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## CHAPTER 6

# RESEARCH DESIGN FOR DEVELOPING GUIDELINES AND POSITIONING FRAMEWORK

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### 6.1 INTRODUCTION

As indicated, this study consists of three phases with the ultimate aim to develop guidelines for the management of stakeholder relationships in accordance with the King III Report on Governance for South Africa and a positioning framework for stakeholder relationship management (SRM). Phase III of this study focuses on achieving this aim.

Phase I, as a point of departure for this study, consisted of an exploration of the area of stakeholder relationship management and the role of communication management therein. It consisted of a literature review; a discussion of the implications of Chapter 8 of the King III Report on Governance for communication management in South Africa; as well as an analysis of the global studies on communication management practices and trends and of the Stockholm Accords. Phase II focussed on outlining the view of senior communicators from selected South African companies, which, together with the outcomes from Phase I, forms the basis for the development of guidelines for stakeholder relationship management and a stakeholder relationship management positioning framework (Phase III).

This chapter outlines the research design that was followed to achieve the final purpose of the research, namely to determine the contribution of strategic communication management as a redefined business paradigm in managing stakeholder relationship management, enhancing the knowledge of communication professionals in implementing the six principles outlined in Chapter 8 of the King III Report on Governance.

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This chapter is structured in the following way:

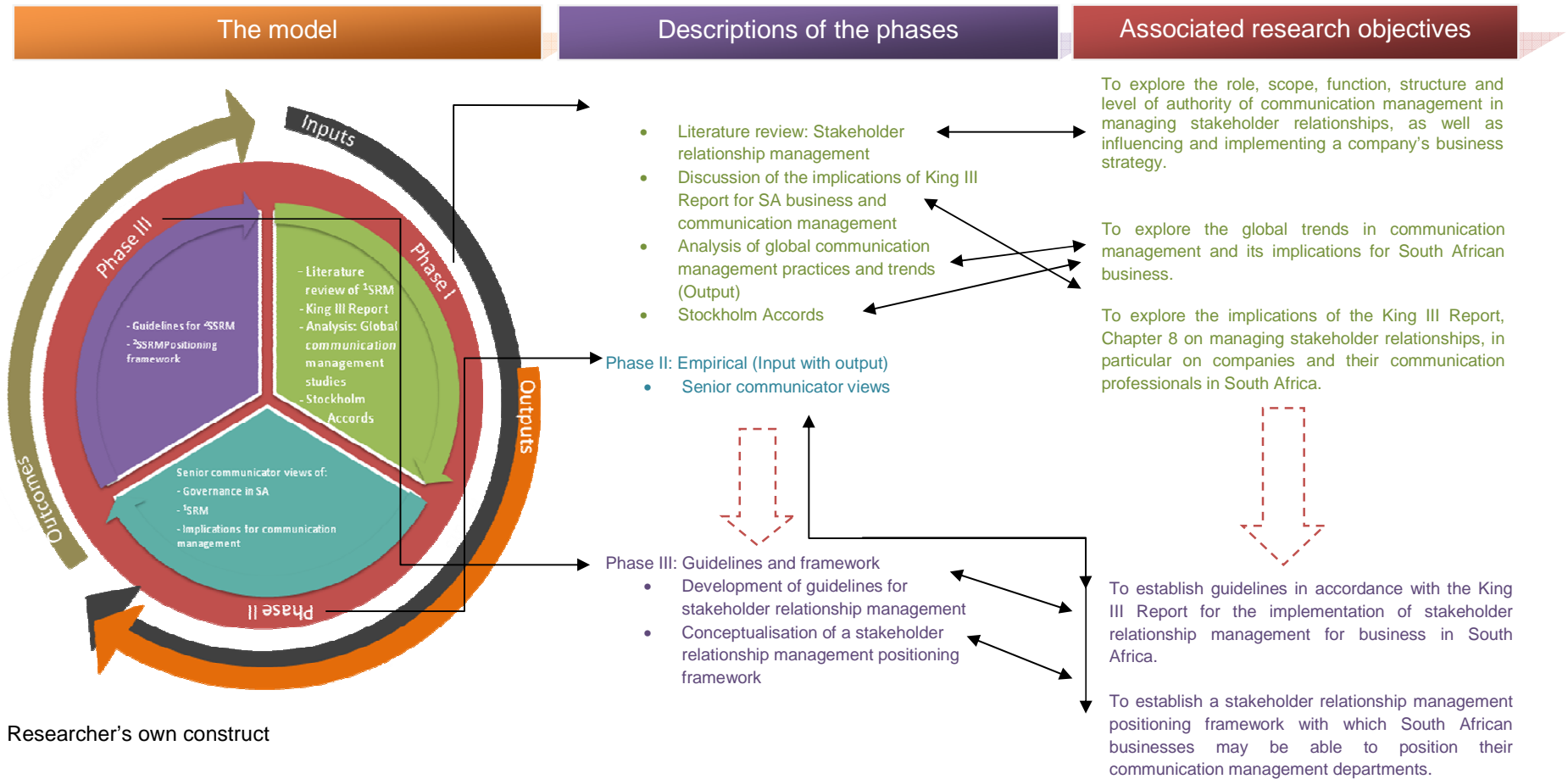
- Overview of the three phases that guide this study
- Research objectives
- Sampling design
- Interview guide
- Data collection
- Data analysis
- The pilot study
- Rigour and ethics

These phases and their relationship with each other are presented in Figure 6.1, also presented in Chapter 1. This figure also outlines how the phases related to the research objectives of this study. Each of the phases was discussed in Chapter 1.

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Chapter 6

Figure 6.1: The relationship between the phases model and the research objectives of this study



## 6.2 SUMMARY OF THE PHASES

A summary of the phases in relation to the chapters of this study is provided in Table 6.1.

**Table 6.1: Summary of the phases in relationship to the chapters of this study**

PHASES	CHAPTER	NAME OF CHAPTER
Phase I: Literature review on stakeholder relationship management	Chapter 3	Stakeholder relationship management (SRM)
Phase I: King III Report Chapter 8 discussion	Chapter 4	King III: Explaining the implications for communication management
Phase I: Global communication management studies analysis and consideration of the Stockholm Accords	Chapter 5	Analysis of the global studies on communication management
Phase II: In-depth interviews (Empirical research)	Chapter 7	Senior communicator views of the role of communication management in stakeholder relationship management
Phase III: Guidelines for the management of strategic stakeholder relationships and stakeholder relationship management positioning framework	Chapter 8	Guidelines and positioning framework for stakeholder relationship management

## 6.3 RESEARCH OBJECTIVES

The research questions and objectives of this study were outlined in Chapter 1. However, for each of the references, the primary research question and related research objectives are repeated here.

### 6.1.1 Research question

The primary research question being investigated is:

How can communication professionals assist their companies to manage stakeholder relationships according to the King III Report on Governance?

### 6.1.2 Research objectives

The study was guided by the following specific research objectives:

- Ro1: To explore the role, scope, function, structure and level of authority of communication management in managing stakeholder relationships, as well as influencing and implementing a company's business strategy.
- Ro2: To explore the implications of the King III Report and Chapter 8 on managing stakeholder relationships, in particular on companies and their communication professionals in South Africa.
- Ro3: To explore the global trends in communication management and its implications for South African businesses.
- Ro4: To establish guidelines in accordance with the King III Report for the implementation of stakeholder relationship management for businesses in South Africa.
- Ro5: To establish a stakeholder relationship management positioning framework with which South African businesses may be able to position their communication management departments.

## 6.4 SAMPLING DESIGN

In non-probability sampling, as is the case in this study, the odds of selecting a particular individual are not known as the researcher often does not know the population size or the members of the population (Gravetter & Forzano, 2003:118). For the purpose of this study, purposive, often referred to as convenience sampling, was used. Purposive sampling is based entirely on the judgment of the researcher, as the sample consists of elements that contain the most characteristic, representative or typical attributes of the population. Therefore the judgment of the researcher is a factor in this type of sample (Strydom, 2005a:202). The sampling plan for the study is outlined in Table 6.2.

### 6.4.1 Sampling plan

The sampling plan includes the population being senior communicators selected through non-probability convenience or purposive sampling. Three Metropolitan areas, Gauteng, Durban and Cape Town were used to select participants from. The Top Performing companies' publication was used to sample from, as well as exploring the websites from the selected companies to determine whether the selected participant would be able to make informed comments.

**Table 6.2: Sampling plan**

<b>TARGET POPULATION</b>	Senior communicators (specifically stakeholder relationship management) in companies in South Africa
<b>UNIT OF ANALYSIS</b>	Senior communicators (specifically stakeholder relationship management) in companies in South Africa
<b>SOURCES FROM WHICH DATA WAS COLLECTED</b>	Participants selected from the unit of analysis
<b>METHOD FOR SELECTING PARTICIPANTS</b>	The sampling design used was non-probability convenience or purposive sampling. The Gauteng participants were selected from the interviews conducted in the 2008 South Africa CCI Benchmark study for the profit sector and the Top 500 Best Performing companies in South Africa publication (Fletcher, 2007). To obtain a more representative view, participants from the other main business centres in South Africa, namely Cape Town and surrounding areas and Durban, were included. They were identified with the use of the 11 <sup>th</sup> Edition of the Top Performing Companies publication (a publication released annually of the top performing companies in South Africa based on turnover, growth, triple bottom line, increase in volume of sales, increase in volume of service contracts, capital investment and total value of assets) (Fletcher, 2011:7) where the participants were selected based on whether a senior communicator mainly responsible for stakeholder relationship management was employed, and whether reference was made to corporate governance, citizenship or sustainability on the company website.
<b>NUMBER OF PARTICIPANTS</b>	9 Participants

#### 6.4.2 Selection of participants according to geographical region

South Africa consists of six mega cities or better known as metropolitan municipalities. They are Cape Town, Durban (eThekweni), Ekurhuleni (East Rand), Johannesburg, Nelson Mandela Bay (Port Elizabeth) and Tshwane (Pretoria) (South Africa at a glance, n.d.: [1-2]). As most South African companies have their head offices located in either Gauteng (Johannesburg/Tshwane), Cape Town and surrounding areas or Durban, where the top persons responsible for communication and stakeholder relationship management in these companies are based at a head office, these three cities and surrounding areas were used to sample participants from.

For the Gauteng region, the sampling was based on knowledge obtained from the South Africa CCI Benchmark study that was conducted in 2008 by Prof. G.F. de Wet, Dr. I. Niemann-Struweg and C. Meintjes. As the researcher of this study was also one of the primary researchers of the South Africa CCI Benchmark study, it was possible to identify the companies which participated in this study, coupled with whether the top person responsible interviewed had knowledge of the King III Report. Although this approach was different to that used for the other regions included in the study, it provided the researcher with the advantage to make more informed decisions with regard to the sampling in this region, as the majority of Top Performing Companies are based in Gauteng. It further proved beneficial to this study, as one of the questions of the South Africa CCI Benchmark study related to the King Report and based on this, it was known whether the particular company had knowledge of the King Report and whether the top person responsible for communication management would be able to comment in this regard. An overview of the segment, sectors, subsectors and companies and who had knowledge of the King III Report are outlined in Appendix B. The companies which had some knowledge or understanding of the King Report were Sappi, ArcelorMittal, Afrox, Africon, Daimler Chrysler, Clover, Discovery, Massmart,

Prestige, Vodacom, FNB, Standard Bank, Deloitte and UNISA. This was evident from a question asked during the RSA CCI study in which participants had to illustrate the implications of the King Report for communication management.

The selection of participants for each of the geographic areas is outlined in Table 6.3.

**Table 6.3: Participants selected from the three major metropolitans in South Africa**

METROPOLITAN/REGION	COMPANY	REASONS FOR SELECTION
Gauteng region (Johannesburg/Tshwane)	Sappi PPC Vodacom	See Table 6.6
Durban region (eThekweni)	Tongaat Hulett Development Defy	See discussion that follows
Cape Town region and surrounds	KWV Holdings Woolworths Medi-Clinic	See discussion that follows

An investigation into whether these organisations still had a communication executive or a top person responsible for stakeholder relations management was undertaken. This investigation included determining whether the company underwent significant changes. The insights from this investigation are displayed in Table 6.4.

**Table 6.4: Summary of investigation of Gauteng companies**

SEGMENT	COMPANY	TOP PERSON RESPONSIBLE FOR COMMUNICATION/SIGNIFICANT CHANGES
PRIMARY	Sappi	✓
	ArcelorMittal	Located in Vereeniging outside of Johannesburg/Tshwane
SECONDARY	Afrox	✓
	Africon	Company underwent major changes
	Daimler Chrysler	Company underwent major changes
	Clover	✓
TERTIARY	Discovery	✓
	Massmart	✓
	Prestige	✓



SEGMENT	COMPANY	TOP PERSON RESPONSIBLE FOR COMMUNICATION/SIGNIFICANT CHANGES
	Vodacom	✓
	FNB	✓
	Standard Bank	✓
	Deloitte	✓
	UNISA	✓

All companies except ArcelorMittal, Africon and Daimler Chrysler were eligible as participants in this study. These companies were contacted and Sappi, PPC and Vodacom were available to be interviewed.

Companies listed in the 11<sup>th</sup> Edition of the Top Performing companies which have their head offices based in Cape Town and surrounding areas and Durban were explored. From these, Woolworths (Cape Town), KWV Holdings (Cape Town surrounding area), Medi-Clinic (Cape Town surrounding area), Tongaat Hullett Development (Durban) and Defy (Durban) were selected, based on the fact that they had a top person responsible for stakeholder relationship management. Whether mention was made of corporate governance, citizenship and/or sustainability on their websites and whether they indicated in their response emails of having knowledge of corporate governance, citizenship and/or sustainability, were also contributing factors determining their selection.

#### **6.4.3 Determining sample size**

No rules exist for determining sample sizes in qualitative research (Patton, 2001:244) as the size is dependent on what the researcher wants to know, the purpose of the research, the usefulness of the information, the credibility of the information and what is feasible with the available time and resources. For the purpose of this phase of this study, which was to explore the view of selected senior communicators with regard to stakeholder relationship management and the role of communication management therein, nine participants provided a wealth of insight into their practices and view of stakeholder relationship management. As these participants were situated in

different regions and in different industries, a broad range of insights were obtained.

## 6.5 INTERVIEW GUIDE

The development of the interview guide was done based on the insights obtained from Phase I, i.e. the literature review on stakeholder relationship management, the discussion of the King III Report on Governance and the implications for communication management as well as the analysis of the global communication management studies and the Stockholm Accords. The interview guide has five key areas of inquiry which are outlined in Table 6.5.

**Table 6.5: Interview guide sections and descriptions**

SECTION	DESCRIPTION
<b>SECTION A</b>	Communication management's role, functions, scope, structure and authority in the organisation
<b>SECTION B</b>	King III Chapter 8 focus areas <ul style="list-style-type: none"> <li>• Corporate governance (including citizenship, sustainability, CSR)</li> <li>• Stakeholders and relationships with them (building and managing)</li> <li>• Reputation</li> <li>• Conflict resolution/crisis management</li> </ul>
<b>SECTION C</b>	Implications of King III Chapter 8 for communication management
<b>SECTION D</b>	Contribution of communication management
<b>SECTION E</b>	Requirements for success of communication management

Researcher's own construct

Phases I and II inform Phase III, which is the central purpose of this study being the development of guidelines for managing stakeholder relationships according to the King III Report on Governance, as well as a stakeholder relationship management positioning framework. However, the interview guide has a direct influence on the development of the guidelines and positioning framework. Therefore, Table 6.6 provides an overview of how the respective research objectives are addressed through the various phases, chapters and most importantly, key areas (or sections) of the interview guide.

**Table 6.6: Research objectives in line with the phases, chapters and interview guide section**

RESEARCH OBJECTIVES	PHASES	CHAPTER	INTERVIEW SECTION
Ro1: To explore the role, scope, function, structure and level of authority of communication management in managing stakeholder relationships, as well as influencing and implementing strategy (including strategic communication) within businesses in South Africa.	Phases I and II	Chapter 2, 3 and 7	Section A, D and E
Ro2: To explore the implications of the King III Report and Chapter 8 on managing stakeholder relationships, in particular on companies and their communication professionals in South Africa.	Phase I	Chapter 4	Section B and C
Ro3: To explore the global trends in communication management and its implications for South African businesses.	Phase I	Chapter 5	N/A
Ro4: To establish guidelines in accordance with the King III Report for the implementation of stakeholder relationship management for businesses in South Africa.	Phase III	Chapter 8	All sections
Ro5: To establish a stakeholder relationship management positioning framework with which South African businesses may be able to position their communication management departments.	Phase III	Chapters 8	All sections

## 6.6 DATA COLLECTION THROUGH IN-DEPTH INTERVIEWS

The empirical research took place through in-depth personal interviews. An in-depth interview is defined as a set of probing questions posed one-on-one to a participant by the researcher to get an idea of what the participant thinks about something, or why he or she behaves in a certain way (Burns & Bush, 2006:221).

The advantages and disadvantages of personal interviews are summarised in Table 6.7.

**Table 6.7: Advantages and disadvantages of personal interviews**

ADVANTAGES	DISADVANTAGES
<ol style="list-style-type: none"> <li>1. Respondent's cooperation increases</li> <li>2. The interviewer can answer any questions that the respondents have and probe for answers as well as use follow-up questions</li> <li>3. Special visual aids and scoring devices can be used</li> <li>4. Interviewers can record observation data</li> <li>5. Respondents who are either illiterate or functionally illiterate can be reached</li> <li>6. Respondents can be pre-screened to ensure that they fit the target population</li> <li>7. Computer assisted personal interviewing can be used to speed up the process and increase accuracy of the data</li> </ol>	<ol style="list-style-type: none"> <li>1. Very high costs</li> <li>2. Interviewers must be highly trained</li> <li>3. A longer period of time is needed for data collection</li> <li>4. Difficult to conduct if the target population has a wide geographic dispersion</li> <li>5. The follow-up labour is intensive</li> <li>6. Not all respondents may be available or accessible when the interviewer wants to do the interview</li> <li>7. Respondents may be unwilling to allow the interviewers into their homes as they see them as strangers</li> <li>8. Neighbourhoods may be difficult or dangerous for the interviewer to visit</li> <li>9. Human error and interviewer bias may occur from the side of the interviewer</li> </ol>

Source: Cooper and Schindler (2003:219-300)

In-depth interviews were conducted with nine (3 from each geographic area identified) top communicators as outlined in the sampling plan.

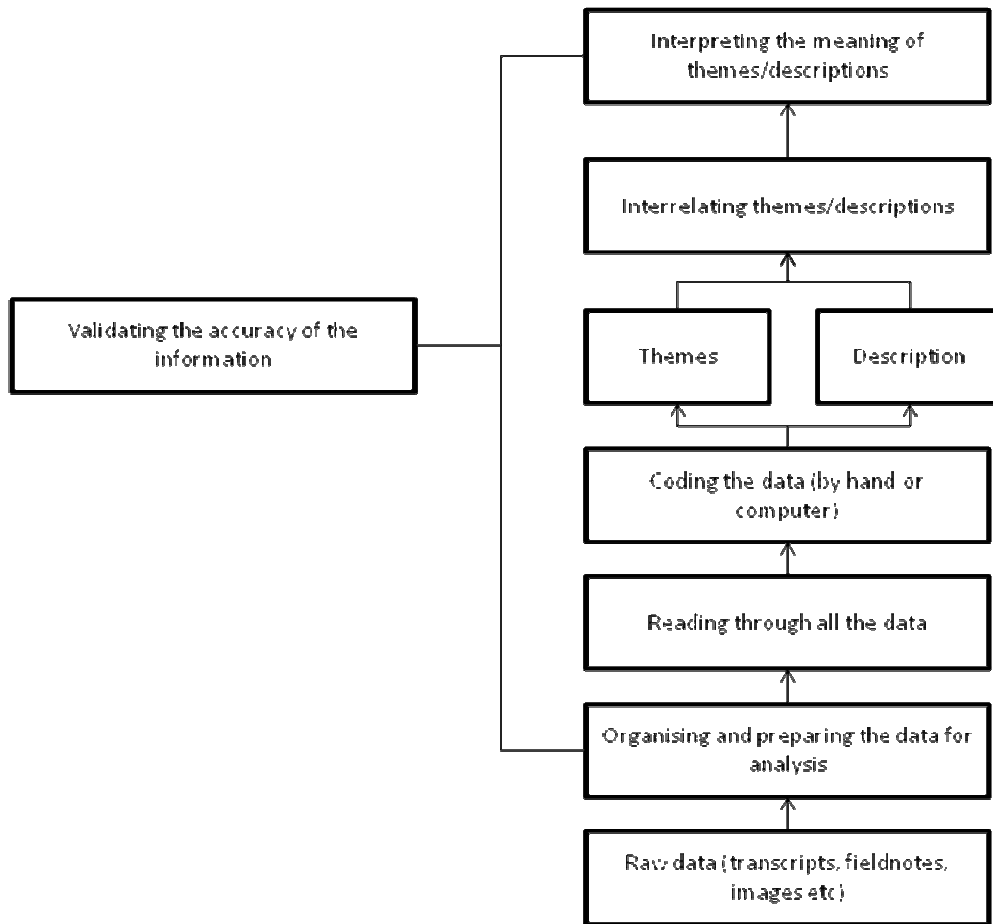
## 6.7 DATA ANALYSIS

The activity involved in qualitative data analysis consists of an ongoing process of continual reflection about the data, asking analytical questions, writing memos and making interpretations (Cresswell, 2009:184). The process of analysing the data is presented in Figure 6.2 followed by a brief discussion on how field notes and the software package Nvivo 9 was utilised.

### 6.7.1 Data analysis process

The data analysis process is depicted in Figure 6.2.

Figure 6.2: Data analysis process in qualitative research



Source: Cresswell (2009:185)

From Figure 6.2 the process starts with organising and preparing the data for data analysis. This involves the transcription of interviews and arranging the data into different types, depending on the sources of information. Next, the researcher needs to read through all the data to get a general sense of the information and to reflect on the overall meaning. The following step is to start with the coding process, which is the organising of the material into chunks or segments of text before bringing meaning to the information. This means that text is gathered into categories which are labelled.

### 6.7.2 Steps in the data analysis process

The process started with the gathering of the raw data. Nine in-depth interviews with the use of an interview guide were conducted. With the consent of the participants the interviews were recorded with the use of a Dictaphone and then transcribed (Transcriptions available upon request). From there, Tesch (1990:142-145) processes of analysis were used which consisted of eight steps:

1. Get a sense of the whole.
2. Pick one document and think about the substance and write thoughts or create memos.
3. Continue step two (2) for several participants and start to cluster similar topics together arrayed as major topics, unique topics and leftovers.
4. Use this list to go back to the data and use the preliminary scheme to see if new categories and codes emerge.
5. Find the most descriptive wording for the topics and turn them into categories. Find ways to reduce the list of categories by grouping topics that are related to each other.
6. Make a final decision on the abbreviation for each category and alphabetise the codes.
7. Assemble the data material belonging to each category in one place and perform a preliminary analysis.
8. Recode if necessary.

### 6.7.3 Use of field notes

Field notes were kept during each interview and form part of the raw data that was analysed. At the end of each interview, a reflective diary was kept for the purpose of understanding the context of each of the participants and their respective companies. Once the transcriptions had been completed, the data was organised in files in preparation for the data analysis. All the data was

read and the first interview was coded. A period of at least two weeks was allowed before the same interview was coded again, after which all the other interviews were coded. Although an interview guide was used to conduct the interviews, a zero-based approach was followed to code the data. This means that the determination of themes, although influenced by the interview guide, was not purely based on the categories from the interview guide.

#### **6.7.4 Nvivo 9**

Nvivo 9 is a qualitative data analysis software packaged used worldwide by qualitative researchers. Nvivo 9 was used to code the data gathered from the senior communicator interviews. This software programme allows for the coding of the text into nodes (themes) as you work through each of the pieces of raw data. Once all the data had been coded, the themes were sorted into categories and relationships were identified where possible.

### **6.8 PILOT STUDY**

#### **6.8.1 Purpose**

A pilot study has the purpose to investigate the feasibility of a planned project, as well as to bring possible deficiencies in the measurement procedure to the fore (Huysamen, 1993:205). A pilot study in the view of Cilliers (in Strydom, 2005b:206), consists of a study of the literature, considering the experience of experts, looking at the feasibility of the study and finally testing the measuring instrument. This study addressed each of these as outlined in Table 6.8.

**Table 6.8: Aspects of the pilot study addressed**

ASPECT	HOW IT WAS ADDRESSED IN THIS STUDY
Literature study	Conducted in Phase 1 of the study and presented in Chapters 2 and 3
Expert opinion	Presented the methodology of this study to a review panel during a funding application and obtained valuable feedback from which adjustments were made to the research design with regard to including geographical areas over and above that of Gauteng (Johannesburg/Tshwane)
Feasibility consideration <ul style="list-style-type: none"> <li>• Goals and objectives</li> <li>• Resources</li> <li>• Population</li> <li>• Procedures</li> <li>• Data gathering</li> <li>• Possible errors</li> </ul>	The goals, objectives, resources, access to the population, procedures, data gathering and possible errors were carefully considered and adjustment made to ensure that the study was executable
Measurement instrument	A pilot interview was conducted with a communication specialist at Anglo American

Source: Aspects from Strydom (2005b:206-209)

### 6.8.2 Selection of pilot interview participant

The pilot interview was conducted to test the measurement instrument during June 2011. Therefore, a communication specialist at Anglo Platinum (now rebranded as forming part of Anglo American) was selected as this company met the sampling criteria.

### 6.8.3 Pilot interview process

The pilot interview was recorded with the use of a Dictaphone, which proved very useful, as it allowed the opportunity to keep a reflective diary related to each section and question of the interview guide. The interview lasted one (1) hour as initially anticipated, followed by a debriefing session of 15 minutes to discuss aspects around:

- The use of language and wording used in the interview being understood and clear.
- Whether the interviewee understood the questions asked.
- Whether the interviewee felt comfortable during the interview.



- Whether the interviewee felt the questions asked were applicable to a person in a similar role and level of the organisation.
- Whether the interviewee felt that persons in similar positions would be able to answer the questions asked.

### Reflective diary

The reflective diary was kept for the duration of the interview considering aspects of comfort observed by the interviewer of the interviewee, the gestures used by the interviewee, the levels of hesitation, the grasping of the question asked, the knowledge level of the questions displayed, and any other observable behaviour.

Ortlipp (2008:704) argues that the effect of keeping and using reflective diaries goes beyond achieving methodological rigor and paradigmatic consistency. It also assists the researcher to do a critical self-reflection which has an effect on the research process.

### Debriefing session

After the interview had been conducted, the pilot interviewee was asked to comment on the understanding, ease and ability to answer questions from the interview.

#### **6.8.4 Consequences of the pilot study**

The reflective diary highlighted a number of aspects for consideration which included:

- changing the order of some questions,
- grouping/clustering some questions together, and
- changing the wording due to the change of grouping/clustering questions together.

These considerations translated into changes made to the interview guide. The reflective diary and details of these changes are outlined in Table 6.9.

The debriefing session outlined the following recommendations:

- Direct and specific questions should be asked as some interviewees may not have the necessary knowledge to comment on Chapter 8 of the King III Report on Governance.
- Include a question on the extent to which the King III Report on Governance informed the communication management strategy of the interviewee in line with the business strategy. This may assist in testing whether the interviewee did in fact have an understanding of the King III Report on Governance or not.

Against the backdrop of the reflective diary and debriefing session feedback, the interview guide was amended and presented in Appendix B.

**Table 6.9: Reflective diary**

	SECTION	QUESTION	REFLECTION (comfort, gestures, knowledge levels, hesitation, grasp of question)
<b>SECTION A</b>	View of CM (Role, scope, function, structure, authority)	<ol style="list-style-type: none"> <li>1. Describe how you would define communication management as it is practiced in your organisation.</li> <li>2. What role does communication management play in the organisation achieving its goals?</li> <li>3. What functions fall within the scope of communication management in your organisation? Is this supported with sufficient budget?</li> <li>4. In the organisational structure, where does communication management fit in?</li> <li>5. How is the communication management department structured?</li> <li>6. What is the nature of the authority of communication management in the organisation?</li> </ol>	<p>The participant had a thorough understanding of all the questions. She was confident and professional and was able to articulate herself around links between the questions and often answered questions that had not been asked yet. She gave examples continuously. She did not hesitate at any time and had, without a doubt, a good grasp of each of the questions asked. At no time did she ask for an explanation and said that she did not understand a question.</p> <p>Through the questioning in this section it became apparent that it may make more sense to switch questions 4 and 6 as the questions about the functions performed and budget allocated closely linked with the authority assigned to the participant and department.</p> <p>It also became evident that a useful question to include would be: How is the communication management department viewed/seen by the organisation?</p> <p>At the end of the section, member checking was used to ensure that the interviewer understood, in a nutshell, what the participant wanted to get across.</p>

**Table 6.9: Reflective diary continues**

	SECTION	QUESTION	REFLECTION (comfort, gestures, knowledge levels, hesitation, grasp of question)
<b>SECTION B</b>	King III Focus areas: View of CG and related concepts	7. In your opinion, how does your organisation approach corporate governance? 8. Do you believe that the organisation is managed in a sustainable way? 9. Do you believe the organisation can be regarded as a good corporate citizen? Why or why not? 10. Does the organisation engage in CSR activities? If so, what do you believe the driving forces are for the engagement in these activities?	<p>The participant again had a clear understanding and fairly in-depth knowledge of governance and the related concepts. She further displayed an understanding of the broader environment in which the organisation operates, impacting on the business.</p> <p>From asking the questions in this section, it became apparent that the concepts of citizenship and corporate social responsibility are so closely associated with each other that it may need to be asked in one question (i.e group question 9 and 10 together). This may prevent the participant having to repeat him/herself.</p> <p>At the end of the section, member checking was used to ensure that the interviewer understood, in a nutshell, what the participant wanted to get across.</p>
	King III Focus areas: Stakeholder relationships	11. In your opinion, how does your organisation define a stakeholder? 12. Who are your stakeholders? 13. Does your organisation engage their stakeholders? If so, how do you go about this? 14. What would you say does stakeholder relationship management involve? 15. Does your organisation manage their stakeholders? If so, how do you go about this? 16. What would you say is issues management? 17. Does your organisation get involved with issues management? 18. Would you say that issues management has a role to play in managing stakeholder relationships? If so, what do you believe is that role?	<p>The participant had an in-depth knowledge of stakeholder relationships and was able to articulate the processes used at the organisation in this regard. She was able to illustrate the context which impacted the questions in this section.</p> <p>It became evident through the questioning that the three questions around issues management (i.e. questions 16, 17 and 18) should be asked in one. It may be necessary to rephrase this question in its totality in order to allow the participant to provide his/her views openly.</p> <p>At the end of the section, member checking was used to ensure that the interviewer understood, in a nutshell, what the participant wanted to get across.</p>

**Table 6.9: Reflective diary continues**

	<b>SECTION</b>	<b>QUESTION</b>	<b>REFLECTION (comfort, gestures, knowledge levels, hesitation, grasp of question)</b>
<b>SECTION B</b>	King III Focus areas: Reputation management	19. Do you believe that managing stakeholder relationships impacts reputation? If so, in what way?	The participant, although more briefly, understood this question and commented on the context of the organisation and how the previous section's questions impact on this section. She also started referring to aspects related to the next section that related well. It may be necessary for the researcher to consider more probing options in this regard to get a more detailed answer here. At the end of the section, member checking was used to ensure that the interviewer understood, in a nutshell, what the participant wanted to get across.
	King III Focus areas: Conflict resolution/crisis management	20. To what extent does your organisation have to resort to conflict resolution with stakeholders? If so, how does the organisation approach conflict resolution?	The participant again answered with confidence and had a fair knowledge of the question asked. No changes are needed in this section. At the end of the section, member checking was used to ensure that the interviewer understood, in a nutshell, what the participant wanted to get across.
<b>SECTION C</b>	Implications for CM	21. What would you say are the implications of the King III Report for communication management? 22. What would you say should communication management be doing in organisations with regards to the principles contained in the King III Report? Is this happening in your organisation?	The participant could immediately express her opinions in response to these questions. However, she answered question 22, without having to ask the actual question. Therefore, it may be useful to combine questions 21 and 22 through rephrasing them, but still including all aspects to be explored. At the end of the section, member checking was used to ensure that the interviewer understood, in a nutshell, what the participant wanted to get across.

**Table 6.9: Reflective diary continues**

	SECTION	QUESTION	REFLECTION (comfort, gestures, knowledge levels, hesitation, grasp of question)
<b>SECTION D</b>	Contribution of CM	23. What would you say is the contribution that communication management can make to organisational success and sustainability?	The participant comfortably expressed her opinion in this regard. However, she focussed more on aspects related to the next section. As this is an important part of the interview, I will need to be more aware of this and probe with statements or restate the question in order for the respondent to clearly understand the difference between the contribution that communication management can make and what will advance/stop the field from making this contribution. Member checking will also assist in this regard.
<b>SECTION E</b>	Requirements for success of CM	24. What would you say will advance/stop communication management making this contribution?	The participant answered with passion and had a number of suggestions. A significant comment made by her was that "We are talking to ourselves" as she felt that the issues faced by the profession/communication management had to go into the public domain. At the end of the section, member checking was used to ensure that the interviewer understood, in a nutshell, what the participant wanted to get across.

## 6.9 RIGOUR OF THE RESEARCH DESIGN

The rigour of the study was evaluated using Guba's (1981:80) model of trustworthiness in qualitative research. His model considers four aspects of trustworthiness being truth value, applicability, consistency and neutrality.

**Table 6.10: Strategies and criteria with which to establish trustworthiness**

STRATEGY	CRITERIA
<b>CREDIBILITY</b>	Authority of the researcher. Member checking.
<b>TRANSFERABILITY</b>	Dense description.
<b>DEPENDABILITY</b>	Code-recode procedure.
<b>CONFIRMABILITY</b>	Reflexivity through a reflective diary.

Source: Guba (1981:80)

In order to achieve truth value, the credibility of the study and researcher was explored. Strategies that were used here were the adequate submersion of the researcher in the research setting to enable recurrent patterns to be identified and verified. Therefore, extended time was spent with informants who allowed the researcher to check perspectives and allow the informants to become accustomed to the researcher. Another strategy that was used in this instance was member checking, where the researcher, throughout the interview summarised what the participant had said to ensure it was correctly understood (Krefting, 1991:14).

In order to ensure transferability, a dense description of the participants in the research as well as the research context was important. To ensure dependability, a procedure of code-recode was followed where the researcher, after coding a segment of the data, waited at least two weeks and then returned to recode the same data and compare the results. For confirmability, the researcher used a reflective analysis by means of keeping a reflective diary during and after each interview to ensure that the researcher was aware of her influence on the data (Krefting, 1991:16).

## **6.10 RESEARCH ETHICS: PHASE II**

Ethics in this research was considered from Babbie's (2001:470) guidelines around voluntary participation, including no harm to the participants, anonymity and confidentiality as well as analysis and reporting (Babbie, 2001:470). Table 6.13 indicates these aspects related to this study.

**Table 6.11: Ethical considerations**

<b>ASPECT</b>	<b>CONSIDERATION</b>
<b>VOLUNTARY PARTICIPATION</b>	The researcher was sensitive towards participants who did not want to participate or reveal information about aspects of the research. However, this study did not aim to explore personal aspects of participants, but only their experiences of the world of work in communication management.
<b>NO HARM TO PARTICIPANTS</b>	Due to the nature and scope of the study, the researcher did not foresee any harm to the participants.
<b>ANONYMITY</b>	Although the researcher was aware of whom the respondents were, special care was taken to ensure that people who read about the research could not link a given response to a given respondent.
<b>CONFIDENTIALITY</b>	The researcher ensured that the information provided by respondents was kept confidential.
<b>ANALYSIS AND REPORTING</b>	The researcher was aware and reported on the limitations and failures of the research.

Source: Babbie (2001:470-475).

## 6.11 CONCLUSION

This chapter outlines the methodology adopted to conduct Phase II of this study. This phase focussed on obtaining views from senior communicators in selected South African companies. A qualitative approach was adopted and the research design was a combination of exploratory, descriptive and contextual research. Nine companies were selected to participate in this phase, cutting across regions and industries. A pilot study was conducted from which adjustments to the interview instrument were made. A reflective diary was kept during the pilot interview and was found very useful in that it provided insight into the limitations of the original interview guide. This was used to contribute to the rigour of this phase of the study.