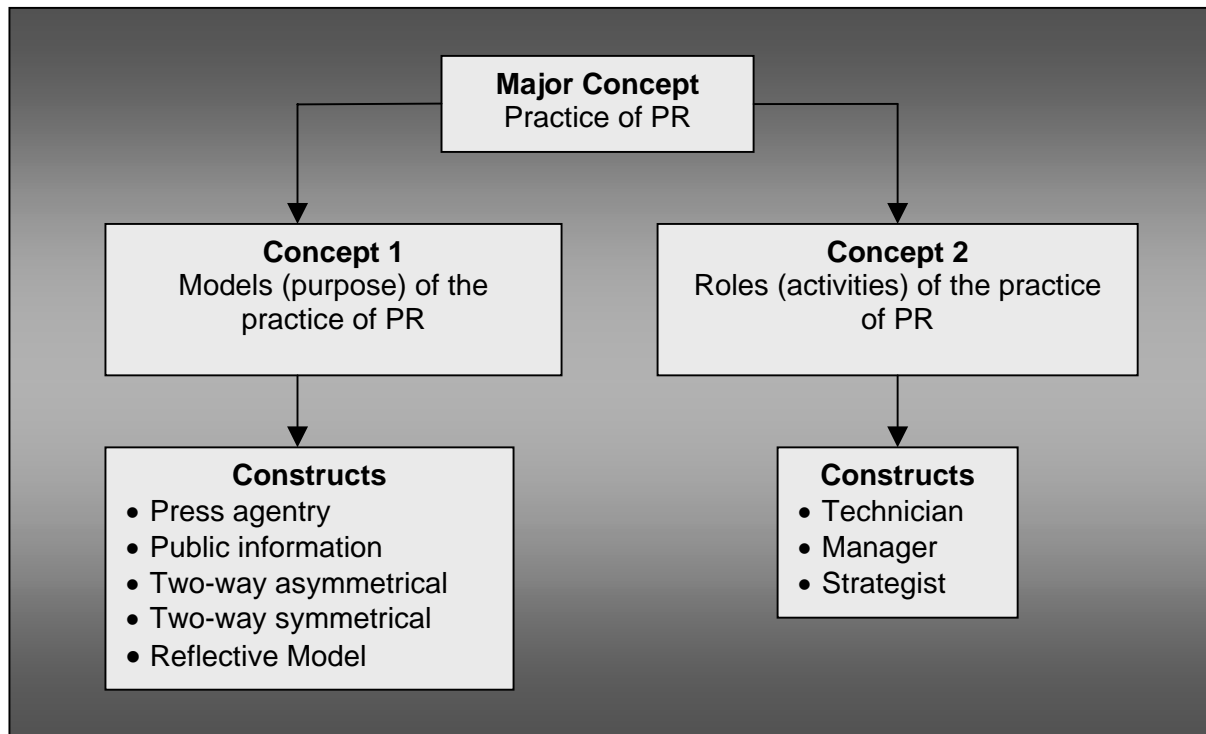
1.3.2 The roles (activities) of the practice of PR

Broom & Smith (1979) in Dozier in Grunig (1992:329) conceptualised four theoretical roles, namely the expert prescriber, the communication facilitator, the problem-solving process facilitator and the technician role. However, two predominant roles were identified, namely the manager and the technician. The role of the manager was conceptualised in the first three roles and the role of the technician was conceptualised in the last role (Broom in Steyn, 2000:16).

The European PR activities according to Van Ruler *et al* (2001:380) refer to identifiable differences in the approach to PR. The reflective role of PR is the most profound difference. Reflective PR adapts organisational standards and values according to the changing standards and values of society's expectations. This behaviour focuses on social responsibility in order to increase legitimacy accordingly. Steyn (2002:20) theoretically conceptualised a third role and empirically verified the role of the strategist in the South African context. According to Steyn (2003), many similarities can be drawn between the role of the strategist and the reflective role and will be discussed in Chapter 3. As previously stated, global literature will be explored to investigate the level of the role (activities) of the practice of PR. The researcher views the role of the strategist as the most advanced level of the roles (activities) of the practice of PR. Therefore, through a literature review the role of the strategist will be further operationalised for the purpose of the empirical phase of this study.

Figure 1.1 provides a visual illustration of how the major concept, namely the practice of PR, will be investigated theoretically as well as empirically by exploring global literature. The practice of PR will be investigated by referring to the models (purpose) of the practice of PR and the roles (activities) of the practice of PR. Each of these concepts is defined by various constructs that will be used in the empirical phase of this study.

Figure 1.1 Conceptual framework underlying the practice of PR



1.4 THE IMPACT OF THE MACRO ENVIRONMENT ON THE PRACTICE OF PR: REMOTE AND INDUSTRY ENVIRONMENT

Organisations currently function in a constantly changing environment. These macro-environmental changes influence the organisation's decision making and strategy formulation. Steyn (2000:57-59) divided the external environment into categories and two of these categories are included in this study, namely remote and industry environment. In this study, when reference is made to the macro-environment and its impact on the practice of PR, it will be discussed firstly in terms of the remote environment and secondly in terms of the industry environment. It has been mentioned before that PR will be studied from a strategic perspective and therefore the changes in the macro-environment will impact on the practice of PR. Africa as a continent has often been described in terms of the macro-environmental issues such as poverty and economic difficulty. A discussion of macro-environmental issues is necessary, as this will provide a better understanding of the context in which PR is practised in general but also in Africa.

The macro-environmental discussion will firstly focus on the remote, macro-environmental perspective, where reference will be made to world development and the role of business in society. Secondly, the macro-environmental discussion will focus on the industry as a macro-environmental perspective, where reference will be made to PR as a profession.

1.4.1 World development

The world is a social system and its development refers to the interdependent relationships between the economic and non-economic factors. The latter refers to aspects such as attitude towards life, work and authority; public and private bureaucratic and administrative structures; patterns of kinship and religion; cultural traditions; systems of land tenure; the authority and integrity of government agencies; and the flexibility or rigidity of economic and social classes (Todaro, 1994:13). World development takes place when social, economic, political, cultural and technological changes help or hinder the basic needs of the majority of the people.

The impact of world development has an impelling impact on the human beings that share one planet where two worlds are present. These are the world of the rich and the world of the poor. The poor are largely the people of the Third World countries that have fallen behind the economic levels of the West since the beginning of the modern colonial period in the 16th century (Weitz in Todaro, 1994:3). Steiner & Steiner (2000:5) explains that economic, political and social activities are the subdivisions of the universe of human endeavour.

The level of development has an influence on the way social systems are independent and interdependent on one another. All social systems cluster together owing to various specialised functions of the system. The rationality of each function produces its own world-view and reality. This increases the complexity within society and changes the social expectations of society. Therefore, the process of balancing the independence and the interdependence of the functional systems is the major problem when one

wants to coordinate contemporary societies (Holmström, 2003:3-6).

1.4.2 The evolution of business

Businesses have evolved from a profit-centred model to a social responsible model and more recently towards a collaborative working relationship referred to as a corporate community model. Businesses have developed from the industrial age where a profit-centred model focused on capital formation as the only legitimate role, to the Neo-Industrial Age focused on a social responsibility model as a remedy to the profit-centred model, focusing on “doing good”. These two models illustrate the conflict that prevails today in corporate governance (Halal, 2000:10-12).

The economic role of profit is fundamental for the survival of business but often overrules the social aspects of business. Halal (2000) has developed a new governance model, called the corporate community model, which was recently developed to address the economic rationale for the important role that stakeholders play in wealth creation. This model views the organisation as a socio-economic system where wealth is created through collaboration, therefore creating social and economic wealth. The focus of businesses is on knowledge, which behaves different to capital, as it is transferable and intangible and its value increases when shared. Organisations are thus evaluated by the status of how they behave towards their publics as well as to their profitability (Halal, 2000:10-16). Business has evolved from a purely economic rationale - towards a broader perspective - considering values more than economic aspects (Holmström, 2003:13).

As these collaborative relationships between organisations, publics and society have become increasingly important it is understandable that the need to coordinate society has become important. The increased complexity of society has motivated different social systems to voluntarily assume co-responsibility for the larger societal context, each from its own perspective. In the business community, organisations are integrating social and environmental concerns in

their business operations and have expressed it in notions such as corporate social responsibility, corporate citizenship, triple bottom line, and stakeholder dialogue. When organisations emphasise social responsibility it is seen as institutions acting responsibly. This builds trust and contributes to the long-term profitability of an organisation (Holmström, 2003:10).

The changes within the business environment have influenced the operations of organisations and therefore PR has also been influenced and has evolved considerably. The evolution of PR can broadly be related to four trends. Firstly, the increase in the number of big institutions, secondly, the increasing nature of change, conflict and confrontation in society. Thirdly, the technological innovations in communications have created an informed society. Lastly, the increase of public opinion as democracy was introduced in the 1990s (Seitel, 1995:26).

Discussions on the issue of world development and the evolution of business as part of the remote macro-environment will provide a particular context, which will create greater understanding of the practice of PR. This will be discussed in Chapter 4. Africa's current position with regard to these issues is of great importance to contribute to a clearer understanding of the social activities performed within this context. Africa's position will influence the way in which business activities are performed and therefore also the way in which PR is currently being practiced.

1.4.3 The PR profession

Although PR associations include only a portion of those working in the PR field, these associations exert considerable influence through their advocacy for the professionalisation of this practice. PR has predominantly been a practice-based field but owing to the attempt to create a scientific base, PR is developing into a profession. Striving for the professionalisation of PR institutionalises the best practices and establishes standards of quality that serve the public interest. Therefore, the institutionalisation of PR should be

concerned with the processes of integration and disintegration of society, where social responsibility becomes the regulating mechanism of social order (Holmström, 1997:25).

In the attempt to professionalise PR, emphasis was placed on many aspects but recently the focus has moved to the individuals and their actions. Therefore, the roles practitioners fulfil are now being questioned. When practitioners act, they are questioned by referring to whether these actions fall within the description of 'acting as a professional' (Wilcox, Ault, Agee & Cameron, 2000:65). It is therefore evident that part of the value that PR practitioners add to organisations is their moral obligation to share the values of the external stakeholders into the decision-making process. With the focus on the individual it has become even more critical to equip practitioners with a set of basic professional values. These values are necessary in guiding them, especially when they are faced with conflicting loyalties. The way in which PR practitioners think about the social role they fulfil will assist in the understanding of these basic professional values (Grunig, 2000:29).

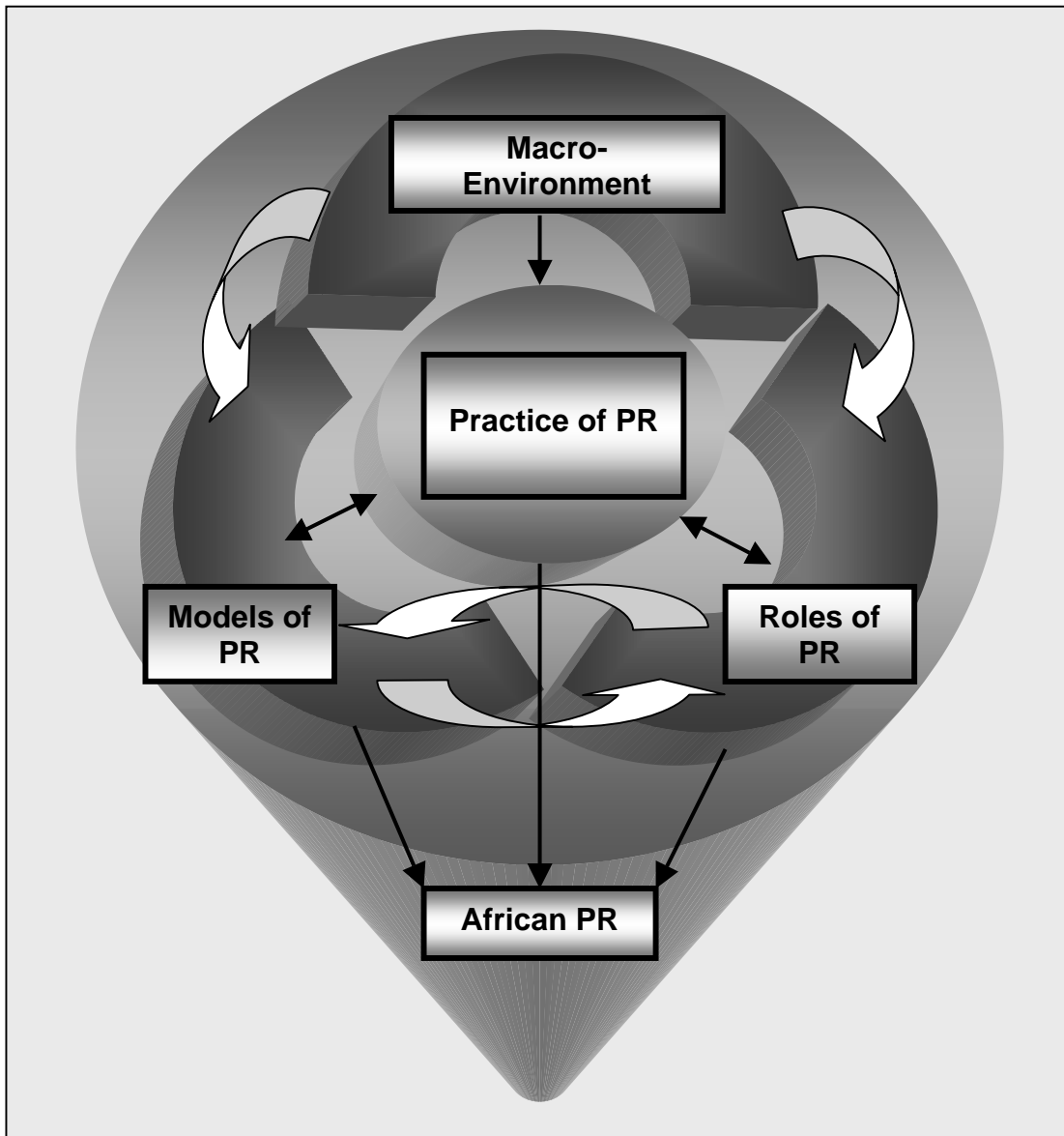
1.5 THE PRACTICE OF PR IN AFRICA

Very little has been documented about African PR. An electronic literature search on the subject of African PR, during 2001, resulted in no information. Besides electronic database information, no textbooks on this topic could be found. The only documented literature on the subject to be found was an *ad hoc* study conducted by Ferreira (1994) and two articles published in a South African accredited journal, *Communicare*. Furthermore, Zarine Roodt addressing the issue of the professionalisation of PR conducted another South African study. A few articles in a journal titled *Frontline* published by the International PR Association (hereafter referred to as IPRA) were also found. This journal focused on practitioners and the information included is applied research or practical issues and case studies shared. It is clear that Africa has not optimised in sharing information about the practice of PR.

The complex and diverse nature of the culture, development, economic and socio-political issues of the African environment have an impact on the effectiveness of the social activities on this continent. These macro-environmental factors therefore also impact on the way in which PR practitioners function. It is these factors that cause Western scholars to struggle to appreciate the complexities of Africa as well as the strong collectivist cultural approach (as opposed to the traditional individualistic Western approach) of the African continent (Rensburg, 2002:12). The challenge for PR practitioners in the 21st century is to position them to be part of the strategic nerve of the organisation. Sustainable development should be explained as a long-term investment and opportunity for political expediency. Business, people, communities, countries, military, police and therefore also PR should meet society's expectations of good corporate conduct, corporate governance, good government governance, media conduct, quality political leadership and enlightened self-interest (Opukah, 2003:5 & 8).

Owing to the interactive nature of the various aspects under discussion the researcher developed Figure 1.2 in order to visualise the interaction of the various aspects. The focus of this investigation is the practice of PR, which is defined by referring to the models and roles of the practice of PR, but it will be studied by referring to the impact of the macro-environment on the practice of PR.

Figure 1.2 Conceptual framework of the literature review



In order to understand the phenomenon of PR within the context of this particular study it is necessary to provide a definition for this function. According to Diamantopoulos & Schlegelmilch (1997:22), defining a field in a research study is important for two reasons. Firstly, it captures the essence and distinguishes it from other concepts, and secondly the aim is to translate it into observable events in order to measure the concept. The specific definition of PR selected for this study will now be discussed.

1.6 DEFINING PR

The search for a single, broadly accepted definition for the field of PR is an ongoing struggle and both PR literature and practice have not yet agreed on a definition (Hutton, 1999:199; Mersham, Rensburg & Skinner, 1995:8). The search for a definition started in 1975, when the American Foundation for PR Research and Education searched for a universal definition. Sixty-five PR leaders participated and 472 definitions were analysed (Seitel, 1995:6). In 1980 the PR Society of America did research on the stature and role of PR (Lesly, 1981:32). It is therefore clear that the search for a single definition has been an ongoing process. PR has suffered from an identity crisis, which is largely the field's own making, and therefore numerous definitions for PR exist.

For the purpose of this study, PR will be defined as follows:

"PR practice is the art and social science of analysing trends, predicting their consequences, counselling organisation leaders, and implementing planned programmes which will serve both the organisation and the public interest".

This definition resulted from a World Assembly of PR held in Mexico City in August 1978 (Wilcox, *et al* 2000:4).

The following brief interpretation of the definition above will provide an explanation for selecting this particular definition:

- *"the art and social science of analysing trends"*

This part of the definition refers to macro-environmental issues, therefore scanning the environment. These issues need to be analysed in order to feed information into the organisation. The information is then used in a scientific way, studying the social implications and expectations of society by referring to experience gained necessary for decision making and organisational behaviour.

- *“predicting their consequences”*

The focus of this part of the definition refers to proactively communicating with various stakeholder groups. The overall knowledge that the practitioner has with regard to the macro-environment in which the organisation functions as well as knowledge of the stakeholders and the effect these issues might have on the organisation as well as the effect on perceptions and opinions of the organisation are crucial to the success of the organisation.

- *“counselling organisation leaders”*

This part of the definition refers to the importance of the relationship between the PR practitioner and the decision makers within the organisations. The effectiveness of this relationship will enable the PR practitioners to feed strategic information into the organisation. The focus here is therefore on participation of the PR practitioner in the decision-making processes of the organisation.

- *“implementing planned programmes”*

The focus of this part of the definition refers to, firstly, the planning of programmes and, secondly, the implementation of these programmes. The focus is therefore on the management of planned programmes, therefore emphasising that PR is a separate management function as well.

- *“serve both the organisation and the public interest”*

This part of the definition refers to the dual purpose of the practice of PR. The PR practitioner is required to collect strategic information by listening to the public. This is mostly done through the public communication system (mass media) feeding this information into the organisation. This information should be used to adapt to the public's expectations from an organisational perspective; the opposite, however, is also true.

This definition clearly proves that PR should be studied as a strategic function seeking more than merely maintaining and building relationships; the focus

should be on broader societal issues. This definition is therefore the basis for the aim of this study.

1.7 PROBLEM STATEMENT

Very little has been documented about African PR, and in order to participate in the global discussions and contribute towards a global PR body of knowledge, it is evident that Africa needs to determine its current position *vis-à-vis* global PR literature.

Furthermore, Africa has a responsibility towards the global PR society. The continent has a responsibility towards the urban and rural classes of developing countries, as most of the countries in Africa are developing countries. This responsibility includes the empowerment of African PR practitioners with the necessary knowledge and skills to serve their societies, to build PR theory and to contribute to the understanding of PR on the African continent. The problem that this study addresses can therefore be formulated as follows: *There is a lack of knowledge and understanding of the practice of PR in Africa.* This prohibits the continent from participating in global discussions on the fundamentals of PR. Africa must assist in creating a global understanding of the current practice of PR.

In order for Africa to participate in global discussions on the fundamentals of PR and to assist in creating a global understanding of the current practice of PR, an understanding of the practice of PR in Africa is critical. This study therefore endeavours to *describe the current practice of PR in Africa*, which also implies the *status of the current practice of PR in Africa*.

1.8 RESEARCH OBJECTIVES

The study consists of two research phases, the first being a theoretical literature study and the second an empirical study. Several objectives have

been formulated to address the above-mentioned problem statement and will be briefly stated below:

1.8.1 Phase one: A theoretical literature study will be undertaken to:

- describe the practice of PR, in terms of the models (purpose) and roles (activities) of PR from a theoretical perspective, focusing on global theory (Chapter 3);
- explore the level of development of the practice of PR, from a theoretical perspective, using global theory (Chapters 2 & 3);
- provide a theoretical explanation for the importance of the relationship and impact of the macro-environment on the practice of PR (Chapter 4);
- explore the African PR literature on the practice of public relations from a theoretical perspective (Chapter 5);
- provide a theoretical justification of the importance of the relationship and impact of the macro-environment on the practice of PR in Africa (Chapters 4 & 5).

1.8.2 Phase two: An empirical research study will be undertaken to:

- identify the models (purpose) of the practice of PR in Africa;
- identify the roles (activities) of the practice of PR in Africa;
- operationalise and empirically verify variables defining the reflective model of the practice of PR in Africa;
- operationalise and empirically verify variables defining the role of the strategist of the practice of PR in Africa;
- determine if a relationship exists between the models (purpose) and the roles (activities) of the practice of PR in Africa;
- identify differences between PR practitioners in terms of their demographic characteristics and the models (purpose) of the practice of PR in Africa;
- identify differences between PR practitioners in terms of their demographic characteristics and the roles (activities) of the practice of PR in Africa;

The findings of the excellence study (Grunig & Grunig, 1992), referring to the knowledge base of PR practitioners, influences the practice of PR and therefore the following objectives were formulated in order to:

- establish the differences between PR practitioners in terms of PR training received and the model (purpose) of the practice of PR in Africa
- establish the differences between PR practitioners in terms of PR training received and the roles (activities) of the practice of PR in Africa (Chapters 6-8).

1.9 ALTERNATIVE HYPOTHESIS FORMULATED FOR THIS STUDY

Alternative hypotheses were formulated based on the literature review. It is essential to take note that these hypotheses were formulated before the factor analysis was conducted. This implies that there is at this stage no knowledge of the number of models and roles that occur in the African context. According to theory, 5 models and 3 roles are identified but each of these hypotheses will make provision for an elaboration on each of these hypotheses.

- 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.
- 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
- H3: There is a significant difference between young and old practitioners in terms of the models (a/b/c/d/e) of the practice of PR in Africa
- H4: There is a significant difference between the practitioners in terms of their levels of education and the models (a/b/c/d/e) of the practice of PR in Africa
- H5: There is a significant difference between the practitioners in terms of their country of origin and the models (a/b/c/d/e) of the practice of PR in Africa

- 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
- 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
- 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
- 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
- H10: There is a significant difference between PR practitioners who received PR training and those who did not and the models (a/b/c/d/e) of the practice of PR in Africa
- H11: There is a significant difference between 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

1.10 IMPORTANCE OF THIS STUDY

Since global discussions on the fundamentals of PR have been initiated, it is critical that developing countries participate in these discussions in order to state the issues faced in a developing context. This study will therefore, firstly, provide information on a broad understanding to all concerned with the practice of PR in Africa. The empirical findings of the study will also allow Africa to participate in the global discussions on the fundamentals of PR as Africa will be described in terms of global literature. Furthermore, the study will build a network amongst African PR practitioners. This will create a platform for transferring knowledge and skills. The sharing of ideas will also contribute to the development and advancement of the field of PR on the African continent. Very little empirical research has been documented specifically referring to the practice of PR in the African context. This study will provide empirical information about African PR. Lastly, this study will assess the level of development of the practice of PR in the African context.

1.11 DELIMITATIONS OF THIS STUDY

In order to develop a global body of knowledge it is necessary to define the PR profession. In the attempt to define the profession it is necessary to determine the status of education, research and the practice of PR. The main concept under investigation in this study is the practice of PR. The models (purpose) and roles (activities) of the practice of PR are used to define this main concept, the practice of PR. The focus of this study is therefore aimed at exploring and describing the current practice of PR in Africa, excluding the education and research part of PR. This is done through a literature review as well as an empirical phase. Reference will be made to the importance of education and research on the practice of PR but these concepts will not be the focus of this study. The theoretical and empirical investigation in this study will concentrate on the practice of PR, mainly addressing the models (purpose) and roles (activities) of the practice of PR in Africa.

1.12 LIMITATIONS OF THIS STUDY

Chapter 8 will discuss the limitation but the most important limitation was the sample method. A snowball sample method was used in the attempt to get respondents. This method relies on the assistance of individuals. Due to the limited knowledge of African PR practitioners the possibility is there that respondents who participated in this study were PR practitioners who are functioning at a high level. Furthermore the findings of this study cannot be used to generalise the whole of Africa as only 7 countries were involved and these countries mostly represented East and South Africa.

1.13 RESEARCH DESIGN

The research design is discussed in detail in Chapter 6. A literature review of the practice of PR was conducted, addressing both the models and roles and the level of development of these concepts. Secondary data was collected

through scientific journals, research publications and previous studies. The empirical phase of this study used a self-administered questionnaire. The questionnaire was developed by adapting existing measuring instruments by adding the latest developments of the practice of PR. This implies the operationalisation of the reflective paradigm, as another model and an adapted version of the role of the strategist, including the reflective role. The data collection was done through 3 mediums namely an electronic questionnaire sent via e-mail, a training session where delegates were asked to complete the questionnaire and lastly delegates at a conference. An exploratory factor analysis was conducted in the attempt to determine if these models and roles exist in the African context. Furthermore, hypotheses were formulated and tested.

1.14 DEMARCATION OF THIS STUDY

Chapter 2: Theoretical perspectives for the practice of PR

This chapter provides a discussion of the theoretical framework used for this study.

Chapter 3: Practice of PR: Models and Roles

This chapter discusses the main concept, the practice of PR. This concept is defined by two other concepts, namely the models (purpose) and roles (activities) of the practice of PR. Each of these concepts are defined by a few constructs and are addressed in the discussion. The historical developments and the theoretical linkage between the models and the roles are discussed. Furthermore, it is noted that the practice of PR is studied from a strategic perspective, focussing on the important impact of macro environmental issues on the practice of PR.

**Chapter 4: The impact of the macro-environment on the practice of PR:
Remote and Industry Environment**

Chapter 4 reviews literature pertaining to the impact of the macro-environment on the practice of PR. The macro-environment will be discussed in terms of world development as well as the role that business is fulfilling in society. The importance of PR associations in setting the standards for behaviour and level of education for the profession will also be briefly discussed.

Chapter 5: The practice of PR in Africa

Chapter 5 focuses on a theoretical understanding of Africa in the context of macro environmental issues, specifically world development and the impact of business on society. This is essential in order to be able to describe the practice of PR. Africa's position in terms of these issues has an impact on the social activities performed within businesses on this continent. Mention will be made of the professional PR associations and institutions that currently exist in Africa.

Chapter 6: Research design and methodology

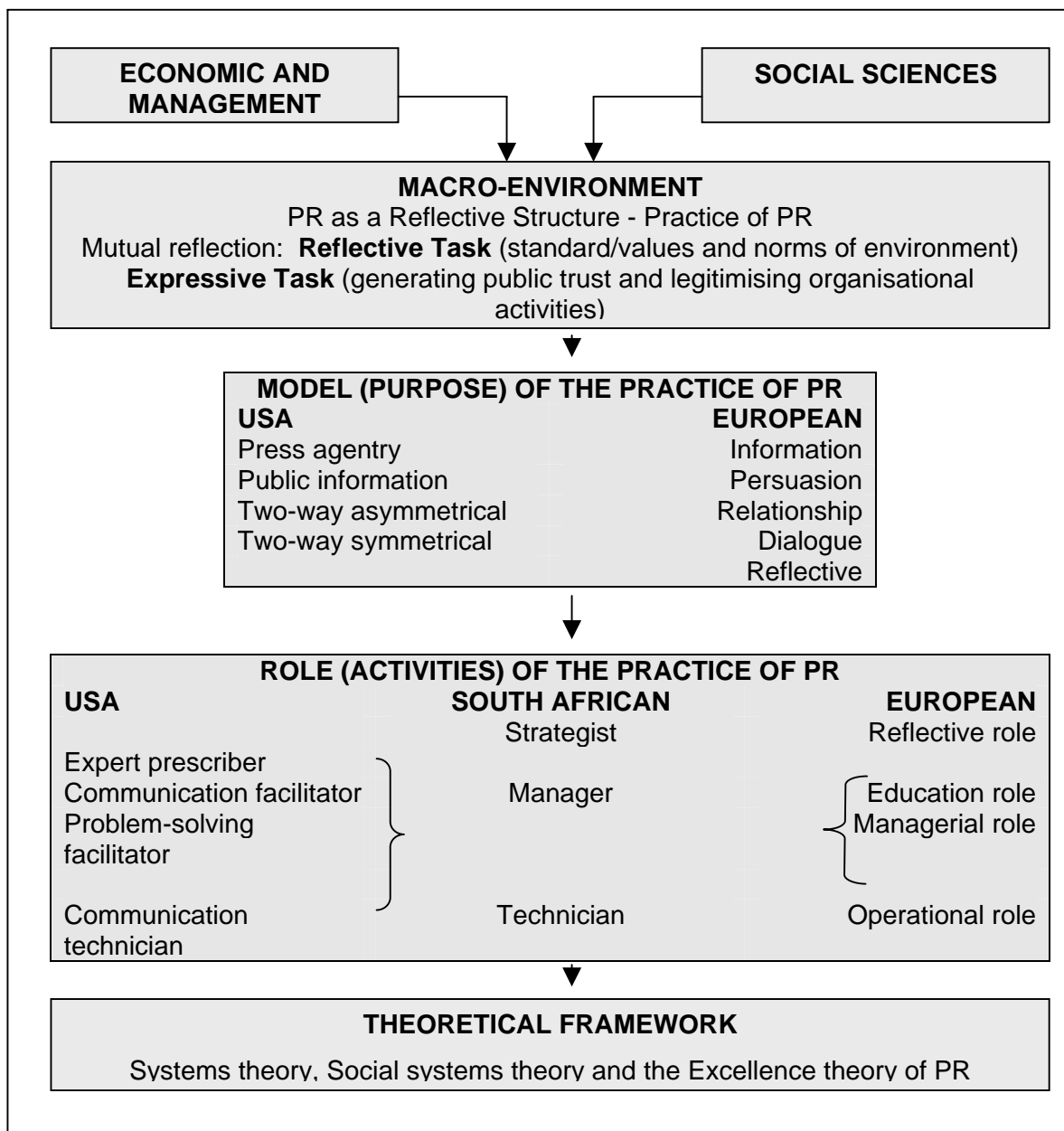
This chapter explains the research methodology that was followed in this study. The discussion will focus on the research design, emphasising issues such as population, sample frame and the selection of the measuring instrument. The data analysis is also discussed by referring to the statistical techniques used in this study.

Chapter 7: Research results and interpretation

Chapter 7 focuses on the findings of this study. This includes the empirical findings as well as the hypotheses testing. The chapter therefore summarises the results, presents it in an understandable manner and provides an interpretation and discussion in order to enable appropriate conclusions.

Chapter 8: Conclusions, implications, recommendations and limitations

This chapter summarises the main findings and conclusions of the study. The implications of these findings as well as recommendations are summarised. Lastly the limitations are identified, and recommendations for future research are discussed.

Figure 1.3 A summary of the total study

CHAPTER 2

THEORETICAL PERSPECTIVES FOR THE PRACTICE OF PR

2.1 INTRODUCTION

This chapter is devoted to the theoretical perspectives of the practice of PR. In order to describe the practice of PR in Africa, a theoretical framework providing a foundation for the study is critical. This framework will guide the theoretical as well as the empirical aspects of this study. It will provide a scientific anchor for this study.

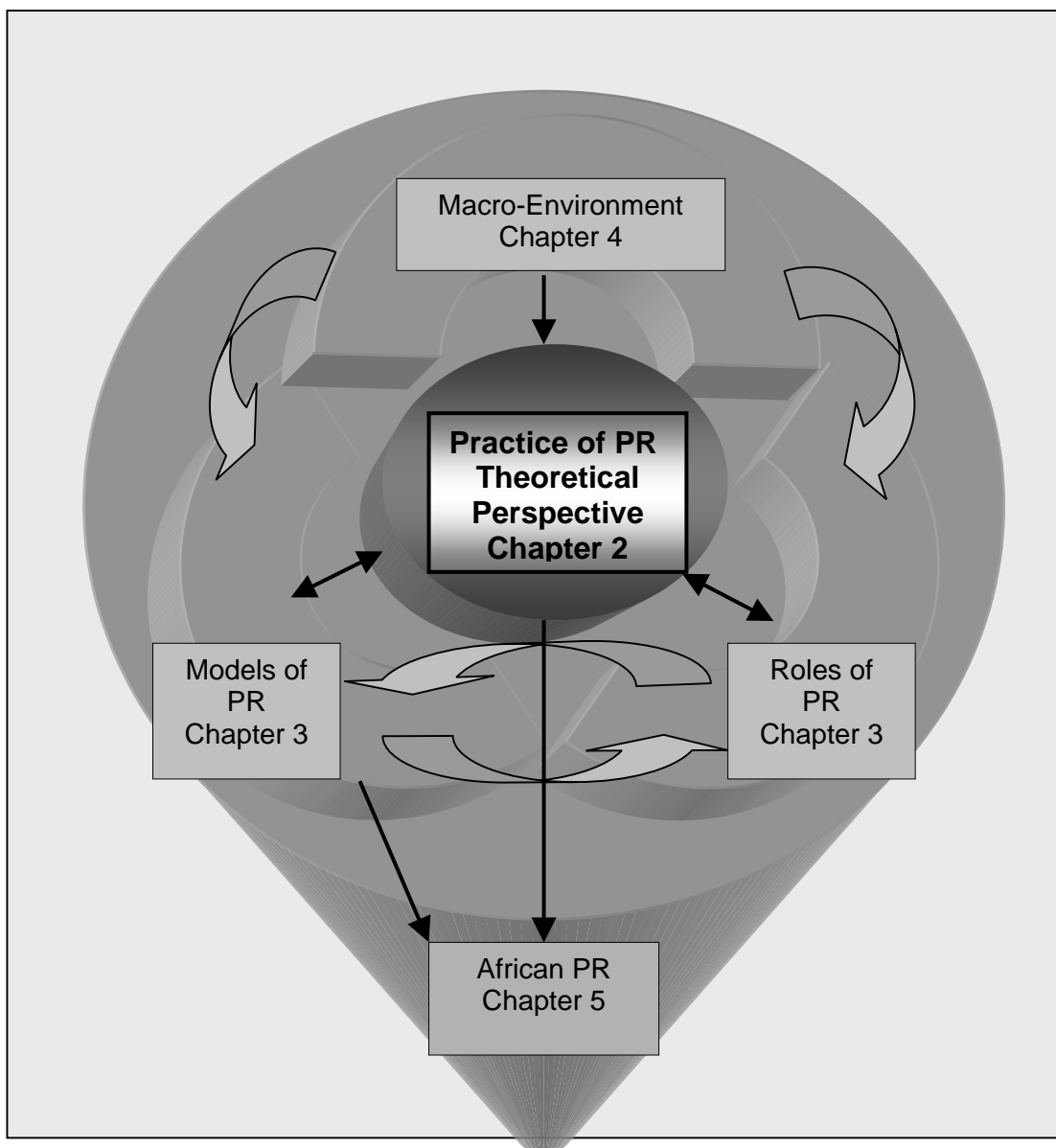
Chapter 1 discussed the definition of PR, which was selected for this study. The definition will again be briefly stated. The practice of PR in this study is defined as follows:

"PR practice is the art and social science of analysing trends, predicting their consequences, counselling organisation leaders, and implementing planned programmes which will serve both the organisation and the public interest" (Wilcox, et al 2000:4).

PR can be viewed from various scientific research fields. The scientific research fields applicable in this study are social sciences and economic and management sciences. The first scientific research field is from the social sciences, specifically referring to sociology. This scientific research field is used in this study to anchor PR to the importance of the macro-environment. This field provides a foundation for the impact of the macro-environment on the practice of PR by referring to the macro-level of analysis. The most recent PR developments in this field refer to the reflective paradigm that was conceptualised in sociology. The second scientific research field that is used to anchor PR for this study is that of economic and management sciences. The research in this field refers to the organisational function of PR and the

activities performed by PR practitioners. This field provides a foundation for the importance of the organisational level (meso-level) as well as the practitioner levels (micro-level) of analysis. The chapter concludes with theoretical frameworks referring to the systems theory, the social systems theory and the excellence theory of PR, providing a foundation for this study. Figure 2.1 provides an overview of how this chapter fits into the total conceptual framework of this study.

Figure 2.1 Conceptual framework of the theoretical perspectives of the practice of PR



2.2 ANCHORING PR FOR THIS STUDY

There is a need in the field of PR to define and determine the domain and dimensions of the field. PR is a relatively new field of scholarship and practice and a general agreement is necessary for this phenomenon to grow as a scholarly and professional endeavour. Hutton (1999:199-200) is of the opinion that the field has suffered from an identity crisis, largely of the field's own making:

"In both theory and practice, PR has failed to arrive at a broadly accepted definition of itself in terms of its fundamental purpose, its dominant metaphor, its scope, or its underlying dimensions."

PR practitioners have based their research on scientific theories drawn from various scientific fields. Although PR has mostly been defined as a management function, it can be explored from various other theoretical perspectives. PR has not yet developed further into scientific theories because only limited parts of PR have been examined. Although PR has been identified as a pre-theoretical activity, it is developing into a scientifically based profession. In order for PR to be studied as a scientifically based profession it needs to rise to a meta-level. This means that PR needs to rise over and above the fields of practice and studied from a theoretical, scientific level (Holmström, 1996:2).

2.2.1 Social sciences

During the 1960's, North American PR educators considered much of the communication research conducted as relevant to PR. This included research on mass media, public opinion, attitudes and persuasion, the effect of information campaigns, and interpersonal and organisational communication. The intellectual roots of these scholars were in social and political sciences - that is sociology, social psychology and political science (Vercic & Grunig, 1995:15).

The professional practice of PR developed in pluralistic democratic societies and should therefore be studied in connection with developments in society. Social sciences view PR as a new pattern of social action, involving the process of integration and disintegration (Holmström, 1996:3-4). The development of society is firstly identified by religion on the one hand and a capital-based private enterprise on the other. Furthermore, it is identified by the differentiation of society into the political system, private enterprise and science. These developments have an impact on the practice of PR. Therefore, in order to explore the practice of PR an analysis of the macro-environment is essential in order to understand the practice of PR (Holmström, 1997:25).

World and societal developments influence the way businesses function. There is a strong linkage between business and society and this should be explored in order to determine its impact on the practice of PR. In this study, PR is explored as a strategic management function and therefore emphasises the impact of the macro-environment on the practice of PR.

2.2.2 Economic and management sciences

According to Mersham *et al* (1995:14 & 17), PR is searching for legitimacy in the South African context. These authors are of the opinion that PR lacks an understanding of the nature of the communication process owing to an inadequate and incomprehensive theoretical foundation. Furthermore, communication offers a 'philosophical' basis, which is essential for the field of PR. The field needs to ask the question why, as the sense of purpose lies beyond technical aspects. It is on this issue that the second scientific research field, namely the economic and management sciences, was identified.

James Grunig (1966) started the development of PR theory with a monograph on the role of information in micro-economic theory. Most definitions of PR refer to the integral part of management, but most scholars and practitioners

have failed to make theoretical connections to theories of economics and management. Grunig devoted his theorising to understanding the value of PR to an organisation (Grunig & White in Grunig, 1992:51). Grunig wanted to illustrate that communication is needed to plan more effective strategies. This can be illustrated by an excerpt on the centrality of decision making to economic theory:

“The process of decision making is a central feature of most economic analyses. Assumptions about the way in which economic actors make basic decisions underlie theories of the firm, consumer demand, welfare economics, market structure, location and other basic economic theories” (Vercic & Grunig, 1995:1).

The roots of PR can therefore be traced back to economics and strategic management. This was done through investigating the economic decision-making process of an individual. Therefore, according to Grunig & Vercic (1995), PR was anchored to concepts of neo-classical micro-economics, taking concepts such as the organisational, social and political factors into account when making a decision. This investigation provided background on where PR originated and emphasised the importance of practicing PR strategically.

Although it is clear that PR can be explored from any of the two scientific frameworks, criticism was developed around each of these frameworks. Grunig (1992:51) argues that PR has devoted ample time to understanding the role of PR within society instead of understanding the value of PR to an organisation. Holmström (1996:3) argues that if PR research were studied solely based on communications science, a scientific environment in which to examine the actual social function would not be possible. Furthermore, PR should be studied in the fundamental scientific research and theoretical framework of business economics. However, the context will be weakened, as this phenomenon will mainly be seen in relation to an overall economic goal.

For the purposes of this study, PR is investigated from two theoretical frameworks, namely an economic and management perspective that addresses

the value of PR, as well as a sociological perspective, addressing the issue of societal legitimacy and social order. This decision was based on the following two aspects. Firstly, it is via social sciences theories that economic and management theory can gain practical relevance for everyday application (Vercic & Grunig, 1995:2). Many would argue that economics is a social science but in this study the focus in this perspective was on the economic value that PR can contribute to an organisation. Secondly, in an increasingly differentiated society, social responsibility is being institutionalised in order to ensure social order (Holmström, 2000).

Table 2.1 Meta-theoretical framework for this study

META-THEORY	Social sciences Economic and management sciences	
DOMAIN	PR	Sociology
PARADIGM	Strategic PR	
THEORIES	Models theory Roles theory	Sociological theory of PR Reflective PR
MAJOR CONCEPT	Practice of PR	
	CONCEPT 1	CONCEPT 2
	Models	Roles
	CONSTRUCTS (1)	CONSTRUCTS (2)
	Press agency	Technician
	Public information	Manager
	Two-way asymmetrical	Strategist
	Two-way symmetrical	
	Reflective paradigm	

2.3 WORLDVIEWS AND PARADIGMS

The most popular use of the word in the context of a ‘thought pattern’ was by Thomas Kuhn (1962) in the book titled ‘*The structure of scientific revolutions*’ where this term is used to describe a set of practices in science. According to Grunig in Botan & Hazleton (1989:24), a paradigm can also be referred to as a scientific world-view. A scientific world-view can be defined as “a set of shared basic beliefs about how researchers view that which they study” (Du Plooy, 2001:19). It is important to note that this concept refers to a central idea,

shared by a number of theoretical approaches, providing a scientific framework for research (Jansen & Steinberg, 1991:7). Grunig (1992:34) refers to world-views as theories that can be used in order to understand and evaluate the different world-views that influence PR. Grunig continues by describing a world-view as a “*gestalt or mind-set that focuses the attention of a scientist primarily upon theories or observations that fall within that mind-set*”. This author therefore uses the term world-view as a synonym to paradigm. The importance of these explanations relates to the science of a particular field of study.

Hallahan (1993:200) identified seven paradigms that can be used to study the practice of PR. A short explanation of each follows:

- Process paradigm - PR should be assessed as a continuous set of routinised activities irrespective of the time frame.
- Plan or programme paradigm focuses PR practice on the part it plays in programmes and/or campaigns. These activities are self-contained and focus on the output efforts where the objectives, tactics and strategies are emphasised.
- Communication/ practice style paradigm provides a framework of consistency with accepted communications principles and PR is evaluated through the efforts and not the results.
- Organisational/ managerial effectiveness paradigm emphasises PR as a function aligning with the organisation's expectations. Furthermore, PR focuses on the development of effective working relationships with the organisation.
- Behavioural paradigm focuses PR practice on persuading target audiences to buy, invest, donate, work or vote in the way the organisation would like them to act.
- Social problems paradigm emphasises PR practice by evaluating how practitioners deal with power relationships in society in the attempt to influence the organisation and institutions on how to behave.

- Systems paradigm focuses on PR practice by referring to the inputs and outputs designed to reduce conflict and build agreement between the organisation and its stakeholders.

These paradigms provide a framework for researchers to study the practice of PR. An explanation of the paradigms used in this study is necessary in order to scientifically direct this study. The following section will explain what the author understands under the term paradigm. This will provide a theoretical and empirical foundation for this study.

Grunig & Hunt (1984) identified and described a set of values and a broad pattern of behaviour taken by PR practitioners in the four models classification of PR practice. Initially two variables, namely direction and purpose, were identified underlying these models of PR (Grunig, 1992:289). Steyn (2003:74) is of the opinion that although these models of PR practice are referred to as world-views it can also be regarded as scientific world-views or paradigms since research traditions have been applied to each of them and they have directed and guided numerous research studies.

The practitioner roles can be explained as abstractions of everyday activities or behaviour patterns of individuals in an organisation. Research conducted on the roles of PR practitioners provided an important understanding in terms of the function of the practice of PR. The roles are the link to all the concepts affecting the success of the practitioners, focusing on the functions, organisational structures, processes and the relationship of the organisation with the environment (Dozier in Grunig, 1992:327). Steyn (2003) again mentions that although these roles are referred to as world-views they can also be regarded as scientific world-views or paradigms, since research traditions have been applied to each of them and they have directed and guided numerous research studies.

Social scientists have agreed that research in PR is important in order to describe (looking at processes, situations or phenomenon's), explain (why something happens and what the causes and effects are) and predict (what will happen if we do or do not do something) PR. Each of these types of research will increase the understanding of people, society and the world (Pavlik, 1987:15). As PR is an applied social science, the question might be asked if the term paradigm can legitimately be used in this context. Kuhn expressed his doubt as to whether any social science can actually be inherently paradigmatic (Hallahan, 1993:199). According to Steyn (2003:73) the models and roles of PR regarded as world-views can be regarded as pre-paradigms since

“certain research traditions are relevant and commonly applied to each of them”.

In this study, PR will be explored and empirically tested from three levels, focusing on the strategic contribution of PR. From a macro-level, the question: *“what role does PR play in society”*, will be posed, focusing on social systems, social responsibilities and society as a whole (Grunig, 1992:51; Hallahan, 1993:198). This question can also be cast on a meso-level, focusing on the purpose of a PR department within an organisation, and lastly, on the micro-level focusing on the function or the role of the PR practitioner. All these various levels are interrelated and influences the way in which PR is practiced but also directly impacts on the appropriateness of the research paradigms (Hallahan, 1993:198). For the purposes of this study, the researcher views the models and roles of PR as PR paradigms.

2.4 PR: MACRO-LEVEL PERSPECTIVE

The most complex social system, society, consists of clusters of functional systems. As society becomes more complex and differentiated, social trust becomes more important for interactions and relationships. Systems learn to understand themselves through reflection. This is done through the system observing its environment and developing boundaries, which coordinate

mechanisms to assist in the decision-making process. The process of reciprocal reflection is therefore used to create self-understanding, which is necessary to build trust. The motive is thus to secure the system's own autonomy and interact with other systems, thus ensuring independence as well as interdependence (Holmström, 1997:33).

When PR is therefore analysed from a reflective perspective, it is primarily seen as a strategic process, viewing an organisation from a societal or "outside" view. The "public" perspective of organisations is concerned with organisational behaviour (reflectivity) and societal legitimacy (Olasky in Van Ruler & Vercic, 2003:12). Communication within the public domain therefore influences the legitimacy of an organisation. This type of communication takes place through the use of the public communication system. This system refers to the mass media, which links social systems to one another and therefore develops relationships. These relationships, however, are focused on the meanings, codes and logics of the social system and are not necessarily focused on the institutions. Therefore, the particular type of stakeholder that PR serves and the relationship it has with them does not define the PR activities. It is really focused on the meaning, code and logic it conveys. Consequently, the interaction amongst various social systems, through the public communication system, builds relationships, which are constituted by the symbolic medium of social responsibility. The regulation of social order has therefore changed from the law to that of social responsibility. For this reason, owing to the great concern PR has for social responsibility, PR has an important role to play in increasing the trust of the interaction amongst social systems (Holmström, 1996:96; Holmström, 1997:31).

2.5 PR WORLDVIEWS: MESO-LEVEL PERSPECTIVE

A world-view focuses the thoughts of the researcher only on theories and hypotheses that make sense to him/her within his/her particular world-view,

which introduces subjectivity into the explanation of science (Grunig, 1992:35). World-views can be defined as

“attitudes, beliefs, values or views of social reality characteristics of particular social groups” (Du Plooy, 2001:26).

The way people think and the way they act are very closely related. World-views result in certain behaviours because people's actions are explained by their ideas (Kearney, 1984 & Morgan, 1986 in Grunig, 1992:37). A world-view cannot be tested directly but the theories and hypotheses within the world-view can be tested. Competing world-views can be compared by neutral direct observations or through indirect observations based on non-controversial background information or theories (Suppe, 1977 & Shapere, 1984 in Grunig, 1992:37).

Grunig (1976) started investigating PR as a dependent variable to be explained instead of an independent variable to be described, where he identified two patterns of PR practice. These two patterns were described as synchronic and diachronic PR using Thayer's (1968) types of communication. In 1984, Grunig replaced these two terms, as it did not accurately describe the purpose conceptualised by the author. The terms were replaced with asymmetrical and symmetrical. These terms described the purpose of PR striving for balanced rather than unbalanced communication effect. The presuppositions underlying asymmetrical and symmetrical communication were manifested in the four models of PR practice. These models were used to describe the historical development of PR in the United States as well as a set of ideal types that described ways in which PR can be practiced (Grunig & Grunig, 1992:287; Grunig, Past, present and future:1-3).

The most influential part of PR literature, defined in terms of organisational behaviour, has been Grunig's definition of the two-way symmetric model for PR. This literature implies that proper PR performance cannot occur until this symbiotic model of performance has been achieved. The symmetrical model of PR leads to understanding and not persuasion or manipulation. The

identification of ethical PR presuppositions leads to the ability to identify the achievement of PR not as performance but as social behaviour. This is what this paradigm broadly suggests (Sharpe, 2000:348). Initially, Grunig & Hunt (1984) identified two variables underlying the four models of PR, namely direction, referring to the extent to which a model is one-way or two-way, and purpose, referring to whether the model is asymmetrical or symmetrical (Grunig, 1992:289).

2.6 PR ROLES: MICRO-LEVEL PERSPECTIVE

Roles refer to the everyday activities of PR practitioners. The function of PR, according to Broom (1986:2), is

“gathering, assimilating, interpreting and disseminating intelligence about the environment”.

It is the link to a network of concepts influencing practitioners, the structure and processes of the function of PR within an organisation, as well as linking the organisational capacities, to interact with the environments. There is thus a strong empirical linkage as well as a theoretical expectation that the role and the purpose (models) of PR go hand in hand, even though the practitioners' role refers to the micro (practitioner) level of analysis and, as mentioned before, the models refer to the meso (organisational) level as well as on a macro-level of analysis (Dozier in Grunig, 1992:327-345). This study will attempt to empirically prove that there is a correlation between the purpose (models) and the roles (activities) of PR.

Newsom, Turk & Kruckeberg (1996:4) describe the function and/or role of PR practice by using the following ten principles:

- PR deals with reality, not false fronts. Conscientiously planned programmes that put the public interest in the forefront are the basis of sound PR policy.

- PR is a service-orientated profession in which public interest, not personal reward, should be the primary consideration.
- PR practitioners must go to the public to seek support for programmes and policies, public interest is the central criterion by which programmes and policies should be selected.
- PR practitioners reach many publics through the mass media, which are the public channels of communication; the integrity of these channels must be preserved.
- PR practitioners act as the intermediaries between organisations and their publics and they must be effective communicators - conveying information back and forth until understanding is reached.
- PR practitioners expedite two-way communication and are responsible for the extensive use of scientific public opinion research.
- To understand what their publics are saying and to reach them effectively, PR practitioners must employ the social sciences - psychology, sociology, social psychology, public opinion, communications study and semantics.
- PR practitioners must adapt the work of other, related disciplines, including learning theory and other psychology theories, sociology, political science, economics and history. Thus the PR field requires multidisciplinary applications.
- PR practitioners are obligated to explain issues to the public before these problems become crises.
- PR practitioners should be measured by only one standard: ethical performance.

Newsom *et al* (1996:4) are of the opinion that the PR practitioner can be viewed as an intermediary between the organisation being represented and all the publics of that particular organisation. The responsibilities of this individual include both that of the organisation and those of the various publics. The complexity of the role of the PR practitioner prompted the PR Society of America (PRSA) to define 14 activities generally associated with PR. These are publicity, communication, public affairs, issues management, government relations, financial PR, community relations, industry relations, minority relations, advertising, press agency, promotion, media relations and propaganda (Newsom *et al*, 1996:4).

2.7 THEORETICAL FRAMEWORK FOR THE STUDY

This section is devoted to the explanation of the various theoretical frameworks used in this study, to support the study's aim. The theoretical framework is essential as this is the foundation for the study in terms of the way in which PR will be described.

2.7.1 Systems theory

Ludwig von Bertalanffy who established the field of study known as the general systems theory as it is known today best codified this theory (Littlejohn, 1999:41). According to Angelopulo in Lubbe & Puth (1994:41), the systems theory is a scientific approach and not a theory, which originated between the two World Wars. This theory was found to be applicable to many different disciplines. The eclectic nature of the theory led to a disparity in the constructs attributed to this theory because these theories originated in applied science; the theories emphasised the importance of equilibrium, balance and interdependence that construct society. Society is usually regarded as an integral whole, and the various subsystems work together to keep the whole in balance. The system's primary function is to maintain itself, therefore the interactions of the system (mechanical, organic and social) and the environment, ultimately defines the system (Mersham *et al*, 1995:47).

There are three main systems perspectives that usually apply in a business context – mechanistic (closed), organic and adaptive (open systems). All three provide PR with valuable insights (Mersham *et al*, 1995:47; Gregory, 1999:267).

2.7.1.1 Open and closed systems

One of the first distinctions made by systems theorists was between open and closed systems. Open systems exchange energy, material and information with systems in their environments. Closed systems seal their boundaries and do not exchange energy with their environment (Spicer, 1997:57; Gregory, 1999:267).

The exchange of inputs and outputs through boundaries, allowing energy and/or information to pass through, is an explanation of open system. It adjusts and adapts to counteract or accommodate environmental variations. A closed system, however, does not allow any energy or information through to its environment. It therefore does not adapt to external change and eventually disintegrates. This type of system is concerned with the internal work of an organisation. The ultimate goal of the system is to survive and therefore interaction with the environment is necessary to maintain balance (Gregory, 1999:67; Cutlip, Center & Broom, 2000:234).

An organisation can be viewed from a systems perspective. An organisation as a whole is composed of interrelated subparts and therefore any single change in a subsystem will affect the entire system. Organisations exist in dynamic environments where it needs to modify its internal processes and restructure itself in response to the changing environment. Open systems adapt to accommodate environmental changes and therefore usually affect other units of the organisation as well as the whole system, which is responsive to changes in the environment. The key elements of open systems, according to Katz & Khan in Gregory (1999:267), are input, throughput, output,

interdependence, transactional relationship with the environment and boundaries (Cutlip *et al*, 2000:234).

Systems receive inputs from the environment that affect its equilibrium and ultimately have an effect on the system's goal. These environmental inputs are often a reaction to a system's outputs. This provides feedback within the system in order to adjust the structure and process of the system so as to reach equilibrium (Cutlip *et al*, 2000:234).

The focus of systems thinking is on the interaction between the parts. An open system develops an inner dynamic by means of an exchange process with its environment. This system can change its state when its environment changes. This can be done without having to completely change the system's structure. Systems therefore control their inner state by their own inner dynamics. An important principle and prerequisite for the closure of the self-creation system is therefore its openness (Holmström, 1996:53).

2.7.1.2 The value of systems thinking to PR

Applying these concepts to PR, Grunig & Hunt (1984) are of the opinion that the press agency or publicity PR models operate as if they were in a closed system. Cutlip *et al* (2000:238) contends that closed systems react to outside events and therefore refer to reactive PR programmes. Buckley in Gregory (1999:268) is of the opinion that closed systems force a PR practitioner towards a technical role, implementing the decisions made by the dominant coalition. The two-way symmetrical model focuses on shared meaning, which will have behavioural and organisational consequences. In order for PR practitioners to apply the open systems approach, environmental scanning is essential so as to anticipate changes in the environment. These changes will influence the organisations and the relationships with the stakeholder groups. Cutlip *et al* (2000:239) contends that open systems use information gathered in order to make adjustments and refer to this as proactive PR programmes. Bell & Bell in

Gregory (1999:269) conclude that open systems enable PR practitioners to fulfil a management role, participating in decision making.

According to Spicer (1997:57), the systems theory is important for PR based on three reasons:

- Organisations were previously very concerned with studying an organisation by largely focusing on the internal workings of the organisation. The systems theory moved this locus to a focus on the interdependence of an organisation and its environment.
- The systems theory guides research and theorising in scientific communities. This theory is very prominent in the PR definitions and the understanding of PR is encapsulated by an emerging organisational view of the field through the general systems theory (Grunig, 1992:71; Pavlik, 1987 in Spicer (1997:58). PR concepts such as boundary-spanning activities and adaptation to the environment reflect a general systems theory approach to PR.
- The systems theory serves as a useful heuristic tool in assisting the PR function to conceptualise the complex nature of organisational interdependencies. It also provides a framework for thinking about aspects of importance in understanding organisational PR decision making and effectiveness. This type of thinking provides individuals with an understanding of the world as an interconnected whole.

Buckley in Gregory (1999:273) embraced the adaptive model where organisations are invited to engage with stakeholders, to create a process of shared meaning, which will change the organisation's current form. The organisation is part of a whole system which is interdependent and where the relationships between the organisation and its environment are subject to change.

According to Dozier in Grunig (1992:352) the definitions based on the systems theory address various roles that the PR function needs to fulfil. The systems theory provides an understanding of the importance of adapting to the increasingly unstable and threatening environments organisations function in. In the conceptualisation of the strategic role of the PR manager, Steyn (2001:24) concludes that the systems theory provides an ideal approach for the development of the strategist role. The author supports this statement by explaining that the various elements of the open systems mechanism emphasises the process input, throughput, output and feedback through binding the external and the internal environment with the organisation.

2.7.1.3 The relevance of systems thinking to this study

When referring to the macro-level, the globe is viewed as a system influenced by its interaction with the different parts as well as its environment. Africa, being a part of the globe, therefore influences the equilibrium of the greater system, the globe. From an organisational perspective the function of PR and the level at which it is performing will influence the bigger system, namely the organisation, but also the continent of Africa. This will ultimately also have effects on the globe. The level at which the practitioners perform their activities will influence the success of the PR department. This will influence the organisation that in turn will influence the continent and ultimately the globe as a whole. It is clear that the interdependency of the different levels at which PR operates influences the bigger system, the globe. Systems thinking has influenced the study in terms of a conceptual, theoretical as well as empirical framework.

2.7.2 Social systems theory based on Luhmann's work

One of the most prominent representatives of the systems-theoretic view of society is Luhmann. In his thesis on autopoiesis (Greek word for self-creation), systems theory was developed into a theory on systems as networks of

“self-organising, self-thematizing, self-legitimizing, self-reference communication”.

Luhmann views society as an *“increasingly complex and differentiated cybernetic construction of self-creation”*, where social systems are grouped around their own meaning within a particular functional system. He further explains this functional character by means of systems boundary setting, *“how do systems maintain their boundaries”*, which is the objective of the social systems-theoretic theory (Holmström, 1996:7-9).

The systems theory, within the social sciences, has primarily been applied to social systems. According to Luhmann in Holmström (1996:56), when two or more individuals' actions are connected, a social system that separates itself from its environment is formed. Initially, these social systems are merely interaction systems but later can become more formalised into an organisational system. The most comprehensive social system is that of society.

Social systems isolate themselves from other systems and take on their own life, establishing a difference between the system and its environment. Systems therefore function simultaneously as open and closed systems. They change and adapt into closed self-referential processes requiring an amount of openness. This distinction is achieved through meaning, and meaning is created through communication. Communication is coordinated by means of codes. Within these codes meaning are found and the social systems in society are grouped around differentiated functional areas. The differentiation of functions, tasks and services into different systems is an effective division of labour, which is the foundation for the development and growth of modern societies (Holmström, 1996:53-57).

Systems therefore observe and evaluate their environment from their own logic and create an image of the world from their own perspective. The system thus reflects itself in relations to other systems and its environment in order to

produce self-understanding in relation to its environment. An identity is found in the specific function of the system as well as being an environment for other systems. Therefore, the maintenance of social systems' boundaries is central to this theory. Social systems are thus clustered in functional systems with their respective symbolic communication mediums (Holmström, 1996:57, 1997:33 & 2001:46).

2.7.2.1 The value of social systems thinking to PR

The ultimate objective of reflection is to generate social trust. As society becomes more complex and differentiated, social trust is a prerequisite for interaction between social systems, which is cognitive and anchored in the logic of the system. The role that PR practitioners need to fulfil in strengthening this trust between the systems is to encode and decode images that can be used in the reciprocal reflection in the social system. This is done via the public communication system and is coordinated through the medium of social responsibility. Reflective PR emphasises the importance of public trust and legitimacy for organisations. As social responsibility becomes the regulating mechanism for social order, PR practitioners influence the coordination of social actions (Holmström, 1996:52).

2.7.2.2 The relevance of social systems thinking to this study

African societies are becoming more complex as they are simultaneously confronted with global developments and cultural fundamentals of the African people. Africa is currently in a state of transformation and therefore it is important to continually reflect on the environment as well as the behaviour in order to understand and to build trust. Most African countries have celebrated their fortieth year of independence. The decolonisation of African countries has been a great challenge to these countries, as they had to define what their values are and how this can be integrated in order to look after the well being of the people. Therefore the political, economic and social issues have been

shaping factors in terms of not only looking after the people but also effectively functioning and contributing to the continent. Many multinationals have entered the borders of the African continent, and this has also provided these countries with further paradoxes. The nature of these organisations has been that of a post-modern way of thinking, again posing problems to the African people. Africa had to adapt very quickly and it is assumed that the countries had to skip a few phases in the development of societies. Therefore, in this study the social systems theory is relevant as the assumption is made that the African people have had to reflect on their own behaviour in amongst all these macro-developments. The social systems theory provides a framework for the conceptual, theoretical and empirical analysis of the practice of PR.

2.7.3 Excellence theory of PR

The first general theory of PR is a result of a project named the Excellence Study, also referred to as the Excellence Theory, conducted by James Grunig. In the Excellence Study the researchers attempted to answer three critical questions, namely “*how, why and to what extent does communication affect the achievement of organisational objectives*”. These questions not only are of great importance in terms of theoretical interest but also for the practice of PR. The study was conducted in two stages, namely a literature or theoretical stage and an empirical stage. The result of this theory is an integration of the many theories in the literature of various fields such as communication, PR, management, organisational psychology and sociology, social and cognitive psychology, feminist studies, political science, decision making and culture focused on measuring the ideal of communication excellence (Grunig, 1992:1-2).

The excellence theory is a normative theory aimed at providing an idealistic framework of how PR practice should be practiced in order to serve public interest. The excellence in PR describes the ideal state in which knowledgeable communicators seek symmetrical relations through the

management of communication with key stakeholders (Dozier, Grunig & Grunig, 1995). On a philosophical level, symmetrical PR is more ethical and socially responsible as practitioners manage conflict. On a pragmatic level, literature shows that symmetrical PR programmes contribute to organisational effectiveness (Grunig, 1992:6-7).

The foundation of the excellence theory in PR is summarised in the two effectiveness questions:

“when and why are efforts of communication practitioners effective?” and
“how do organisations benefit from PR?”.

Autonomy, interdependence and relationships reveal the contribution PR makes to organisational effectiveness. These three concepts are all interlinked, as PR practitioners need to manage the communication of various external and internal stakeholders that the organisation has relationships with. Relationships limit autonomy but in order for organisations to be effective, they must adapt, cooperate and interact with groups that might limit their autonomy. Organisations with good relationships are more effective as they have more freedom and more autonomy. Consequently, building relationships and managing the interdependence is the substance of PR (Grunig, Grunig, Ehling in Grunig, 1992:66-69).

2.7.3.1 The value of excellence theory to PR

The contribution that PR makes to organisational effectiveness is the management of the organisations' independence by building and maintaining quality relationships with key stakeholders. This can only take place if PR functions at a management level and partakes in the decision making, by providing information about the environment of the organisation, the organisation itself and the relationships between the organisation and its environment (Grunig, 1992:11-12).

The empirical part of the excellence theory posed the excellent question:

“how must PR be practiced and the communication function be organized for it to contribute the most to organizational effectiveness?”

In order to answer this question, the focus falls on the “programme” level and how PR should be managed. Furthermore, the focus falls on the “departmental” level, explaining the characteristics of a department that manages communication in a particular way. At “organisational” level, organisations and their environments were researched in order to determine the conditions associated with excellent PR departments (Grunig, 1992:3).

According to Dozier, Grunig & Grunig (1995:4), the excellence study empirically found that PR excellence is universal across countries and types of organisations. The reason provided was that PR excellence involves knowledge that surpasses any public, organisational unit, industry, organisational type or national setting. Further findings referred to knowledge as being the base of a PR department, followed by a set of shared expectations between the PR manager and top management and lastly the organisational culture.

2.7.3.2 The relevance of the excellence theory to this study

The excellence study provided this study with a foundation for studying PR from a strategic perspective focusing on the programme, departmental, organisational and economic level. This foundation gave this study direction to study Africa in context with all macro-environmental issues as well as referring to the changing nature of businesses in societies. It is, however, essential to understand African business and therefore a discussion on the African organisation is essential. Owing to the fact that so little is known about the African PR practitioner, the excellence study’s theoretical framework provided this study with the foundation. The findings of the excellence study guided this study from a theoretical as well as an empirical perspective. In order to better

understand African PR, the knowledge base as well as the importance of the effect of world-views on PR is essential in this study.

2.8 CONCLUSION

The description of African PR will be based on the theoretical explanation of the practice of PR discussed in this chapter. These are the models and roles of PR practice. The chapter commenced with a brief description of PR on a macro-level, focusing on society, thereafter referring to the meso (organisational) and micro (practitioner) level. All three these levels will be utilised in the theoretical and empirical part of the study in order to describe the practice of PR in Africa.

The theoretical framework of the systems theory provides a foundation, supporting the analysis of a continent functioning in a very dynamic environment. This frame of reference provides the continent with an understanding that in order to fulfil the ultimate role of a system, which is to survive, constant change and adaptation are needed within the system. The systems theory was also applied to the social sciences, specifically the social systems theory, which focuses on the complexity of society as the unit of analysis. The emphasis here is focused on social trust as a prerequisite for interaction between social systems. The reflective task of PR is to reflect and express images that can be used in the reciprocal reflection in the social system, in order to create self-understanding.

The excellence theory of PR focuses on communication effectiveness providing a normative model of how excellent PR should be practiced. In order to contribute to the overall effectiveness of an organisation it is necessary to practice excellent PR, which is summarised in the symmetrical approach to communication. PR contribution to effectiveness is the building, maintaining and managing of quality relationships with stakeholders. This is only possible if PR functions at a management level. A few aspects contribute to the excellence of PR practice, namely knowledge as a base of the department,

shared expectations between the practitioner and top management, and lastly organisational culture.

In Africa, one cannot speak about business and economic factors and ignore the impact on a societal level. For this reason, it is critical to refer to the macro-environmental issues as these issues influence life in general. This discussion will continue in Chapter 4.

The next chapter will however focus on the main concept of this study, namely the practice of PR. This chapter will define the practice of PR through the models and roles of the practice of PR. These concepts will be theoretically explored in the attempt to assess the current most advanced level of development for the practice of PR.

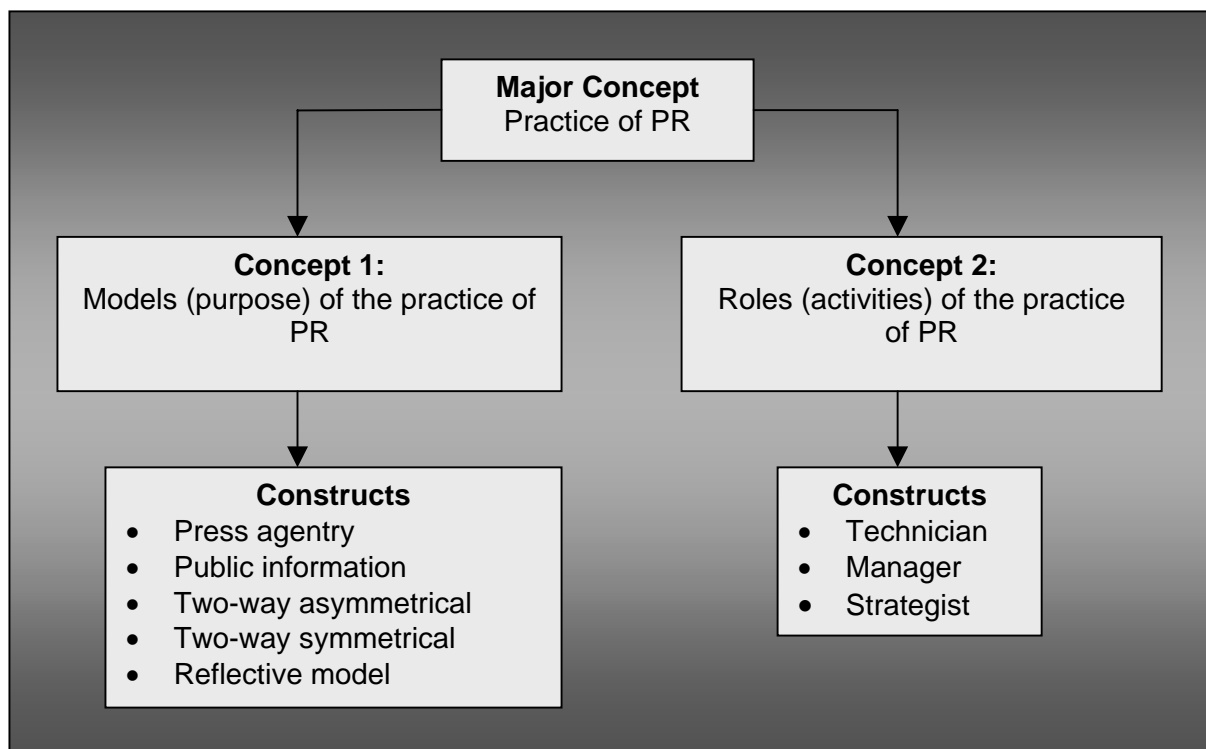
CHAPTER 3

THE PRACTICE OF PR - MODELS AND ROLES

3.1 INTRODUCTION

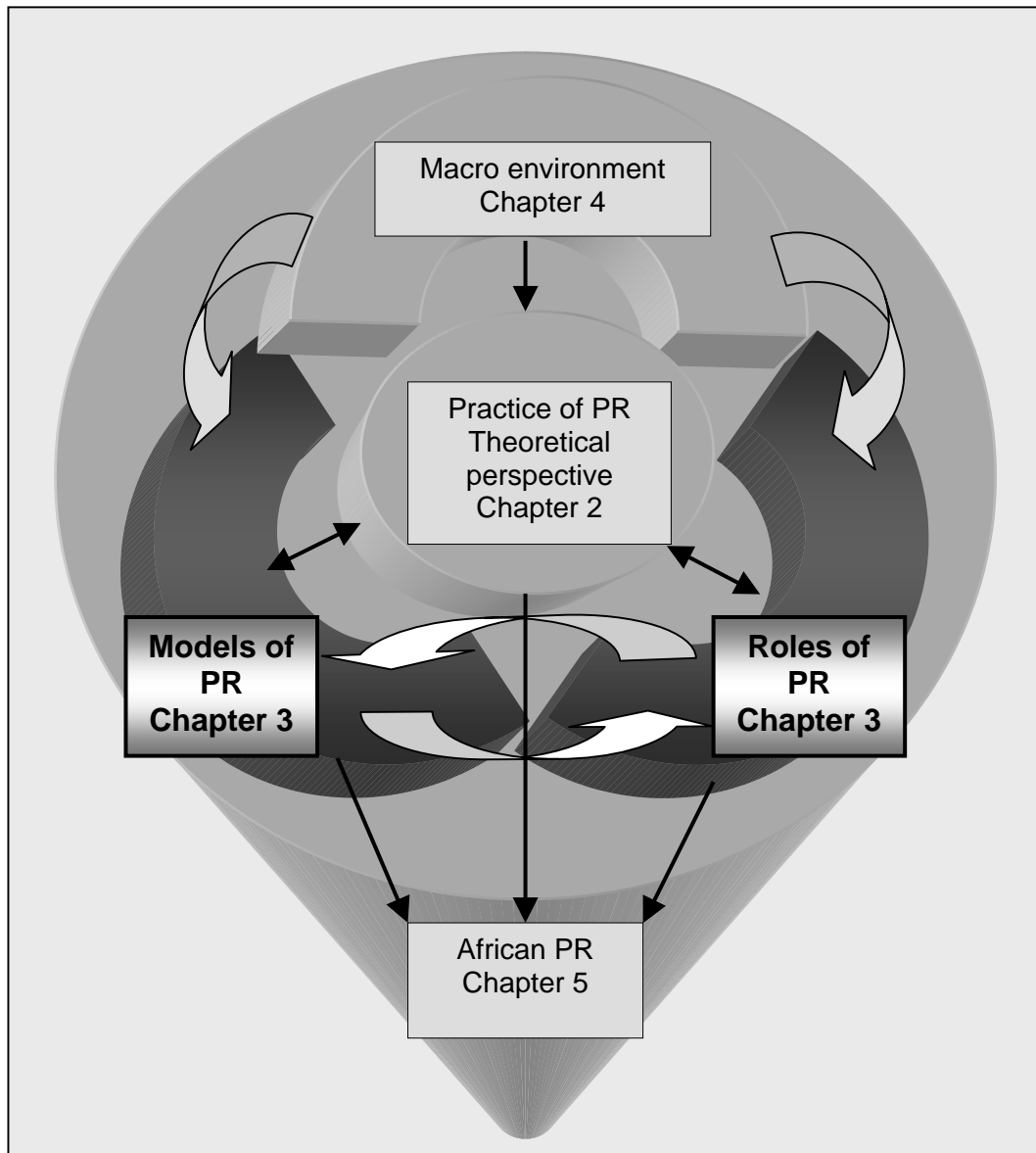
This chapter focuses on the theoretical perspectives defining the major concept under investigation in this study, namely the practice of PR. In the attempt to address the aim of this study, namely to *describe the current practice of PR in Africa*, this chapter will address two of the research objectives highlighted in Chapter 1. Firstly, this chapter will describe the practice of PR, in terms of the models (purpose) and roles (activities) of the practice of PR from a theoretical perspective, focusing on global theory. Secondly, this chapter will explore the level of development of the practice of PR from a theoretical perspective, using global theory. Figure 3.1 provides an illustration of the major concept, two other concepts and the constructs defining these concepts.

Figure 3.1 Conceptual framework underlying the practice of PR



In order to put this chapter's discussion into context to the rest of the study a conceptual framework is provided in Figure 3.2, highlighting the topics of discussion.

Figure 3.2 Conceptual framework for the concepts defining the practice of PR



The practice of PR has been present for a number of years. Through a literature review this study will identify the current most advanced level of development for the practice of PR. This level will be included in the empirical

phase of this study. In order to assess what the most advanced level of PR is, it is essential to briefly explain the origin of PR.

3.2 THE ORIGIN OF PR

There is disagreement amongst authorities on the origin of PR but a selection of general developments has been made from the literature sources consulted. In 1800 BC the Babylonians posted messages on stone tablets for farmers to learn that the more food they produced the wealthier the country became. This was planned persuasion aimed at a specific public for a particular purpose, thus PR. The Greeks placed a lot of emphasis on effective communication skills, especially for leadership positions. The best speaker usually got elected. Political candidates would ask for the help of Sophists (individuals renowned for both their reasoning and rhetoric) to debate amongst each other in the amphitheatres, attempting to influence legislation through effective communication techniques – today referred to as lobbying, thus PR. During the Roman times, persuasive techniques were used whilst preparing for battles. One of the most well-known individuals of that time, Julius Caesar, was a master at getting public support through assorted publications and staged events, thus also referring to PR. In England centuries ago the kings had to maintain Lord Chancellors as 'Keepers of the King's Conscience', therefore a need for a third party to facilitate communication between the government and the people was developed. This role is also an example of PR. During the 1600's the Catholic Church assisted in the creation of PR because the Church wanted to inform the public about the advantages of Catholicism and established a college of PR propaganda to "help propagate the faith". On the African continent, PR praise singers have for centuries publicised the virtues and accomplishments of Africa's leaders. (Mersham *et al*, 1995:4; Seitel 1995:26; Cutlip *et al*, 2000:102; Newsom *et al*, 2000:30; Wilcox *et al*, 2000:26).

It is thus clear that PR has been present for hundreds of years, or, as Wilcox *et al* (2000:26) mentions, "*in a sense it is as old as human communication itself*". PR has been influenced by changes in the environment and is closely related

to the historical development of societies in which it has been practised. It has also been a major influence on the rise and fall of nations, cultures and organisations. All great societies understood the importance of influencing public opinion (Seitel, 1995:26), therefore practising PR through the centuries.

3.2.1 North American development of modern PR

The North American researchers have published and documented most of the research findings in this field and have influenced the emphasis on the Western perspective. In order to understand the development of PR in the United States, Newsom *et al* (2000:35) discuss the development of PR in relation to the history of the United States and clearly identifies that PR has been altered through changes in the environment in which it has been practiced.

When referring to North American literature, PR dates back to the founding of the American republic. The American Revolution dealt with various PR activities making this phenomenon a necessity in influencing public opinion, managing communication and persuading individuals at the highest levels. The colonists used persuasion in order to try and get the same rights as Englishmen. Table 3.1 summarises the development of PR according to historical events, dividing it into five distinct stages.

Table 3.1 Capsule history of PR in the United States

Stage 1: PR preliminary period An era of development of the channels of communication and exercise of PR tactics (publicity, PR promotion and PR press agency).	1600-1799 Initial Colonisation American Revolution
Stage 2: Communicating / Initiating A time primarily of publicists, press agents, and propagandists.	1800-1899 Civil War, Western Expansion Industrial Revolution
Stage 3: Reacting / Responding A period of writers hired to be spokespeople for special interests.	1900-1939 PR progressive Era / Musckrakers World War I, Roaring Twenties Depression
Stage 4: Planning/ preventing A maturing of PR as it began to be incorporated into the management function.	1940-1979 World War II, Cold War of the 1950s Consumer Movement
Stage 5: PR professionalism An effort by PR practitioners to control public relation's development, use and practice on an international level	1980-Present Global communication

Adapted from: Newsom, Van Slyke, & Kruckeberg (2000:35)

Ivy Ledbetter Lee, referred to by many as the father of modern PR, was said to be the first PR counsellor in America. In his opinion, for business to gain acceptance and understanding it needs to inform its public and answer critics honestly, accurately and forcefully. Lee's background was that of a reporter but he changed to a political publicist after which he referred to himself as a publicity consultant. In 1906 Lee issued a "*Declaration of Principles*" that gained a lot of respect for PR. In this document Lee defined the important ideals of PR saying: "*Our plan is frankly, and openly... to supply the press and public of the United States prompt and accurate information concerning subjects which it is of value and interest to the public to know about.*" Lee had a great admiration for industry and capitalism and it was therefore his goal to get businesses to communicate to the public. Initially most of Lee's early efforts were strictly publicity but later also developed into media relations (Seitel, 1995:33; Newsom *et al*, 2000).

The concepts, strategic planning and counselling of PR developed during the so-called Bernays era, as he believed PR was more than merely publicity. In 1921 Bernays was the first to call himself a “*PR counsel*”. Bernays studied the human mind and focused on the effectiveness and honourable manner of influencing the opinions of large numbers of people. This intellectual ability and interest in psychology explained the core of PR in his opinion as people being persuaded with their best interest at heart. He was involved with corporations, governments, celebrities and other institutions from early in 1910 until 1995. Through his experience and the interaction with diverse clients, he was of the opinion that the importance of the word 'social' in the practice of PR needs to be emphasised. Therefore, practitioners should advise a client on the social attitudes and actions to win the support of the public opinion (Newsom *et al*, 2000:31).

In 1923 Bernays published a book called *Crystallising Public Opinion* in which he suggested that the key to PR is to determine what the public likes and to highlight that in a business. In 1955 *The Engineering of Consent* was published and this idea was further developed. Explaining that organisations need to determine the values and attitudes of the public that they want to persuade further developed this concept. The business had to be described to the client in a way that conforms to the client's values and attitudes (Harrison, 2000:22).

Bernays actively tried to establish PR on a more formal basis as a profession and committed his career getting practitioners licensed and registered. According to Bernays, professional status will provide the vocation with the following qualifications. Firstly, the individual will have to graduate from a university in that particular field of study. Secondly the individual will have to pass an examination from the State. Thirdly a "Hippocratic oath" needs to be taken in order to agree to the behaviour and ethics, and finally the individual will have to agree to give up this title when leaving the profession (White & Mazur, 1995:14).

3.2.2 European development of modern PR

According to Nessman (1995:151), the development of PR occurred more or less simultaneously in Europe and in the United States during the 20th century. The historian Alan Raucher is of the opinion that the United States of America's social, political, cultural and economical climate, as well as the power of the media, has been the cause of the fast development of PR. It was faster than any other country in the world (Newsom *et al*, 2000:31). Vercic (2000:342) explains that the differences in PR development are due to environmental and economic differences resulting from the two World Wars. The wars influenced Europe dramatically and therefore this continent was temporarily left behind. Even though Europe adopted the American name, PR, this is not a sign that European development is directly linked to the history of the United States. Europe and United States PR has developed independently of each other (Nessmann, 1995:152). It is, however, of great importance for the purposes of this study to also investigate the European PR as well.

In order to understand the development of PR in Europe, it is necessary to look at the history of the origin of European PR. In Germany, Carl Hundhausen was the first to use the term PR in 1939. PR had been discussed earlier than 1937 within the European tradition but this discussion was in terms of social criticism. Many critical discussions and scientific debates on PR took place between the wars. During the time frame 1950-1974 the fathers of German PR, Hundhausen and Oeckle, encouraged further discussions on the concept of PR in order to further develop it in theory as well as in practice. Jurgen Habermas, a German researcher in sociology, developed the foundational intersubjective PR paradigm on which most PR theory is based. This theoretical framework provides a framework for studying the ideal of PR practice. Habermas referred to ethical business practice where ethical communication is the prerequisite in order to analyse the business practice. The development of PR theory was specifically influenced by his thoughts on symmetrical communication, discourse, mutual understanding, dialogue and consensus (Nessmann, 1995:151-153; Holmström, 1996:5).

The Europeans are also of the opinion that because Bernays was the nephew of Freud, his work was highly influenced by Freud and therefore affected his view on PR with a definite European influence. When defining the field, many European PR specialists clearly expressed it as a management function, although in European practice, professionals are still not employed in management positions whereas in America this fact has already been accepted. American PR has influenced European PR but the same is true for American PR being influenced by European PR (Nessmann, 1995:155).

In 1994 a comprehensive survey of PR in Europe was published in which it was stated that there were approximately 60 000 practitioners in Europe. The last survey published on PR education in Europe was published in 1991, stating that there were 79 PR programmes at a higher level of education, 61 of these at university level. The lack of research led a group of academics and practitioners in 1994 to initiate an annual symposium on PR research in Slovenia, which proved to be very successful. Owing to the lack of European PR knowledge, the EBOK project was initiated in 1998 (Vercic, 2000:342).

In most definitions, PR is defined as a management function, therefore operating in a business environment. The business environment has changed substantially; so functional areas within business will also be affected by these changes. PR is a management function within the business environment and in order to better comprehend the practice of PR and the professional requirements thereof a discussion is essential. Furthermore, because PR is also viewed from an economic and management perspective, it necessitates the understanding of the role of business in society, as this will impact on the PR profession.

3.3 THE MAIN CONCEPT: THE PRACTICE OF PR

Research in the field of PR has concentrated on the practice of PR, primarily being instrumental in nature, therefore focusing on the problems and questions of practitioners. Instrumental research is concerned with the micro-level

questions referring to the activities performed by practitioners. Very little interest, however, has been shown towards critical research concerned with the broader social, political and economic implications of the practice of PR (Karlberg, 1996:263-265). It is the opinion of the researcher that research in the field of strategic PR will provide insight into the social implications of the practice of PR.

At this stage it is important to clarify what strategic PR in the context of this study entails. In order to understand strategic PR, the concept of 'strategy' must be understood as this is often where misunderstanding regarding strategic PR occurs. PR practitioners often misuse the word strategy. This term is mostly used to describe important aspects or activities (Steyn, 2000:52) when in fact strategy refers to the 'thinking' part, providing clear direction, and not the 'action part' of the activities performed. This thinking process results in a framework. This framework enables the PR practitioners to continuously test their decisions, activities performed or problems solved. By testing the latter against the framework, the practitioner will be able to determine if they are in alignment with what the organisation wants to achieve. In this way, PR should be able to reflect the enterprise (societal role regardless of the size or sector of the economy, which is stakeholder-orientated) as well as the corporate (referring to the portfolio of businesses that the organisation is competing in, which is financially orientated) strategies identified by the organisation (Steyn, 2000:41-53; Likely, 2002:27).

Major themes from strategy literature, concluded that the external opportunities and threats that confront an organisation are responded to by a strategy, which is continuous and adaptive of nature. The role of strategy is therefore a process of managing the interaction between the organisation and its external environment (Moss & Warnaby in Kitchen, 1997:45). It is therefore clear that when the focus is on strategic PR a discussion on the interaction of PR and the macro-environment is critical. Chapter 4 will discuss the impact of the macro-environment by referring to the remote and industry environment.

Leeper & Leeper (2001:464) explored the practice of PR in MacIntyre's theory that stated that the development of a virtue takes place within the context of a practice. In the endeavour to understand the practice of PR in the African continent a discussion on the practice of PR is critical.

The practice of PR will be theoretically and empirically described by referring to, firstly, the models (purpose) of the practice of PR. It can also be explained by referring to the contribution of the PR department to the overall effectiveness of an organisation. Section 3.4 will discuss the models (purpose) of the practice of PR. The role (activities) of the practice of PR, which can be explained by referring to the actual activities an individual performs, is also referred to as the organisational roles. These roles have also been theoretically and empirically proven to be useful in explaining the phenomenon of the practice of PR.

3.4 CONCEPT 1: THE MODELS (PURPOSE) OF THE PRACTICE OF PR

According to Grunig (1992), research conducted on PR in the United States before 1970 did not explain the behaviours of PR practitioners. Grunig & Hunt (1984) published a textbook, *Managing PR*, where four models were conceptualised in order to describe the development of PR in the United States and also to describe an ideal set of typical ways in which PR can be practiced. Various world-views have been captured in these models of PR and are used to describe the variation of PR practice. Grunig (1992:286) explains that these models are viewed as a set of values and patterns in order to describe the behaviour that characterizes the approach taken by a PR department or PR practitioners.

The most influential part of PR literature, defined in terms of organisational behaviour, has been Grunig's definition of the two-way symmetric model for PR. This implies that PR performance cannot occur until this symbiotic model of performance has been achieved. The symmetrical model of PR leads to understanding and not persuasion or manipulation. The identification of ethical

presuppositions leads to the ability to identify the achievement of PR not as performance but as social behaviour. This is what this paradigm broadly suggests (Sharpe, 2000:348).

3.4.1 North American perspective: models (purpose) of the practice of PR

The concept of PR is an extension of the four-model classification of PR in Grunig & Hunt (1984). These models propose four qualitatively different ways by which organisations relate to their publics. Organisational values, goal and behaviours are represented in these models of the practice of PR. These are briefly discussed below:

- The press agency model consists of creating favourable publicity or propaganda that seeks media attention in almost any way possible in order to pacify and manipulate public opinion.
- The public information model typically employs a journalist in residence in the organisation to provide the public with generally accurate information about the organisation but does not volunteer negative information.

In the press agency/publicity model the function is propaganda. Information about the organisation is shared but this is not necessarily the truth. The public-information model aims at providing information to the public where the information needs to be shared in a truthful and objective manner. These two models both represent one-way communication. Grunig & Grunig (1989) also used the term craft PR in order to describe the press agency and public information models, referring to one-way communication. This type of PR can be put on a continuum ranging from propaganda on the one end to journalism on the other.

- The two-way asymmetrical model is more sophisticated in the practice of PR as it involves considerable organisational research. Two-way communication can be manipulative. The research into the public's perspective on issues is important to the organisation as it is used to develop better persuasive campaigns. The outcome is that the behavioural change will benefit the organisation but not necessarily the public.

In the two-way asymmetrical model the function is to persuade the public in order for them to agree with the organisation's view and to gain their support. The two-way symmetrical model is used to act as mediators between the organisation and its publics in order to reach mutual understanding. Grunig & Grunig (1989) also used the term professional PR in order to describe the two-way asymmetrical and the two-way symmetrical models, referring to two-way communication. This type of PR can be put on a continuum ranging from persuasion on the one end to conflict management on the other. The division of the four models into craft and professional PR occurred because of the fact that corporations mainly practiced the two-way asymmetrical model even though the two-way symmetrical model is most effective from a normative perspective (Grunig & Hunt, 1984:21-22; Kim & Hon, 1998:158).

- The two-way symmetrical model is where organisations use two-way dialogue, bargaining, negotiation and strategies of conflict resolution with a public in which the perspectives of all parties are voiced and heard to bring about symbiotic changes in ideas, attitudes and behaviours of both the organisation and the publics (Leichty & Springston, 1993:328; Grunig, Grunig, Sriramesh, Huang & Lyra, 1995:168-169).

Symmetrical PR has been criticised by many and misinterpretations of the models of PR and the symmetrical theory of PR have become evident. Concepts such as 'equilibrium, social harmony, equality, mutual goodwill or ideal communication situations' were associated with the 'symmetrical' and all of these concepts are those of a utopian society, posing an overly idealistic vision for PR. Grunig conceptualised the idea of symmetry of PR as a

movement beyond the advocacy of self-interest without concern for the consequences of an organisation's behaviour towards others, to a balance between self-interest and concern for others. The intention was not to describe symmetrical PR as an outcome but rather as a process. Communicators therefore have to focus on a broader professional perspective of balancing private and public interest. Grunig's research focus has recently moved to the development and maintenance of relationships as the central goal of PR. Interpersonal relationship literature has been useful in the conceptualisation of what good relationships entail and which of the strategies are most effective in maintaining relationships. Therefore, certain dimensions or strategies underlying the four models of PR have been devised (Grunig, past,present,future:30-32).

Table 3.1 provides a summary of the characteristics of the four models of PR.

Table 3.1 Characteristics of PR

CHARACTERISTIC	MODEL			
	PR press Agency/ Publicity	Public information	Two-way Asymmetric	Two-way Symmetric
Purpose	PR propaganda	Dissemination of information	Scientific persuasion	Mutual understanding
Nature of Communication	One-way: complete truth not essential	One-way: truth important	Two-way: imbalanced effects	Two-way: balanced effects
Communication model	Source to Receiver	Source to Receiver	Source to Receiver and Feedback back to the source	Group to Group
Nature of research	Little: Counting House	Little: readability readership	Formative: Evaluative of attitudes	Formative: Evaluative of understanding
Leading historical figures	PT Barnum	Ivy Lee	Edward Bernays	Bernays, educators, PR professional leaders
Where PR is practiced today	Sports, theatre, PR product, PR promotion	Government, non-PR profit business	Competitive business: agencies	Regulated business: agencies

Adapted from: Sharpe (2000:349)

The models have stimulated many research studies in both developed and developing countries throughout the world and it was agreed that they best describe and analyse the practice of PR in various cultures and political systems. It has further also been used as a teaching tool for explaining typical practice of PR and more advanced practices (Grunig, past, present, future:4). These models will guide this study both from a theoretical and empirical phase. It is essential for Africa to be able to explain at which level it is currently functioning in order to enter global discussions.

3.4.2 European perspective: models (purpose) of the practice of PR

Van Ruler & Vercic (2003:2) proposed a public view on PR by introducing reflective PR. Four models of PR were derived from a two-by-two dimensional definition of organisation and management as well as communication; these models are not exclusive but complementary. A fifth model was developed, focusing on the organisation as an institution.

- In the information model, PR is seen as the dissemination of information about the organisation. The aim is to reduce uncertainty as knowledge is gained. It is based on the theoretical field of mass media on which communication science is based. The creation of meaning is restricted to the revelation of the denotative meaning of the organisation to certain target groups.
- In the persuasion model, PR is seen as a means to promote the organisation to others. The aim is to enable the organisation to continue its functions. It is based on the early theories of rhetoric to persuasion research. The focus is for target groups to accept the organisation's perspective on relevant issues. The creation of meaning is restricted to luring the connotative meanings of certain target groups into the meaning of the organisation.

- In the relationship model, PR is seen as establishing and maintaining mutually beneficial relationships between an organisation and its publics. The aim is to create consensus on important issues and avoiding conflict by assuring cooperation. It is based on the “balance theories” of communication. This implies that where there is balance, each participant will resist change, and where there is imbalance, attempts will be made to restore the balance. PR is seen as negotiating with publics.
- In the dialogue model, PR is seen as the facilitation of dialogic interaction between the organisation and its publics. The aim is the development of learning processes. It is based in the contemporary rhetorical theory, creating as many meanings as possible, which is based more on a ‘battle’ of interests than on harmony of interest. The meaning creation is restricted to the ongoing learning processes of people who are related organisationally to the co-creation of new connotative meanings

Table 3.2 The reflective model of PR compared to existing models

CHARACTERISTICS	MODEL				
	Information	Persuasion	Relationship	Dialogue	Reflective
Organisational & managerial	Classical	Human relations	Contingency	Learning	Institutional
Managerial intervention	Directive	Directive	Interactive	Interactive	Reflection in action
Organisational communication	Mechanical	Psychological	System interaction	Interpretive	Depends
PR problem	Knowledge	Influence	Trust	Meanings	Public legitimation
PR indicator	Readability	Image/ reputation	Relationships	Understanding of meanings	Public license to operate
PR focus of management	Dissemination of information	PR promotion of plans/ decisions	Accuracy of relationships	Co-creation of new meanings	Public sphere
PR intervention	Informational	Persuasive	Negotiating	Discursive	Depends
Task of PR specialist	Broadcasting of decisions	Engineering cooperation to decisions	Controlling decision making	Mediating decision making	Counselling & coaching on reality construction

Adopted from: Van Ruler & Vercic (2003:22)

Van Ruler & Vercic (2003) argued that a feasible concept of PR needs more indicators than relationships to reflect the plural nature of its service to organisations and society. They suggested that one should view these models as strategies of communication behaviour that can be used in order to provide solutions to problems. Grunig (past, present, future:32) agrees that future research in the practice of PR should be thought of as dimensions or strategies underling the traditional models of PR.

When referring to the above-mentioned discussions, similarities can be drawn between the first four models identified by the European researchers and that identified by Grunig & Hunt (1984). However, the press agentry is not included in this discussion. The additional model, namely the reflective model, will be viewed as the fifth model for PR. It will be treated as another PR world-view of practicing PR. This is important for this study from a theoretical developmental level as well as from an empirical level. This fifth model will be operationalised and tested in this study.

As these models operate on the behavioural level on organisations and publics, it means that in the societal level, the legitimacy problem of organisations remains neglected (Van Ruler & Vercic, 2003:7-12). The constraint in using these strategies is often public legitimacy, which is important for business survival. In order for organisations to survive in the long term, a societal perspective is essential and can offer a profound view on PR. Therefore, the fifth model of PR identified by European researchers is called reflective PR and will be briefly discussed in the section below.

- Reflective PR is not a phenomenon to be described and defined, nor a way of viewing relationships between parties. It is a strategic process of viewing the organisation from the “outside” or “public” view. The focus is on an organisation’s societal legitimation and trustworthiness. Legitimacy is, however, not founded on moral or ethical aspects but rather on that which is good and justifiable for society. Friedman (1970) (in Van Ruler & Vercic, 2003:14) stated that social responsibility of business increases profits and

therefore societal legitimacy of corporations is defined by the profits in markets. Reflective PR differentiates between the societal and economic roles that organisations play in PR. It also differentiates between an organisation and an organisation as an institution. Society at large therefore is the unit of analysis.

PR as a reflective structure addresses two tasks, namely reflective and expressive roles, which will be quoted as discussed by (Holmström, 1996:98-99):

- The reflective role of PR has traditionally been referred to as inward PR. This process can be explained by focusing on the information shared in the macro-environment. It therefore refers to the selection and decoding of information from society. The information is usually shared through the mass media. This information is then fed into the organisation, particularly to the decision makers. The organisation then reflects on the information shared in an attempt to understand the essence of what society's expectations are. Once the organisation has reflected on the information shared, it can balance its behaviour in relation to that which is expected by society. This process will assist the organisation to continue to build public trust for the organisation.
- The expressive role of PR has traditionally been referred to as outward PR. PR creates and transmits images on behalf of the organisation. This is done in order to create a socially responsible image for the organisation within society. The information is usually presented to society via mass media. This is done to assist the organisation in strengthening its image regarding social issues and to strengthen public trust.

It was mentioned in Chapter 2 that reflective PR is a strategic process. In order to understand what a strategic process entails it is necessary to once again refer to the strategy literature. The strategic process is the interaction between the organisation's internal and external environment. The internal environment

refers to the organisation's vision, mission, values, philosophy, culture and policies. The external environment consists of four categories, namely the remote (social, economic, political, technological and ecological), industry, operating and functional/internal environment (Steyn, 2000:54-59).

The European models of PR practice discussed in Chapter 2 concluded that these models neglected the societal level. However, PR needs more indicators than relationships and therefore the fifth model, the reflective model for PR, was conceptualised (Van Ruler & Vercic, 2003:2-12). This model focuses on the legitimation and the creation of social trust for the organisation. Through reciprocal reflection (a degree of closeness is needed for the system to open) organisations determine their identity, role and responsibility in society. And therefore in an increasingly uncertain, complex and differentiated society, the central task of reflective PR is to secure trust as a mechanism in relationships (Holmström, 1996 & 1997).

Referring to reflective PR, Van Ruler & Vercic (2003:24) have developed parameters of the profession stating that:

"Communication management as a specialty helps organisation by counselling the deliberations on legitimacy, by coaching its members in the development of their communicative competencies, by conceptualising communication plans, and by executing communication means, using informational, persuasive, relational and discursive interventions".

The reflective model for PR in this study is seen as the most advanced level of the practice of PR and will therefore be operationalised and empirically tested. In Chapter 3 a discussion on the macro-environment paid attention to the role that business plays in society. This changing role has influenced the various functions within an organisation and can therefore be used to explain the development in the practice of PR as well.

3.4.3 Previous research using the models of PR

The models have been the focus of numerous other studies, theses and dissertations throughout the world. The models have stimulated many studies of PR in both developed and developing countries. This research has generally confirmed that the models do describe the practice of PR in many cultures and political systems, but also suggested variations on the models – in particular, matters of practice that can be described as personal influence and cultural interpretation models. Research has also suggested that practitioners in countries such as Korea are most likely to practice the craft models of press agency and public information, although they aspire to practice the two-way symmetrical and asymmetrical models (Grunig, Grunig, Sriramesh, Huang & Lyra, 1995; Kim & Hon, 1998; Grunig: Past, present, future:3).

Although the models of PR have provided typologies that represent the practice of PR and although this is a valuable development of a theory, a need has developed to move beyond these typologies to theories composed of continuous rather than discrete variables. Four isolated variables were developed in order to define the models and are called ‘maintenance strategies’. Grunig (past, present, future: 33-36) refers to these variables as, firstly, symmetry and asymmetry or the extent to which advocacy and collaboration describe PR behaviour. Secondly, the extent to which PR is one-way or two-way, referring to the direction of communication. Thirdly, the use of mediated and interpersonal forms of communication as personal relationships can be either asymmetrical or symmetrical. And lastly, the extent to which PR practice, is ethical.

The theoretically and empirically tested models of PR, measuring instrument, used by Grunig & Hunt (1984) and modified by Kim & Hon (1998) will be used in this study. In order to describe the level of practice of PR in Africa the latter of the measuring instruments will be used but will be further adapted to include and operationalise the reflective model of PR. The models will be used as a positive model where the theory describes and explains how PR is currently

practiced. Positive theories describe the phenomenon as it actually occurs and can be evaluated by whether it corresponds to reality. Research has proven that the models of PR can be reliably measured, that they are valid, that they exist in real organisations and that there may be a theoretical reason why organisations combine the models (Grunig & Grunig, 1992:291-297).

3.5 CONCEPT 2: THE ROLES (ACTIVITIES) OF THE PRACTICE OF PR

PR roles (activities) are the behavioural patterns of individuals in organizations when practicing PR. These roles set individuals apart and define expectations from the organisations perspective and therefore these roles are key in understanding PR (Dozier in Grunig, 1992:327). According to Petersen, Holtzhausen & Tindall (2002:1) it is essential to examine PR roles in international settings in order to understand how PR is practised in a particular country. In order to compare PR practices it is necessary to determine and explain what the PR roles and models of a particular country entails.

3.5.1 North American roles of PR

The empirical and theoretical linkage of the role and the models of PR as previously mentioned will be discussed after a brief discussion of each role. Broom & Smith, 1979 in Dozier in Grunig (1992:329) conceptualised four theoretical roles:

- The expert prescriber is explained as the authority on PR problems and solutions. This individual is seen to be the best qualified to address the PR problems, it is expected of him/her to take full responsibility for defining the problem and developing and implementing a programme (Cutlip *et al*, 2000:42). The result of this role is that of passive management involvement in the problem-solving process. The practitioner is responsible for the result of the programme but is isolated from the mainstream of the enterprise, having little control over critical parts and therefore fulfils a reactive role (Dozier in Grunig, 1992:329; Cutlip *et al*, 2000:43; Steyn, 2000:15).

According to Grunig & Hunt (1984), this role expert prescriber can be linked to the two-way asymmetrical and publicity/press agency model.

- The communication facilitators serve as liaisons or “go between” interpreters and mediators between the organisation and its publics. This role facilitates exchange by keeping channels of communication open by removing barriers in relationships. These practitioners fulfill boundary-spanning roles in order to provide information needed for making decisions of mutual interest between organisations and publics (Dozier in Grunig, 1992:330; Cutlip *et al*, 2000:44; Steyn, 2000:15). Grunig & Hunt (1984) link this role to the public information and two-way symmetrical models of practice.
- The problem-solving process facilitator assumes the role of problem-solving facilitator, helping management to systematically assess problems in order to define and solve these problems. This role works collaboratively with management and becomes part of the strategic planning team and transforms PR thinking into management thinking (Dozier in Grunig, 1992:330; Cutlip *et al*, 2000:44; Steyn, 2000:15). This role, according to Grunig & Hunt (1984), can be linked to the two-way symmetrical models of practice.
- The corporate communication technician role is that of a technical services provider. The technician executes the communications actions directed at publics as decided by the dominant coalition. This role provides the communication and journalistic skills essential for communication programmes. No participation in decision making or research activities is included in the function of this role. Grunig & Hung (1984) essentially linked this role to organisations practising the press agency and public information models.

The above-mentioned four theoretical roles were measured empirically and two empirical roles emerged, the role of the manager and the role of the technician.

The expert prescriber, communication facilitator and problem-solving process facilitator are all conceptual components of the same role, namely the manager (Broom in Steyn, 2000:16). Research is often used in this role in order to assist the individual in policy decision making as well as to plan and evaluate communication programmes. Grunig & Hunt (1984) found that practitioners in the manager role make communication policy decisions and are involved in the PR decision making. It was further determined that practitioners fulfilling the role of the technician within organisations perform at an operational level, implementing communication programmes and never actively participating in the decision-making process. According to Steyn (2002:44), the manager role is performed on the functional level of the organisation responsible for developing PR strategy (providing direction) as part of managing the PR function.

The technician role emerged conceptually different to the manager role, not using research or partaking in decision making. It can therefore be stated that these roles are uncorrelated as they are empirically and conceptually different (Steyn, 2000:16).

3.5.2 European roles of PR

The purpose of the EBOK project was, firstly, to compile a bibliography of European PR literature. Secondly, a Delphi study was conducted in order to understand the current practice and theory of European PR. A Delphi study is usually conducted when an understanding of a concept has to be generated. This study was conducted in three phases. The first phase is usually very general and open-ended in order to get as many as possible explanations on a particular term. The second round usually is more focused and the respondent usually needs to rank the given explanations, and the third round is even more specified. Furthermore, the European researchers and practitioners wanted to contribute to the development of a global PR body of knowledge (Van Ruler *et al*, 2001:2). The dimensions of PR as found in this project were reported as follows: The definition of PR used, key concepts of PR, the essence of PR, the

contribution of PR, the aim and value of PR, the parameters of PR, the tools of PR, is it theory or practice based, knowledge and skills needed, separate research field, the issues of PR, country characteristics and lastly the name of the discipline. The project team responsible for the EBOK Project (Van Ruler *et al* 2001:380) conceptualised four dimensions or roles of European PR, and these will be briefly discussed below:

- The managerial role is mainly concerned with the organisational mission and strategy aimed at commercial and other groups. The development of strategies is aimed at gaining public trust and/or mutual understanding through relations between the organisation and its public groups.
- The operational role is aimed at implementing and evaluating the communication process formulated communications on behalf of the organisation by preparing a mean of communication.
- The educational role is concerned with the behaviour of the members of the organisation and is aimed at internal public groups. This role assists members of the organisation in becoming communicatively competent, in order to respond to social demands.
- The reflective role is concerned with organisational standards and values aimed at the decision makers within the organisation. This role is responsible for the analysis of the changing standards and values in society. This is essential for an organisation when focusing on social responsibility and legitimacy, in order to adjust the standards and values of the organisation.

When referring to the role manager and technician it is clear that the first two roles empirically identified in the European context support these roles. Therefore, the terms manager and technician will be equated to the terms used in the above discussion, managerial and operational. In terms of organisational levels, the manager role will function on a functional level and the technician

role on an operational level. It is not clear at this stage if the role of the educator exists in the African context and this study will not attempt to determine if it does exist. The focus in this study is to determine if the role of the manager and technician exists in Africa.

3.5.3 South African Perspective: The emerging role of the strategist

A two-phase research programme in strategic PR management was carried out in South Africa between 1997 and 2003. This study was originally intended to replicate the IABC Excellence Study. It was, however, decided to use the findings of the Excellence Study as a theoretical base in order to investigate problems in the local context. Phase One focused on the knowledge base and Phase Two focused on the shared expectations, which consisted of two separate studies. A strategic role was conceptualised and empirically tested in the South African context (Steyn, 2003:1), based on the identification of a limitation on the widely accepted two-typology of roles of manager and technician. The role of the strategist was conceptualised and based on Van Riel's in Steyn (2002:44) 'mirror' function. This function was broadened to include:

“monitoring of relevant environmental developments and the anticipation of their consequences for the organisation's policies and strategies, especially with regard to relationships with stakeholders and other interest groups in society” (Steyn, 2003:8).

In the latest European research it was also proven that the reflective role is theoretically totally different to that of either the manager or technician. Steyn (2002:46) is of the opinion that the role of the strategist is closest in nature to the reflective role identified by the EBOK project and theoretically conceptualised by Holmström (1996).

According to Steyn (2000:20), the most senior PR practitioner within an organisation usually portrays the role of the strategist. This role is performed at the macro-level of an organisation, monitoring environmental developments

and anticipating the consequences for the organisation's strategic function. The similarities as mentioned by Steyn (2003:20) between the role of the strategist and the reflective role as known in the European literature view PR as:

- *“operating at the macro level, spanning the boundary between the organisation and external environment*
- *bringing in information from the external/societal environment that the top management structure in an organisational system should consider*
- *pointing out to top management the consequences of the information for the organisation*
- *influencing top management to adapt organisational strategies and behaviour according to the social intelligence obtained*
- *being involved in issues of organisational trust, legitimation and reputation”.*

Singleton & Groenewald (2003:3) refer to the reflective task of PR as a task that is within the space between the company and its environment using the “*window out and window in*” reflection. These authors refer to trust as fragile and therefore the organisation's behaviour needs to be aligned with its intentions. They further mention that the motive of reflective PR is functional, not ethical, rationale is cognitive, not normative, and therefore environmental data is gathered in order to feed it back into the organisation to strengthen its self-reflection. All three the roles discussed, namely manager, technician and strategist, will be included in this study in order to direct the theoretical discussion as well as the empirical aspects of this study.

3.6 CONCLUSION

The practice of PR was discussed according to global theory. In an attempt to describe the current practice of PR it is essential to assess and explain Africa's current situation according to the models and roles of the practice of PR. This chapter also wanted to explore the level of development for the practice of PR. It was found that the European, reflective paradigm has been theoretically explained as a continuation of the existing four models developed by Grunig &

Hunt (1984). The reflective model will be operationalised in this study in order to, firstly, purify the measuring instrument in an attempt to measure the reflective paradigm but also to assess if this model does indeed exist in Africa. Furthermore, the role of the strategist is also viewed as the most advanced level of the practice of PR according to the role classification. This role will also be included in this study.

In this chapter it was explained that PR is studied from a strategic perspective. For this reason, it is critical to refer to the macro-environmental issues and the impact thereof on the practice of PR but on life in general. The next chapter, Chapter 4, will therefore focus on the impact of the macro environment on the practice of PR.

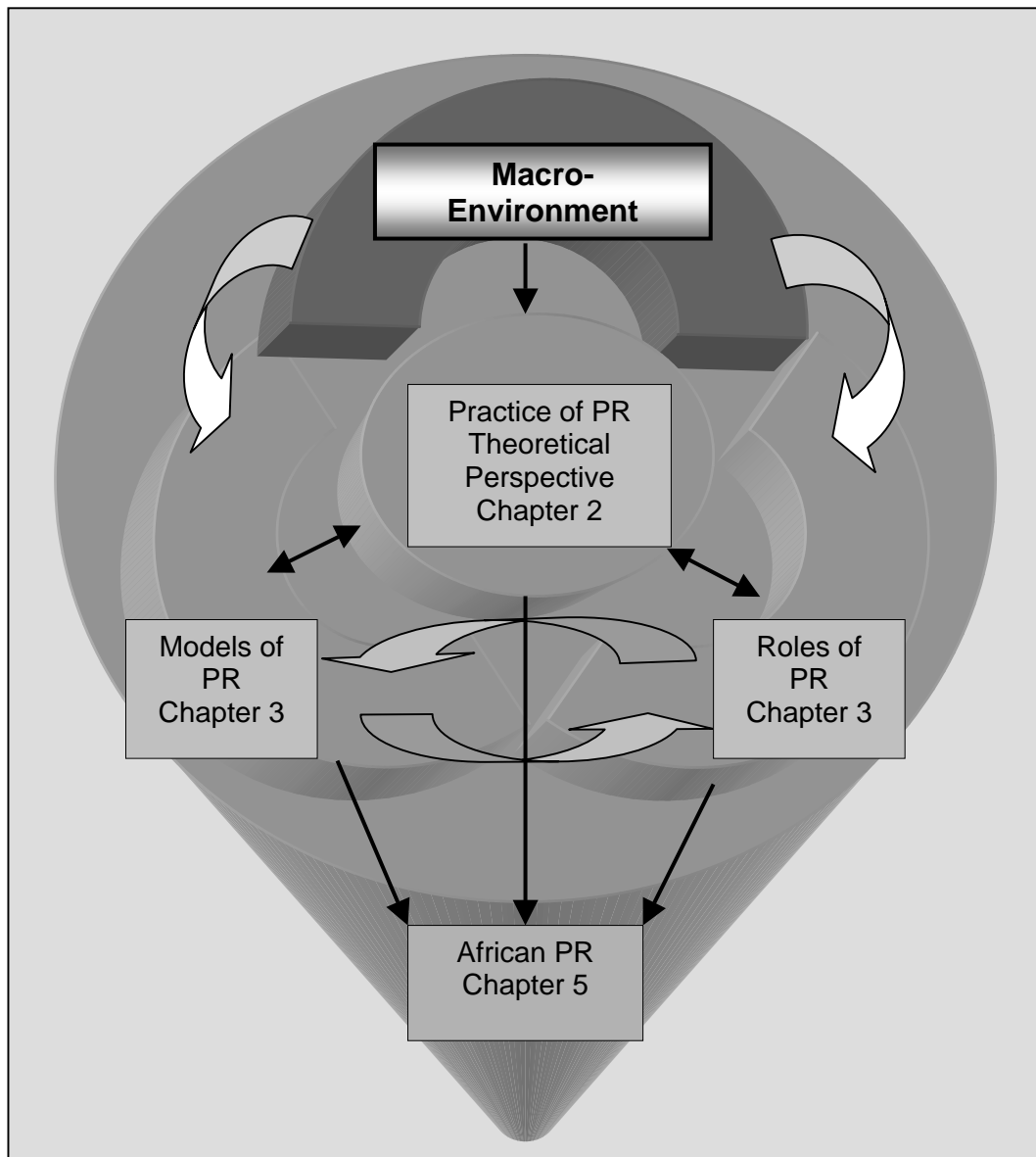
CHAPTER 4
THE IMPACT OF THE MACRO-ENVIRONMENT ON THE PRACTICE OF PR:
REMOTE AND INDUSTRY ENVIRONMENT

4.1 INTRODUCTION

In Chapter 2 a theoretical framework for the study was discussed. This framework illustrated that the macro-environment has an impact on the practice of PR and in order to investigate PR from a strategic perspective it is important to refer to the macro-environment. The aim of this chapter is to address the impact of the macro-environment on the practice of PR. The chapter will briefly discuss the impact of globalisation, world development and the evolution of business on the practice of PR. Furthermore, the chapter will discuss the impact of the professional association on the practice of PR. The focus of this discussion will be on the professionalisation of PR. A discussion on the importance and impact of research and education on the practice of PR will also be included in this discussion. Finally, the chapter will conclude by explaining the importance of a body of knowledge as research in general in this field is guided by it.

As mentioned in Chapter 3, when focussing on strategic PR the interaction of PR and the macro-environment is critical. Any changes in the external environment are adapted through strategy, which influences the practice of PR. In order to put this discussion in the context of the rest of the study a conceptual framework for this chapter is provided in Figure 4.1, highlighting the topics of discussion.

Figure 4.1 Conceptual framework for the impact of the macro-environment on the practice of PR



The social sciences, specifically the social systems theory, refer to the changes in the macro-environmental and their impact on PR. As a strategic management function, PR needs to take cognisance of the dynamic nature of the macro-environment. These changes affect the effectiveness of PR. It specifically affects the decision making and strategy formulation of PR in societal and organisational terms. The professionalisation of PR needs to assist practitioners in performing at the most effective level possible. PR practitioners should continuously assess the values, norms and educational

issues needed for their changing roles as PR practitioners. As the macro-environment changes, it directly impacts on social activities and therefore on the practice of PR.

The remote environment, also referred to as the macro- or societal environment, indirectly affects organisations by influencing the long-term decisions. These issues develop outside the organisation's operating situation and therefore opportunities, threats and constraints are presented to the organisation through the macro-environment. This environment consist of factors such as social, economic, political, technological and ecological factors (Steyn, 2000:57-58). In this study, reference in the macro-environment will be discussed under the following topics: world development, business and society, and social activities. The industry environment is a collection of organisations offering the same product or service to society (Steyn, 2000:58). In this study, the professional PR associations are viewed as the industry environment. These associations determine and influence the profession of PR and therefore have an impact on the practice of PR. The role played by professional associations, standards, ethics, education and training will also be discussed.

4.2 GLOBALISATION

As the world continues to shrink and the people in the far corners of the earth are increasingly influencing each other in various ways, there is a need for increased planned communication amongst members of various nations and cultures. The world has developed into a global village with global citizens, where all boundaries between countries are erased. All communication lines are open and all economies are opening in order to make them more competitive and attractive to foreign investment. In short, globalisation can be explained as the transformation of economies and politics influencing cultures around the world. The developed countries dominate the world economy and the existence of an international economic order establishes a framework for the international economic system (Conrad & Poole, 2002:410).

The driving force of globalisation is the spread of free-market capitalism to every country of the world. The drivers of globalisation are social (increase in global population, dividing rich and poor, changing work patterns etc), technological (global communication increases and IT revolution continues), economic (global market dominated by multinationals), political (democracy) and environmental (impact of diminishing of natural resources and global warming) issues. An understanding of these drivers is necessary to assist cultural introspection and adapting to new ways whilst preserving unique contributions to humanity and more importantly to improve the human condition. The transformation of economics and politics is influencing cultures around the world. The challenge imposed by globalisation is for countries and individuals to find a healthy balance between preserving a sense of identify, home and community while living and acting within a global economy (Halal: 2000; Pearce & Robinson, 2000; Conrad & Poole, 2002; Mercer & Wilter, 2002).

The term world economy refers to the capitalist world economy, which took on the configuration of a core of dominant countries and a periphery of dominated countries. The dominant countries are the industrial capitalist West or better known as the First World. The dominated underdeveloped countries of the Third World in the South are called developing or “less developed countries”.

4.3 WORLD DEVELOPMENT

World development takes place when social, economic, political, cultural and technological changes help or hinder the basic needs of the majority of the people. The uncertainty and disorder of the development process occur at all levels from a rural individual's access to a modern clinic to the international scale of trade relations between rich and poor countries (de Souza, 1990:3). The impact of world development has an impelling impact on human beings sharing one planet where there are two worlds. Those are the world of the rich and the world of the poor. The poor are overwhelmingly the people of the Third World countries that have fallen behind the economic levels of the West since

the beginning of the modern colonial period in the sixteenth century (Weitz in Todaro, 1994:3). Various contexts have been influenced by the current state of world development. Development implies progress towards desirable goals, and a development process is the means to realizing these ends. Development focuses on three common goals sought by all individuals and societies, namely sustenance (the ability to meet basic needs), self-esteem (to be a person) and freedom (to be able to choose). They relate to fundamental human needs that find their expression in almost all societies and cultures at all times (Goulet in Todaro, 1994:17).

The challenge of development is to improve the quality of life. This is usually obtained by focusing on higher incomes, but it involves much more. Development is a

“multidimensional process involving major changes in social structures, popular attitudes and national institutions as well as the acceleration of economic growth, the reduction of inequality and the eradication of poverty” (World Development Report, 1991).

Development is about the aspirations for prosperity and posterity. Most current estimates suggest that two billion people will be added to the world's population over the next 30 years. Most of this increase will be in developing countries and the bulk of it in urban areas. Therefore, the core challenge is to ensure productive work and better quality of life for these people (World Development Report, 2003).

According to Todaro (1994:13), the world is a social system, which refers to the actions that isolate a system from its environment. The environment in which these systems function are observed and evaluated from the logic of the system and therefore any environmental changes cause the system to reflect in- and outwards in order to understand itself. Steiner & Steiner (2000:5) explain that economic, political and social activity is the subdivisions of the universe of the human endeavour.

The world is a social system and its development refers to the interdependent relationships between the economic and non-economic factors (attitude towards life, work and authority; public and PR, private bureaucratic and administrative structures; patterns of kinship and religion; cultural traditions; systems of land tenure; the authority and integrity of government agencies; and the flexibility or rigidity of economic and social classes) (Todaro, 1994:13). Within the world, societies are viewed as the most complex of social systems, made up of various social systems that are grouped together in functional systems. These interactions between systems can become formalised like an organisational system (Holmström, 1996:7 & 56; Holmström, 1997:33).

Consequently, world development is not merely about economic growth but also about the environmental and social issues, it is about people and how they interact with one another. The planet and its fabric of life are about the aspirations for prosperity and posterity. If the transformation of societies and the environmental management are not integrally addressed with economic growth, long-term growth will be jeopardised. When environmental and social issues are not addressed the problems accumulate over time and local, national and global problems occur that might have very costly or irreversible consequences (World Development Report, 2003:1).

In the last 10 to 15 years it has become clear that organisations do not operate in a vacuum but that they are the influential groups of citizens of societies. Therefore, they need to account not only for their financial performance but equally important is their reporting on social and environmental performance. This has been referred to as the triple bottom line of organisations (Naidoo, 2002:125).

4.4 BUSINESS IN SOCIETY

The role of business in society has changed considerably. In the continuous attempt to make socio-economic systems function effectively, businesses are often faced with decisions involving the environment outside the organisation.

The relationship of an organisational institution to values and institutions outside the organisation is complex by nature. From a systems perspective, society should be provided with a better understanding of the mission organisations have as well as the criteria for determining how well the organisations are achieving their missions. Society is therefore viewed as a social system, involving people and their organisations in relationships, consisting of some observable whole, normally seeking certain human objectives (Davis & Blomstrom, 1971:3-5).

Institutions are established by society for social purposes, and an organisation is one of these institutions. The challenge of meeting both economic and social expectations, which typically refers to the development and processing of economic values in society, is often overlooked from an organisational perspective. Organisations often overlook the fact that it is also a social institution, performing a social mission, influencing the way people live together. This institution is not in isolation nor does it serve a single purpose or a single constituency. It is linked to a broader social system. Organisations serve many stakeholders and these groups give and demand a lot; therefore, the need for an organisation to develop a reputation for the quality and integrity of its behaviour is essential. A fundamental shift in the relationship of business towards individuals and to society is essential and should be managed in such a way that they are responsive to the legitimate expectations of their stakeholders (Davis & Blomstrom, 1971:11; Sturdivant 1985:1-5).

The relationships between an organisation and its stakeholders have become critical for the long-term success of an organisation. It has become necessary for organisations to integrate social and environmental issues into their core business strategies. This emphasises the fact that financial terms will not suffice for an organisation to be sustainable in the long term. The triple bottom line aims at balancing the needs of the organisation's prosperity, the human needs associated with the organisation and the needs of the environment, therefore referring to the triad of "people, planet and profit" (Naidoo, 2002:125-132).

In an increasingly complex and diverse society, Holmström (2000:47) is of the opinion that a new organisational paradigm is institutionalised where reflective self-understanding entails corporate self-control, to ensure social order. Society is often referred to as a pluralistic society, which means that it has many groups of institutions through which power is diffused. Strict limits are placed on the discretionary exercise of organisational power. These limits are:

- Governments at all levels in all countries regulate business activity and competitors. They are responsible for legitimate behaviour in the marketplace.
- Social interest groups can restrain business by using various methods. Recent years have shown examples of this in labour, environmental, civil rights, religious, consumer and public interest groups.
- Social values are embedded in individuals and include norms of duty, justice, truth, and piety that directly influence organisations' behaviour and can be as powerful as laws.
- Markets and economic stakeholders can pose a threat to the success of the organisation if the decisions made are not in their interest (Steiner & Steiner, 2000:66).

Governing systems of organisations have evolved from a profit-centred model to a socially responsible model and more recently towards a collaborative working relationship referred to as the corporate community model. Businesses have developed from the industrial age where a profit-centred model focused on capital formation as the only legitimate role, to the Neo-Industrial Age focused on a social responsibility model as a remedy to the profit-centred model, focusing on “doing good”. These two models illustrate the conflict that prevails today in corporate governance. The economic role of profit is fundamental for the survival of business but often drives the social responsibilities of business out. Therefore, a new governance model, called the corporate community model, was recently developed to address the economic rationale for the important role stakeholders play in wealth creation. In the current age of information the critical focus of businesses are on

knowledge, which behaves different to capital, as it is transferable and intangible and its value increases when shared. The collaborative relationships between an organisation and its stakeholders can be economically productive. This model views the organisation as a socio-economic system where wealth is created through collaboration, thereby creating social and economic wealth. Organisations are thus evaluated by the status of how they behave towards their publics as well as to their profitability (Halal, 2000:10-16).

The evolution of business has influenced the structure of business. As a function of business, PR has also been affected and has evolved considerably. This evolution can be related to four trends: The increase in big institutions; the increasing nature of change, conflict and confrontation in society; the technological innovations in communications have created an informed society, and lastly, the increase in public opinion as democracy was introduced in the 1990s (Seitel, 1995:26). The role of businesses in society has changed. This can be ascribed to the fact that organisations sometimes behaved in an improper way. Legitimacy and social trust have become critical survival issues for organisations. From a strategic management perspective, PR therefore needs to be aware of and adapt to changes from the macro-environment because this have an impact on effective decision making and strategy formulation.

There is a need to professionalise the field of PR. If the field of PR wants to contribute to organisations and society it is critical for individuals to perform a professional role. It is through the identification of the intellectual traditions and research on the body of knowledge that a set of values can be defined. Grunig (2000:23-24) argues that in order to define PR as a profession, a set of values need to be developed. Core values define professions and the core value of PR is the value of collaboration, found in concepts such as “*societal corporatism, collectivism and communal relationships*”. Therefore, PR practitioners must agree on what and who they are as professionals. They must be able to articulate their world-view before they can perform their professional

role and contribute to organisations within a diverse global society (Ledingham & Bruning, 2000:156).

4.5 PR AS A PROFESSION

The idea of professionalism began during the 5th century B.C. when the Hippocratic oath of medical ethics was developed. At the end of the 19th century, discussions on professions were mostly limited to medicine, law and religion but recently this concept has also been made applicable to occupations such as “accountants, architects, artists, computer scientists, dentists, engineers, journalists, librarians, natural and social scientists, social workers and teachers”. The shared dominant factors in these occupations are public respect and autonomy to practice their professions (Grunig, 2000:25). It was generally agreed that the following criteria apply to all professions:

- Specialised education based on theory developed through research is needed in order to acquire a body of knowledge and skills, with the emphasis on knowledge over skill.
- A unique and essential service that the community can recognise.
- Public service and social responsibility is emphasised over private interests. Therefore, focussing on public good instead of private economic gain and special interests.
- Autonomy and responsibility is given to practitioners in order to have the freedom to decide and act, being individually accountable.
- Codes of ethics and standards of performance are enforced by self-governing association with colleagues where values are interpreted and enforced by disciplining those who deviate from accepted behaviour. Specialised educational standards are set by professional societies in order to prepare and determine individuals for practice (Cutlip *et al*, 2000:51).

Wakefield in Vercic & Grunig (2000:48) identified five specific variables to determine the status of multinational PR. They are the political-economic system, culture (including language), the extent of activism, the level of

development and the media system. In order then to reach a level of effective PR in specific countries, practitioners need to have a thorough knowledge base of the social system, its historical development as well as its cultural development. This will assist and prepare professionals for international performance responsibilities in order to facilitate international PR professionals and prevent major performance blunders. The following five areas of the social system's development are of great importance:

- The government's performances – government of a social system will affect the performance of the entire organisation existing within the system. The structure and management philosophy of the governance structure will also determine the way organisations must operate and will influence the management styles of openness of organisations as well as values of the management teams operating within the social system.
- The communication advancement – refers to the public access to communication technology advancements, the degree of freedom of speech and the media, the degree of recognition on the part of the media of its third estate responsibility, the existence of a check and balance relationship between journalism and PR as well as the literacy level of the public and its knowledge of international language.
- Social system's attitudes towards social responsibility – refers to the citizens' and organisations' attitudes towards social responsibility and how individual and corporate demonstration is encouraged by the system.
- The level of democracy achieved – the world is becoming increasingly more democratic in social structure owing to global communication and people learning more about each other. PR is tied to the empowerment of public opinion as a force in society. Democracy increases the opportunity for public opinion to influence social system decisions and actions, and therefore PR as a profession can be directly related to the public opinion empowerment advancements. The development of open records laws,

consumer protection laws, the restriction on lobbying and on political contributions and the development of unions have all increased the need for organisations to communicate within the social system of which they form a part.

- The economic system – economics has always been a driving force in societies. Investor confidence and public support for the economic system are essential for social stability. The existence of corporations with stockholders, the diversity of owners with diverse interests, the creation of annual reports, and the understanding of economic dependencies and interdependencies of social systems have created a need for communication that mandate PR practices (Sharpe, 1998:23-27).

Knowledge on the above-mentioned areas is essential in order for the PR practitioner to contribute to the effectiveness of society as well as organisations. It was stated before that practitioners from developed countries and those from developing countries fulfil different roles. Pratt (1985:10) is of the opinion that in developing countries the political ideologies, the levels of development and the socio-political controls influence PR practices. On the other hand, Kruckeberg in Bruning & Ledingham (2000:145-154) is of the opinion that PR is best defined and practised when the focus is on restoring and maintaining a sense of community. A critical responsibility of a PR practitioner is building community, and for this purpose PR practitioners are called upon to define their organisations in a social manner. The African people have a strong sense of community and this cultural trait is intertwined into everyday activities and therefore also has an effect on the role PR practitioners play. It will therefore be interesting to assess if the cultural element will have an effect on the way in which PR is performed.

4.5.1 Professional criteria of PR

Several approaches have been used to determine the extent to which an occupation or practitioner is professionalised. The trait method is often used in

developing a list of theoretical characteristics of a profession, applying it to the occupation and then determining the extent to which it is professionalised. Grunig & Hunt (1984) identified five general traits for PR values that generally appear in most lists of traits:

“a set of professional values, strong professional organisations that socialise practitioners into these values, professional norms – such as those provided by a code of ethics – that can be used to enforce values, technical skills acquired through professional training, and an intellectual tradition and an established body of knowledge”.

These authors expressed their concern about practitioners hanging onto career values such as job security, position, salary level etc, instead of professional values as listed above. The core of professionalism consists of values, skills and knowledge. Before these values can be explained it is important to take note of what is meant by the term values.

4.5.2 Ethics and professionalism

Values are often used interchangeably with two other concepts, namely ethics and morals. According to Grunig (2000:28), this is due to the fact that ethical questions generally ask “what is morally right and what should be valued”. Therefore, the study of ethics will assist in the development of rules or principles that can be used to answer problems where morals and values are in question. Morals refer to that which is concerned with right and wrong conduct, and values are beliefs about important ideas or objects (Buchholz in Grunig, 2000:28).

According to Grunig & White in Grunig (1992:51-54), practitioners usually view their role in society as pragmatic, conservative, radical and/or idealistic. Each of these roles forms the basis of the basic values conceptualised for the profession and therefore influences the practice of PR. Each of these concepts will be briefly explained.

- The pragmatic role views PR as a useful practice that adds value and should be result-orientated. In practice, this role is used when a service is offered to a client and the aim is commercially orientated in order to make money.
- The conservative role views PR as a function to maintain and defend the status quo. In practice, this role is used when the practitioner is of the opinion that its client's interests need to be protected and therefore a protective outlook is adopted.
- The radical social role views PR as a contributing factor to change within the organisation and society. This role provides information for public debate in order to establish links between societal groups. In practice, this role views society as a system in which knowledge and information can provide power and influence and assumes that organisational communication can have a powerful effect on society.
- The idealistic role views PR as developing mutual understanding, contributing to informed debate about issues in society, facilitating dialogue and serving the public interest. In practice, this role views society as focused on compromise, assuming that it is a pluralist, progressive society. PR will play the role conceptualised in the symmetrical world-view.
- The neutral social role views PR as a neutral object of study. In practice, this role views society as the unit of analysis and poses questions about the social role of PR. PR takes on the role of logical positivism; however, philosophers of science currently reject the idea that observation and interpretation can be neutral.
- The critical social role views PR as critical scholars drawing implications from data in order to change the practice of PR. In practice, this role views society as constructed systems that can be deconstructed and

reconstructed. PR takes on a role of criticising the practice and advocating more effective practices.

The evolution of an occupation can therefore be determined by measuring the current status of the occupation against a list of characteristics defining a profession. The professionalisation of PR is essential because it will assist practitioners in terms of credibility in participating in decision making and emphasising the value and purpose of PR (Wilcox *et al*, 2000:65).

Grunig & Hunt (1984) stated that occupations could only become professions once the individuals qualify as professionals. Individuals need to understand what is expected of them in order to be able to “act as a professional”. Professional associations often provide assistance to practitioners in explaining what is expected of these individuals.

4.6 PROFESSIONAL ASSOCIATIONS

Professional associations usually have codes of ethics (also referred to as codes of professional conduct) which are used to set acceptable norms of behaviour for working professionals (Wilcox *et al*, 2000:60). Professional associations are mostly represented by practitioners in order to reflect the efforts made by practitioners to surround the function with status and to advance its competence.

Edward Bernays dedicated his career to licensing PR. Bernays was of the opinion that licensing would protect the profession and the public from incompetent individuals who have no knowledge, talent or ethics required by this profession (White & Mazur, 1995:14). Another attempt to improve standards and professionalism in PR was the accreditation of programmes around the world. Practitioners thus are accredited if they achieve a high level of experience, competence and ethical conduct – it almost became a “seal of approval”. Further attempts by professional associations were to design

various programmes in order to advance the profession of PR through (Wilcox *et al*, 2000:69 – 74):

- Education – working with universities to standardise curricula;
- Research – funding projects that advance the body of knowledge in PR, therefore establishing important research activities;
- Recognition of senior practitioners – recognising career achievement and contribution to the profession by providing fellowship programmes and annual awards for outstanding individuals;
- Professional development – the primary purpose of most associations is to advance the profession through education and information. This is usually done by subscription to publications as a form of education and information as well as organising professional development workshops and seminars; and
- Business standards - establishing international standards for business conduct.

In order for PR to achieve professional status, specialised educational programmes must be developed. A body of knowledge must exist. Community recognition should be present. Individual accountability and commitment to abide by established codes must be evident in order to protect the public interest, which is defined by social responsibility (Cutlip *et al*, 2000:149; Holmström, 1997:25-31).

4.7 PR EDUCATION

Professionalism of any particular field is mostly manifested through education, as it provides the necessary knowledge and skills to fulfil the tasks and skills needed to perform. The relationship between PR education and PR professionalism has not been that commonsensical (Ehling in Grunig, 1992:440). Discussions and differences amongst academics and practitioners are centred on the nature of curricula and the purpose of courses. In order to

serve business and industry, interest in vocational education is increasingly required (L'Etang & Pieczka, 1996:1).

PR practitioners view professional status as important because social respectability and aspirations are achieved in this way. The concept of professionalism as discussed earlier in this chapter states that there is a strong tendency in literature to define professionalism as something that applies to an individual rather than an occupation. L'Etang & Pieczka (1996:2) is of the opinion that this approach is moving the debate away from important questions about the role of PR in society. These authors are not as concerned about the approach in itself but rather the lack of alternatives, which creates a gap in the literature of PR.

4.7.1 Educational developments in the context of professionalisation

The educational developments in the field of PR have been dominated by the North American research findings. Academic PR journals, *PR Review* and *Journal of PR Research*, have documented and published predominantly North American research and academic orientation, with the result that a predominantly Western perspective has influenced this phenomenon. European PR teaching and practice are largely American based, resulting in a lack of knowledge about European PR (Van Ruler *et al*, 2001:166).

Theoretical and practical elements of PR were devised by North Americans, adopted by European authors and developed further in order to contextualise it. Therefore, North American and European development of PR theory is characterised by ideas travelling from one continent to the other. In scientific discussions on PR, Europe was more interested in the “whys and wherefors”, whilst the North Americans were looking at the effect of PR (Nessmann, 1995:152-153).

Nessmann (1995:156), however, is of the opinion that there are significant differences in the structure and nature of PR educational programmes in North American and Europe. These are:

- The level of generality found in the degree programmes for PR – US PR programmes are significantly more general than European programmes.
- European students receive a greater emphasis on theory than on basic, practical PR skills.
- European PR programmes are clearly more management orientated, whereas US PR programmes emphasise job related training and technical skills for entry-level positions.
- European academics devote more time and effort to PR and relevant communication theory than their American counterparts.

In the United Kingdom, professional bodies have largely determined educational developments. During the 1950s, the Institute of PR (IPR) developed its own courses and examinations for practitioners in the United Kingdom. In the late 1970s and early 1980s, IPR explored degree-level education with a number of educational institutions, largely in the polytechnic sector. On an international level, the International PR Association (IPRA) produced two policy documents on education, reviewing the role and scope of PR education in relation to the professionalisation of the practice (L'Etang & Pieczka, 1996:2).

4.7.2 Evolution of PR educational curricula

In the North American literature the first nationally accepted standard for PR education was developed in 1975. A seven-person commission had to review the state of undergraduate and graduate education. The commission emphasised a well-rounded programme of arts, science and humanities. In 1987 a 27-person commission was asked to review the current status of PR education. They reaffirmed the value of a well-rounded programme and emphasised internship as one of the most valued courses amongst educators

and practitioners. This commission identified five content areas under PR, namely principles and theory, techniques, research, strategy and implementation and internships, and also recommended that PR students minor in business (Fischer, 2000:16-18).

4.7.3 The wheel of education

In 1990, the International PR Association commissioned a study to standardise PR education worldwide. The commission reaffirmed a broad liberal education. The commission developed the “wheel of education” as a proposed curriculum generally orientated towards the PR process (Fischer, 2000:17-18).

IPRA’s Gold Paper No 7, a policy document on PR education, focused on the coordination of educational standards. A model was formulated and produced by PR practitioners and educators across the globe over a period of 18 months. This model, also known as the “wheel of education”, illustrates the recommended curriculum consisting of a core syllabus and a set of specific as well as more general educational recommendations. Its aim is to suggest generally accepted educational standards and requirements and not to propose a rigid standardised syllabus. The model consists of two circles placing PR theory and practice as an academic subject at the centre of the two concentric circles. Each of these circles contains various topics (as can be viewed in Figure 3 below) that can be used in developing theoretical underpinnings for PR, as well as to equip future practitioners with knowledge rather than skills (Ferreira, 1997:25; L’Etang & Pieczka, 1996:3-4).

According to L’Etang & Pieczka (1996:3), the main themes of the IPRA Gold Paper No 7 can be summarised as a concern over the academic and professional standards of those who teach PR, the establishment and maintenance of independence from other disciplines, the role for practitioners in making contributions to education, the balance between academic and practical work and the importance of education in contributing to the professionalisation of the field.

It is the ideal that an individual is trained according to this curriculum, but reality is that many practitioners come into PR from other fields. This caused PR to divide itself into two parts, namely preliminary (pre-practice) education at undergraduate and graduate level, and continuing education. Cooperative efforts between PR education and PR practice have to be taken in order to develop formal education (Newsome *et al*, 2000:8).

4.8 THE INTERACTION BETWEEN EDUCATION AND PRACTICE

As a pragmatic field, PR, like other professions, developed from the need to provide education to a profession that was already being practised. Consequently, education in PR developed through three stages. The first was characterised by apprenticeship outside the formal educational system. Secondly, it moved to a more formal educational institution where experienced practitioners shared their knowledge in a formal learning environment, and the last development was where academia replaced practitioners. Academia started with scientific research in order to analyse and criticise occupation instead of merely sharing current practical skills to learners (Grunig & Hunt, 1984).

When referring to the models of PR developed by Grunig & Hunt (1984), one can clearly see the interaction between practice and academia in the field of PR. In the first two models, practice dictated the education, where after scientific research and critical analysis contributed to the way PR should be practised and educated in order to be effective, therefore addressing the last two models of PR practice. This field of study is closely related to industry since by implication education towards the profession or occupation is offered and therefore numerous debates have been focused on what the ideal education programmes for PR managers should be (Groenewald, 1998:60-64).

IPRA's Gold Paper No 7 calls for respect for PR in academia, which is only possible when a sufficient body of academics performs according to the standard academic performance indicators and, more importantly, from a large

volume of respectable published research. This is facilitated by a culture, which encourages research. Differences between academics and practitioners with regard to the development of theory and research in PR have been debated. Literature has highlighted the different perspectives of educators and practitioners with regard to the role, scope and content of PR education. Cottone (1993) in L'Etang & Pieczka (1996:8) is of the opinion that a too close relationship between education and practice threatens the development of the academic discipline:

“PR is compromised when educators allow practitioners to view universities as production houses for business interests, rather than as entities that should engage in critical research”.

The relationships between PR education and practice can be mutually beneficial when it is used in the correct way. Educators need additional resources and recognition, and for this reason the Report on PR education (1999:7) recommended seven areas for interaction between PR education and the professional practice of PR:

- Practitioners should review students closer as the PR education provides a breadth and dept of knowledge and skill to internships and entry-level employment.
- There is a great need for support from practitioners for accreditation of PR programmes.
- Practice should establish PR chairs at academic institutions with outstanding PR programmes.
- Successful individual PR practitioners should consider contributing to PR programmes.
- PR educators and professionals should jointly develop and participate in projects of topical and long-term social significance.
- Joint research projects can advance educator-practitioner relationships but also expand the PR body of knowledge.
- Support programmes for PR educators, students and programmes should be increased.

4.9 DEVELOPMENT AND POSITIONING OF PR AS A DISCIPLINE

The practice and education of PR have grown and changed and will continue to change in perspective, role and evaluation (Stack, Botan & Van Slyke Turk, 1999:9). As the practice of PR has developed, the growth of PR education has also developed. At the root of these changes are the ways the world has changed and continues to change. As PR faces the challenges of the global and international arena, practitioners need to discover and understand the influence of environmental factors and the impact thereof on the practice and education of PR (Wakefield, 2000:186; Zaharna, 2001:136).

From the historical analysis it is clear that PR has developed in the journalism and mass media departments (Grunig & Hunt, 1984; Argenti, 1998:48). Currently, the American PR courses are offered in Schools of Journalism, while European PR is generally studied in mass communication and the majority of British courses are situated in business schools and departments of marketing or advertising. The debate of where PR education should be housed is still continuing but in reality each of these schools should offer PR as each addresses important issues of PR. The ideal is to place PR education in departments, which facilitate an interdisciplinary style of teaching, encompassing communication, media studies and cultural studies, management and organisation behaviour and PR theory and practice. This integrated and interdisciplinary approach will encourage students to be curious, play 'devils advocate', question received truths and develop moral courage, which are all qualities needed in practice (Seitel, 1995:39; L'Etang & Pieczka, 1996:10-13).

4.10 THE PR BODY OF KNOWLEDGE

A close association exists between professionalism and a body of knowledge and the role of education in transmitting the body of knowledge (Ehling in Grunig, 1992:442). Over the years an American commission for PR education was formed to investigate the status of the body of knowledge and determine

the gap between education and PR practice. The commission identified that the field of PR has a rich collection of thinking relating to PR education (Fischer, 2000:16).

The educational developments in PR have been dominated by the North American research findings and consequently a predominantly Western perspective has influenced this phenomenon. Considerable emphasis is placed on skill, business education and the legitimization of the profession of PR (L'Etang & Pieczka, 1996:10).

4.10.1 The North American body of knowledge

The changing nature of society has changed the role of the commission for PR education as well. The initial commission was formed during the early 1970s, resulting in a report *A Design for PR education* being published in 1975. Another commission was established during the 1980s and in 1985 recommended a detailed curriculum for graduate education. Earlier commissions have served PR well but have led to an increasing inadequacy owing to a range of unprecedented phenomena in preparing students for professional practice in the 21st century. These include societal, technological and professional changes that directly impact on the future of PR practice. Societal changes will impact on the role and function of PR owing to the globalisation of society. These societal changes revolve around information and the instantaneous nature of time and space, which are addressed by technological advancement. The professionalisation of PR is needed in order to grow the research in contributing to literature as well as high-level degree programs offered by institutions (Kruckenberg, 1998:235-237).

4.10.2 The European body of knowledge

In 1994 a comprehensive survey of PR in Europe was published in which it was stated that there were approximately 60 000 PR practitioners in Europe. The last survey published on PR education in Europe was published in 1991,

stating that there were 79 PR programmes at a higher level of education, 61 of these at university level. The lack of research led a group of academics and PR practitioners in 1994 to initiate an annual symposium on PR research in Slovenia; this has proved to be very successful. In 1998 the European Association for PR Education and Research (CERP Education and Research) initiated the European PR Body of Knowledge (EBOK) project owing to a need that was identified to compile a European body of knowledge that can exist alongside the North American body of knowledge (Vercic, 2000:342).

4.10.2.1 The EBOK project

The purpose of this PR project was firstly to compile a bibliography of European PR literature and secondly to understand the current PR practice and theory of European PR, and therefore a Delphi study was conducted. Furthermore, the authors wanted to contribute to the development of a global PR body of knowledge (Van Ruler *et al*, 2001:2).

The project team started by building a human infrastructure for the purposes of the project and by December 1999, 25 European countries had been included in the structure. Parallel to this, a technical infrastructure was developed in order to document the European bibliography of PR. By 1 July 1999, 20 countries and eight national bibliographies with 432 units had been received (Vercic, 2000:344). In a Delphi study the quality of respondents are essential for the success of the study, and therefore the EBOK project team designed three selection criteria, namely, firstly, to involve as many European countries as possible, secondly, each country should be represented by an academic and a practitioner, and, lastly, the respondents investigating the topic should be well-known researchers within the European network (Van Ruler *et al*, 2001:2).

4.10.2.2 Findings of the EBOK project

According to Van Ruler *et al* (2001:380), there are two identifiable differences in the European approach to PR. Firstly, the lack of conceptual dualism

between communication and relationships and, secondly, the problem of translating the American term PR. The Delphi study questions were clustered in dimensions, and herewith a summary of the responses of all three the rounds in the Delphi study will be briefly discussed.

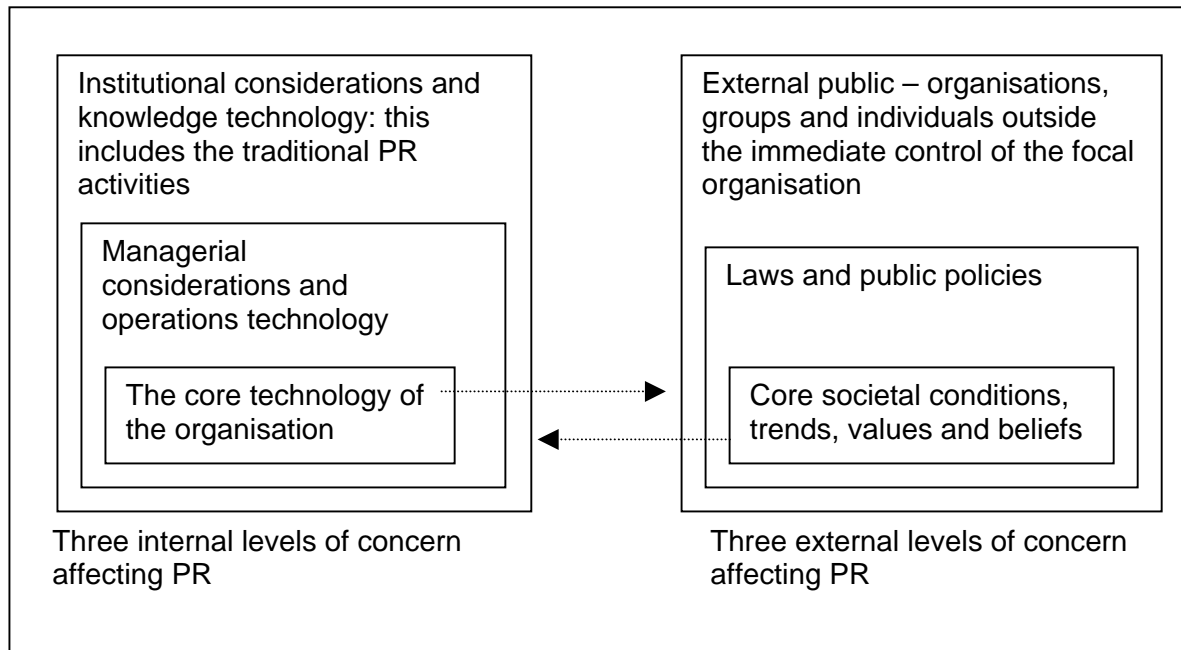
- The definition of PR used by respondents emphasised three concepts of PR, namely 'communication', 'relationships' and 'publics'.
- PR contribution was discussed as the aim of building mutually beneficial relationships, building public trust or reputation. In determining what the organisational role of PR is, a difference in role expectations was found. When referring to the value of PR, a wide range of ideas developed - from analysing social demands to taking care of certain parts of the communication.
- The parameters of PR concluded that PR should have an influence on the strategy formulation of an organisation, influencing the behaviour of employees, thus concurring that internal communication is part of PR.
- The tools of PR referred to the conclusion that PR is a theory-based field. However, when referring to the list of knowledge and skills, theory is not the first item on the list. Few countries have a full research programme where PR is studied at a scientific level.
- The PR issue most frequently mentioned is ethics.
- The dimensions of European PR were agreed upon in four dimensions, namely managerial, technical, reflective and educational.
- The name of the discipline stated that PR was the term used in an international context but it was found that countries used their own name for the discipline. In practice it was found that the term PR was preferred, while in academia the term communication was used most often.

The European countries differ according to a number of dimensions such as historical, political, cultural, social etc, and therefore this type of study is merely an initial step in opening the discussions on the phenomenon of European PR.

4.10.3 Using the body of knowledge examining priority research

The body of knowledge was developed to assist practitioners in applying the social sciences and to encourage theory building in PR. Although theory-building by means of scientific research about PR has increased it is still mostly focused on applied and descriptive research. In a Delphi study McElreath & Blamphin (1979) wanted to determine the most important research questions in the field of PR, and scholars and researchers were asked to participate. The first wave of the study collected more than 100 suggested questions. These questions were classified into a theoretical framework based on a systems analysis and sent to the panellist. Preston (1978) provided this framework viewing PR as a management function, facilitating understanding and relationships amongst an organisation and its internal or external publics. The second wave asked the panellist to rank the list of research questions. In 1989 a similar study was conducted in order to determine if the research priorities identified new questions and forecast research trends in PR during the 1990s (McElreath & Blamphin, 1994:70-72).

Figure 4.2 illustrates Preston's (1978) framework highlighting the three internal and external levels of concern affecting PR, as summarised in the American body of knowledge.

Figure 4.2 A systems framework classifying priority research questions

Adapted from: McElreath & Blamphin (1994:70)

Very similar findings were found in the two studies, 10 years apart, and the analysis of these studies, based on Preston's (1978) systems framework, will be discussed briefly:

- At the institutional level a paradigm shift is needed in the management sciences where more sophisticated theories should be used in order to provide more benchmarking amongst professionals.
- At the managerial level the use of systems-based contingency and situational theories is more needed in order to determine the effectiveness of PR departments.
- At the technical level the dominant coalition's world-view is often a more powerful predictor and explanation of PR activities and therefore more emphasis will probably occur on the study of organisations.

- At the external publics level more research and audience analysis should focus on relationships amongst stakeholders, emphasising ethical issues generated by activists. As the importance of cognitive skills (for example, measurement and evaluation) becomes important for PR managers, more dialogue regarding the importance of professional development and higher education should be initiated between educators and practitioners.
- At the legal level and policy level the focus will be on ethics in PR.
- At the societal belief level more emphasis should be placed on facilitating mutual understanding and conflict resolution amongst increasingly differentiated publics (McElreath & Blamphin, 1994:88-90).

From the discussion above it is clear that professionalism is dependent on a high level of sophistication presented through education and research, and this sophistication may assist PR to relieve itself of the confinement of publicity. Grunig, 1989 in Ehling in Grunig (1992:463) stated the following:

“to make the vision a reality both (practitioner and educator) must make the decision that the profession of PR requires specialised scholarship and education. Then they must back that decision with their support – both political and financial. PR needs such a commitment. So does society.”

4.11 CONCLUSION

This chapter started by exploring the macro-level of the practice of PR. This analysis is necessary in order to understand the increased complexity and uncertainty within the macro-environment. The issues under discussion were globalisation, world development, the evolution of business and lastly the importance of the professionalisation of PR. These concepts encapsulate the essence and impact of these issues on the practice of PR. By using a deductive reasoning of starting in the macro-level and moving to the meso and micro-level it becomes clear that in order to function strategically, PR need to

take note of all three these levels. The chapter concluded by addressing the association that exists between professionalism, education and a body of knowledge. Therefore, the need to develop a global body of knowledge is critical, as it will direct future research and development of the field of PR.

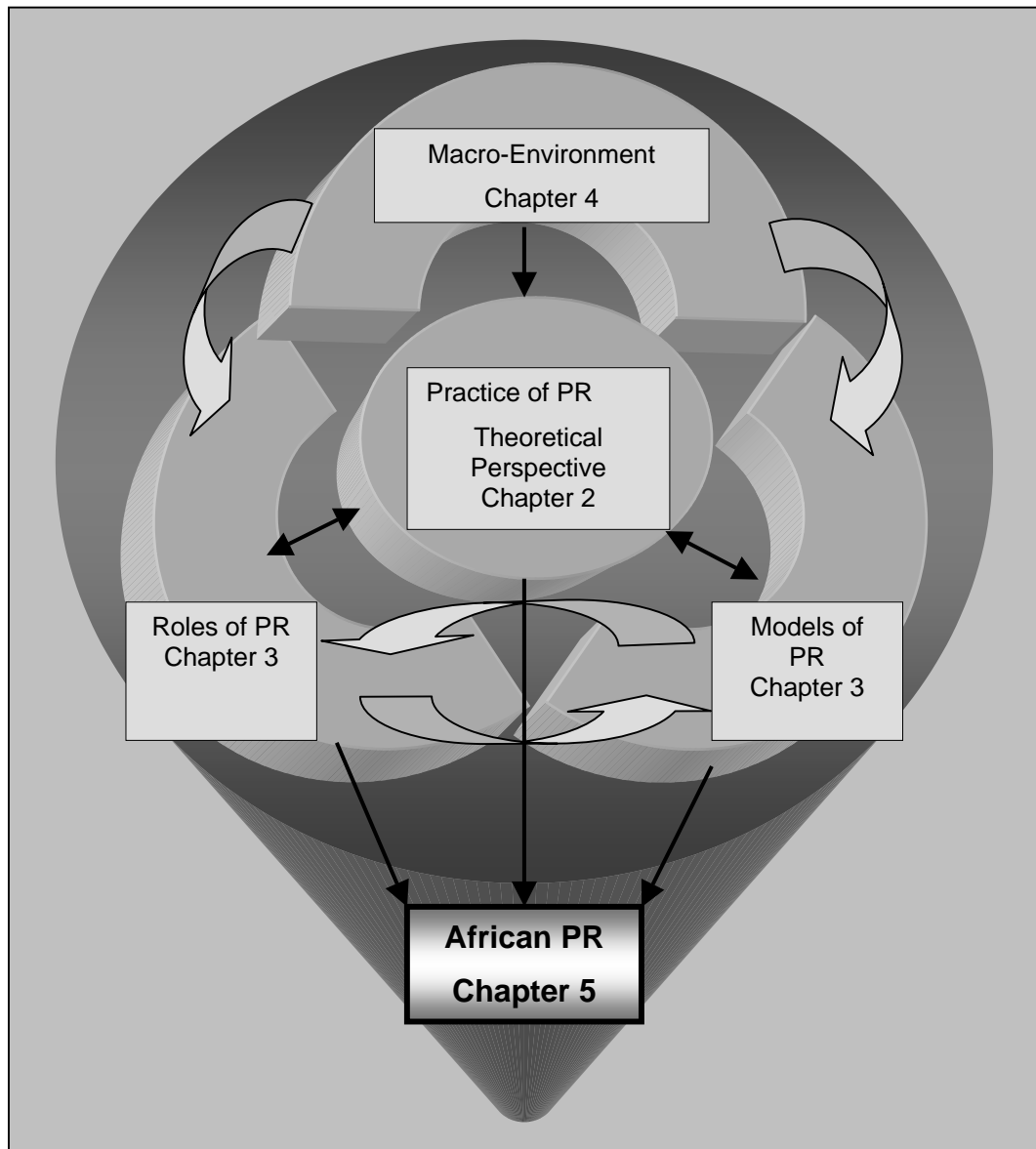
The next chapter, Chapter 5 will focus on the practice of PR in Africa. This chapter will include all the various issues discussed in Chapters 2, 3 and 4 and apply it to the African context.

CHAPTER 5
THE PRACTICE OF PR IN AFRICA**5.1 INTRODUCTION**

This chapter aims to explore the practice of PR in Africa. The chapter commences by referring to the theoretical frameworks discussed in Chapter 2. The origin of PR in the African context will be discussed, and then the practice of PR will be explored. The impact of the macro-environment, specifically referring to the remote and industry environments as discussed in Chapter 4, will also be discussed. This discussion of the macro-environment will provide a foundation in order to create a better understanding of the continent's situation. A critical point of discussion is that of African culture, as this is fundamental to the social activities performed in this context. These factors shaping the dynamic nature of the African environment as well as the systematic recognition of these connections and interdependencies have an effect on the way in which PR is practiced in Africa. The chapter will conclude with a summary of the future of the practice of PR. The very nature of the African context, the people and the challenges faced by businesses has changed. The core, however, has always been to be socially responsible and community focused, and confidence building.

Chapters 2 to 4 discussed all the various aspects influencing the practice of PR. This chapter will use all these shaping factors to explain the African context. In order to put this discussion into context with the rest of the study a conceptual framework is provided in Figure 5.1, highlighting the topic of discussion.

Figure 5.1 Conceptual framework for the impact of the theoretical discussion of the practice of PR, the models and roles of the practice of PR as well as the macro-environment on the practice of African PR



5.2 RELATING AFRICA TO THE THEORETICAL FRAMEWORK

This study was anchored in three theoretical frameworks, namely the system theory, the social systems theory and the excellence theory. These frameworks have been used to empirically test the major concept, namely the

practice of PR. This concept will, however, be tested in a very unique and dynamic context namely the African continent. This section discusses the way in which Africa will be assessed in terms of each theoretical framework.

5.2.1 Africa in terms of the systems theory

From a systems theoretical perspective, Africa is seen as a subsystem influencing the whole system, the globe. The components (continents) of the system are integrally linked in a web of complexity and therefore influence one another. Therefore, the input-transformation-output cycle has reciprocal transactions with the environment. All aspects of the African continent therefore have an effect and an impact on the globe. As Africa enters the 21st century as one of the world's poorest continents, many of the global development problems are largely confined to Africa. In terms of global economy, Africa's place has eroded. Where declining export shares are present, very little diversification into new lines of business, massive capital flight and a loss of skills to other regions are a reality in Africa (The World Bank, 2000:1). In order to create long-term sustainable development it is necessary to empower people from poor societies. Stronger institutions can be built by giving people a real stake in society (Ugwuegbu, 2001:31). This can only be done through an open system model providing structures and processes with specific goals identified. The international environment has committed itself to development and therefore Africa has become a main priority.

5.2.2 Africa in terms of the social systems theory

The aim of the social systems theory is to generate social trust. The African societies have become complex. This is mainly the result of the conflicting values between the Western and African societies caused by colonialism. The discourse on economic reform and democratisation has claimed that globalisation is conducive to democratisation. In Africa this is particularly a problem where authoritarianism and economic crises have destroyed the social and political fabric of the continent. Civil societies in Africa have been

instrumental in reforming authoritarian regimes but globalisation has weakened the social forces. Therefore, in Africa the necessity of establishing basic institutional elements of democracy is premised (Ninsin, 2000:11).

Most African leaders have inherited colonial states where power was maintained by accentuating the differences amongst groups. The lack of social cohesion and government capacity to provide in basic needs has contributed to a lack of legitimacy. Africa needs a development process that will not alienate man from his society and culture but will in fact increase self-confidence and self-reliance. This process should also sustain the needs of the society in an equitable and just manner (Sihlongonyane, 2000:24). African organisations need to understand that they have to adapt to the expectations of their social responsibilities. When organisations decide not to listen to the needs of the community the environment in which they operate may become hostile. For this reason it is essential that organisations understand that they are part of society as they assist in wealth creation which influences people's lives (Narty, 1988:25).

5.2.3 Africa in terms of the excellence theory

The excellence theory assessed PR from an economic and management perspective, asking the question, what value PR can add to an organisation. In this study it is essential to understand what the African organisation entails before it is possible to understand what value PR can add to the organisation. A typical African organisation is faced with a myriad of publics with whom it needs to communicate regularly. Organisations therefore need to be sensitive to the needs and aspirations of the people who inhabit the country where they operate (Narty, 1988:25). It is also important to refer to the PR practitioner and assess the knowledge base regarding PR in order to gain a better in-depth understanding of the practice of PR in Africa. The excellence study is the most well-known work done in PR and is therefore critical as a foundation to understand African PR.

The complex and diverse nature of the cultural, development, economic and socio-political issues of the African environment have an impact on the effectiveness of PR practitioners. Western scholars often struggle to appreciate these complexities and the strong collectivistic approach (as opposed to the traditional individualistic Western approach) of the African continent (Rensburg, 2002:12). Section 5.3 discusses the origin of African PR in order to address the aim of this study.

5.3 ORIGIN OF AFRICAN PR

The application of PR techniques is not a new concept on the African continent. It dates back to the beginning of the African civilization. According to Narty Rensburg (2002:5), the concept of PR was practiced in Africa before the era of colonialism. In ancient Egypt, the pharaohs proclaimed their achievements through word-pictures on impressive monuments. Narty further explains how the task of the spokesman at the chief's seat of power in traditional villages is very similar to that of a PR practitioner. According to tradition, no African chief spoke directly to a visitor who called at the chief's seat of power. All interactions and communication with the chief were channelled through a spokesman. These spokesmen were well versed in the customs and traditional practices of the village. Such individuals assumed eminent positions and were highly respected by the people. This, incidentally, is still the case in some remote and traditional rural areas of Africa. PR is therefore not a foreign concept in the African context but it has been practiced in a different format and is deeply rooted in the African culture (Rensburg, 2002:6).

Traditionally an African chief or elder in the village did not speak to a visitor who calls the Chief's palace. All interaction and communication was channelled through a spokesman, a linguist, or an interpreter. These individuals are known to be well versed in the custom and traditional practices of the village and are highly respected by the people. In many African countries the families of these individuals are honoured by passing this position on from generation to generation. The philosophy behind this is to ensure that

the skills of communication are passed on easily and wholeheartedly. Many other examples can be given to illustrate the fact that PR has been present for a long time and examples will be briefly mentioned (Narty, 1988:25):

- African marital affairs are another example where the concept of PR was found. During the initial stages and through the negotiations of the marriage contract a mediator plays a crucial role in the success of the union. This individual is referred to as the “Munyayi” or “Dombo” in the Shona traditional culture and negotiates the value to be awarded to the bride’s family.
- The concept of “Noboa”, meaning co-operative, depends to a large extent on effective communication. On appointed days of the week, members and heads of the various clans in the village gather to help on the farm of one of their members. The other days work will be done on other members’ farms until each clan member in the village has been assisted.
- Other sophisticated forms of communication are epitomised in traditional music and dancing. Drums convey messages that may announce an important event in the day-to-day activities of the people in the village – it may be an accident or tidings of a joyful occasion.

5.4 THE DEVELOPMENT OF THE PRACTICE OF PR IN AFRICA

In an attempt to explore the historical development of contemporary PR in Africa, Okereke (2002:2-3) is of the opinion that PR started in the 1940’s in Africa. During this time colonial, governments dominated most African countries and the first key issue that was identified, as a need was public information. A second issue was the growth of nationalism and the emergence of political leaders and parties in Africa, fighting for independence. The third issue was the pressure by ex-servicemen. It was during 1947 that the first PR department was set up to address the problems faced by commercial organisations during 1940-1955. During the next phase, 1950-1970,

independence was attained and the practice of PR was more focused in terms of intended audiences, programmes and budgets (Okereke, 2002:4-5).

During the early 1980's the PR profession in Africa had no focus and was relegated to the lowest realms of management in most organisations. PR activities included the role of being a personal assistant to the CEO or the press or information officer and often referred to as the "gin and tonic" PR on the continent. The beginning of the practice of PR emerged from the press agency model as organisations saw media relations as the most critical skills. The era of democratisation and the global attempt to increase transparency and accountability have been one of the greatest influences behind the PR scene in Africa (Opukah, 1992:14-15).

The greatest influence in Africa in the last decade has been the emergence of the era of democratisation. The PR scene has been influenced by public power across the globe, leading to increased transparency and accountability. PR is one of the most direct by-products of democracy. This was such an important issue that IPRA's 1991 professional development and educators' seminar in Nairobi, Kenya, was titled 'The pace of change – Africa's PR challenge'. It was during this time that the media took on a new role, acting on behalf of the silent majority and giving democratic interest groups, pressure groups and others a voice for their concern (Opukah, 1992:15).

PR practitioners should represent and manage information that is noble and uplifting. It is expected of African PR practitioners to accentuate the positive issues in Africa. These practitioners can no longer remain on the sidelines but should get involved in Africa's development and regard themselves as partners in development and promote development of the continent. Strong relationships should be built with society in order to ensure transparency and accountability in governance. This can be achieved through collaboration and networking between society and organisations (Agyeman-Duah, 2003:1-4).

The role of society has changed as it has engaged in a fight against corruption and abuse of human rights. Many crimes are still taking place because of corrupt regimes and therefore the role of society should be based on individual merits. The 21st century is bound to be a century with more regulatory scenarios. Therefore, a freer society becomes, the more regulated it becomes and the more citizens are expected to act responsibly. PR should therefore listen to society and focus on how the reputation of the organisation can be managed effectively (Opukah, 2003:8-9). The following definition by Ogbuagu (2003:9) defines PR in terms of listening to the public and acting accordingly:

“the management function which evaluates public attitudes, identifies the policies and procedures of an organisation with the public interest, and executes programmes of action to earn public understanding and acceptance, including a policy of enlightened self-interest by which process a business or organisation continually tries to win the goodwill and understanding of its customers, employees and the public at large”.

No empirical evidence on the practice of PR in Africa has been recorded. Most information obtained in this literature review is based on papers delivered at PR practitioners conferences in Africa and non-accredited journals focusing on practice and not theory. The information is based on individuals' experiences and case studies. It is, however, essential for Africa to document research findings as this will contribute to the body of knowledge for African PR as well as develop an African PR theory. This is critical in order to really develop a scientific foundation for African PR and develop an African body of knowledge. Therefore, in an attempt to understand the practice of PR in Africa, global theory was used as benchmarks. These benchmarks were theoretically explained in Chapter 3 by referring to the models and roles of PR. It also addressed the latest global developments of the practice of PR. These theoretical explanations will be used to empirically verify the practice of PR in Africa according to global theory.

5.5 AFRICA AND GLOBALISATION

A reality in world economy is that businesses are operating in an interdependent global economy. Developing countries (a total of 142) are significant actors in this international business arena. Economically, the Third World is essential and becoming even more important. These countries are buyers, suppliers, competitors and capital users (Austin, 1990:5).

Economies, societies, cultures and nature evolve but at different speeds. Change and transformation are the key to development. This creates tension that needs to be addressed and managed. In an era of globalisation the growing speed and change in human activity sometimes outpace the rate at which natural processes and life-support systems can adapt. These changes also alter the nature of social interaction affecting the efficacy of existing institutions. Globalisation and technological changes offer many benefits, but they can have serious effects if institutions at local, national and international level do not evolve fast enough to deal with the adverse spill-overs. (World Development Report, 2003:3). In Africa the rapidly changing cultural trends of the 21st century continue to erode and even undermine various nations' heritage. As globalisation seems to be eroding heritage, PR practitioners have a role to play in an attempt to strengthen national identities and build national reputations (Opukah, 2003:7).

The following issues characterise the global environment and these issues will be briefly mentioned as they directly impact on the practice of PR (Opukah, 2003:6):

- Increased emphasis on public power, democratisation and freedom;
- Unsustainable population growth in poor countries;
- The major consumer and voting block is the power of the youth;
- A trend to multipolarity of nations to US unipolarity;
- Global brands' growth and power are increasing;

-
- The donor community's power and influence are increasing;
 - Increasing poverty;
 - Increasing literacy and multilingualism;
 - Increasing urbanisation characterised by urban poverty and crime;
 - Rapid growth of technology - a world in which we now have virtual teams and real-time communication;
 - Ongoing major wars and live media coverage;
 - The increase of mass killers such as the spread of AIDS despite sophisticated scientific advancement, and finally
 - the increasing depletion of resources.

From the above it is clear that many issues relating to globalisation have an effect and an impact on the African continent and therefore the practice of PR as well.

5.6 AFRICA AND WORLD DEVELOPMENT

Africa is the second largest continent in the world, four times larger than the United States (Ruch, 1989:273). Poverty, poor governance and corruption are seen as major global challenges as well as major problems across the African continent. In a continent where most of the nations suffer from military dictatorship, corruption, civil unrest and war, underdevelopment and immense poverty, Africa is often referred to as the Dark Continent or a lost crusade. The African continent has numerous problems such as economical (now more than ever before Africa is facing an economic crisis so detrimental that a recovering period might take forever), hunger, poverty, social (tribalism, ethnic differences and religious intolerance), health problems (of which AIDS is the most well-known dilemma) and political instability. An integrative approach is the way in which Africa refers to life and the wholeness thereof (Mersham *et al*, 1995; Camdessus, 1998; Kopelman & van Niekerk, 2002).

Western capitalism's development path started in the transformation of the rural economy and the rural social relationships. The uprooting of traditional rural economic relations was the prerequisite for the rise of capitalism in the West and laid the foundations thereof. This did not happen in Africa. The capitalism that came to Africa was confined to specific areas, mostly set by the Europeans for Europeans. The incredible pace at which Africa wanted to modernise, develop and industrialise the African economy, has forgotten that the industrial revolution was preceded by the agricultural revolution. It is therefore believed that in order for Africa to become an industrialised society the initiation of the agricultural revolution is essential. This has far-reaching consequences for economic, cultural, political and social development on the continent (Vilakazi, 2001:34-35).

5.6.1 Economic issues

Since 1993, there has been a steady increase in the poverty numbers in Africa. The global attempt at reducing poverty requires sustained economic growth in order to increase productivity and income in developing countries. There is, however, more to development than just economic growth. In order to ensure sustainable development, attention to economic, environmental and social issues is required. If the transformation of society and the management of the environment are addressed together with economic growth, then long-term growth will occur (World Development Report, 2003:1-3). The fight against poverty is evident in the African region. The national economies of African countries rely mainly on agriculture and the extraction of mineral and biological resources to generate the income needed to provide basic services and development essential for the poor. This natural resource base on which so much depends is steadily deteriorating, which has a tremendous impact on the livelihood, welfare and economic development of the people of Africa and therefore has become a global issue (The World Bank, 2002:13-18).

Even though Africa is perceived as stagnant or even regressing economically after 20 years of decline, Africa's economies are growing again. In macro-

economic terms, Africa has many well-managed economies and the private sector is also growing simultaneously. This is the result of more favourable policies and new leaders at all levels of society, while democratisation of many countries is changing the political power structures. The private sector, NGO's, community groups, women's associations and farmers' organisations are all becoming increasingly more active. But the progress of the continent is still very fragile. This is owing to four urgent threats, namely rapid population growth (highest in the world at 2.8 per cent), the HIV/AIDS crisis (11 million have died and another 22 million are living with HIV/AIDS; the 21 countries with the highest prevalence of AIDS are in Africa), political conflicts (of the 27 major armed conflicts in the world during 2002, 11 were fought in Africa and about 20 per cent of Africans live in countries formally at war) and environmental degradation (The World Bank, 2002:19-23).

In the African society, 60-70 per cent of the total national population is not contributing to the wealth, goods, skills or knowledge of the national economy. This is due to the fact that the vast majority of people in Africa live in the rural areas of African countries. This group is the source of the African economic crisis. This sector therefore has a debit relation to the national economy, contributing to the problems of the national economies of countries. It is this sector that to a great extent drives the African economy and therefore should be the focus, rather than foreign investment (Vilakazi, 2001:36).

The United Nations called a special assembly in 2000 where world leaders committed themselves to work together and to mobilise the international community in meeting the development goal of halving the proportion of people living in extreme poverty by 2015. During the 2002 World Summit on Sustainable Development (WSSD), 100 heads of state discussed two important issues. The two issues were the interaction between population and economic growth and secondly, environmental quality and natural resources. The world is actively involved in decreasing poverty, while Africa is in actual fact becoming steadily poorer (Pearce & Robinson, 2000; Mercer & Wilter, 2002; Verwey & du Plooy-Cilliers, 2002).

A unique development strategy should be developed for Africa. African intellectuals have considered the possibility to eliminate the underdevelopment of the African people by starting with rural development. African towns and cities are taking strain owing to the influx of rural people migrating to towns and cities. Some typical signs of this are businesses fleeing the inner cities to suburbs, the tax base of municipalities and local governments being eroded, and a fiscal crisis emerging, resulting in diminished funding for social services. African cities and towns are collapsing and public institutions are economically under tremendous strain because of the migration and urbanisation of towns and cities (Vilakazi, 2001:36).

5.6.2 Political issues

The government structure of African countries did not emerge from the social body of the African society. This structure was implanted from outside Africa. In most developing countries the majority of societies are overwhelmingly the rural people. Therefore, the government should in fact reflect the majority. This, however, has not been the case in the African countries. The revolution in Africa has not included the participation of the rural people and rural culture in government institutions. In fact, the majority of the people have been excluded from participation in government structures (Vilakazi, 2001:38).

Democratisation is a key to equitable and sustainable development, and of the 53 African countries only 20 have electoral democracies. Issues such as human rights, rule of law, democracy and good governance can only prosper in an atmosphere of political stability. Political instability affects the social and economic foundation of a country (Antwi, 2002:3). The New Partnership for Africa's Development (hereafter referred to as NEPAD) is an African initiative created by the leaders of the African continent. The vision of NEPAD is to lead African integration and poverty reduction strategies. This initiative is a people-centred process. NEPAD gives hope to the continent as it shifts its focus to conditions for development. This is done by ensuring peace and security through conflict management and combating the trade in arms. Furthermore,

the promotion of democracy and sound political governance through inclusiveness and political participation is also a key issue. Lastly, it institutes sound economic and corporate governance by enforcing sound management of public finances and ethical and socially responsible conduct of business affairs. All this is done through respect for human rights, the rule of law, accountability and integrity (Aguyman-Duah, 2003:1).

The need for an effective, stable government to regulate social order is evident in the African continent. The aim of NEPAD is to draw Africa and Africans away from the status of international supplicants and to rather build a relationship around shared obligations between donor and recipient governments. Chaka (2003:1) is of the opinion that fundamental to good governance is the fact that governments should first be responsible to the people. Therefore, this accountability should be at the core of NEPAD using a participatory communication approach. NEPAD aims to replace a relationship of dependency with a relationship of development. This can only happen through cooperation, mutual understanding and partnership in the global economy. The successes of this initiative, to which all the stakeholders share the vision of NEPAD, will not only depend on the commitment shown by African leaders and governments but also on the extent (Asante, 2003:3).

The challenge for PR practitioners in the 21st century is to understand and interpret political dynamics, manage the impacts and implications and leverage these dynamics. The opportunities for doing this will only be available where democracy, freedom and liberty are allowed to thrive. Therefore, the political environment needs to provide for free media, free speech, protection of human rights, an independent judiciary and a freely elected legislature to give rise to a dynamic environment for PR (Opukah, 2003:2).

5.6.3 African culture

One of the most fundamental aspects of the African culture is the importance attached to man and the belief in the goodness of man. Africa has always

been a man-centred society. It is, however, not merely man's welfare or material well being but man himself with all his ramifications that has been the cornerstone of the African society. The desire to share with others and the deep concern for each other is essential to the African person. Communication is therefore core to the well being of the individual. The love for song and rhythm illustrates the eagerness to communicate with each other. Many burdens and pleasures are shared through music. The dependence on one another is illustrated through the village community and is the basis of African society. The importance of building community has been the result of emphasising the importance of people. People are never used as stepping-stones. Slower progress will rather be considered if it means that all will be marching according to the same tune (Biko in Coetzee & Roux, 1998:26-30).

5.6.4 Social issues

The African society is divided in terms of age and gender classes. A great sense of respect is showed towards an older person. It is believed that an elderly person is more of a person than a younger one. This is due to the fact that elder people have more to offer by way of personal influence and power. The elderly play an important part in society, which is directly opposite to the dominance of the youth in the Western world. Respect for the nation, state, government, knowledge, labour, education, health care, control of nature and gender relations emphasises the importance of integrating all areas in decision-making. The participation of each member of society is essential, instead of certain members disappearing in the whole (Schutte in Prinsloo, 2000:277). Therefore, the division amongst the African family as a result of urbanisation has brought about social problems such as the breaking down of the African family and morals, which has been the cause of many social problems in this context (Vilakazi, 2001:36).

Prinsloo (2000:277) explains social relations in the African context by referring to the extended family, distant relatives and friends forming a network and involving solidarity of man with man. Great importance is attached to

interpersonal relationships. Intimacy, according to Biko (in Coetzee & Roux, 1998:26), is a term not exclusive to particular people – it is applied to the whole group of people, emphasising the importance of communication. The regard for others emphasises the importance to stand up for others by showing concern. This is reflected through a self-imposed voluntary and spontaneous sense of duty towards the needy. The consciousness of social responsibility therefore determines that no one should be rejected or condemned as worthless. The African society therefore accommodates all contingencies of human character and of social, economic and political disasters (Prinsloo, 2000:276).

5.7 BUSINESS IN AFRICAN SOCIETIES

Developing countries are fundamentally different to developed countries when referring to the distinct nature of the business environment. The distinct business environment is derived from the differences in the development levels and the processes between less developed countries and more developed countries. These differences affect all functional areas of management as well as overall strategies. The macro-economic situation and business environment are affected by loans and economic aid provided by developed countries and multilateral agencies such as the International Monetary Fund (IMF) and the World Bank. This external assistance complicates the political economy but creates business opportunities related to development projects (Austin, 1990:1-5).

Most of the countries in Africa are developing countries and it is therefore essential to understand management within this context. The key to effective management in developing countries is the capacity to understand and manage the external forces influencing the organisation. External factors influencing the organisation can be divided into four categories, namely economic, political, cultural and demographic. Furthermore, it is essential to understand that the business environment is divided into four levels, namely the international, national, industry and company level. The business environment is shaped by

the external factors. These factors influence events in the international arena, shape national government's development strategies and policies, affect the structure and dynamics of the industry and directly influence specific activities of the organisation (Austin, 1990: 29-31 & 39).

The greatest problem in Africa is the relationship between the city and the country. This refers to the discontinuity between the African village, which is the basic cell of the African society and the African city, structured around Western education, modern African state and politics. The focus should be on synthesising the authenticity of the African village with the authenticity of the Western civilisation. The poverty crisis is forcing people to move from rural areas into towns and cities. The infrastructure of these cities is not appropriate to accommodate the millions of people in terms of housing, schools, hospitals and employment. Various European management systems have been imported into Africa. Most of these systems are in direct conflict with the African way of doing things. This has caused a cross-continental inferiority complex enforcing a sense of hopelessness amongst Africans. The current economic paradigm exists in the minds of individuals trained on the basis of the Western industrialised experience based on the economic experiences of the Western industrialised society (Vilakazi, 2001:36).

Africa is a region in transition, where important trends toward decentralisation and democratisation as well as a growing demand for accountability in the management of public assets occur. The roles of the public sector, the private sector and civil society at all levels are being redefined. An emphasis has been put on increasing the private sector investment. A trend toward sub regional integration has the potential for very positive impacts on both the people and their environment. Organisational management in Africa is colonial in character. Even though African countries have been independent for decades, most management theories and practices reflect colonial management models. This is evident in both the public and private sector organisations in Africa (Ugwuegbu, 2001:11).

The triple bottom line comprising the social, environmental and economic issues is of major concern for businesses. This environment has shifted to encompass virtually all the issues known to society. A call for responsibility and urgency to act has been present. The changes have been enhanced by the rapid nature of globalisation. Businesses need to protect and manage their reputations and this can be done effectively by focusing on corporate social responsibility. PR practitioners can contribute to this by ensuring that commercial, moral and political contributions to stability and sustainability are maintained (Opukah, 2003:4 & 5). Social and economic development should therefore include moral development because without such development massive injections of capital cannot guarantee real economic and social development (Teffo in Prinsloo, 2000:277).

In order to understand African business it is essential to refer to the nature of the African business environment. The uniqueness of African business is deeply rooted in the African world-view and cultural foundations and will be briefly explained below.

5.7.1 An African world-view

African people have a sacred view of man as a social being (Prinsloo, 2000:277). The collective consciousness is manifested in behavioural patterns, expressions and spiritual self-fulfilment. Because of poverty and deprivation, African communities have to survive through brotherly group care and not individual self-reliance. The sensitivity to the needs of others and the understanding of people as social beings is essential in the African society. Disadvantaged groups survive through collective consciousness and collective unity and this forms the basis of Ubuntu (Mbigi, 1995:58).

5.7.2 The basic views of Ubuntu

Ubuntu is based on the dignity of human beings by stating that “a person is a person through other persons” or “I am because you are” (Makuhudu in Prinsloo, 2000:277). According to Makhudu in Prinsloo (2000:276), traits such as “*warmth, empathy, understanding, the ability to communicate, interaction, participation, sharing, reciprocation, harmony, co-operation and a shared world-view*” are essential for the development of human potential. These qualities collectively make up the Ubuntu culture. The morality of man is acquired through his socialisation in society and the obligation towards others, and is therefore clearly manifested by his social setting (Teffo in Prinsloo, 2000:267). In an attempt to know what one can become it is essential to understand who you are, this can only effectively be done collectively (Mbigi, 1995:55).

Mbigi (1995:4-6) is of the opinion that Africa will only be able to enter and excel in the global environment by drawing on the spiritual and social heritage of this continent. The traditional African society had its own institutions, which functioned effectively on certain traditional principles and practices. The starting point for the challenges of development in Africa is therefore a triple heritage from an African, Eastern and Western perspective, but the roots are in Africa. Therefore, in order for a revolution to start in business and development as proven, a cultural revolution also needs to happen. African cultural heritage includes rituals, symbols, oral story telling, oral literature, music, dance and spirits. The intellectual base of African is emphasised on rituals, symbols, intuition, community, group and Ubuntu (Holtzhausen 2003:8).

5.7.3 Participatory management

Mbigi (1995) refers to sharing, which is referred to as a basic view of Ubuntu thinkers, as participation when it is applied to management (Chinkanda, Makhudu, Teffo in Prinsloo, 2000:278). Traditionally, leadership in the African context consisted of extensive ceremonial and oral skills. This was based on African proverbs, story telling, folk history, games, songs and dance. Collective singing, rhythmic dancing and collectively sharing food and drink created a

sense of participation. Therefore, freedom of expression and grass-roots participation could be ensured through consultation, discussion and consensus (Holtzhausen, 2003:8). According to Mbigi (1995:106), leadership in the African context needs to be servant leadership that is visible, symbolic and articulated in terms of face-to-face communication.

Ubuntu-style management involves a departure from hierarchically structured management relations, as well as the introduction of a co-operative and supportive form of management in which the collective solidarity of the various groups employed is respected and enhanced. Mbigi (1995:120-123) is of the opinion that the African village experience can provide very valuable inputs to the functioning of organisations by focusing on the following aspects:

- A grass-roots democracy is the process followed in a village setting. Open communication is key to the effective functioning of the village. The focus is on including all levels of employees and leaving room for discussion that is not part of the agenda.
- The celebrations of achievements and the sharing of misfortunes in the village setting is characterised by rituals and ceremonies. The sharing of rewards emphasises the importance of the team and these rituals, either formal or informal, provides a sense of community sharing and recognition of rewards.
- Participation in a village setting is key but authority and expertise are highly respected in this context. A sense of order and stability is therefore brought into the African village in this way.
- Mutual trust, respect and care are the foundation of the village. These elements will convert and enhance into a competitive edge in organisational terms.

- Collective unity and a common agenda form a bond that makes the village thrive even more. These are unifying elements in a divided society, emphasising the importance of regularly communicating with stakeholders in order to reach a common agenda.
- In the village context it is assumed that problems have no final solution. Discussions are therefore critical in order to suggest possible solutions but these are not necessarily final decisions. This provides a platform for individuals to continuously discuss solutions to problems.

All these aspects rooted in the traditional African village can contribute to ensuring a more human approach to management. It emphasises the importance of building community, trust and ultimately legitimacy for organisations. Consequently, Africa needs to discover its own collective self-identity in order to create value and economic growth (Mbigi, 1995).

5.8 AFRICA AND THE PROFESSIONALISATION OF PR

PR in Africa has been faced with numerous changes in the past couple of years. Changes in communication, technology, politics and management are all challenges that influence and impact on PR. Opukah (1993:12) has considered PR practice by embracing both the practitioners and the professionals in PR. The difference between these two groups will be explained briefly. PR practitioners are individuals who currently occupy senior positions, mostly in the public sector. These positions were, however, not achieved through professional/educational merit but through mobility, therefore practising what they have seen and not learned. These individuals experience a lack of knowledge and experience in the area of corporate strategy. This group is generally 50 years and older. The PR professionals are individuals who work in the private sector and PR consultancies by virtue of merit, mostly tertiary educated and PR experience. These individuals are usually also beneficiaries of a wide range of management training and are therefore able to act and think

strategically. This group is generally young and ambitious, between the ages of 33-48 (Opukah, 1993:12 & 13).

Africa has taken the lead in modern PR by giving professional status to PR practice, something that the Western world has been aiming for since the time of Edward Bernays. During 2001, the Institute of PR in Ghana was successful in ensuring the inclusion of a provision in the National Communications Bill, stating that if PR practitioners are not members of the Institute of PR they are not allowed to practice PR in Ghana (Dharmadasa, 2002:1).

In order to professionalise the profession of PR it is essential that there is a regulating authority. This authority needs to look after the education, standards and ethics of the profession. This is essential if the profession would like PR practitioners to really serve society. The professional associations within countries usually play this role and will be discussed in the section 5.8.

5.8.1 African and professional associations

Through correspondence with the International PR Association (hereafter referred to as IPRA) during 2001, it was found that the following African countries are currently registered with IPRA: the PR Society of Kenya, the Nigerian Institute of PR, the PR Institute of Southern Africa (South Africa, Namibia, Lesotho and Botswana), the Swaziland PR Association, the Zimbabwe Institute of PR, the Arab PR Society (Egypt), the Institute of PR in Ghana, the PR Association of Uganda, and the Cameroon PR Association.

It was found that the professional associations on the African continent are very active in organising conferences amongst practitioners. Most African PR professional associations have annual conferences and these conferences are very well attended. These conferences mainly focus on PR from a practitioner's perspective. Ideas and experiences are shared and case studies are illustrated and discussed, but very little empirical research is shared. The

conferences focus on the sharing of experiences, sometimes applied research but very little critical research that can contribute to building theory.

In 1991 a general meeting of the Federation of African PR Associations (hereafter referred to as FAPRA) adopted a 12-point communiqué called “The Kampala Declaration”. This document calls on African governments to fund their national PR bodies in order to assist in funding the professional development of practitioners in various countries and consequently on the African continent (Opukah, 1992:22). FAPRA as stated before represents the continent’s PR associations. The 1991 Kampala Declaration stated that FAPRA’s responsibility is to positively influence the promotion of social, economic and political development in Africa. Secondly, FAPRA should be involved in conserving, improving and protecting the African environment. Thirdly, FAPRA should work towards enhancing democratic practices and the observance of human rights in Africa, whilst attempting to improve the status of women and children in Africa (Opukah, 1992:22).

The South African PR practice has been active and has an established professional association called the PR Association of South Africa (hereafter referred to as PRISA). This association was established in 1957 (Skinner & Von Essen, 1995:21), and is currently the only PR association in the world to obtain the International Standards Organisation’s certification (ISO 9002) (Rensburg, 2002:9). PRISA has a consultancy chapter – the PR Consultancy Chapter (PRCC) and there are more than 45 registered consultancies belonging to this chapter.

A few countries in Africa have constitutions and codes of ethics for PR when referring to standards agreed on for the profession. These countries encourage the maintenance of high standards through education. Examples of such countries are Ghana, Kenya, Nigeria, Uganda, Tanzania, Zambia and Zimbabwe (Narty in Ferreira, 1998:7). According to Narty (1988:25) the profession of PR in Africa gives an indication that education and training are the main preoccupations of the various national PR associations. The

constitutions and codes of ethics of PR associations in Africa represent a broad spectrum to encourage the observance and maintenance of high standards through education.

5.8.2 Africa and PR education

The PR profession and PR education in South Africa have largely been isolated from the rest of Africa and therefore very little is known about PR in the African context. One *ad hoc* research study was found that was done between 1995 and 1997. The goal of this study was to supply South African PR educators with an overview of the development and current state of PR practice and education in Africa. The author stated that South Africa was in a position to contribute significantly to the development of PR in the African continent (Ferreira, 1999:31).

PR education in Africa can be placed in two categories, namely the formal and the informal sector. The formal sector relates to education that is offered in institutionalised settings such as universities, colleges and other higher institutions of learning. The informal sector largely comprises tuition offered by private or what is described in some countries as 'independent colleges'. Training and seminars organised by the various national PR associations and societies also fall in this category. The educational programmes for the African PR practitioner should include a set of principles, ideas, attitudes and activities characterising and guiding professional behaviour (Ophuka, 1993:17).

African PR practitioners used to be poorly qualified and not trained for high levels of management. No need was seen for PR managers in the management team. During the early 80's management thinking was centred on the business without referring to the human side. The focus of the press during these times was predominantly on political issues, often quoting continent leaders verbatim. But times have changed, the focus is much more on the human side of an organisation and therefore the training addresses

these issues. The training of PR practitioners mostly occurred abroad (Opukah, 1992:14 & 15).

Like the majority of PR practitioners worldwide, PR also entered the profession through journalism and therefore most individuals lacked formal training in PR, this incidentally is currently also the case on the African continent (Dharmadasa, 2002). PR practitioners need to be professionally qualified in order to cope with all the challenges of the profession. Training and education are prerequisites for the practice of PR (Opuhuka, 1993:17).

The 21st century PR arena calls for proper and adequate education and training in order to address the challenges and trends of this era. PR practitioners are called in this era to manage the reputation of the organisation. Therefore, education and training should focus on equipping the PR practitioner to function from the centre of the organisation and not from the periphery (Opukah, 2003:7).

5.8.3 An African PR body of knowledge

An African body of knowledge is essential in order to assist PR practitioners to understand the dynamic role it needs to play in the PR profession. A body of knowledge guides the education and research in a particular field. Therefore, in order for African PR to be professional, a high level of education and research is necessary. In the African context not much has been documented regarding applied, descriptive or scientific research. This is a problem for researchers as there is no foundation that can be used to base their research on and to contribute and build theory. The field of PR can only really become professional if proper education and training takes place. Equally important for the profession to grow, however, it is essential for scientific, applied and descriptive research to be conducted and documented.

5.9 AFRICA AND THE FUTURE

Based on this chapter's discussion on the situation in Africa in terms of globalisation and world development it is essential for Africa to define its vision. This process has started with the NEPAD initiative. Africa is in a situation where it needs to re-define its vision. According to Okereke (2002:11), PR practice has a very bright future in Africa and he foresees the following development in the African continent:

- Globalisation will lead to the spread of multinational PR consultancies in Africa;
- International standards will be expected from African PR practitioners;
- Training, development and continuing professional development will become a core issue;
- Service quality and total quality PR services will become essential to African PR practitioners;
- Electronic PR will be used increasingly in Africa;
- The image of Africa should become a key issue for African PR practitioners;
- An increasing need for co-operation and networking amongst African PR practitioners, and lastly
- Global media will impact positively on PR practice in Africa.

Democracy, freedom and growth in the private sector as heavily influenced by globalisation constitute the key pillars of the dynamic and challenging nature of PR in the 21st century. These various dynamics are challenging and therefore offer huge opportunities for PR in the 21st century. The nature and quality of political leadership will determine the growth and trajectory of PR. The focus therefore is not merely on doing PR with philanthropy. This movement towards corporate social responsibility points to areas of need, which characterise the present, influencing the nature and practice of PR in the 21st century (Opukah, 2003:1).

5.10 CONCLUSION

This chapter explored the practice of PR within the African context by referring to the macro-environment, namely the remote and industry environments. These issues have a major impact and influence on the African continent and therefore on the practice of PR. In order to understand the practice of PR it is essential to understand the business within the African context. A discussion on the African culture is necessary in order to better understand the African context. This explanation contributed to the understanding that corporate social responsibility is essential within the African culture and therefore might influence the way in which PR is practiced. The strong cultural influence aimed at the importance of social responsibility contributed to the decision to include the European reflective paradigm. The core of this paradigm as mentioned before was legitimacy and social responsibility, and therefore needs to be included in this study. Lastly, reference was made to the importance of professionalism in PR by referring to the importance of the role of PR associations in this context as well as the linkage between education, training and the importance of the development of a PR body of knowledge in Africa.

The next chapter will focus on the methodology that was followed in this study.

CHAPTER 6

RESEARCH DESIGN AND METHODOLOGY

6.1 INTRODUCTION

This chapter discusses the research process. The focus is on the research design and the methodology followed. The research methodology discussion focuses on the collection, sample, measurement (scaling design) and data analysis.

6.2 DATA SOURCES

In an attempt to answer the research problem, research objectives were formulated. In order to address the research objectives of this study it is essential to obtain the necessary information. The research objectives as stated in Chapter 1 are addressed in two ways: firstly, using a literature review and, secondly, collecting data in order to empirically verify the literature. There are different types of data that are used when addressing a particular research problem, and these will be explained in the section below. The two types of data according to their source are primary and secondary data. Primary data is used to address a particular purpose and is collected through surveys, experiments or observation methods, whilst secondary data is data that has been collected for other purposes but that have relevance to the problem at hand (Diamantopoulus & Schlegelmilch, 1997:5). The integrity of the research process increases the confidence of the results of the study when credible information is used (Cooper & Emory, 1995:240).

The literature review summarised in Chapters 2 to 5 in this study used secondary data as the data has relevance to the problem at hand. It is important, since this provides information that relates to the research problem.

This type of data can either be in a published form, for example journals, or an unpublished form, for example a thesis. The collection and analysis of the primary data will be summarised in Chapters 6 to 8. The focus is to empirically verify the literature and answer the aim of the study, which is to *describe the current practice of PR in Africa*. The empirical phase of the study will be of a quantitative nature, also referred to as positive research that is restricted to the data of experiences and rejects speculation (Du Plooy, 2001:21, 58).

6.3 DATA COLLECTION

According to Cooper & Schindler (1998:131), there are two types of data collection, referred to as monitoring and interrogation/communication. Monitoring occurs when the researcher observes the activities of a subject or the nature of some material without including the responses of any other respondent. This is also referred to as observational studies. The interrogation/communication mode on the other hand refers to questions that are asked to respondents, collecting their responses by means of personal or impersonal means. This study used the former type of data collection.

For the purposes of this study, data was gathered by means of a self-administered questionnaire as a measuring instrument. There are four basic survey methods that can be considered in a particular study and they are personal interview, telephone interview, mail survey and fax survey (Aaker Kumar & Day, 2001:223). The following characteristics assisted in the decision to use self-administered questionnaires (Cooper & Emory, 1995:269; Aaker *et al*, 2001:217):

- A great deal of data about the responded is collected at once;
- The versatility of the technique;
- The efficiency and economic advantages;
- The expanded geographical coverage possible by this technique;
- Shortest completion time;

- Allows respondents time to think about answers, and
- Allows contact with inaccessible respondents.

The questionnaires were restricted to the use of three channels in the distribution thereof, namely e-mail, during a training session and during a PR practitioner's conference. The decision to restrict the administration of the questionnaire through these three channels was based on the following reasons. Firstly, the geographical distances between African countries proved to be a problem. Therefore, owing to the reach of e-mail it was chosen as the most effective channel. Secondly, the co-supervisor of this study, Dr Gerhard Bütschi, was asked to provide training in Tanzania. The delegates consisted of 22 government PR practitioners. It was decided to include these delegates, as they were easy reachable respondents. Lastly, an opportunity occurred to attend a conference in East Africa with a total of 100 PR practitioners who attended the conference. These individuals were asked to participate in the data collection process. Even though e-mail was selected as the main channel for collecting data, a few problems were identified concerning this channel. Alternative channels had to be identified and used in order to reach the appropriate sample size.

Primary data can only be collected once a sample is drawn and a measuring instrument has been designed. The following sections will therefore discuss the sampling procedure as well as the questionnaire development.

6.4 SAMPLING

When a smaller number of the population is used to make conclusions regarding the whole population it is referred to as a sample. The purpose of sampling is to estimate unknown characteristics of the population (Zikmund, 2003:369). Thus a sample is a portion of the population to be targeted to collect information to infer something about the larger group.

Zikmund (2003:369-371) provides reasons why sampling should be used in a scientific study. Firstly, some pragmatic reasons, like cutting costs, labour intensity and time constraints are the most obvious. Secondly, when samples are properly selected it can be very accurate in portraying the characteristics of interest for a study. When the population is homogeneous or heterogeneous the sample selection can provide data of sufficient precision in order to make the appropriate decisions. Therefore the accuracy and reliability of results can be managed through effective sampling.

Loubsher in Martins, Loubsher & van Wyk (1996:252) identified five steps to follow in drawing a sample from a population. These steps will be briefly described in the following sections.

6.4.1 Defining the target population

Firstly, it is essential to define the population. This is the complete group sharing common characteristics. The target population is the specific group relevant to this particular project (Zikmund, 2003:369 & 373). The target population is defined as the totality of cases that conform to certain specifications, which defines the elements that are included and excluded in the target group (Churchill & Iacobucci, 2002:448). In this study the population was all PR practitioners in Africa. The target population was defined by identifying African countries where PR is active. Because of a lack of information regarding this particular issue the decision was made by the researcher to target African countries that have a PR association. The researcher made the assumption that if a country has a PR association, PR is active in that country and a particular level or standard is identified and honoured by the practitioners.

It is clear that the size of the target population was large and it would be very costly to reach all included in this population. Time was another important aspect to take into account and therefore a sample was drawn.

6.4.2 Identifying the sample frame

Secondly, the sample frame needs to be identified. This can also be referred to as a list of all sample units available for selection at a particular given stage in the sampling process (Martins *et al*, 1996:252; Aaker *et al*, 2001:367). According to Zikmund (2003: 373) a sample frame can also be referred to as the working population. The following three requirements are necessary for a reliable sample frame: all elements of the population are represented, there is no duplication of elements, and lastly it is free from foreign elements (Martins *et al*, 1996:252).

In this study, the sample frame was made up of mainly two factors. Firstly, the contact details of the various PR associations in Africa were identified. As was mentioned in Chapter 5, the following PR associations are currently registered with IPRA: PR Society of Kenya, the Nigerian Institute of PR, the PR Institute of Southern Africa (South Africa, Namibia, Lesotho and Botswana), the Swaziland PR Association, the Zimbabwe Institute of PR, the Arab PR Society (Egypt), the Institute of PR in Ghana, the PR Association of Uganda and the Cameroon PR Association. The following two countries are not listed with IRPA but they have PR associations, namely Mauritius (PR Association of Mauritius) and Tanzania (PR Association of Tanzania), and were also included in this study. Secondly, all major corporate organisations in Africa were included. It was mentioned in section 6.4.1 that the target population was all PR practitioners in Africa. The researcher had to take note of the fact that not all African PR practitioners are necessarily registered members of a PR association and these associations therefore cannot provide the researcher with all the PR practitioners in Africa.

Although the sampling frame should ideally include all the members of the population it is clear in this case that it is not practically possible. There are a few reasons why this is not possible in this study. The availability of information regarding the various countries' PR associations proved to be a problem. IPRA was contacted in an attempt to get more contact information and again only a few of these countries had electronic contact information.

Only three of the nine countries registered with IRPA had e-mail addresses. An Internet search was done in an attempt to get more information but very few of these associations have websites where contact information is listed. In fact, the search proved that some of these associations have no information at all listed on the Internet. Another problem was the difficulty in reaching the African PR practitioners via e-mail. This was due to infrastructural problems. It was clear that the electronic medium was not the most ideal channel to use in order to collect data. Owing to very high travelling costs involved in order to reach each country as well as the limited knowledge and information available about the PR practitioners in Africa, this was the only alternative.

6.4.3 Select the sampling procedure

Thirdly, the sample procedure is dependent on the sample frame that was selected. The sampling procedures can be divided into two broad categories, namely probability and nonprobability sampling. Probability sampling is one where every member of the population has a nonzero probability of being selected, whilst a nonprobability sample relies on the judgement of the researcher. Therefore, there is no way of ensuring that the sample is representative of the population (Martins *et al*, 1996:253; Aaker *et al*, 2001:370-371; Churchill & Iacobucci, 2002:453; Zikmund, 2003:379).

For this study a nonprobability sampling procedure specifically referred to as snowball sampling was used. Snowball sampling is a form of judgemental sampling. The aim is to reach a specialised population. In this study the snowball sampling method was used due to a lack of knowledge regarding African PR practitioners. It was therefore necessary to identify prominent respondents in order for these respondents to recommend other respondents. Respondents are usually selected through the use of a probability method and asked to identify others in this field to participate in the study (Cooper & Schindler, 1998:247; Aaker *et al*, 2001:379; Zikmund, 2003:384). Aaker *et al* (2001:379) refer to a problem that a researcher should take note that

individuals who are socially visible will have a high likelihood to be selected to participate.

This method was approached in a few phases and will be discussed very briefly in this section.

- Phase one – A list obtained from IPRA listed nine African countries with registered PR associations; of those, only three had e-mail addresses, namely Egypt, Kenya and South Africa. An e-mail requesting the respondent to participate and a letter explaining the study was sent out, see Appendix 1. Both Egypt's and Kenya's e-mails were returned, indicating that there was a problem with the address.
- Phase two - IPRA was contacted to get updated information as well as contact details of individuals. IPRA is an association uniting International PR associations and therefore does not have contact details of individuals. A list of names was provided but no contact details, except for one individual from Kenya who was immediately contacted.
- Phase three – The researcher contacted the Global Alliance as this association represents the global PR society, but from an individual point of view and not necessarily only from a PR association's point of view. The president provided the researcher with a few African PR practitioners' contact details.
- Phase four – The researcher did an Internet search on the names of the PR associations and found a few websites. The most updated one was in Kenya. It was through this phase that the researcher discovered that there has been a PR association called FAPRA representing the whole of Africa's PR associations as well as an Eastern Africa Association called EAPRA. Neither of these associations have either websites or any contact details. The same e-mail sent out in phase one was sent to PRSK's chairman

requesting assistance in identifying PR practitioners. In this phase it was found that the chairman of PRSK was also an executive member of EAPRA and he was therefore asked to assist in not only identifying Kenyan PR practitioners but also East African PR practitioners. The PRSK's website listed some of their members' contact details and those with e-mail addresses were also sent the same e-mail that was forwarded in phase one.

- Phase five – IPRA was once again contacted to request contact information on FAPRA. The contact details of the secretary-general of FAPRA were sent to the researcher. The same e-mail sent out in phases one and four was sent to the secretary-general, requesting assistance in the identification of PR practitioners. It was found that this individual was also a member of NIPR and he greatly assisted in identifying PR practitioners not only in Nigeria but also in other African countries.
- Phase six – The researcher visited the websites of African organisations and sent the e-mail forwarded in phase one to all the PR practitioners listed on the websites.

The above discussion was provided in an attempt to provide an understanding of the process that was followed in order to draw a sample using the snowball sampling method.

The researcher realised that e-mail as the only administrative tool would not be an adequate medium to reach the desired number of respondents. However, a total of 490 respondents agreed electronically to participate in the study. See Appendix 2 for an example of the e-mail sent to the African PR practitioners in an attempt to ensure that no data would be lost. Please note that this was not sent to the South African PR practitioners as the assumption was made that a good comprehension of technology exists in South Africa. This could, however, not be said for the rest of Africa and therefore this letter was included.

Two additional administrative tools were used in order to reach the desired number of respondents, namely a minimum of 125. These two mediums included a group of 22 PR practitioners from Tanzania as well as a group of 100 East African PR practitioners attending a conference. In total the number of respondents targeted was 612.

6.4.4 Determining the sample size

The fourth step for selecting a sample refers to the sample size. The sample size can be determined through statistical techniques or ad hoc methods referring to past experience what sample size to adopt or when constraints dictate the sample size (Aaker *et al*, 1996:392). Some considerations relating to the determination of sample size have been identified and will be discussed briefly. The first consideration refers to the variance of the population also referred to as the standard deviation. Accordingly, the more alike the population is, the smaller the sample can be but the more different the population is, the bigger the sample needs to be in order to achieve more accurate results. The second consideration refers to the confidence level. This refers to the range of possible error allowed, also referred to as the magnitude of error. This consideration refers to the precision level required by this particular study. Lastly, the third consideration refers to the degree of confidence. The conventional decision is to use a 95 per cent level, which allows for a .05 probability that the true population may be incorrectly estimated (Churchill & Iacobucci, 2002:498; Zikmund, 2003:424).

It is at the discretion of the researcher to determine which of these considerations will be used, and because factor analysis was used in the data analysis of this study, the researcher was guided by the requirements for the required sample size stated in literature. Three basic decisions are needed in order to design a factor analysis, namely the correlation amongst variables or respondents, secondly the variable selection and measurement issues and thirdly the sample size. The sample size for factor analysis should be larger than 100 and as a general rule there should be at least five times as many

observations as there are variables to be analysed, but a more acceptable size would be a ten-to-one ratio. Some researchers propose a minimum of 20 cases for each variable. The researcher should always attempt to obtain the highest cases-per-variable ratio in order to minimise the chances of 'over-fitting' the data (Hair, Anderson, Tatham & Black, 1998:97-99).

The above-mentioned guidelines provided the researcher with the necessary insight to determine sample size according to the number of variables of the study. Since there were two sets of variables that needed to be analysed in this study, namely 5 and 3, the researcher decided to work on the highest number of variables and to determine the sample size accordingly. The aim was to obtain at least the minimum number of observations according to the number of variables to be analysed. The aim was furthermore to obtain at least 125 respondents. As was mentioned before, a total number of 490 respondents, based on the snowball sampling method as explained in section 6.4.3, were targeted as well as an additional 125 through a training session and a conference. The researcher sent electronic questionnaires to all 490 identified respondents, 25 printed questionnaires went with Dr Gerhard Butschi to Tanzania and 100 printed questionnaires were taken to the conference attended in Nairobi. This sample allowed enough room for a low response rate and incomplete answers, reducing the dataset.

6.4.5 Selecting the sample elements

A sample element is the unit about which information is needed, and this sample unit is available for the selection of the sampling process (Martins *et al*, 1996:251). The sampling units in this study were the various countries identified, and these countries' PR associations. The sample elements were the PR practitioners of these particular countries.

Section 6.5 will discuss the development of the measuring instrument, focusing on the questionnaire design and the pre-testing of the questionnaire.

6.5 QUESTIONNAIRE DEVELOPMENT

The conceptual framework as discussed in Chapter 1 formed the basis of this study. The major concept underlying this study is the practice of PR and as discussed in Chapter 3, this major concept is defined through two concepts, namely the models (purpose) of PR and the role (activities) of PR, each defined through a few constructs as was noted in Chapter 2.

The empirical component of this study was guided by the research objectives, stated in Chapter 1, in the formulation of questions for the development of the questionnaire. Please note that the discussion of the questionnaire applies to the final version but in section 6.5.6, the pre-testing phase and subsequent changes will be discussed. See Appendix 3 for a printed version of the final questionnaire.

6.5.1 Level of measurement

Measurement is the process of assigning symbols or numbers to the characteristics of persons (Diamantopoulos & Schlegelmilch, 1997:23). Cooper & Schindler (1998:159) further state that the assigning of numbers is done in accordance with a set of rules. Hair *et al* (2000:376) explain that the characteristics of people that are generally measured can be divided into four broad categories, namely state-of-being (physical, demographic and socio-economic), state-of-mind (mental and emotional), state-of-behaviour (observable actions or reactions or past actions) and state-of-intention (expressed plans for future behaviour) data.

There are four types of measuring scales, namely nominal, ordinal, interval and ratio, and these will be briefly discussed in the following section (Cooper & Schindler, 1998:161-165):

- A nominal scale is the most widely used but also the least powerful scale. The categories are mutually exclusive and therefore there are no order or distance relationships and no arithmetic origin.
- An ordinal scale consists of all the characteristics of the nominal scale but it also includes an indication of order in the classification of data. The variables are ranked by means of providing a difference but it does not state how much greater or lesser the difference is.
- An interval scale consists of all the characteristics of the nominal and ordinal and also includes magnitude. Therefore, it incorporates the concept of equality of interval and can show relationships by order and magnitude.
- A ratio scale incorporates all the characteristics of the previous scales as well as the absolute zero or origin. The actual amounts of variables are represented by ratio data.

A combination of nominal and interval scales were used in this study. As explained in the above section, nominal scales are mutually exclusive. Therefore this type of data will not indicate any order or relationship. These nominal scales were used to provide a demographic profile of the respondent. The data obtained from an interval scale illustrate the equality of interval and can show relationships by order and magnitude. These interval scales therefore represented the value of the respondent's attitude that was being measured.

6.5.2 Scaling techniques

According to Cooper & Schinder (1998:184), scaling is the process of assigning numbers to a property of an object in an attempt to communicate some of the characteristics through numbers to the properties in question. A numeric

measurement can involve one or more of the following: counting, comparing, ranking, either quantitatively or qualitatively (Du Plooy, 2001:127).

In an attempt to quantify qualitative types of dimensions, both ranking and rating scales are used. The scaling technique used in this study was a rating scale, the Likert scale (Cooper & Schindler, 1998:186). A Likert scale is one of many ways to present the respondent with a continuum of numbered or verbal statements, representing a range of attitude judgements (Aaker *et al*, 2001:277). This scaling technique uses statements that require the respondent to indicate the extent to which the respondent was in agreement or disagreement with the statement (Martins *et al*, 1996:228; Du Plooy, 2001:137), in this way determining the attitude of the respondent. An important assumption about the Likert scale is that each of the items measures an aspect of a single factor or else these items cannot be legitimately summed; therefore, it is often referred to as a summated scale. This scale usually consists of two parts, the item and the evaluative part (Aaker *et al*, 2001:284).

The questionnaire was developed into three different sections. Both section A and B used a 5-point Likert scale, where each item has five response categories, ranging from 'strongly disagree' to a 'strongly agree'. A numeric score was given to each item in order to reflect the degree to which the respondent agreed or disagreed with the item. The scores were totalled to measure the attitude of the respondent.

In section B the scale was adapted from the original measuring instrument. The original scale was a 7-point scale and in this questionnaire a 5-point Likert scale was used. This decision was made for two reasons: firstly, to avoid confusion amongst respondents by introducing a new scale, and secondly to be able to draw correlations between sections A and B. Cooper & Schindler (1998:516) state that correlation calculates the nature of the relationship between variables and is affected by the assumptions of measurement levels and the distribution of data. Therefore, parametric correlations require that two continuous variables be measured on an interval or ratio scale.

6.5.3 Questionnaire design

According to Churchill & Iacobucci (2002:314), questionnaire design consists of certain stages, yet a typical development involves repeating some stages and skipping others. Therefore these stages act as a guide or a checklist to assist the researcher. See Appendix 3 for a printed version of the final questionnaire.

The procedure for the development of a questionnaire will be briefly discussed. Information sought refers to the decision of what information is needed. The hypotheses guide the questionnaire. The researcher needs to decide how the information will be gathered. The previous two stages will control the individual question contents. The researcher can, however, ask additional questions to ensure that all questions are asked in order to get the necessary information. Once the contents of the questions are decided on, the researcher needs to decide on the most appropriate form of response for each question. The researcher then needs to assess the phrasing of each question, since poor phrasing can cause the respondent to provide incorrect information or might even cause a total refusal to answer. The researcher then focuses on the decision of the question sequence, using general rule of thumb guidelines and depending on all the various factors influencing the data collection the researcher needs to decide on the sequence.

The next stage refers to the physical characteristics of the questionnaire. The researcher wants to facilitate a positive acceptance and handling of the questionnaire with the respondent. The physical appearance of the questionnaire can affect the accuracy of the responses as well as the ease with which responses will be processed. The next stage focuses on the re-examination and revision of the questionnaire. It very seldom happens that the first draft of a questionnaire is a usable one and therefore re-examining and revising the questionnaire is a general rule of thumb. It is extremely important that each question is read and reviewed to ensure that the respondent will be able to understand it properly and provide the necessary answer. The last stage in this process is pre-testing the questionnaire. The real test is to see

how the questionnaire performs under actual conditions (Churchill & Iacobucci, 2002:314-351).

6.5.4 Constructing the questionnaire

The questionnaire included 58 questions aimed at obtaining general demographic information, the respondent's attitude regarding the purpose of PR and lastly the respondent's attitude towards the activities performed by the PR department. These questions were all based on the theoretical discussion on the major concept, namely the practice of PR, and context specific, namely in Africa. Primary data was needed in order to address the problem statement, aim and research objectives of this study. All these aspects were integrated into the questionnaire. The questionnaire consisted of five sections, which will now be discussed briefly:

6.5.4.1 Section 1: Introduction

The first page of the questionnaire included an introduction letter providing some background information on the researcher as well as the study. The letter also emphasised a few important aspects such as focusing on the current situation and not the ideal situation, therefore respondents were asked to give an indication of what is currently happening in their working environment. A further issue mentioned was that of building relationships within the African PR community.

6.5.4.2 Section 2: 25-item Likert scale measurement

The second section of the questionnaire started by thanking the respondents for their participation and emphasising the importance of collecting data on the current situation and not the ideal situation. The measuring scale was explained and the respondents were told how to mark their answers. An example was given to avoid any confusion. This section of the questionnaire

(Section A – questions 1-25) contained the main constructs developed to measure concept 1, namely the models (purpose) of PR.

Section 3 discussed the theoretical aspects regarding the models (purpose) of PR. The statements of the first four models were adapted from a study by Kim & Hon (1998). The items specifically addressed the press agency, public information, two-way asymmetrical and two-way symmetrical models as positive models referring to the current situation. The statements used in this section were similar to the items used in other international studies such as Sriramesh's (1990), Lyra's (1991) and Huang's (1990). This section mostly has a weighting of four items describing the model, the exception being the public information model but this will be explained in the section below. Each item was measured on a 5-point Likert scale.

According to the theoretical discussion, however, five models had been identified and therefore the last model, the reflective model, was operationalised by referring to the literature discussion in Chapter 3. The first concept, namely the models (purpose) of PR, was measured by using a 25-item instrument with a 5-point Likert scale. The following questions were formulated:

- Questions 2, 7, 13 & 18 – Press agency model

The statements used in this section referred to the first dimension of the models (purpose) of PR, namely the press agency. This section has a weighting of four items describing the model and was measured on a 5-point Likert scale.

- Questions 3, 9, 20, 24 & 25 – Public information model

The second dimension of the models (purpose) of PR is referred to as the public information model. The statements used in this section were adapted from a study by Kim & Hon (1998). It should be noted that this section has a weighting of five items describing the model and it was measured on a 5-point

Likert scale. The reason for the additional item was to make the statement referring to the model more clearly for the respondent. Initially the statement included two actions and the researcher was concerned that the respondent might have a different view on these two activities and therefore it was decided that it would be better to divide the statement into two statements.

- Questions 4, 8, 16 & 19 – Two-way asymmetrical model

The statements used in this section referred to the third dimension of the models (purpose) of PR, namely the two-way asymmetrical model. This section has a weighting of four items describing the model and was measured on a 5-point Likert scale.

- Questions 5, 11, 15 & 22 – Two-way symmetrical model

The fourth dimension of the models (purpose) of PR is referred to as the two-way symmetrical model. This section has a weighting of four items describing the model and was measured on a 5-point Likert scale.

- Questions 1, 6, 10, 12, 14, 17, 21 & 23 – Reflective model

The last dimension of the models (purpose) of PR refers to the most advanced level of practicing PR, namely the reflective model. This construct has not yet been empirically tested and therefore the literature of Holmström (1996) and Van Ruler & Vercic (2003) discussed in Chapter 3 was used to operationalise this model and empirically test it in the African context.

These statements were formulated to address the reflective model. A weighting of eight items describing the model was used in order to secure the chances of eliminating some of these statements. According to Hair *et al* (1998:98), when a study is being designed to assess a proposed structure, the researcher should include several statements, five or more, representing each factor. The previous four models' variables were obtained from an existing validated measuring instrument and therefore the researcher decided not to add additional items.

Owing to the fact that the reflective model was operationalised for the first time, eight variables were included. When factors are being purified variables might be deleted. In order to utilise the strength of factor analysis, where the patterns among the variables signifies this it would be of little use if a single variable is identified in the composition of a factor (Hair *et al*, 1998:98). Therefore, in order to avoid ending up with only a single variable the researcher decided on eight variables.

6.5.4.3 Section 3: 21-item Likert scale measurement

The third section of the questionnaire started by explaining the measuring scale, and the respondents were told how to mark their answers. An example was again provided to avoid any confusion. This section of the questionnaire (Section B – questions 1-21) contained the main constructs developed to measure concept 2, namely the roles (activities) of PR.

Chapter 3 discussed the theoretical aspects regarding the roles (activities) of PR. In determining the current status of practice in PR in Africa all three the roles, strategist, manager and technician, will be empirically tested in order to provide a description. The measuring instrument developed by Steyn (1999:36 & 37) fulfilled the requirements of a valid and reliable instrument and will therefore be used in this particular study. It will, however, be slightly adapted to include the European literature in the further development of the role of the strategist. The roles' statements were adapted from a study by Steyn (1999). The items specifically addressed the role of the technician, manager and strategist as positive roles, therefore referring to the current situation. This section used different weighting items describing the roles and will be explained below.

The measurement scale used in Steyn's (1999) study was adapted from a 7-point to a 5-point Likert scale. There are a few reasons for this decision. Firstly, the researcher did not want to confuse the respondents by asking the same type of question but using a different scale. Therefore, the scale was

adapted to develop the statements so that the description of 'strongly disagree' to 'strongly agree' would suite the question. Secondly, the researcher wanted to draw correlations between concept 1 (models) and concept 2 (roles) and for this purpose similar rating scales are needed.

According to the theoretical discussion mainly two roles have been identified but a third role, namely the strategist role, emerged. Steyn (1999) empirically verified this role and identified similarities between the role of the strategist and the European reflective role. The last dimension, therefore, adapted the statements for the role of the strategist in order to include some of the theoretical descriptions discussed in Chapter 3. The second concept, namely the roles (activities) of PR, was measured using a 21-item instrument with a 5-point Likert scale. The following questions were formulated:

- Questions 2, 5, 8, 12, 16, & 20 – Technician

The fourth dimension of the models (purpose) of PR is referred to as the two-way symmetrical model. This section has a weighting of four items describing the model and was measured on a 5-point Likert scale.

- Questions 4, 7, 10, 14, & 18 – Manager

The fourth dimension of the models (purpose) of PR is referred to as the two-way symmetrical model. This section has a weighting of four items describing the model and was measured on a 5-point Likert scale.

- Questions 1, 3, 6, 9, 11, 13, 15, 17, 19 & 21 – Strategist

The fourth dimension of the models (purpose) of PR is referred to as the two-way symmetrical model. This section has a weighting of four items describing the model and was measured on a 5-point Likert scale.

6.5.4.4 Section 4: Demographic Information

The fourth section of the questionnaire contained a combination of dichotomous questions and open-ended questions. This section of the questionnaire (Section C – questions 1-11) contained the demographic information. This section also assessed the PR training background of the respondent. According to the excellence study, the level of training also contributes to the level at which practitioners function and therefore it was necessary to discuss this issue.

Questions 1-4 & 11 in this section referred to the classification questions, referring to the measurement of gender, age, language, level of education and home country. These questions were used to identify significant differences between respondents' socio-demographic characteristics and firstly, the model (purpose) of PR and secondly, the role (activities) of PR. The language was merely asked to provide the researcher with knowledge on the number of languages that are used by the respondents but it was not used for analysis purposes. It was included for future research to see what type of translating would be necessary when one wants to conduct a research study.

In the same section Questions 5-8 were used to identify whether the respondent had received any prior PR training and on what level. According to the findings of the excellence study, the knowledge base of PR practitioners has an effect on the level at which the practice of PR is performed. Consequently, these questions were used to identify significant differences between respondents' knowledge of PR and firstly, the model (purpose) of PR and secondly, the role (activities) of PR.

Questions 9 & 10 were included to assess whether there are any PR associations in the respondents' country and also to assess which tertiary institutions provide PR training. These questions were included in order to start building a network with the various associations as well as tertiary institutions.

The results of these two questions were merely for the purpose of building a network and had no direct impact on the findings of this study.

6.5.4.5 Section 5: Respondent's details

The last section of the questionnaire covered optional information, referring to the particulars of the respondent. The respondent was asked for some personal information, but was told that this section was optional. The researcher clearly stated what the purpose of this section was by firstly referring to controlling the quality of the responses of the questionnaire. This type of information would allow the researcher to immediately contact the respondent after submitting the questionnaire, should the researcher find any problems of 'missing responses'. Secondly, this section was included for networking purposes to build a network of African PR practitioners. The respondent was asked to provide his/her name, e-mail address, telephone number, employer and current position.

Section 6.5.4 discussed the design of the questionnaire and aimed at putting the different questions and the purpose thereof in perspective. Table 6.1 provides a summary of the research objectives and hypotheses formulated for the empirical phase of the study. This will provide a link between the questions in the questionnaire and the empirical research objectives and the research hypotheses.

6.5.5 Summary of objectives, hypotheses and questions

The following section is a summary of the empirical objectives identified in Chapter 1. Each objective is transformed into a particular hypothesis and related to the questions that addressed these issues in the questionnaire.

At this stage it is still unclear of the number of models and roles that exist in the African context. The hypothesis is formulated from an overall perspective referring to the models and roles. The hypothesis will however provide the

researcher with the opportunity to elaborate on this hypothesis once all the models and roles have been identified. An XYZ will therefore be included in both the models and roles indicating that the possibility exists that there might be more than one model and role identified in Africa.

Table 6.1 Questions linked to objectives and hypotheses

	Objective and hypotheses	Questions
	To identify the models (purpose) of the practice of PR in Africa. This objective will be answered by referring to the factors identified through factor analysis and will therefore not be tested through a hypothesis.	Section A Q 1-25
	To identify the roles (activities) of the practice of PR in Africa. This objective will be answered by referring to the factors identified through factor analysis and will therefore not be tested through a hypothesis.	Section B Q 1-21
	To operationalise and empirically verify variables defining the reflective model of the practice of PR in Africa This objective will be answered by referring to the factors identified through factor analysis and will therefore not be tested through a hypothesis	Section A Q 1-25
	To operationalise and empirically verify variables defining the role of the strategist of the practice of PR in Africa This objective will be answered by referring to the factors identified through factor analysis and will therefore not be tested through a hypothesis	Section B Q 1-21
H1	To determine if a relationship exists between the models (purpose) and the roles (activities) of the practice of PR in Africa 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.	Section A Q 1-25 & Section B Q 1-21
H2:	To identify differences between practitioners in terms of their demographic characteristics and the models (purpose) of the practice of PR in Africa. 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	Section A Q 1-25 & Section C Q 1
H3:	There is a significant difference between young and old practitioners in terms of the models (a/b/c/d/e) of the practice of PR in Africa	Q 2
H4:	There is a significant difference between the practitioners in terms of their levels of education and the models (a/b/c/d/e) of	Q 4

H5:	the practice of PR in Africa There is a significant difference between the practitioners in terms of their country of origin and the models (a/b/c/d/e) of the practice of PR in Africa	Q 11
H6:	To identify differences between practitioners in terms of their demographic characteristics and the roles (activities) of practice of PR in Africa. 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	Section B Q 1-21 & Section C Q 1
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	Q 2
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	Q 4
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	Q11
H10:	To establish the differences between PR practitioners in terms of PR training received and the models (purpose) of the practice of PR in Africa There is a significant difference between PR practitioners who received PR training and those who did not and the models (a/b/c/d/e) of the practice of PR in Africa	Section A Q 1-25 & Section C Q 5
H11:	To establish the differences between PR practitioners in terms of PR training received and the roles (activities) of the practice of PR in Africa There is a significant difference between 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	Section B Q 1-21 & Section C Q 5

6.5.6 Pre-testing the questionnaire

Pre-testing the questionnaire provides the opportunity to refine the questionnaire by revealing errors in the individual questions, sequence and design. The real test is to see how the questionnaire performs under actual conditions (Churchill & Iacobucci, 2002:351).

The ideal is to draw subjects from the target population. Because of the limited number of respondents in this study and the importance of every single response the researcher relied on another form of pre-testing, namely expert opinions of colleagues and respondent surrogates (Cooper & Schindler,

1998:77). Another aspect that was critical in this study was the fact that more than one cultural or language group was included in a study, which necessitated a pilot study (Babbie & Mouton, 2001:244). A further important aspect that had to be pre-investigated was the administrative method or channel used in this study, namely e-mail. The questionnaire was an attached Word document with clear instructions highlighted throughout the questionnaire.

A pre-investigation was critical in order to assess whether the respondents would understand the instructions (Martins *et al*, 1996:232). This is a very important phase owing to the fact that the researcher might receive a questionnaire with no data if the instructions on how to save the data are not clearly stated. Another important aspect was the possibility that the respondent will answer this questionnaire having the ideal situation in mind and the object of this study is to assess the current situation. The pre-test was important to determine if this instruction is clear enough for the respondent. The purpose of the pre-testing was therefore four-fold: Firstly, to test the questionnaire. Secondly, to test the questionnaire amongst different cultures. Thirdly, to determine if the instructions in the questionnaire were clearly understood in terms of saving the data. Lastly, did the questionnaire emphasise and clearly state that the focus was on the current and not the ideal situation?

A pilot study was conducted across a sample of eight respondents. The respondents included two expert opinions, senior colleagues specialising in the field of strategic corporate communication management. These individuals were specifically asked to comment on the content and the format of the questionnaire. Another two master's students specialising in the field of strategic corporate communication management were asked to comment on the wording of the questions as well as the format. The other four respondents were two African master's students and two friends. The questionnaire was e-mailed to these four individuals. The respondents were asked to access the questionnaire, complete the questionnaire with "dummy" answers by following the step-by-step instructions summarised in the questionnaire and e-mail the

completed questionnaire back to the researcher. This was necessary in order to identify any technical problems of completing and submitting the questionnaire electronically.

After conducting a pilot test across a sample of eight respondents, the questionnaire was refined and resulted in the following:

- The focus of section A was on the current purpose of PR in an organisation, and in section B on the current activities performed by the PR department. Several respondents indicated that more emphasis should be put on focusing the respondent's attention on the type of concept in question. The researcher therefore changed the opening statement of each section as follows: Section A, 'The CURRENT PURPOSE of the PR department in our organisation is' and in Section B, 'A CURRENT ACTIVITY of the PR department in our organisation is', which addressed that particular problem.
- The respondents were given the instruction to mark each answer with an 'X' in the appropriate box representing their answer. The layout of the questionnaire in the electronic format posed a problem in section B, as it did not allow the respondent to draw an 'X' under the appropriate number in the scale as was the case in section A. The 'X' only fitted next to the appropriate number and this confused the respondent. The design was therefore changed accordingly.
- The statements in section A & B referring to the Likert scale-type questions were initially worded as a full sentence. For example: 'The purpose of PR in our organisation is to get publicity for our organisation.' After receiving feedback from the pilot study the respondents indicated that a statement next to the scale should be added in order to make the respondent more aware of what is being tested. This statement should be the beginning of each statement therefore forming part of a sentence. This will ensure that the respondent will focus on, firstly, the current situation, secondly, the

particular concept in question, namely the purpose or the activity, and lastly the statements will be clearer. The format and the wording of the questions were changed accordingly.

- The experts' opinion suggested the use of different wording in some of the statements. Although this was an existing measuring instrument, the African context motivated the use of simple words in order to increase the level of understanding of the questions. It was also suggested that some single statements should be divided into more than one statement, as this would also increase the level of understanding.
- A comment was made on adding a 'don't know' option on the measuring scale. The researcher did consider this but eventually decided not to include this option. This decision was made because of the fact that often this option becomes the easy options for the respondent and then the data of this statement cannot be used. Owing to the limited number of respondents, the researcher wanted to motivate the respondent to make a decision. The neutral option was seen as the option that the respondent could select should there be no real attitude towards a particular statement.
- The overall perception of the survey questions proved to be understandable and meaningful to the respondents.

6.5.7 Coding and editing

Coding is a technical procedure where symbols, which are normally numerals, are given to the raw data in order to transform it into an easily tabulated and counted format (Churchill & Iacobucci, 2002:575). This process assists the researcher in reducing the replies to a few categories containing information required for analysis. These categories are guided by four rules, namely appropriateness to the research problem and purpose, exhaustiveness, mutually exclusiveness and single dimension (Cooper & Schindler, 1998:413).

The questionnaire was pre-coded but these numbers were not displayed in the questionnaire. This was done since the researcher was concerned that respondents might get confused when they see these numbers. This meant that codes had to be given to each response after the fieldwork was conducted. A data-capture sheet was designed and the researcher had to code each questionnaire according to the individual responses.

According to Churchill & Iacobucci (2002:572), editing refers to a process of inspecting the raw data. If the data requires it, corrections of the questionnaires are necessary. The purpose of editing can therefore be explained as a minimum standard of quality for the raw data. The purpose is to guarantee that data are accurate, consistent with other information, uniformly entered, complete and arranged to simplify coding and tabulation (Cooper & Schindler, 1998:411). In field editing, a researcher should contact the respondent soon after data have been gathered (Cooper & Schindler, 1998:412). The researcher made use of the latter as some of the questionnaires received via e-mail had some unclear responses. These respondents were immediately contacted and asked to refer to particular sections as identified by the researcher.

6.6 STATISTICAL PROCEDURES USED

Data was firstly coded onto a data-capture sheet. These data-capture sheets were subjected to a verification process where all the coded responses were correlated to the actual questionnaire responses. Hereafter the data was captured and stored. The dataset was then for a second time subjected to a verification process. The researcher had to verify if the captured data correlated with the coded data-capture sheets. Three mistakes were found and corrected and the dataset was then prepared for the SAS computer statistical software package.

6.6.1 Descriptive statistics

Descriptive statistics is a method of presenting data quantitatively and describing it in a manageable form (Babbie & Mouton, 2001:459). It is therefore the transformation of raw data into a form that can be easily understood and interpreted. This is usually the first form of analysis where averages are calculated, frequency distributions are given and percentage distributions are provided. In this study the researcher will use simple tabulation of the responses on a statement-to-statement basis. This is the most basic form of information but it provides an indication of the frequency or the number of times one variable was considered at a time (Zikmund, 2003:473-474).

6.6.2 Multivariate statistics

Multivariate analysis refers to methods that simultaneously analyse multiple measurements on an individual or object under investigation. It is therefore any simultaneous analysis of more than two variables, which can be seen as an extension of univariate analysis and bivariate analysis (Hair *et al*, 1998:6). Multivariate techniques can be divided into two groups, namely dependence methods and interdependence methods. Dependence methods are characterised by dependent and interdependent variables, and the most typical techniques include multiple regression analysis, multiple discriminant analysis, canonical correlation and multivariate analysis of variance. While interdependence methods do not make this distinction, the typical techniques include factor analysis, cluster analysis and multidimensional scaling (Diamantopoulos & Schlegelmilch, 1997:213; Zikmund, 2003:575).

This study used factor analysis as an interdependent multivariate technique in the data analysis. According to Cooper & Schindler (1998:577), factor analysis is a general term for several specific computational techniques, all having the objective of reducing many variables to a more manageable number that belong together and have overlapping measurement characteristics. When data is factor-analysed it analyses the interrelationships amongst a number of

variables by defining a set of common underlying dimensions, known as factors (Hair et al, 1998:90). Therefore, the general purpose of factor analysis is to summarise and reduce a large number of variables in a smaller number of factors, discovering a basic structure of a domain and adding substantive interpretation to the underlying dimensions (Zikmund, 2003:586 & 587).

Aaker *et al* (2001:554) discusses two primary functions of factor analysis, namely to identify underlying constructs in data, and to reduce the number of variables. Firstly, when underlying constructs are identified, data is summarised and therefore when interpreted and understood, describes the data in a smaller number of items than the original variables. Secondly, when each underlying dimension's scores are calculated and are substituted by original values, then data reduction takes place. Factor analysis can achieve the purpose from either an exploratory or a confirmatory perspective. This study used exploratory factor analysis, in order to search for a structure among a set of variables where no prior constraints were set on the estimation of components or the number of components to be extracted (Hair et al, 1998:90 & 91).

6.6.3 Hypotheses testing

Hypothesis testing is a process where inferences are made about the population. This process starts with an assumption or hypothesis. After data from the appropriate sample has been collected, this data is used to determine whether the assumption or hypothesis regarding the population is correct or incorrect (Aaker *et al*, 2001:443). The null hypothesis is used for testing, where no differences exist. A null hypothesis is a sceptical, negative statement. Therefore, the basis for statistical testing is that the null hypothesis is accepted until the proof is overwhelmingly against it. An alternative hypothesis therefore states that there are differences and it is the opposite of the null hypothesis (Martins *et al*, 1996:322). The aim is to investigate if a particular statement about some characteristic of the population as a whole is likely to be true or not. If the null hypothesis is rejected, then there is significant support for the

alternative hypothesis (Diamantopoulos & Schlegelmilch, 1997:130-133). Table 6.2 provides a summary of all the null hypotheses formulated for this study.

Table 6.2 Summary of null hypotheses

H01:	There is no relationship between the models (a/b/c/d/e) and the roles (a/b/c) of the practice of PR in Africa.
H02:	There is no significant difference between male and female practitioners in terms of the models (a/b/c/d/e) of the practice of PR in Africa
H03:	There is no significant difference between young and old practitioners in terms of the models (a/b/c/d/e) of the practice of PR in Africa
H04:	There is no significant difference between the practitioners in terms of their levels of education and the models (a/b/c/d/e) of the practice of PR in Africa
H05:	There is no significant difference between the practitioners in terms of their country of origin and the models (a/b/c/d/e) of the practice of PR in Africa
H06:	There is no significant difference between male and female PR practitioners in terms of the roles (a/b/c) of the practice of PR in Africa
H07:	There is no significant difference between young and old PR practitioners in terms of the roles (a/b/c) of the practice of PR in Africa
H08:	There is no 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
H09:	There is no 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
H010:	There is no significant difference between PR practitioners who received PR training and those who did not and the models (a/b/c/d/e) of the practice of PR in Africa
H011:	There is no significant difference between 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

Aaker *et al* (2001:445) identified the following steps for testing hypotheses, and these steps were followed in testing the hypotheses listed in Table 6.2:

- Problem definition
- Clearly state the null and alternative hypotheses
- Select the relevant test and the appropriate probability distribution
- Determine the significance level
- Select an appropriate statistical test
- Compare the test statistic and critical value and define region of rejection
- Accept or reject the null hypothesis

Cooper & Schindler (1998:470) state that in the process of accepting or rejecting a null hypothesis, incorrect conclusions can occur. Two types of errors are identified. Type I occurs when the null hypothesis is rejected when it should actually be accepted. A Type II error occurs when the null hypothesis is not rejected when in fact it should be rejected. The significant level indicates the maximum risk willing to take in rejecting the null hypothesis. Therefore, a significant level should always be viewed in association with a probability of making a mistake (Diamantopoulos & Schlegelmilch, 1997:139).

6.7 VALIDITY AND RELIABILITY

There are three criteria for evaluating measurements, namely reliability, validity and sensitivity.

Two major forms of validity exist, namely external validity (which refers to the ability to generalise across persons, settings and times) and internal validity (limited to the ability of a measuring instrument measuring what it is supposed to measure). The focus of this discussion will be on the latter. Validity in this context refers to the differences found with a measuring tool reflecting true differences amongst respondents (Cooper & Schindler, 1998:167). Three basic approaches have been identified to address this problem and will be discussed briefly:

- Face or consensus validity refers to the argument that the measurement logically reflects or represents that what it purports to measure. The content appears to be adequate. This type of validity is dependent on the subjective agreement of professionals and is supported by little more than common sense.
- Criterion validity is more defensive as it is based on empirical evidence where the attitude measure correlates with the criterion variables. There are two types of criterion validity, namely concurrent and predictive validity.

When two variables are measured at the same time and shown to be valid it is referred to as concurrent validity. Predictive validity is when an attitude measure can predict some future event. These two measures only differ on the basis of a time dimension.

- Construct validity refers to the degree to which a measure confirms a network of related hypotheses generated from theory based on the concepts or constructs. It aims at defining the concept or construct and that the measurement connects the empirical phenomenon to the concept. Construct validity implies that the empirical evidence generated from the measuring instrument is consistent with the theoretical concepts. It is therefore established during the statistical analysis of the data. This type of validity can only be achieved after convergent validity and discriminant validity have been established. Convergent validity refers to the attitude measure that adequately represents a characteristic or variable if it correlates with other measures of the variable, while discriminant validity has a low correlation with measures of dissimilar concepts (Aaker *et al*, 2001:293-294; Zikmund, 2003:302-304).

Reliability is defined as the degree to which a measuring instrument is free from error and therefore yields consistent results (Zikmund, 2003:300). Various methods to assess reliability have been identified to assess the reliability of a measure. A reliability coefficient is a correlation that measures the amount of coincidence or association between things. The test-retest reliability is used to measure the stability of the measure, therefore using the same instrument on the same group of people at two different occasions. Alternate-forms reliability is used to assess the equivalency component of reliability, so testing the extent of agreement between two measuring instruments. The split-half method assesses the internal consistency among items, focusing on the extent to which all parts of the measuring instrument measures the same concept (Du Plooy, 2002:121-122). The method used in this study was the Cronbach's alpha,

which has the most utility for multi-item scales at the interval level of measurement (Cooper & Schindler, 1998:173).

6.8 CONCLUSION

This chapter discussed the research process by explaining the research design and the methodology followed in this study. The data collection methods focused on e-mail, training and conference delegates. Attention was paid to the sampling procedure that was followed. The chapter concluded with a discussion of the statistical procedures that were used for the data analysis, which will be elaborated on in Chapter 7.

The next chapter discuss the research results and the interpretation thereof.

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

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, where 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 Agency Model. This model, according to global theory, is the least developed level of PR practice.

Table 7.5 Opinions regarding the Press agency 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 ACTIVITY 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 ACTIVITY 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 ACTIVITY 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

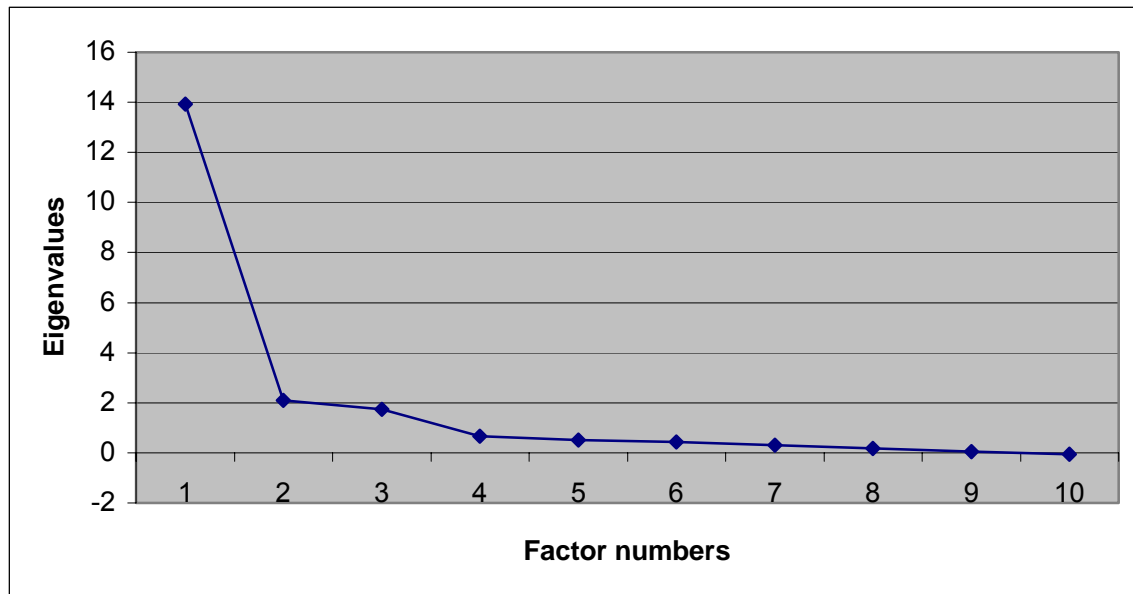
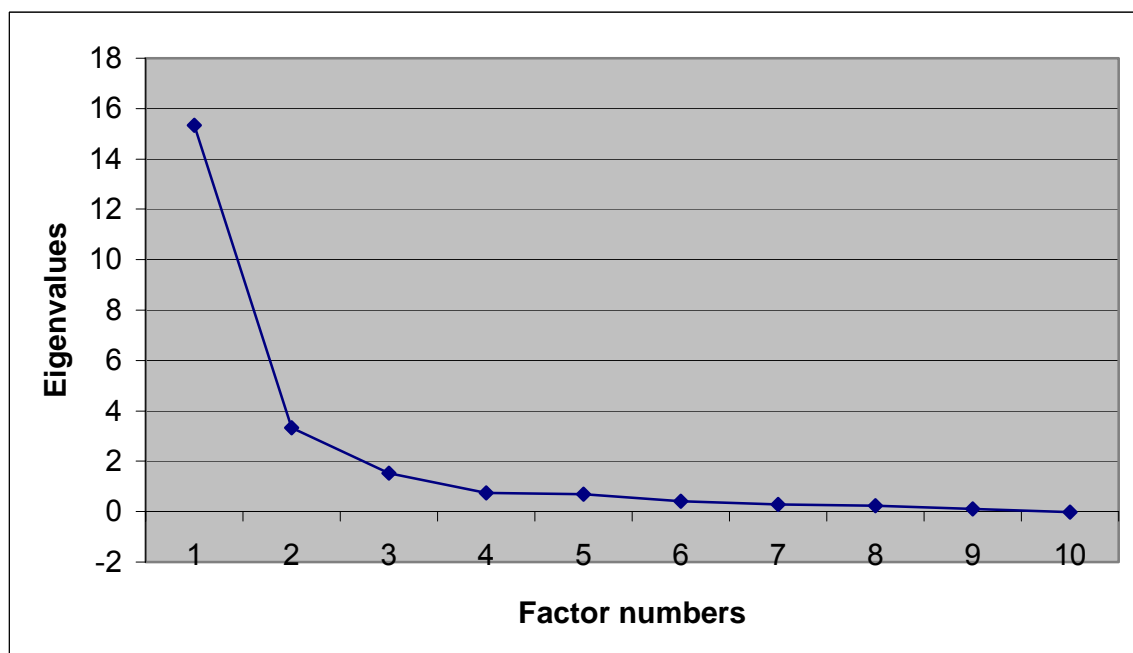


Figure 7.2 Eigenvalues plot for the scree test criterion for the roles (activities) of the practice of PR



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 agency', '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 agency model. This factor was labelled the public information/ press agency 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 Agency	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 agency model

The third factor, labelled public information/ press agency 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 agency 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	0.911
	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	
	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	0.776
	V30 (Q4)	0.542	0.741	
	V31 (Q5)	0.444	0.757	
	V34 (Q8)	0.327	0.776	
	V38 (Q12)	0.473	0.752	
	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 agency 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 agency 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 AGENCY
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 agency 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 agency/ 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 agency 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 agency 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 AGENCY MODEL 3		
		Mean	Std Dev	p-value	Mean	Std Dev	p-value	Mean	Std Dev	p-value
Male	69	38.159	7.724	0.3047	10.579	3.237	0.0950	7.536	3.363	0.0065
Female	82	36.939	6.831		9.682	3.291		8.914	2.776	

- 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 agency 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 agency 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 agency 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 AGENCY 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 agency model perspective than younger PR

practitioners. Literature concerning African PR made the statement that the elderly practitioners were the individuals who through experience 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 agency 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 agency 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			TWO-WAY ASYMMETRICAL/ SYMMETRICAL			PUBLIC INFORMATION/ PRESS AGENCY		
		MODEL 1			MODEL 2			MODEL 3		
		Mean	Std Dev	p-value	Mean	Std Dev	p-value	Mean	Std Dev	p-value
Certificate	5	37.8000	7.4632	0.2463	11.8000	3.4928	0.5430	6.4000	2.0736	0.3118
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 agency 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 agency 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 AGENCY 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 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 agency 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 agency 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	0.1626	34.8000	3.2710	0.7736
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 agency 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 AGENCY 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 agency 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 agency 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 agency 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 agency 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 agency 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 agency 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 agency 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 agency 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 agency 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 agency 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 agency model as a model for the practice of PR.
- The older PR practitioners seemed to be more likely to practice the public information/ press agency 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 agency 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 agency 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.

CHAPTER 8
CONCLUSIONS, IMPLICATIONS, RECOMMENDATIONS AND
LIMITATIONS

8.1 INTRODUCTION

This study consists of 7 chapters, each focusing on a particular range of perspectives. These perspectives all contributed to addressing the aim of this study *describing the current practice of PR in Africa*. Literature on the models and roles of the practice of PR were used in an attempt to describe the current practice of PR in Africa. The underlying dimensions of the practice of PR in Africa were determined by conducting an exploratory factor analysis on both the models and the roles of the practice of PR. A three-factor solution emerged for the models and a two-factor solution emerged for the roles in the African context. This chapter summarises the main findings of Chapter 7, and conclusions are drawn on the current practice of PR in Africa. The implications of these findings are discussed and recommendations are made. Next, the limitations of this study are discussed, and then the recommendations for future research are highlighted.

8.2 CONCLUSIONS FROM A THEORETICAL PERSPECTIVE

In an attempt to describe the practice of PR in Africa, it was necessary to theoretically describe the current practice of PR. In Chapter 3 the major concept, namely the practice of PR, was defined by two other concepts, namely the models and the roles of the practice of PR. Global literature, specifically that of North America, Europe and South Africa, was consulted to explore the development of the aforementioned concepts. The literature review revealed that the 4 models of the practice of PR as identified by Grunig & Hunt (1984) are still used for empirical studies. The literature review however revealed

another model. This model was referred to in this study as the fifth model, the reflective model. This model was conceptualised by Holmstrom, a European scholar. It was decided to operationalise this model and include it in this study, as this new perspective provided some guidance in research studies. Furthermore, many similarities were drawn between the reflective role of the PR practitioner and that of the role of the strategist. This adapted version of the strategist was therefore included in this study.

In Chapter 4 the macro-environment the impact on thereof on businesses was discussed. These macro environmental issues affect the long-term decisions and strategies of organisations. As PR was studied as a strategic function it was important to emphasis the impact of these issues on the field of PR. The importance of education was discussed as this influences the way in which PR is being practiced. This chapter also addressed the importance of a body of knowledge because it directs the education, future research and the development in PR as a profession.

Chapter 5 discussed the practice of PR in Africa. This chapter addressed the uniqueness of the African context. The literature on the practice of PR in Africa was explored and no empirical evidence was found. Most of the literature found was either from a South African perspective or obtained from African practitioners' conferences. The literature was therefore mostly based on PR practitioners' own experiences and case studies. Currently no body of knowledge on the practice of PR exists on the African continent. Although African PR associations and institutes play an important role in the African context and seem to be very influential, this is not effectively communicated through literature. Some of the African countries' PR associations and institutes have succeeded in lobbying for legislation on practising PR, stating that PR practitioners who are not members of a PR association or institute are not allowed to practise PR in that particular country. Furthermore, this implies that a PR practitioner needs to fulfil all the minimum requirements of that association. In most instances this implies that a certain level of educational level is necessary, which contributes to the professionalism of the field of PR.

In conclusion, the fact that no empirical evidence has been published on the practice of PR in Africa is not a sign that no activities are performed; in fact, the field of PR is very active. In order to better understand the business within the African context, it is necessary to refer to African culture. The cultural element of the African person is more verbal and less written; the implication being that very little has been documented about the practice of PR in Africa. The cultural element as well as the macro environmental issues impact on the way in which PR is practised in Africa. The fact that 60 to 70% of the population of African countries are situated in the rural areas contributes to the fact that businesses need to consider this situation within strategy formulation. The core of social responsibility is summarised in the African world-view and social structures. Africans have a sacred view of humans as social beings. Furthermore, because of poverty and deprivation, African communities have been forced to rely on brotherly groups in order to survive and not through individual self-reliance. The disadvantaged groups in the African communities survive through collective consciousness and collective unity that is the basis of Ubuntu. African governments have needed help from businesses for a long time as a result of the immense need within their countries and the limited resources of governments, and therefore social responsibility has long been part of the African context.

8.3 MAIN FINDINGS RELATING TO THE EMPIRICAL PHASE

As was mentioned before, the practice of PR in this study was explained and empirically tested in terms of the models and roles of the practice of PR as discussed in Chapter 3. The discussion that follows will address both the models and roles separately.

8.3.1 Main findings relating to the models of the practice of PR in Africa

A set of 25 questions was used to investigate the concept of the models (purpose) of the practice of PR. The underlying dimensions identified by the research related to the theory of the 5 models (purpose) of the practice of PR.

An adapted version of the 4 models developed by Grunig & Hunt (1984) was used, as well as the 5th model, the reflective model. This model was operationalised for the first time. The measuring instrument used proved to be a reliable and valid measuring instrument. Consequently, all 5 these models were included in the measuring instrument used in this study.

The results proved that in the African context, 3 models (purpose) of the practice of PR exist, namely the reflective/ two-way symmetrical, two-way asymmetrical/ symmetrical and the public information/ press agency model. These findings illustrated that the models as explained in global literature exists in Africa. The models, however, collapsed into 3 factors instead of the theoretical explanation of 5 models. This illustrates that in the African context PR practitioners view the purpose of PR from a different perspective, but the fact remains that these models are present in the African context. Furthermore, only sixteen of the original twenty-five questions remained as part of the purified measuring instrument. From the literature review, 8 variables were used to define the reflective model. In the scale purification it was found that 7 of the 8 variables remained as part of the measuring instrument, illustrating that the variables used to define and explain this model effectively tested this model. Most of the variables that were deleted in scale purification were variables explaining the two-way asymmetrical and press agency models.

The models of the practice of PR pertain to the purpose that PR fulfils within an organisation. The findings of this study proved that in the African context the main purpose of PR pertains to the importance of understanding society and the influence PR has with regard to top management's decisions regarding organisational behaviour and decisions in order to become a trustworthy corporate citizen, the importance of research and the sharing of information about the organisation. This proved that the reflective model, which is regarded as the most advanced level of practicing PR in this study, is found in Africa. When referring to the factor loadings identified in this study, it proves that this factor, the reflective/ two-way symmetrical is very strong in the African context.

8.3.2 Conclusions regarding the main findings relating to the models of the practice of PR in Africa

The concepts and constructs defining the models of the practice of PR as discussed in global theory exist in the African context and can be used to determine the level of the practice of PR. The respondents, all PR practitioners, are therefore of the opinion that the main purpose of PR is currently focused on society and understanding society, as well as to influence the organisation to act in a socially responsible manner in terms of the organisation's behaviour and decision making. The findings therefore prove that African PR practitioners are clearly aware of the importance of society's power to influence the organisation's 'licence to operate'. Furthermore, the respondents are of the opinion that the PR department is currently essentially responsible to and for society by making the organisation and top management more aware of the importance of understanding and listening to society.

The other 2 models that were identified, namely the two-way asymmetrical/symmetrical and the public information/ press agency models, are also found in the African context. The purpose of the two-way asymmetrical/ symmetrical model, focused on research but predominantly, research regarding the PR programme. The purpose of the third model, the public information/ press agency model, is to provide information about the organisation. According to the literature discussion, these 2 models are regarded as models that are aimed at a more technical purpose. In the African context, these models are performed at implementation level, therefore focusing on the functional level of an organisation but with a very strong strategic focus. This conclusion was made based on the correlations that were drawn between the models and roles identified in this study. The findings proved that each of these models had a relationship with the role of the strategist. This illustrates that even if a PR practitioner functions at the level of the strategist and needs to provide information about the organisation, using the public information/ press agency model, it is clear that this information needs to be structured and communicated in a strategic manner. The same applies for conducting research about the PR

programmes, and in this case it is clear that a strong strategic focus is used. Therefore, although these models exist and form part of organisations in the African context the purpose it fulfils has a very strategic focus.

8.3.3 Implications of the main findings regarding the models of the practice of PR in Africa

The research findings illustrated that the global literature is present in the African context and that Africa is in fact performing PR at the most advanced level of the practice of PR as explained in the literature, from a models perspective. The strong cultural influence of the African world-view, focusing on the importance of the human beings as well as the macro environmental issues in the African context, may all have an influence on the prominent societal purpose of PR. It is, however, clear that African PR practitioners are well educated and very influential within the organisation, which contributes to the fact that PR practitioners need to optimise this opportunity to educate and assist top management in understanding the essence of communication.

On a continental level, NEPAD offers many opportunities for African PR practitioners to unite with PR practitioners from other African countries and to build a network and knowledge base for PR in Africa. It is also essential that these African countries and the African PR society understand the importance of documenting empirical research. The lack of published literature and empirical work in the field of PR in Africa has created a perception that PR does not exist on the African continent and if it is present, it is practiced at the very lowest level of development according to global theory. However, this study has proved that perception wrong.

8.3.4 Recommendations regarding the models of the practice of PR in Africa

Although it is clear that the African PR society is very active and this study proved that PR is functioning at a strategic level, it is essential to communicate

the African PR developments to the global PR society. The Western world does not understand the African continent and has a largely uninformed idea of Africa and its activities. This may be due to many reasons, and one important contributing factor is the fact that African people are more verbal, which means that they prefer to share thoughts verbally rather than documenting them. This is a strong weakness for researchers, since there is very little published literature to base research on. Consequently, it is critical for PR practitioners and scholars to publish empirical findings.

The findings of this study further proved that PR practitioners are well educated and well trained in the field of PR. It is essential to determine what paradigm is taught at the formal and informal institutions of training. This is essential in order to determine what world-view is influencing the PR practitioners on the African continent. Furthermore, it is essential to determine if an African world-view is addressed in the educational material. The impact of macro environmental issues on the practice of PR was illustrated in this study. It is therefore essential to address these issues and the importance thereof in the African context, and they should therefore be addressed and included in the educational material of PR practitioners.

Furthermore, it is necessary to take note that in this research study the PR practitioners were the unit of analysis, implying that the research was focused only on the practitioners and their opinions. The results might be different when top management becomes the unit of analysis, investigating their opinions of the current purpose that PR is fulfilling in the organisation.

8.3.5 Main findings relating to the roles of the practice of PR in Africa

A set of 21 questions was used to investigate the concept of the roles (activities) of the practice of PR. On the basis of global literature, 3 underlying dimensions were identified, relating to the 3 roles (activities) of the practice of PR. The reflective role, conceptualised by Holmstrom, was included in an adapted version of Steyn's roles (1999). This role was operationalised and the

measuring instrument proved to be reliable and valid. Therefore, for the purposes of this study, all 3 the roles were included in the measuring instrument.

The research results proved that in the African context, 2 roles (activities) of the practice of PR exist, namely the strategist and the technician / manager. This proved that the roles explained in literature exist in the African context. It is important to note though that of the 21 variables used in this section of the questionnaire, 18 remained as part of the purified measuring instrument. Furthermore, the variables used for the role of the strategist were based on a previous measuring instrument but were adapted as mentioned before. It was found that not one of these variables had been deleted in the scale purification phase, illustrating that these variables defined and explained the role of the strategist very effectively.

The roles of the practice of PR pertain to the activities that PR practitioners fulfil. The findings of this study proved that the current activities of a PR practitioner show a high concern for societal issues, which motivates a continuous dialogue between the organisation and society. This illustrates that the PR practitioners have a responsibility towards the organisation as well as society, because the success of an organisation depends on the social responsibility within the societies in which organisations operate, which creates public trust. This proved that the role of the strategist, which is regarded as the most advanced level of practicing PR, is found in Africa. When referring to the factor loadings identified in this study, it proves that this factor is very strong in the African context.

8.3.6 Conclusions regarding the main findings relating to the roles of the practice of PR in Africa

The research proved that the concepts discussed in global theory for the practice of PR exist in the African context and can be used to determine the level of the practice of PR. According to the respondents, African PR

practitioners' current activities mainly focus on the activities of the strategist. These activities are focused on societal issues and act as an 'early warning system' to top management. These individuals are also responsible for a continuous dialogue between the organisation and society. This illustrates that currently these practitioners fulfil a very high-profile function and are very influential in the organisation. The research findings further prove that African PR practitioners currently play an essential role in focusing the organisation's attention on the importance of social responsibility, which is essential to gain public trust. The focus of this role is on a strategic level, that of decision making, giving direction, educating top management on the possible outcomes and feeding strategic information into the decision-making circle.

The second role that was identified in the African context was the technician/manager. According to theory, two separate roles are identified, but the African PR practitioners are of the opinion that these roles are performed as one, and therefore in this study they were collapsed into one role. These research findings further illustrated that in the African context, differences are found between the role of the strategist and that of the technician but no clear difference exists between the roles of the manager and the technician. In fact, it seems as though the role of the manager as conceptualised in theory does not exist in the African context.

The role of the technician/ manager explains the importance of communicating on behalf of the organisation by implementing plans and strategies as well as writing and editing material. The focus of this role is therefore on taking action and performing activities. This role can be positioned at the functional level where activities need to be performed. In positioning this role at a functional level does not necessarily mean that the individual or the PR practitioner performing this role is exclusively performed at this level. This merely states that the type of activity performed by the PR practitioner is at an implementational and functional level.

According to the literature discussion, the 3 roles are very different in the type of activities performed. In this study it illustrated that in the African context the activities performed by African PR practitioners can be viewed mainly from two perspectives: firstly, activities relating to the role of a strategist, these activities are very influential and affect top management and participate in the decision making, and secondly, activities pertaining to the role of the technician/manager, focusing on the implementation of plans and strategies as well as writing and editing material.

8.3.7 Implications of the main findings of the roles of the practice of PR in Africa

The research findings illustrate that currently the most advanced level of the practice of PR from a roles perspective the strategist is found in the African context. These findings further illustrate that the global literature is present in the African context. Furthermore it was proved that PR practitioners fulfil very influential and critical roles within organisations. The importance of feeding strategic information into the organisation is essentially part of the role of the African PR practitioner but it is clear that these practitioners are also responsible for communicating on behalf of the organisation.

The demographic information shows that African PR practitioners are well educated and trained in the field of PR. The implication is that these individuals are regarded as influential individuals, fulfilling very strategic and essential activities within the organisations. It is essential for the global PR society to take note of this situation, and furthermore it is essential for African PR practitioners to explain this role and the reasons contributing to it. Furthermore, African PR practitioners need to optimise this role by explaining the importance of managing communication strategically within the organisation.

The African PR associations are very active on the African continent and contribute much to the development of the PR profession. Their efforts have been very successful in a few African countries, where PR practitioners are not

allowed to practice PR unless these individuals are registered as members of the national PR association or institute. The implication is that the standards and codes of ethics of these associations need to be revised and adapted continuously in order to look after the well-being of the practitioners but also of the field as a whole.

8.3.8 Recommendations regarding the roles of the practice of PR in Africa

The research findings have illustrated that the African PR practitioners are very influential. However, the positions of these practitioners within the organisation have not been tested and empirically verified. This would provide a clear indication of where PR is positioned within the organisation and what role it fulfils.

Furthermore, although the African PR associations play a vital role in the African context, this study did not investigate what is needed for PR practitioners to become members of the national PR associations or institutes. It would be interesting to determine what is needed for PR practitioners to become a member. Furthermore, investigating the codes of conduct and minimum requirements would be essential for determining the value of the role of these associations.

The PR practitioners were the units of analysis. The focus of this study was to determine their opinion of the current role that they are fulfilling in the organisation. These results might be different when top management becomes the unit of analysis, focusing the attention on their opinions of the current role that the PR practitioners are fulfilling. It would be interesting to see if there is a difference between the current role the PR practitioners are of the opinion that they fulfil and the role they fulfil in the opinion of top management.

8.4 LIMITATIONS OF THE STUDY

The delimitations of this study were briefly discussed and summarised in Chapter 1. This was necessary since a single study cannot and should not attempt to address all aspects of a particular field of enquiry. Specific limitations identified in this study in the literature as well as the empirical phase of the study will be discussed.

8.4.1 Limitations from a theoretical perspective

This study focused on the practice of PR and was defined by referring to the models and the roles of the practice of PR. It is, however, possible that literature on mass communication could have provided more insight into the African situation as most of the courses in Africa are offered from this perspective. However, this discipline was not considered in this study and therefore such literature was not consulted. Anthropology may also have provided valuable input in understanding the African context a little better owing to the critical influence of culture on the social interaction within Africa. This discipline was, however, not included and consequently the literature was not consulted. Furthermore, the importance of the uniqueness of the macro environmental issues on the African context could have justified the inclusion of the political and economic literature, which might have contributed to a better understanding of the African context. These disciplines were not included and therefore the literature was not consulted.

8.4.2 Limitations from an empirical perspective

Survey research was conducted in an attempt to describe the practice of PR in Africa, as described by global literature. Chapter 6 explained the research methodology that was followed. The research design and the choice of research methods and techniques were guided by the fact that the research was quantitative and descriptive in nature. This chapter provided a step-by-step approach that was followed in the attempt to get enough respondents.

This was one of the major issues in this study, as there was no knowledge of the African PR practitioners. Data was collected through the medium of e-mail, which proved to be not the most effective medium in the African context. Face-to-face data collection proved to be much more effective, illustrating the importance of interpersonal relationships in the African context. This was proven by the impact of, firstly, meeting some African PR practitioners face-to-face and, secondly, the referrals that followed. The e-mail as medium also proved that the technological infrastructure is still not as stable in some of the countries as was expected.

The questionnaire did not cater for consultants to provide a proper reflection of what PR's current purpose and activities entail, since the questionnaire was based on that of an existing one, which focused on PR as part of an organisation. Although the questionnaire was designed to address this particular study and its objectives, a few more questions were included in order for the researcher to get a better understanding of the nature of PR in Africa. This, however, made the questionnaire a little long and could have also contributed to the low response rate.

The sample method used in this study, namely snowball sampling, was very time consuming and the researcher did not have much control over the type of respondents who participated. It would have also been more effective if PR practitioners from the various sectors of society could have been included in this study in order to see if there are any differences in the practice of PR.

The sample was not big enough to compare different countries with one another or to do a confirmatory factor analysis in order to assess if the measuring instrument can in fact be used in this context.

Although this study was of a descriptive nature and a quantitative approach was used it was found that more in-depth information is necessary in order to explain certain aspects more effectively.

8.5 RECOMMENDATIONS FOR FUTURE RESEARCH

The former section 8.4 addressed the limitations of this particular study and therefore certain recommendations will be made in the following

8.5.1 Continuation of the present study

This study merely focused on the practice of PR and did not refer extensively to the educational and research aspect of the African body of knowledge. In the attempt to investigate a body of knowledge research on all 3 these aspects should be included.

8.5.2 Important research topics

There are numerous opportunities for future studies in the practice of PR in Africa. Based on the limitations of this study a few recommendations can be made for future research:

- A comparison between different countries in terms of the practice of PR could be interesting;
- Inclusion of more African countries especially those countries with active PR associations and institutions;
- Explore which tertiary institutions offer PR training;
- Explore the perspective from which this PR training takes place;
- This study found that African countries offer courses in PR, it would be interesting to assess from which scientific perspective this training takes place;
- Determining the PR curriculum that is taught at the formal and informal institutions in Africa;
- The importance of culture in the practice of PR; Anthropology and sociology will contribute to a better understanding of the African context.

8.6 CONCLUSION

The aim of this study was to describe the practice of PR in Africa. Very little information was available about the practice of PR in Africa and therefore it was essential to develop a benchmark that could be used to describe the African situation. This was done in this study through a theoretical discussion, in the attempt to explore the current level of development for the practice of PR. This theoretical discussion guided the empirical phase where the various concepts and constructs were tested.

The empirical phase of this study proved that 3 models and 2 roles exist in the African context. The findings further empirically verified that the reflective model and the adapted role of the strategist are present in the African context. Relationships between the models and roles in the African context were found, which illustrated that the practice of PR predominantly takes place on a very high and influential level. This could be due to the high educational level that was found amongst PR practitioners but there could also be various other factors contributing to this.

This study proved that very little is known about the practice of PR in Africa due to various reasons but an important issue is that of a lack of documented literature on the practice of PR in Africa. The limited information has created perceptions that there is not happening in the field of PR in Africa or if there is then it takes place at a very low technical level. This study proved that those perceptions are incorrect. Africa is currently according to the opinions of the PR practitioner functioning at a very strategic level where the purpose of PR is focused on understanding society and the way in which it influences businesses.

Africa can and should continue with the continental discussions on the practice of PR. The continent should however eagerly seek to participate in the global discussions providing a better understanding about the practice of PR in Africa. The Western world does not understand the complex and dynamic environment

of the African continent and these issues impact life in general on the continent. Furthermore, the authenticity of the African culture has a major impact on the way in which PR is practiced. It is therefore essential for African PR practitioners to explain this worldview to the global society, as this influence social interaction and therefore the practice of PR. When referring back to Biko's words that was stated in the beginning of this study:

“We believe that in the long run the special contribution to the world by Africa will be in this field of human relationships. The great powers of the world may have done wonders in giving the world an industrial and military look, but the great gift still has to come from Africa – giving the world a more human face” (Biko in Coetzee & Roux, 1998:30)

it is clear that Africa can provide a very unique contribution to the understanding of PR in the African context.

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APPENDIX 1

E-MAIL SENT TO RESPONDENTS EXPLAINING THE RESEARCH STUDY

Dear respondent

I am currently busy with a research study in Africa. Attached hereto is an explanation of the research currently attempted. I would really appreciate it if you could be of any assistance to me and would like to encourage you to partake in this study.

Kind regards
Gené van Heerden



University of Pretoria

Pretoria 0002 Republic of South Africa Tel (012) 4204111
<http://www.up.ac.za>

FACULTY OF ECONOMIC AND
MANAGEMENT SCIENCES

DEPARTMENT OF MARKETING AND
COMMUNICATION MANAGEMENT

Tel: 2712 420 4039

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gvheerde@hakuna.up.ac.za

Mobile: 27 83 347 4458

Dear respondent

RE: RESEARCH ON THE PRACTICE AND EDUCATION OF PR IN AFRICA

Following this letter is a questionnaire developed by our student, Gené van Heerden. She is currently busy with her Masters degree in public relations, titled: *The current status of the practice and education of public relations in Africa: A descriptive study*”.

As part of her thesis, she needs data to describe the African status of public relations and therefore your time and effort in answering this questionnaire is of great importance. We hereby then request you to take time to complete this questionnaire but referring to the current situation within your organisation. Please ensure that you answer all the questions Your participation in this research project is of great importance.

The questionnaire will be sent to you electronically and you will be asked to complete the questionnaire electronically and send it back to the student. Please ensure that you follow the step-by-step process indicated in the questionnaire, this will eliminate possible problems with regards to the medium used (e-mail). If you are uncertain about anything please do not hesitate to contact Gené via e-mail: gvheerde@hakuna.up.ac.za.

It would be highly appreciated if you could complete this questionnaire as soon as possible and return it to the abovementioned e-mail address. Please send the completed questionnaire to Gené no later than the 5 November 2003.

We thank you for your willingness to participate in this very exciting project and hope that this will be the start of great relationships amongst the African public relations society.

Yours sincerely

The study leaders for this project:

Deputy Dean: Faculty of Economic and Management Sciences
Prof Ronél Rensburg

Dr Gerhard Butschi

APPENDIX 2

STEP-BY-STEP EXPLANATION VIA E-MAIL TO RESPONDENTS

Dear respondent

My aim is to get as many as possible African public relations practitioners involved in his study. If you can assist me by sending this e-mail to other African public relations practitioners, it would be greatly appreciated. Alternatively, you can forward their e-mail addresses to me and I will send them this message. It would be highly appreciated if you could send the questionnaire to me by 5 November 2003.

Attached to this e-mail is the questionnaire that I would like you to complete. Please note: if you merely reply on this message I will receive an empty questionnaire. It is therefore important for you to save this file onto your hard drive for the following reasons:

1. To ensure that the data is saved.
2. To complete the questionnaire in your own time, which means you do not have to be on-line whilst completing the questionnaire. You can complete it, connect to the internet and merely attach the file called "AfricanPR Survey".

I am going to give you a step-by-step process to follow to ensure that you save the data correctly:

1. As you click on the attachment, the computer will prompt you with the following message: What do you want to do with this file? "Open it" or "Save it to disk"
2. Click on the "Save it to disk" option.
3. Then click OK
4. The computer will now prompt you with a window called "Save as".
5. You need to select a directory where you would like to save this document.
6. At the top of this window, there is a line stating "Save in".
7. Next to this line there is a drop down list.
8. From this drop down list please select the directory called "My documents".
9. At the top of this window where it states "Save in" the word "My documents" must now appear next to the line stating "Save in".

10. At the bottom of the same window there is a space called "File name". Please make sure that the name that appears in this box next to the line stating "File name" indicates the file name "AfricanPR Survey".

11. If this is the case, click on "Save".

12. If this is not the case please name the file "AfricanPR Survey" and then press "Save".

13. The document is now saved in the "My documents" directory on your hard drive with the file name "AfricanPR Survey".

14. Please go to the "My documents" directory and open the file named "AfricanPR Survey"

15. Please start completing the questionnaire.

16. Carefully follow the steps in the questionnaire to ensure that you have saved all your answers.

17. Close the document.

18. Please send me an e-mail and attach the file named "AfricanPR Survey" from your "My documents" directory.

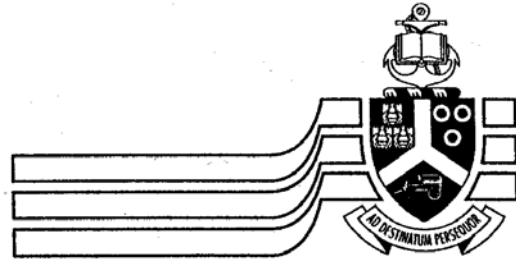
I will now receive a completed questionnaire.

Thank you once again for your willingness to participate in this project.

Kind regards

Gené van Heerden

APPENDIX 3
FINAL QUESTIONNAIRE



University of Pretoria

Pretoria 0002 Republic of South Africa
Tel (012) 420-4111
<http://www.up.ac.za>

Faculty of Economic and Management Sciences

Dear respondent

RE: RESEARCH ON THE PRACTICE OF PUBLIC RELATIONS IN AFRICA

Attached to this letter is a questionnaire developed by our student, Gené van Heerden. She is currently doing with her Masters degree in Communication Management, titled: *The practice of public relations in Africa: A descriptive study*".

We hereby request that you take time to complete this questionnaire. We know that you, being practitioners, will have a prevailing idea of how public relations should be practiced. However that is not the aim of the study. Rather, the focus is on the CURRENT practice of public relations. It is thus of paramount importance that in answering this questionnaire you provide your opinion on the CURRENT situation of public relations practice within your organisation. Please ensure that you answer ALL the questions in the questionnaire. Your participation in this research project is of great importance to obtain the status of public relations in Africa.

The questionnaire will be sent to you by e-mail and you will be asked to complete this questionnaire electronically, and to send it back to the student. Please ensure that you follow the step-by-step process as indicated in the questionnaire. This will eliminate any possible problems. If you are uncertain about anything please do not hesitate to contact Gené via e-mail on: gvheerde@hakuna.up.ac.za.

It would be highly appreciated if you could complete this questionnaire as soon as possible and return it to the abovementioned e-mail address no later than 5 November 2003.

We thank you for your willingness to participate in this very exciting project and hope that this will be the start of many lasting relationships amongst the African public relations society.

Yours sincerely

Study leader for this project.

sig. *Prof Ronél Rensburg*
Deputy Dean: Faculty of Economic
and Management Sciences

Co-study leader for this project

sig. *Dr Gerhard Bütschi*
Visiting Professor from Switzerland
and Communication Consultant

THE PRACTICE OF PUBLIC RELATIONS IN AFRICA

Thank you for your willingness to participate in this study. The aim of the research is to describe the **CURRENT** status of public relations in Africa. As public relations practitioners, you will have a prevailing idea about how public relations should be practised. However, that is not the focus of this study. Rather, we request that you provide your opinion as to the **CURRENT** situation with regards to the public relations practice in Africa.

The questionnaire will follow a step-by-step process. Please follow the steps very carefully to ensure that all the data is captured.

Step 1:

Click on the save button. Save this document as “PR Survey” in your directory.

Step 2:

Please read the following section to ensure that you understand the example.

In each of the statements in the section below, please use the scale 1=Strongly disagree and 5=Strongly agree, to indicate your answer. Please mark your answer with an 'X' in the appropriate box.

FOR EXAMPLE:

The CURRENT purpose of the public relations department in our organisation is to...	Please mark your answer with an 'X' in the appropriate box.				
	Strongly disagree	Disagree	Neutral (Neither disagree nor agree)	Agree	Strongly agree
1...obtain trust.	1	2 X	3	4	5
2...counsel management.	1	2	3	4 X	5

Step 3:

Section A consists of 25 questions. Please answer each question by following the instructions provided below.

Section A: Purpose of Public Relations

The statements below refer to the **CURRENT** purpose of the public relations department or division in your organisation. Use the following scale to indicate the **extent of your disagreement or agreement** with the statements:

1=Strongly disagree 2=Disagree 3=Neutral (Neither disagree nor agree) 4=Agree 5=Strongly agree

The CURRENT purpose of the public relations department in our organisation is...	Please mark your answer with an 'X' in the appropriate box.				
	Strongly disagree	Disagree	Neutral (Neither disagree nor agree)	Agree	Strongly agree
1...to influence management to modify their policies/strategies so as not to harm society.	1	2	3	4	5
2...to get publicity for our organisation.	1	2	3	4	5
3...more of a neutral disseminator of information than an advocate who speaks in favour of our organisation.	1	2	3	4	5
4...to firstly look at attitude surveys, to ensure we describe the organisation in ways our publics would be likely to accept it.	1	2	3	4	5
5...to assist management to negotiate conflict with our publics (or vice versa).	1	2	3	4	5
6...concerned with monitoring the consequences of organisational behaviour on society.	1	2	3	4	5
7...to judge the success of a public relations programme on the number of people who attend an event or use our products/services.	1	2	3	4	5
8...to do research to determine public attitudes towards our organisation, before conducting a public relations programme.	1	2	3	4	5
9...to keep a news clipping file as an important way to stay abreast of what publics think of our organisation.	1	2	3	4	5
10...concerned with getting our organisation a 'license to operate' from society.	1	2	3	4	5
11...to change the attitudes/behaviour of management as much as it is to change the attitudes/behaviour of our publics.	1	2	3	4	5
12...to participate in top management discussions on what legitimate organisational behaviour entails (e.g. behaviour that will be accepted by society).	1	2	3	4	5
13...not only to obtain favourable publicity, but also to prevent unfavourable publicity in the media.	1	2	3	4	5
14...to inform top management of societal values/norms so that they can adjust organisational decisions/strategies accordingly.	1	2	3	4	5
15...to do surveys/focus groups, before starting a public relations programme, to find out how well management and our publics understand each other.	1	2	3	4	5
16...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.	1	2	3	4	5

The CURRENT purpose of the public relations department in our organisation is...	Please mark your answer with an 'X' in the appropriate box.				
	Strongly disagree	Disagree	Neutral (Neither disagree nor agree)	Agree	Strongly agree
17...to bring to top management's attention that to prosper economically/ survive in the long term, our organisation must act socially responsible in the short term.	1	2	3	4	5
18...essentially the same thing as publicity.	1	2	3	4	5
19...to persuade publics to behave the way that the organisation wants them to behave.	1	2	3	4	5
20...to disseminate accurate information but not to volunteer unfavourable information.	1	2	3	4	5
21...to influence top management decisions to ensure that our organisation is regarded by society as being 'trustworthy'.	1	2	3	4	5
22...to develop mutual understanding between our management and the publics that the organisation affects.	1	2	3	4	5
23...to ensure a balance between the organisational goals and the well being of society.	1	2	3	4	5
24...to write news stories for producing publications, which keeps us so busy that there is no time to do research.	1	2	3	4	5
25...more of a neutral disseminator of information than a mediator, connecting management to publics.	1	2	3	4	5

Step 4:

Click on the save button to ensure that your answers are saved.

Step 5:

Section B consists of 21 questions. Please answer each question by following the instructions provided below.

Section B: Public Relations Activities

The statements below refer to the activities **CURRENTLY** performed by the public relations department or division in your organisation. Use the following scale to indicate the **extent of your disagreement or agreement** with the statements:

1=Strongly disagree 2=Disagree 3=Neutral (Neither disagree nor agree) 4=Agree 5=Strongly agree

The CURRENT activity of the public relations department in our organisation is ...	Please mark your answer with an 'X' in the appropriate box.				
	Strongly disagree	Disagree	Neutral (Neither disagree nor agree)	Agree	Strongly agree
1...to explain to top management the impact of their behaviour (obtained through research) on key external publics (e.g. media, investors, communities).	1	2	3	4	5
2...to keep a media clipping service (clip articles that appeared in the media about the organisation).	1	2	3	4	5
3...to act as an 'early warning system' to top management before issues in society erupt into a crisis for my organisation.	1	2	3	4	5
4...to take responsibility for the success or the failure of public relations plans.	1	2	3	4	5
5...to organise special events (e.g. open houses/ exhibitions/ gala evenings).	1	2	3	4	5
6...to act as an advocate for key internal publics by explaining their views to top management.	1	2	3	4	5
7...to develop public relations strategy that supports corporate strategy.	1	2	3	4	5
8...to produce audiovisual materials for presentations.	1	2	3	4	5
9...to initiate dialogue with pressure groups in society that are limiting the organisation's autonomy (e.g. legislators/ environmentalists/ consumer advocates).	1	2	3	4	5
10...to manage the implementation of public relations plans.	1	2	3	4	5
11...to explain views/ opinions that exist in society to top management.	1	2	3	4	5
12...to write articles for the organisation's publications.	1	2	3	4	5
13...to bring to top management's attention organisational behaviour that erodes public trust.	1	2	3	4	5
14...to take responsibility for the success or the failure of public relations strategy.	1	2	3	4	5
15...to bring to top management's attention societal expectations for socially responsible behaviour.	1	2	3	4	5
16...to edit public relations materials (e.g. speeches/ annual report).	1	2	3	4	5
17...to explain to top management the impact of the organisation's behaviour on society.	1	2	3	4	5
18...to monitor the performance of public relations practitioners sub-divisions.	1	2	3	4	5
19...to express the company's stance on social responsibility to society in order to gain public trust.	1	2	3	4	5
20...to generate publicity (e.g. write media releases).	1	2	3	4	5
21...to act as an advocate for key external publics by explaining their views to top management.	1	2	3	4	5

Step 6:

Click on the save button to ensure that your answers are saved.

Step 7:

Section C consists of 11 questions. Please answer each question by following the instructions provided below.

Section C: Demographic information

1. Please mark with an 'X' below, the box indicating your gender

Male	
Female	

2. In which year were you born? Please provide your answer in a four-digit format (e.g. 1965).
-

3. Please mark with an 'X' below, the box indicating your mother tongue.

English	
Portuguese	
French	
Other	

Please specify other language:

4. Please mark with an 'X' below, the box indicating your highest tertiary education level

Certificate	
Diploma	
Degree	
Honours	
Masters	
Doctorate	
Other	

Please specify the type of degree (e.g. BA Communication Sciences)

5. Please mark with an 'X' below, the box indicating whether you have received any public relations training. If your answer is yes please continue with questions 6, 7 and 8. If your answer is no, please continue with question 9.

Yes	
No	

6. Please mark with an 'X' below, the box indicating where you have received your public relations training?

Locally	
Internationally	

Please specify the country:

7. Please mark with an 'X' below, the box indicating the type of training that you have received?

Formal (e.g. University)	
Informal (e.g. PR Association)	

Please specify the institution:

8. Please mark with an 'X' below, the box indicating the highest level of public relations training that you have received.

As an undergraduate subject	
As a degree in public relations	
As a post graduate subject	
As a post graduate degree in public relations	
As a diploma course in public relations	
As a certificate course in public relations	
As a day course in public relations	

Please specify any other:

9. If your country has a public relations association, please provide the name of the association:
-

10. Please provide the name/s of the tertiary institutions that you are aware of in your country, that offer public relations education/ training.

11. Please provide the name of the African country you live in?

Step 8:

Click on the save button to ensure that your answers are saved.

Step 9:

Please answer the following section. If you choose not to complete this section, you can still submit your completed questionnaire without this information.

Optional information: Particulars of respondents

May I please have the following personal information? This information will be used for quality control purposes and networking purposes. I might have to follow-up with you to double-check one of two of your answers.

Name:

E-mail:

Telephone number: ()

Employer:

Current position:

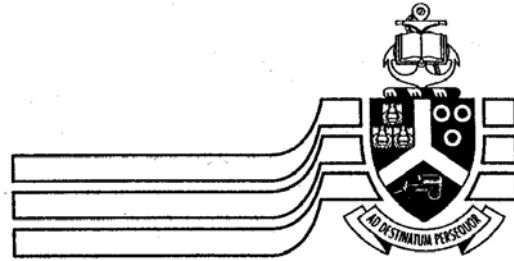
Step 10:

Click on the save button to ensure that your answers are saved.

Step 11:

Close this document. When sending this questionnaire to my e-mail address: gvheerde@hakuna.up.ac.za please ensure that you have attached the file “PR Survey” to the e-mail. Thank you kindly for your participation!

APPENDIX 4
QUESTIONNAIRE USED IN KENYA



University of Pretoria

Pretoria 0002 Republic of South Africa
Tel (012) 420-4111
<http://www.up.ac.za>

**Faculty of Economic and
Management Sciences**

Dear respondent

RE: RESEARCH ON THE PRACTICE OF PUBLIC RELATIONS IN AFRICA

Attached to this letter is a questionnaire developed by our post-graduate student, Gené van Heerden, who is also a junior lecturer in the Department of Marketing and Communication Management. She is currently doing with her Masters degree in Communication Management, titled: "*The practice of public relations in Africa: A descriptive study*".

We hereby request that you take time to complete this questionnaire. We know that you, being practitioners, will have a prevailing idea of how public relations should be practised. However, that is not the aim of the study. Rather, the focus is on the CURRENT practice of public relations. It is thus of paramount importance that, in answering this questionnaire, you provide your opinion on the CURRENT public relations practice within your organisation. Please ensure that you answer ALL the questions in the questionnaire. Your participation in this research project is of great importance in order to obtain the status of public relations in Africa.

We thank you for your willingness to participate in this very exciting project and hope that this will be the start of many lasting relationships amongst the African public relations community.

Yours sincerely

Study leader for this project.

sig. *Prof Ronél Rensburg*

Deputy Dean: Faculty of Economic
and Management Sciences

Co-study leader for this project

sig. *Dr Gerhard Bütschi*

Visiting Professor at the
University of Pretoria

THE PRACTICE OF PUBLIC RELATIONS IN AFRICA

Thank you for your willingness to participate in this study. The aim of the research is to describe the **CURRENT** status of public relations in Africa. As public relations practitioners, you will have a prevailing idea about how public relations should be practised. However, that is not the focus of this study. Rather, we request that you provide your opinion as to the **CURRENT** situation with regards to the public relations practice in Africa.

In each of the statements in the section below, please use the scale 1=Strongly disagree and 5=Strongly agree, to indicate your answer. Please mark your answer with an 'X' in the appropriate box.

FOR EXAMPLE:

The CURRENT purpose of the public relations department in our organisation is to...	Please mark your answer with an 'X' in the appropriate box.				
	Strongly disagree	Disagree	Neutral (Neither disagree nor agree)	Agree	Strongly agree
1...obtain trust	1	2	3	4	5
2...counsel management	1	2	3	4	5

Section A: Purpose of Public Relations

The statements below refer to the **CURRENT PURPOSE** of the public relations department or division in your organisation. Use the following scale to indicate the **extent of your disagreement or agreement** with the statements:

1=Strongly disagree, 2=Disagree, 3=Neutral (Neither disagree nor agree), 4=Agree, 5=Strongly agree

The CURRENT PURPOSE of the public relations department in our organisation is...	Please mark your answer with an 'X' in the appropriate box.				
	Strongly disagree	Disagree	Neutral (Neither disagree nor agree)	Agree	Strongly agree
1...to influence management to modify their policies/ strategies so as not to harm society.	1	2	3	4	5
2...to get publicity for our organisation.	1	2	3	4	5
3...more of a neutral disseminator of information rather than an advocate (who speaks in favour of our organisation).	1	2	3	4	5
4...to conduct/ study attitude surveys before starting public relations programmes, to ensure we describe the organisation in ways our publics would be likely to accept.	1	2	3	4	5
5...to assist management to negotiate conflict with our publics (or vice versa).	1	2	3	4	5

The CURRENT PURPOSE of the public relations department in our organisation is...	Please mark your answer with an 'X' in the appropriate box.				
	Strongly disagree	Disagree	Neutral (Neither disagree nor agree)	Agree	Strongly agree
6...to monitor the consequences of organisational behaviour on society.	1	2	3	4	5
7...to judge the success of a public relations programme on the number of people who attend an event or use our products/services.	1	2	3	4	5
8...to do research to determine public attitudes towards our organisation, before conducting a public relations programme.	1	2	3	4	5
9...to keep a news clipping file as an important way to stay abreast of what publics think of our organisation.	1	2	3	4	5
10...to obtain for our organisation a 'license to operate' from society.	1	2	3	4	5
11...to change the attitudes/behaviour of management as much as it is to change the attitudes/behaviour of our publics.	1	2	3	4	5
12...to participate in top management discussions on what "legitimate" organisational behaviour entails (i.e. behaviour that will be accepted by society).	1	2	3	4	5
13...not only to obtain favourable publicity, but also to prevent unfavourable publicity in the media.	1	2	3	4	5
14...to inform top management of societal values/norms so that they can adjust organisational decisions/strategies accordingly.	1	2	3	4	5
15...to do surveys/focus groups before starting a public relations programme, to find out how well management and our publics understand each other.	1	2	3	4	5
16...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.	1	2	3	4	5
17...to bring to top management's attention that to prosper economically/ survive in the long term, our organisation must act socially responsible in the short term.	1	2	3	4	5
18...essentially the same thing as publicity.	1	2	3	4	5
19...to persuade publics to behave the way that the organisation wants them to behave.	1	2	3	4	5
20...to disseminate accurate information but not to volunteer unfavourable information.	1	2	3	4	5
21...to influence top management decisions to ensure that our organisation is regarded by society as being 'trustworthy'.	1	2	3	4	5
22...to develop mutual understanding between our management and the publics that the organisation affects.	1	2	3	4	5
23...to ensure a balance between the organisational goals and the well being of society.	1	2	3	4	5
24...to write news stories for producing publications, which keeps us so busy that there is no time to do research.	1	2	3	4	5
25...more being a neutral disseminator of information rather than a mediator that connects management to publics.	1	2	3	4	5

Section B: Public Relations Activities

The statements below refer to the **ACTIVITIES CURRENTLY** performed by the public relations department or division in your organisation. Use the following scale to indicate the **extent of your disagreement or agreement** with the statements:

1=Strongly disagree, 2=Disagree, 3=Neutral (Neither disagree nor agree), 4=Agree, 5=Strongly agree

A CURRENT ACTIVITY of the public relations department in our organisation is ...	Please mark your answer with an 'X' in the appropriate box.				
	Strongly disagree	Disagree	Neutral (Neither disagree nor agree)	Agree	Strongly agree
1...to explain to top management the impact of their behaviour (obtained through research) on key external publics (e.g. media, investors, communities).	1	2	3	4	5
2...to keep a media clipping service (clip articles that appeared in the media about the organisation).	1	2	3	4	5
3...to act as an 'early warning system' to top management before issues in society erupt into a crisis for our organisation.	1	2	3	4	5
4...to take responsibility for the success or the failure of public relations plans.	1	2	3	4	5
5...to organise special events (e.g. open houses/ exhibitions/ gala evenings).	1	2	3	4	5
6...to act as an advocate for key internal publics by explaining their views to top management.	1	2	3	4	5
7...to develop public relations strategy that supports corporate strategy.	1	2	3	4	5
8...to produce audiovisual materials for presentations.	1	2	3	4	5
9...to initiate dialogue with pressure groups in society that are limiting the organisation's autonomy (e.g. legislators/ environmentalists/ consumer advocates).	1	2	3	4	5
10...to manage the implementation of public relations plans.	1	2	3	4	5
11...to explain views/ opinions that exist in society to top management.	1	2	3	4	5
12...to write articles for the organisation's publications.	1	2	3	4	5
13...to bring to top management's attention any organisational behaviour that erodes public trust.	1	2	3	4	5
14...to take responsibility for the success or the failure of public relations strategy.	1	2	3	4	5
15...to bring to top management's attention societal expectations for socially responsible behaviour.	1	2	3	4	5
16...to edit public relations materials (e.g. speeches/ the annual report).	1	2	3	4	5
17...to explain to top management the impact of the organisation's behaviour on society.	1	2	3	4	5
18...to monitor the performance of public relations practitioners sub-divisions.	1	2	3	4	5
19...to express the company's stance on social responsibility to society in order to gain public trust.	1	2	3	4	5
20...to generate publicity (e.g. write media releases).	1	2	3	4	5
21...to act as an advocate for key external publics by explaining their views to top management.	1	2	3	4	5

Section C: Demographic information

1. Please mark with an 'X' below, the box indicating your gender

Male	
Female	

2. In which year were you born? Please provide your answer in a four-digit format (e.g. 1965).

3. Please mark with an 'X' below, the box indicating your mother tongue.

English	
Portuguese	
French	
Other	

Please specify other language:

4. Please mark with an 'X' below, the box indicating your highest tertiary education level

Certificate	
Diploma	
Degree	
Honours	
Masters	
Doctorate	
Other	

Please specify the type of degree (e.g. BA Communication Sciences)

5. Please mark with an 'X' below, the box indicating whether you have received any public relations training. If your answer is yes, please continue with questions 6, 7 and 8. If your answer is no, please continue with question 9.

Yes	
No	

6. Please mark with an 'X' below, the box indicating where you have received your public relations training?

Locally	
Internationally	

Please specify the country (Locally or Internationally):

7. Please mark with an 'X' below, the box indicating the type of training that you have received?

Formal (e.g. University)	
Informal (e.g. PR Association)	

Please specify the institution:

8. Please mark with an 'X' below, the box indicating the highest level of **public relations training** that you have received.

As an undergraduate subject	
As a degree in public relations	
As a post graduate subject	
As a post graduate degree in public relations	
As a diploma course in public relations	
As a certificate course in public relations	
As a short course in public relations (e.g. a few days)	

Please specify any other:

9. If your country has a public relations association, please provide the name of the association:

10. Please provide the name/s of the tertiary institutions, that you are aware of, in your country, that offer public relations education/ training.

11. Please provide the name of the African country you live in?

Optional information: Particulars of respondents

May I please have the following personal information? This information will be used for quality control purposes and networking purposes. I might have to follow-up with you to double-check one of two of your answers.

Name:

E-mail:

Telephone number: ()

Employer:

Current position:

Thank you kindly for your participation!

APPENDIX 5
DATA CAPTURE SHEET

Data Capture Sheet - Me G van Heerden : EHB9050 : EH410754 : T03146

Resp	<input type="text"/>	<input type="text"/>	<input type="text"/>	V1 : 1	C1	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	V48 : 50
					C2	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	V49 : 51
A1	<input type="text"/>			V2 : 4	C3a	<input type="text"/>				V50 : 55
A2	<input type="text"/>			V3 : 5	C3b	<input type="text"/>				V51 : 56
A3	<input type="text"/>			V4 : 6	C4a	<input type="text"/>				V52 : 57
A4	<input type="text"/>			V5 : 7	C4b	<input type="text"/>	<input type="text"/>			V53 : 58
A5	<input type="text"/>			V6 : 8	C5	<input type="text"/>				V54 : 60
A6	<input type="text"/>			V7 : 9	C6a	<input type="text"/>				V55 : 61
A7	<input type="text"/>			V8 : 10	C6b	<input type="text"/>	<input type="text"/>			V56 : 62
A8	<input type="text"/>			V9 : 11	C7a	<input type="text"/>				V57 : 64
A9	<input type="text"/>			V10 : 12	C7b	<input type="text"/>	<input type="text"/>			V58 : 65
A10	<input type="text"/>			V11 : 13	C8a	<input type="text"/>				V59 : 67
A11	<input type="text"/>			V12 : 14	C8b	<input type="text"/>				V60 : 68
A12	<input type="text"/>			V13 : 15	C8c	<input type="text"/>				V61 : 69
A13	<input type="text"/>			V14 : 16	C8d	<input type="text"/>				V62 : 70
A14	<input type="text"/>			V15 : 17	C8e	<input type="text"/>				V63 : 71
A15	<input type="text"/>			V16 : 18	C8f	<input type="text"/>				V64 : 72
A16	<input type="text"/>			V17 : 19	C8g	<input type="text"/>				V65 : 73
A17	<input type="text"/>			V18 : 20	C8h	<input type="text"/>	<input type="text"/>			V66 : 74
A18	<input type="text"/>			V19 : 21	C8i	<input type="text"/>	<input type="text"/>			V67 : 76
A19	<input type="text"/>			V20 : 22	C9	<input type="text"/>	<input type="text"/>			V68 : 78
A20	<input type="text"/>			V21 : 23	C10a	<input type="text"/>	<input type="text"/>			V69 : 80
A21	<input type="text"/>			V22 : 24	C10b	<input type="text"/>	<input type="text"/>			V70 : 82
A22	<input type="text"/>			V23 : 25	C10c	<input type="text"/>	<input type="text"/>			V71 : 84
A23	<input type="text"/>			V24 : 26	C10d	<input type="text"/>	<input type="text"/>			V72 : 86
A24	<input type="text"/>			V25 : 27	C10e	<input type="text"/>	<input type="text"/>			V73 : 88
A25	<input type="text"/>			V26 : 28	C11	<input type="text"/>	<input type="text"/>			V74 : 90
					C12	<input type="text"/>	<input type="text"/>			V75 : 92
B1	<input type="text"/>			V27 : 29						
B2	<input type="text"/>			V28 : 30						
B3	<input type="text"/>			V29 : 31						
B4	<input type="text"/>			V30 : 32						
B5	<input type="text"/>			V31 : 33						
B6	<input type="text"/>			V32 : 34						
B7	<input type="text"/>			V33 : 35						
B8	<input type="text"/>			V34 : 36						
B9	<input type="text"/>			V35 : 37						
B10	<input type="text"/>			V36 : 38						
B11	<input type="text"/>			V37 : 39						
B12	<input type="text"/>			V38 : 40						
B13	<input type="text"/>			V39 : 41						
B14	<input type="text"/>			V40 : 42						
B15	<input type="text"/>			V41 : 43						
B16	<input type="text"/>			V42 : 44						
B17	<input type="text"/>			V43 : 45						
B18	<input type="text"/>			V44 : 46						
B19	<input type="text"/>			V45 : 47						
B20	<input type="text"/>			V46 : 48						
B21	<input type="text"/>			V47 : 49						