



Cape Peninsula
University of Technology

**THE PERCEIVED AND POTENTIAL ROLE OF A PUBLIC
RELATIONS/CORPORATE COMMUNICATION PRACTITIONER IN CENTRAL
BANKS OF THE COMMON MONETARY AREA**

by

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DECLARATION

I, Helene Meintjes, declare that the content of this dissertation represents my own unaided work, and that the dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinion and not necessarily that of the Cape Peninsula University of Technology.

Signed

Date

ABSTRACT

The aim of this research is to establish the gaps between the potential role of the public relations practitioner within the CMA central bank context, and management's perception and expectation of that role. The study may then improve the overall status of public relations in central banking. The research focuses specifically on the role of public relations practitioners of central banks belonging to the CMA of Southern Africa.

The research question is: what are top managements' perceptions and expectations of the public relations practitioner's role in CMA central banks, and how does this differ from the potential role public relations practitioners can play within this context?

An empirical study was conducted in order to achieve the aim and meet the objectives of this research study. Elements of both the positivist and anti-positivist paradigms are evident in this research study. The research approach is, therefore, both quantitative and qualitative of nature. The research design is an instrumental and intrinsic case study, which used methodological triangulation. The study population consisted of the dominant coalition (top management) of the central banks. Management committees at the central banks provided a sampling frame for the study. Due to the small size of the population a census was taken instead of a sample.

Fourteen self-administered questionnaires were returned, but the response rate was too low to draw any solid conclusions from the data. In order to overcome this obstacle, one-on-one in-depth interviews were conducted with the fourteen respondents who returned their questionnaires.

According to the majority of interviewees, the strategic role of public relations practitioners is the ideal role. The interviewees emphasised that the most senior public relations practitioner plays an essential role in acting as the CMA central banks' media liaison person. This entails being the spokesperson of the bank, writing and disseminating information to the media, ensuring the media complies with central bank protocols, as well as coordinating and responding to media enquiries on a daily basis. The data suggests that, currently, public relations practitioners spend most of their time dealing with the media.

It is a concern, though, that many of the interviewees could not describe the current 'satisfactory performance' or behaviours of most senior public relations practitioners. Many answered: "*I don't know*". The interviewees further commented that the public relations

position lacks status and authority at the central banks. However, indications are that this situation is slowly improving with positions gaining increased status.

Despite limitations, the majority agreed that corporate communication is extremely important to central banks in the light of continuously building and maintaining public confidence. The data further suggested that public relations practitioners may increasingly find that the value of their position rests in advising and serving on the Boards of central banks in the future.

According to the literature review, there are mainly three public relations roles: strategist, manager and technician. All three of these roles should be enacted depending on the environment within which the public relations practitioner operates. Ideally, the public relations practitioner should enact these roles with a strategist mindset.

Top management of the CMA central banks expect that senior public relations practitioners enact a strategist role, but currently this is lacking. The study further suggests that top management found it challenging to describe the current roles that practitioners are executing within CMA central banks. Many of the interviewees had difficulty answering questions about the current behaviours and performances of practitioners.

The expectations of top management for practitioners to enact a strategist role are contradictory to what they further revealed in the interviews. This is because the dominant coalition's key expectation is for public relations practitioners to mainly deal with the media by disseminating information, but also to influence media reports positively. The research may suggest that top management equates the strategist role as that of a media liaison person. The data further suggests that CMA central banks may be following the press / media agency or public information public relations models, which are one-way models. This is in conflict with the strategist role, which is mostly evident in organisations following the two-way public relations models.

Overall, this study emphasised the lack of research regarding corporate communication / public relations within the central banking context. It is therefore recommended that further research be conducted about the comprehensive role that public relations practitioners can play in central banks.

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CHAPTER ONE

INTRODUCTION

1.1 Background and rationale

An everyday problem for corporate communication practitioners is the misalignment of expectations between practitioners, management and other staff members of central banks. For example, perceptions continue to exist that corporate communication practitioners are mainly responsible for managing events, issuing press releases or ensuring that the organisation receives its monthly newsletter.

From 6 to 8 May 2008 during a regional seminar in Zanzibar, central bank representatives from Africa came together to discuss central bank communication. At the conference it was recognised that central banks' approach to communication has undergone significant change over the last ten years. The secrecy and mystique of central banks has been replaced by openness and transparency.

Although this is good news for the public in whose interest central banks work, they have been grappling with how best to incorporate transparency and openness in the banks' daily operations. Representatives at the seminar indicated that the implications for the design of central bank communication need to be better understood.

During informal discussions with seminar delegates, it became apparent that corporate communication or public relations departments have not been part of the central bank organisational structure for long. Indications are that the public relations function has been operating in central banks for approximately the past 10 to 15 years. Consequently, one can consider the public relations function in central banks as fairly "young".

About 40 delegates attended the seminar and they were mainly deputy governors and directors from core central banking departments. More or less four of the forty delegates were either heads of corporate communication departments or corporate communication practitioners. If one analyses the attendance then many questions arise, but the most prominent is: "Why is attendance of corporate communication practitioners so poor when a topic like central bank communication is under discussion?"

The seminar's content focused mainly on answering the question of how a communication strategy can be designed which combines various types of information in a way that helps inform the wider public about policy decisions. Furthermore, delegates emphasised the importance of managing public expectations. Key components and processes that contribute

to an effective communication strategy such as an environmental analysis, stakeholder analysis, as well as identifying key strategic issues and goals, were not discussed at this seminar.

In search of more information about the role of corporate communication or public relations practitioners in central banks, few articles were found. Economists were mainly responsible for articles that contained information on communication and central banks. There is a general lack of articles (or information) about communication in central banks written from a communications perspective.

As was gathered from the seminar as well as from the articles, the focus was mainly on information dissemination to the public. The presenters discussed at length when and how to issue press releases, publish to the website, and print and distribute various types of publications.

Considering the various communication models, one recognises that the early press agency and public information models feature prominently in central banks. The public information model for example, explains that the organisation's main concern is to disseminate information to the public, which is always one-way. The ideal model, generally accepted by practitioners in the field, is the two-way symmetrical communication model where dialogue takes place between the organisation and its stakeholders. Not only will the organisation listen, it will also adjust its position accordingly in consideration of stakeholder needs. The same is true for the organisation's stakeholders.

Furthermore, the financial and economic crisis of 2008/09 places more pressure on central banks to respond and explain their actions, decisions and the implications thereof to members of the public. Questions related to corporate governance and responsibility, may be directed at central banks during the crisis. In the centre of these developments are public relations practitioners who are expected to be the bank's 'conscience', offering counsel and advice to management, and to manage stakeholder relations and issues.

One may assume that if public relations practitioners continue to only issue press releases without making an effort to understand the environment they are operating in and proactively formulating strategies that will address the issues at hand, activist groups will discredit the actions of central banks with negative implications for the central banking industry's reputation. Once again the question arises: "What is the role of a corporate communication / public relations practitioner in a central bank?"

1.2 The research problem and question

There is a general lack of understanding about the comprehensive role that public relations practitioners can play in central banks within the Common Monetary Area (CMA). Namibia, Swaziland, Lesotho and South Africa are members of the CMA.

To fully understand the function of corporate communication, particularly within CMA central banks, determining the exact role of the corporate communication practitioner becomes essential. If employees and the management of CMA central banks do not understand the different roles that public relations practitioners can play, practitioners will execute a limited number of activities and consequently add less value to the central banks.

A specific understanding of the roles of practitioners may influence the expectations that employees or management of CMA central banks have of public relations practitioners. The kind of expectations might again influence the roles that public relations practitioners execute in CMA central banks.

A study that investigates the perceptions and expectations that management have about the roles of public relations practitioners, might describe the current state of the public relations or corporate communication function in CMA central banks. It will enable the CMA central banking industry to establish gaps between the current roles and comprehensive roles as researched by academics and practitioners in the public relations field.

The research question is then: what are top managements' perceptions and expectations of the public relations practitioner role in CMA central banks, and how does this differ from the potential role public relations practitioners can play within this context?

1.3 Significance of study

The central banks that are members of the CMA will benefit from this research study. It will help them fully understand the roles that public relations practitioners can play in their respective organisations. Through contributing to central banks' understanding of the roles, their expectations of public relations practitioners might change, allowing practitioners to execute a broader range of functions. The change of expectations coupled with practitioners executing different roles might illustrate the value that the function can add to the effectiveness of the central banks.

Although the study focuses specifically on CMA central banks, it provides the general central banking industry with more insight into the possible roles of public relations practitioners and the value that the function adds to the banks. Central banks facing uncertainty in terms of establishing or structuring a public relations division or department may find such a study useful as it describes the key roles of public relations practitioners within central banks.

1.4 Aim and objectives

The aim of this study is to establish the gaps between the potential role of the public relations practitioner within the CMA central bank context, and management's perception and expectation of that role. The study may then improve the overall status of public relations in central banking.

Consequently, the objectives of the research study are:

- To establish what the role of the public relations practitioner within the CMA central banks should be;
- To identify the perceived and expected roles of the public relations practitioner in CMA central banks according to management;
- To establish the gaps between the perceived roles (current and expected) of public relations practitioners in CMA central banks and the generally accepted roles in the public relations field; and
- To provide recommendations on how to close or minimise the gaps, if any, and to improve public relations in CMA central banks.

1.5 Research design and methods

An empirical study was conducted in order to achieve the aim and meet the objectives of this research study. Elements of both the positivist and anti-positivist paradigms are evident in this research study. The research approach is, therefore, both quantitative and qualitative in nature.

The first objective of the study was achieved through conducting an in-depth literature review about the roles of a public relations practitioner within the context of CMA central banks. A 'general' role of the PR practitioner is applied to this environment in order to establish what 'should be' as apposed to 'what is'.

The second objective was achieved by soliciting perceptions and opinions from the top management of CMA central banks about the perceived and expected roles of public

relations practitioners. The main target group are managers that serve on the management committees of CMA central banks such as directors of departments, governors and heads of relevant divisions.

The approximate number of CMA managers is 50. Four countries are members to the CMA – Swaziland, Lesotho, Namibia and South Africa. Therefore, the managers are located in four respective central banks in each of these countries. Semi-structured questionnaires are distributed via e-mail to the target group in order to collect data. The following data analysis methods are used: frequencies, basic statistics, averages and basic correlation. In addition, in-depth interviews are held in order to add a qualitative dimension to the study. Thematic analysis is used to analyse the collected data. These methods are applied to establish gaps between the generally accepted roles in the PR field and the perceived roles of management.

So as to satisfy the third objective, a comparison of results obtained from objective one and two establish gaps between the roles as identified by academics in the field of public relations and the perceived roles and expectations of the top management of CMA central banks.

Finally, recommendations are based on the comparison of 'what should be' and 'what is'. Recommendations are given on how to bridge or minimise the gap between the comprehensive and different roles of public relations practitioners and the perceived roles and expectations of top management in CMA central banks.

The following ethical issues are considered in conducting the research study: the right to privacy, anonymity and confidentiality of the participants, as well as the right to full disclosure about the research. Ethical clearance was obtained in order to conduct the research study.

1.6 Delimitation of study

The study focuses only on the role of corporate communication / public relations practitioners of central banks that are members to the Common Monetary Area agreement. Specifically, the members of management teams that belong to the central banks of Namibia, Swaziland, South Africa and Lesotho were consulted.

In order to counter the possible low response rate to the self-administered questionnaires, the study also includes a qualitative element. Those respondents that returned completed questionnaires are interviewed face-to-face or by telephone.

1.7 Explanation of terms

1.7.1 Corporate Communication / public relations practitioner

The corporate communication / public relations practitioner is an individual who works professionally within the field of public relations. The public relations practitioner serves as an intermediary between the organisation that he or she represents and all of that organisation's publics (Newsom, Turk & Kruckeberg, 2000:2). Like departments, individuals specialise in subcategories of public relations (Wilcox, Ault, Agee & Cameron, 2001:10).

1.7.2 Corporate communication / public relations function

It is a function concerned with the management of relationships between an organisation and its publics (Rensburg, Mersham & Skinner, 1995:10).

1.7.3 Corporate communication / public relations role

An individual's behaviour may be best understood as a function of a role. In an organisational setting, the concept of role refers to the standardised patterns of behaviour required of individuals in specific functional relationships and in this case, of the public relations practitioner (Steyn, 1999:24).

1.7.4 Common Monetary Area

The Common Monetary Area (CMA) is a monetary union consisting of Namibia, South Africa, Lesotho and Swaziland. Free movement of capital is allowed within the area and a common exchange control regime is maintained with the rest of the world. The currencies of Namibia, Lesotho and Swaziland are pegged to the South African rand on a one-to-one basis (Anon., 2009).

1.7.5 Central bank / reserve bank

A central / reserve bank is the most important financial institution in any economy and is regarded as the backbone of an economy. A central bank conducts the following main functions: issuing currency, central clearing, rediscounting, formulating and implementing monetary policy, being the lender of last resort, the banker of commercial banks and government, as well as the custodian of foreign exchange reserves and of the cash reserves of other banking institutions (Mohr & Fourie, 2001:431; Smit, Dams, Oosthuizen, van der Vyver & van Gass, 2000:571).

1.8 Outline of chapters

The study consists of five main chapters. The research problem is highlighted in chapters 1 and 2 of the study. Chapter 1 presents the reasons for selecting the particular problem, the rationale for the study, as well as a statement of the research problem. Chapter 2 provides a summary of the review of the literature that presents the most authoritative scholarships of the research problem. Chapter 3 discusses the research design and methodology followed in order to investigate the problem as formulated above. The presentation and discussion of the data collected and analysed in the study are captured in chapter 4. The main conclusions of the study summarised, discussed and interpreted and recommendations made for further research and practice or policy are provided for in chapter 5.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The aim of the literature study is to establish the existing scholarship or available body of knowledge about the role of a corporate communication practitioner. Relevant literature was sourced from a variety of journal articles, books and the Internet.

The literature was demarcated according to identified themes that are related to the research problem. The review includes: the history and origins of public relations, definitions of public relations, existing models and theory, research on practitioner roles and lastly, communication and central banks. These themes provide insight to the research problem and how this study can possibly achieve its research aims and objectives. Considering that the development of the public relations field and how it is being defined might determine the roles that practitioners play in an organisation, it is vital to include these themes in the review.

2.2 The history and origins of public relations

The origins of public relations can be traced back to the dawn of civilisation. Its fundamental elements of informing, persuading and integrating people were basic to early societies just as they are today (Lubbe & Puth, 2000:4). Examples of early public relations elements can be found in the ancient civilisations of Egypt, Babylonia, Greece, the Roman Empire and Africa (Mersham, Rensburg & Skinner, 1995:4; Wilcox, Ault, Agee & Cameron, 2001:23). Rhetoric was a key discipline in Ancient Greece and priests were experts in public opinion and persuasion in Ancient Egypt (Lubbe & Puth, 2000:4).

Modern-day public relations originated in the United States of America (U.S.A.) and the development of public relations there to a large extent determined its development in other countries (Mersham *et. al.*, 1995:4). Baskin, Aronoff and Lattimore (1997:27) are of the opinion that the U.S.A. was and is the perfect crucible in which to mould public relations. Lubbe and Puth (2000:3) state that the history of public relations development is well documented in countries such as the U.S.A. and Great Britain. In South Africa, however, the development of the scope of public relations as part of the social and economic development of the country and its establishment as a fully-fledged management function in business and industry, has not been comprehensively researched and documented. Furthermore, Lubbe and Puth (2000:3) are of the opinion that since the development of public relations in South

Africa has not been without international influence in terms of its practice and its teaching, it can be assumed that the phases of development from the practices of fundraising and “pressagentry” through to the information provision and counselling of management, coincide with that of the U.S.A. in particular.

According to Baskin *et. al.* (1997:27) modern-day public relations is a product of the recognition that public opinion is powerful and that it establishes strong constituent relationships and competition amongst institutions for public support. The empowerment of public opinion elevates recognition of how important the public relations profession has become in what is an increasingly interdependent global social system. Each advancement in the empowerment of public opinion has increased the responsibility of the public relations profession to the public (Tilson & Alozie, 2004:34). The development of public relations as a profession globally correlates with historical developments in three areas: communication, democracy and global social interdependence (Tilson & Alozie, 2004:35; Lubbe & Puth, 2000:4).

The growth of public relations can also be viewed against some major world events and eras, which impacted on its growth as a management function. The use of mass communication to influence opinions through publicity, for example, emerged after World War I and the end of World War II saw a growth in world trade, which expanded the practice internationally. From the mid-1960s the function increased in importance and complexity in a time of economic decline, growing unemployment, political disarray and the coming of the information age (Lubbe & Puth, 2000:4). Baskin *et. al.* (1997:27) highlight that public relations has prospered the most in times of extreme pressure or crisis.

Key persons significantly influenced the development of the public relations field. The term ‘public relations’ came into use with Dorman B. Eaton’s 1882 address to the graduating class of Yale Law School (Baskin *et. al.*, 1997: 29). Furthermore, George Michaelis established the Publicity Bureau in 1900. He gathered factual information about his clients’ companies for distribution to newspapers. Ivy Lee, known as the father of public relations, formed a publicity agency in 1904. Lee realised that a corporation could not hope to influence the public unless its publicity was supported by good work. Thus far the greatest public relations effort in history, was the one mounted in support of the U.S.A. effort in World War I when a Committee on Public Information was established. It is also referred to as the Creel Committee (Baskin *et. al.*, 1997:32; Wilcox *et. al.*, 2001:30).

By the 1920s the vanguard of public relations practitioners considered themselves responsible not only for informing the press and the public, but also for educating

management about public opinion. Arthur W. Page made major contributions to the field whilst working at the American Telephone and Telegraph. Under Page's leadership, the company recognised that winning public confidence required not merely ad hoc attempts to answer criticism but that a continuous and planned program of positive public relations is needed (Baskin *et. al.*, 1997:32; Wilcox *et. al.*, 2001:30).

However, the concept of public relations as *persuasive publicity* is still used by many to define public relations. As late as 1955, the concept was reflected in the influential book, 'The engineering of public consent', written by the internationally recognised public relations pioneer, Edward Bernays (Cutlip, Center & Broom, 1985:2). Bernays is also recognised as the father of public relations. He published the first book on public relations in 1923, called 'Crystallizing Public Opinion'. He illuminated the scope and function, methods and techniques as well as social responsibilities of public relations. Some authors and journalists, like Larry Tye, maintain that Ivy Lee and other pre-World War I practitioners could lay greater claim than Bernays to having fathered the craft of public relations (Cutlip *et. al.*, 1985:2).

2.3 The definition of corporate communication / public relations

Hutton (1999:1) explains that from its modern beginnings early in the last century, public relations has suffered from an identity crisis – largely of its own making. With regards to both theory and practice, public relations has failed in terms of its fundamental purpose, its dominant metaphor, its scope or its underlying dimensions. According to Mersham *et. al.* (1995:6) one of the barriers to building a precise understanding of public relations is the abundance of definitions of public relations, which exists. They explain that there has been a search for a single, broadly acceptable definition for years, but it may be reasonably asserted that a completely satisfactory and universally accepted definition has yet to be found. Wilcox *et. al.* (2001:3) concur that a number of definitions have been formulated over the years.

Defining public relations conceptually is almost like setting the stage for a production according to Lubbe and Puth (2000:7). The scene is set and the background is provided against which the players must act out their roles, but the players' actions are still unknown. For this reason public relations must also be operationally defined so that an understanding of the role of the public relations actor is gained.

Harlow (*in* Hutton, 1999:1) built a working definition that was condensed from 472 different definitions and the input of 65 practitioners. It states: "Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and co-operation between an organisation and its publics;

involves the management of problems or issues; helps management to keep informed on and responsive to public opinion, defines and emphasises the responsibility of management to serve the public interest; helps management to keep abreast of and effectively utilise change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication techniques as its principal tools.”

There are many other definitions that have gained recognition over the years. According to Wilcox *et. al.* (2001:3) one of the early definitions that gained wide acceptance was formulated by the newsletter PR News: “Public relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organisation with the public interest and plans and executes a program of action to earn public understanding and patience.”

The definition by Cutlip *et. al.* (*in Wilcox et. al.*, 2001:3) states that public relations is the management function that identifies, establishes and maintains mutually beneficial relationships between an organisation and the various publics on whom its success or failure depends. Hunt and Grunig (1994:5) explain that most definitions of public relations contain two elements: communication and management. Thus, they define public relations as the management of communication between an organisation and its publics. According to Steyn and Puth (2000:3) the most authoritative prevailing definition of corporate communication is that of Hunt and Grunig. Long and Hazelton (*in Wilcox et. al.*, 2001:3) describe public relations as a communication function of management through which organisations adapt to, alter or maintain their environment for the purpose of achieving organisational goals. Locally, the Public Relations Institute of Southern Africa (PRISA) accepts the following definition: “It is the management, through communication, of perceptions and strategic relationships between an organisation and its internal and external stakeholders.”

The definitions of public relations are not without criticism and complications. A standard criticism of public relations definitions is that they tend to be focused more on the effects of public relations and/or the specific tasks that practitioners engage in rather than on its fundamental purpose (Hutton, 1999:2). Another criticism is that many of the academic definitions are normative or prescriptive rather than descriptive of public relations’ true function in contemporary commerce and politics. Taken as a whole, academic definitions of public relations can be criticised on several counts. For example, most definitions do not identify their core concept such as “communication” or “relationships” and even those do not develop it in a substantive way.

Vercic, Van Ruler, Bütschi and Flodin (2001:373) highlight important points for consideration in terms of public relations definitions. They indicate that public relations in the twentieth century was dominated by North America. Major textbooks from both the practitioner and academic press originated in the U.S.A. They explain the challenges that this development brought about. Names for 'public relations' in Germanic and Slavonic languages mean 'relations with the public' where 'the public' itself denotes a slightly different phenomenon to the one it is generally assumed to mean in the public relations discipline in English. For example, the German term for 'public relations' is 'Öffentlichkeitsarbeit', which literally means 'public work' and is explained as working in public, with the public and for the public. This denomination contradicts the mainstream (U.S.A.) understanding of public relations as the management of relationships between an organisation and its publics.

In contrast with Hutton (1999:2), Vervic *et. al* (2001:376) state that in Europe public relations researchers cannot make a clear distinction between communication and relationships. What one sees as communication is what another uses the word 'relationships' for. In many European languages there is simply no adequate translation for the American term, 'public relations' and for that reason in many European countries the public relations profession defines itself as 'communication management', 'corporate communication' or as some other denomination of applied communication.

Mersham *et. al.* (1995:7) are of the opinion that public relations is fundamentally a communication activity and as such needs to be approached from the viewpoint of the communication process. But, over recent years, public relations academics conceptualise public relations as a management discipline, which is a change from the traditional view of public relations as mainly a communication activity (Lages & Simkin, 2003:299). Budd (1995:177) feels strongly that public relations does not equate to communication. He states: "In none of the several other dictionaries we consulted is the term 'public relations' mentioned or even inferred. Why then, we ask, do we persist in involving the word 'communications' as a synonym for public relations?" Communication is the last act in the process of public relations – a process that should appropriately begin with policy and decision-making. Budd (1995: 179) explains that public relations practitioners bring perspective, not technical skills alone – practitioners know the difference between perceptions and facts and how to address this conundrum.

However, Hutton (1999:2) draws attention to the fact that the decline of 'public relations' as the field's guiding descriptive term has been noted for many years. Steyn and Puth (2000:2) mention that the term corporate communication is increasingly being used to describe the management function that is still referred to as public relations by some. They believe that

corporate communication is more accurate and a valid description of what is required in most modern organisations. According to Mersham *et. al.* (1995:16) the use of different titles adds to the confusion, which often surrounds the nature of the profession. Consequently, there have been numerous debates within national and international associations formed by public relations practitioners over whether to substitute the term 'communication' for 'public relations' in, for example, job titles and job descriptions. They concur with Steyn and Puth (2000:2) that 'communication' is a much wider concept than public relations and public relations should be seen as one specialised area.

Although the term corporate communication is more acceptable to some, Steyn and Puth (2000:3) acknowledge further that in academic literature the term 'public relations' is still widely used. The body of knowledge in the field is also referred to as 'public relations'. In the academic context, public relations needs to be repeatedly redefined to keep abreast with changes and developments in the field. This has particularly been the case in the last decade during which the discipline was characterised by an increasing search for excellence and a stronger scientific base. The negative legacy of public relations made it increasingly difficult to retain the name in a new paradigm of theory and practice.

According to Vervic *et. al.* (2001:377) communication as a social process is fundamental to any definition of a relationship and vice versa. It is therefore questionable if debate – whether public relations is about management of communication or management of relations – is productive at all.

Due to the fact that the terms 'corporate communication' and 'public relations' are both widely used in the field, this dissertation is based on the premise that there is no theoretical difference between the mentioned terms – these two terms are seen to be interchangeable.

2.4 Public relations models and theory

The concept of a model assists in comprehending the different ways in which corporate communication practitioners perform communication functions and why these behaviours differ (Holtzhausen & Verwey *in* Steyn, 2008:14). A corporate communication model describes a set of values and a pattern of behaviour that characterises the approach taken by a public relations department or individual practitioner (Grunig *in* Steyn, 2008:14). According to Steyn (2008:14) a model describes a broader pattern of behaviour than does the concept of roles. Grunig *et. al.* (in Lauzen & Dozier, 1992:216) explain that whereas 'models' describe the mindset and the overall purpose of communication programmes, 'roles' describe the daily behaviour patterns of individual communication practitioners. The

practitioner's role is a micro level concept influenced by intermediate level concepts like public relations models. Logically, changes in the public relations model would be initiated by the individual behaviour of practitioners (Lauzen & Dozier, 1992:217).

To aid in understanding the history of public relations as well as its practice today, Professors James. E. Grunig of the University of Maryland and Todd Hunt of Rutgers, The State University of New Jersey, have constructed four models of public relations (Wilcox *et. al.*, 2001:43; Hunt & Grunig, 1994:8).

The press agency model describes public relations programmes whose sole purpose is seeking favourable publicity for an organisation in the mass media (Hunt & Grunig, 1994:8; Newsom, Turk & Kruckeberg, 2000:18; Wilcox *et. al.*, 2001:43). According to Newsom *et. al.* (2000:18) the press agency model exemplifies the first historical stage of public relations, in which the aim is to publicise the organisation in any way possible. The public information model is similar to the press agency, because it too is a one-way model that sees public relations only as the dissemination of information. With the public information model, an organisation uses practitioners to disseminate relatively objective information through the mass media and controlled media such as newsletters, brochures and direct mail. Practitioners in these organisations serve as "journalists in residence" (Hunt & Grunig, 1994:8; Newsom *et. al.*, 2000:18).

Both the press agency and public information are one-way models of public relations; they describe communication programmes that are not based on research and strategic planning (Hunt & Grunig, 1994:8; Wilcox *et. al.*, 2001:43). According to Hunt and Grunig (1994:8) these models are asymmetrical or imbalanced models – they try to change the behaviour of publics, but not of the organisation.

The two-way asymmetrical model uses research to develop messages that are likely to persuade strategic publics to behave as the organisation wants (Hunt & Grunig, 1994:8; Wilcox *et. al.*, 2001:43). Two-way asymmetrical public relations is scientific persuasion that uses the services of research firms to plan messages. This model is also a selfish model, because the organisation that uses it believes it is right and that any change needed to resolve a conflict must come from the public and not from the organisation (Hunt & Grunig, 1994:10). Feedback, in this regard, is used for manipulative purposes (Newsom *et. al.*, 2000:18).

The fourth model, the two-way symmetrical, describes a model of public relations that is based on research and that uses communication to manage conflict and improve

understanding with strategic publics (Hunt & Grunig, 1994:8; Wilcox *et. al.*, 2001:43). The organisation attempts to reach a “state of affairs” with its publics that is acceptable to all (Newsom *et. al.*, 2000:18). The two-way symmetrical model bases public relations on negotiation and compromise and therefore, is generally more ethical than the other models (Hunt & Grunig, 1994:10). Instead of thinking of the organisation as the source of communication and the publics as the receiver, both are conceived as groups engaged in a transaction (Newsom *et. al.*, 2000:18). This model is the most effective of the four models.

According to Newsom *et. al.* (2000:17) many practitioners might argue that public relations involves managing more than communication, but few would fail to recognise the four models presented by Hunt and Grunig (1994:8).

Steyn (2008:16) explains that the two-way symmetrical model should be the normative theory for corporate communication because it describes how excellent corporate communication should be practised. A normative theory is often practised positively. A positive theory can be said to *explain* problems, while a normative theory *solves* problems (Grunig *in* Steyn, 2008:16). Holtzhauzen (2000:110) highlights that in today’s world it remains difficult to reach consensus and symmetry, as well as to change the two-way symmetrical model from normative to positive. She argues that post-modern thought legitimates the use of dissensus and dissymmetry and sets people free to disagree in situations they believe are unjust instead of compromising for a false consensus. Critical scholars regard the symmetrical worldview of communication as a total accommodation of stakeholder interests, sacrificing the organisation’s self-interest in the process (Van der Meiden, Cancel, Cameron, Sallot & Mitrook, *in* Steyn, 2008:19; Leichty & Springston, 1996:467).

On the other hand, studies done by Cupp and Nelson (*in* Steyn, 2008:17) indicate that organisations change models as situations and issues change or use different models for different programmes. From this point of view, the models function as situational strategies used for different stakeholders and problems. According to Steyn (2008:18) the theory of models can be improved if the four models are conceptualised in terms of two continua: one of craft and one of professional corporate communication.

The worldviews of practitioners who practice craft corporate communication seem to be that their job consists solely of the application of communication techniques as an end in itself.

Practitioners of professional corporate communication regard the field as having a strategic purpose for an organisation namely to manage conflict and build relationships with strategic stakeholders that limit the autonomy of the organisation (Grunig & Grunig *in* Steyn, 2008:18).

Professional corporate communication involves the use of both asymmetrical tactics and symmetrical tactics. The choice of a corporate communication model should be contingent upon the nature of an organisation's environment. Grunig (*in Steyn*, 2008:21) admits that 'symmetry' might not have been the best choice of a name for the fourth model, since it led to some misunderstanding. He regards 'mixed motives', 'collaborative advocacy' and 'co-operative antagonism' as having the same meaning as 'symmetry'.

2.5 Public relations roles

The concept of roles refers to the everyday activities of public relations practitioners. Roles are the behavioural patterns of individuals in organisations practising public relations. These roles set individuals apart and define expectations from the organisations' perspectives (Van Heerden & Rensburg, 2005: 71; Katz & Kahn *in Steyn*, 2000:13; Piekos & Einsiedel, 1990:97).

Over the last quarter of a century the roles paradigm has been very relevant in the field of public relations, if not the dominant paradigm during the 80s (Steyn, 2003:6). The study of public relations roles has been an important area of research because it provides greater explanatory insight into the work behaviour of public relations practitioners. Research on roles made it possible to link public relations work to a broader investigation of how public relations is structured in organisations (Piekos & Einsiedel, 1990:96; Toth, Serini, Wright & Emig, 1998:145).

Developed from the sociological tradition, role theory is concerned with the cues that guide and direct individual behaviour in a social setting. For role theorists, individuals adopt or learn roles by reference to a socially constructed position and, by examining the roles adopted, one can infer the social construction of their actions. Once the central idea of individuals acting out certain roles is accepted, there are extensions in the form of confidence in one's role, the competence of performance, and commitment to role and role identity (Hogg & Doolan, 1999:598). Moreover, the roles approach suggests that roles are a function of a social system made up of role senders and role receivers. In other words, individual public relations roles are influenced or determined by expectations of that role.

In addition to the identification and classification of main elements of work activity associated with the enactment of different role typologies, research has examined the relationship between roles and a number of other variables, including gender and role enactment, gender salary inequalities and practitioner career advancement. Other themes emerging from roles research include the relationship between role enactment and the status and power of public

relations units in organisations; practitioner involvement in strategic decision-making; practitioner use of and involvement in evaluation research and environmental scanning; and practitioner involvement in issues management (Moss, Newman & DeSanto, 2005:874; Moss & Green, 2001:118; Toth *et. al.*, 1998:145).

Much work, mainly conducted in the U.S.A., has been done on *conceptualising the roles* of public relations practitioners (Gregory, 2008:215). The influential work of Broom and Smith (1978:4) drawing from consulting literature and based on a 24-item role set, identifies a typology consisting of four roles, namely: expert prescriber, communication facilitator, problem-solving process facilitator and communication technician. The expert prescriber acts as an authority on public relations problems and dictates solutions to be implemented without significant input from others. The communication facilitator acts as a mediator between parties involved. The problem-solving process facilitator guides the organisation or client through a rational problem-solving process. Lastly, the communication technician is hired for his or her communication craft and skills, mass media experience and other specialized skills deemed necessary by the client (Broom & Smith, 1978:6; Lauzen, 1992: 62; Leichty & Springston, 1996:467; Moss *et. al.*, 2001:873; Reagan, Anderson, Sumner & Hill, 1990:177; Kelleher, 2001:304; Moss & Green, 2001:124; Toth *et. al.*, 1998:145; Piekos & Einsiedel, 1990:97).

Dozier (*in* Gregory, 2008:215; *in* Kelleher, 2001:304; *in* Toth *et. al.*, 1998:145, *in* Reagan *et. al.*, 1990:178) reduces the four-role typology into a two-role typology. Furthermore, Reagan *et. al.* (1990:177) who conducted a factor analysis study, suggest that the four distinct roles are hard to defend because of role overlap. Broom's research (*in* Reagan *et. al.*, 1990:178) indicates that the *same people* tend to play the expert prescriber, communication facilitator and problem-solving process facilitator roles, while *different people* play the technician role. This means that there may be only two roles: the technician role and a manager role played by expert prescribers, communication facilitators and problem-solving process facilitators. Thus, manager and technician roles refer to the primary functions of public relations practitioners (Kelleher, 2001:304). In other words, public relations practitioners do not normally function only as managers or only as technicians, but primarily as managers or as technicians. Hunt and Grunig (1994:4) are of the opinion that every person working on a public relations programme – whether technician or manager – must look at public relations with a managerial mindset. This mindset should include an understanding of what public relations is and what it contributes to an organisation.

Organisations with public relations practitioners functioning as managers are more likely to practice two-way, open-system models of public relations. One-way models of public

relations – pressagentry/promotion and public information – are more likely to involve the technical tasks of producing and disseminating information with less regard for feedback. Two-way models on the other hand, require public relations practitioners to monitor the environment, interpret feedback and participate in strategic decisions with management (Kelleher, 2001:305).

As highlighted by Van Heerden and Rensburg (2005:71) and according to Vercic *et. al.* (2001:373) there are identifiable differences in the European approach to public relations. The most profound difference lies in the reflective role of public relations, which they consider most important. The focus here is on socially responsible behaviour by the organisation in order to increase its legitimacy in the eyes of society. The European Public Relations Body of Knowledge (EBOK) project team conceptualises four dimensions or roles of European public relations: the reflective role, the managerial role, the operational role and the educational role (Vercic *et. al.*, 2001:377). Bütschi and Steyn (2003:24) conclude in a comparative study that the South African and European managerial roles are very similar and that the reflective role of Europe closely resembles the strategist role of South Africa.

In her master's degree, Steyn (*in* Steyn & Everett, 2006:1) theorises that there are three roles in PR: the 'technician' and two strategic roles namely the 'strategist' and the 'manager'. She conceptualised and empirically verified these three roles in a study amongst 103 chief executive officers (CEOs) in South Africa (Steyn, 2002:16; Steyn, 2003:2). The study determines the CEOs' role expectations for - and their perceptions of - the role performance of the most senior practitioner heading the corporate communication function in an organisation. According to Steyn (*in* Van Heerden & Rensburg, 2005:73) the most senior public relations practitioner in an organisation usually portrays the role of the strategist.

In general one can then conclude that so far three dominating roles have been researched and described in detail – technician, manager and strategist (Broom & Smith, 1978:6; Lauzen, 1992: 62; Leichty & Springston, 1996:467; Moss *et. al.*, 2001:873; Reagan *et. al.*, 1990:177; Kelleher, 2001:304; Piekos & Einsiedel, 1990:97; Steyn, Green & Grobler, 2001:1; Everett & Steyn, 2006:10; Steyn, 2002:16; Rhodes, 2004:1; Bütschi & Steyn, 2003:6; Steyn & Puth, 2000:14; Newsom *et. al.*, 2000:72; Hunt & Grunig, 1994:4).

A public relations 'strategist' operates at the top management or macro level, performing the mirror function of public relations. This consists of scanning and monitoring relevant environmental developments or issues and anticipating their consequences for the organisation's policies and strategies, especially with regards to the stakeholder and societal environment.

A public relations 'manager' operates at the functional or middle management/departmental level, partly performing the window function of public relations. This includes activities such as developing a public relations policy and strategy that results in messages portraying all facets of the organisation, and drawing up a strategic public relations plan for specific stakeholder groups like the media, employees, shareholders and communities.

A public relations 'technician' operates at the micro or implementation level, partly performing the window function of public relations. This includes writing media releases, editing employee newsletters, writing speeches, arranging events and developing web pages.

Practitioners in the 'technician' role provide communication and journalistic skills needed to implement public relations programmes, but do not take part in strategic decision-making or conduct research. Practitioners in the 'manager' role make communication policy decisions and are involved in all public relations decision-making. According to Grunig and Hunt (*in* Everett & Steyn, 2006:1) they frequently use research to plan or evaluate their work and counsel management. Ledingham (2003:2) states that the notion of managing organisation-public relationships introduced managerial concepts and processes to the practice of public relations.

Furthermore, Steyn and Everett (2006:21) indicate in their study that the management of communication takes place by means of the 'strategic public relations manager' and 'operational public relations manager' roles. In other words, according to Steyn and Everett (2006:21) there are two types of public relations managers: one focuses more on strategy, while the other focuses on daily operational issues. In terms of the three dominating roles, the 'strategic public relations manager' can also be regarded as the public relations strategist. Public relations practitioners performing these two roles operate at different organisational levels and manage communication at these different levels as part of the "communication function of management through which organisations adapt to, alter, or maintain their environment for the purpose of achieving organisational goals" (Long & Hazelton *in* Everett & Steyn, 2006:21).

Van Heerden and Rensburg (2005:87) further maintain that two public relations roles are evident in the African context. Their research findings illustrate that the roles of strategist and technician prevail in Africa. It seems as though the role of the manager as conceptualised in theory does not exist in the African context. According to the authors a societal perspective characterises the practice of public relations in Africa. However, one of the limitations of the

study was that little information is available about African practitioners. They used snowball sampling as a research method and had little control over the respondents who participated.

Literature reveals that there are a couple of factors that affect the role enactment of practitioners. Although Broom and Smith (1978:3) construct five separate roles, they are of the opinion that a practitioner adapts varying degrees of all five roles. "We assume that a practitioner develops a dominant pattern of job-related behaviour through individual preferences and training and in response to the expectation of and constraints imposed by clients and employers."

Hogg and Doolan (1999:599) highlight that public relations practitioners play different roles in different organisational environments, but that the enactment of these roles is affected by factors linked to both the organisation and the individual. Other factors that affect practitioners' ability to enact a role include: gender of practitioners, length of professional experience, tenure with an employer, previous education and the size of the public relations function/department (Dozier & Broom *in* Moss & Green, 2001:121; Toth *et. al.*, 1998:147).

Al-Enad (1990:24) states that the role and functions of public relations are affected by environmental factors. Environments vary in levels of turbulence or change, in degree of complexity and in levels of uncertainty (Lauzen & Dozier, 1992:206). However, Lauzen and Dozier (1992:207) emphasise that the connection between environment and organisation structure cannot be explicated without understanding the mediating influence of organisational power. Acharya (*in* Moss & Green, 2001:121; *in* Hogg & Doolan, 1999:599) argues that roles are linked to the degree of environmental uncertainty organisations face, with the technician's roles tending to prevail in non-threatening and static environments, and managerial role enactment being more likely where organisations face more dynamic and threatening environments. Theoretically, the more complex and changeable an organisation's environment, the more appropriate the two-way symmetrical and two-way asymmetrical models of public relations (Lauzen & Dozier, 1992:210). Based on these statements one can assume that the manager role will probably be enacted in a complex environment where the two-way symmetrical and asymmetrical models are evident.

The study of Toth *et. al.* (1998:157) researches the trends in public relations roles from 1990 to 1995. The impact of environmental factors on role enactment is highlighted through this study. When organisations suffer economically, they may choose to keep less senior workers and outsource their research and counseling needs. Public relations practitioners in organisations need to assess which of their roles will be vital in economic hard times and be prepared to argue their internal value. Their study results suggest that an "agency role"

emerged in 1995 in addition to the manager and technician roles found in 1990. Toth *et. al.* (1998:45) assume that the agency role could be a result of the economic downturn that occurred in this five-year period.

It should be noted that the research of Toth *et. al.* (1998:157) stands in contrast with that of Lauzen and Dozier (1992:210) and Acharya (*in* Moss & Green, 2001:121; *in* Hogg & Doolan, 1999:599). This is highlighted by the fact that organisations might decide to place more emphasis on the technician role and not necessarily on the manager or strategic role during economic uncertainties. Although Lauzen and Dozier (1992:216) state that a complex and changeable environment will create a demand for enactment of the manager role, they emphasise that this will only occur if the dominant coalition is relatively open to its environment. If the dominant coalition is closed to its environment the organisation will be driven by what was done in the past and shaped by institutionalised commitments and budgets, rather than being responsive to environmental demands. A closed dominant coalition is likely to view public relations as a technical rather than a managerial function and is likely to become more rigid in this orientation as the environment becomes more challenging. This, in turn, weakens the relation between environmental challenge and manager role enactment.

While roles research has contributed significantly to the public relations body of knowledge, research in this field has been criticised on a number of grounds (Moss & Green, 2001:121; Culbertson, 1991:62; Moss *et. al.*, 2005:874). Roles researchers have questioned whether the dual typology may obscure some of the subtle, yet significant, differences in the range of tasks performed by practitioners. Other criticisms of the dual-role typology concern the potential overlap between manager and technician roles and the ‘tightness’ or ‘looseness’ of the roles practitioners enact, as well as the potential diversity of practitioners’ role-taking behaviour. Criticism has also focused on the static perspective of role enactment, which tends to treat roles as static categories into which practitioners are “pigeonholed”.

Moss *et. al.* (2005:875) point out that previous role studies have failed to distinguish between “tasks and responsibilities” and “behaviour”. Roles research has been based on Broom’s measurement scales or variations thereof. There is a need for research to be empirically based. Grunig *et. al.* (*in* Moss *et. al.*, 2005:875) explain that there is no simple answer to the question of which approach to measuring practitioner roles is best since roles are abstractions of reality making their measurement inherently problematic.

Moreover, feminist scholars have argued that the manager-technician perspective tends to trivialise the technical work performed by female practitioners in particular. Roles studies

have failed to examine how the public relations manager's role may vary at different levels within organisations, across different organisational types or may change emphasis over time. Furthermore, United States practitioners' experience may not necessarily be representative of the situation found in the public relations industry in other countries or continents like Europe and Africa. The focus of roles research is mostly in the tasks associated with developing and managing public relations programmes, which overlook some core activities traditionally associated with manager role enactment (Moss & Green, 2001:121; Culbertson, 1991:62).

Over the past several years many articles have been published noting that the public relations function has been taken over by other fields like marketing, human resources or legal departments. Lauzen (1992:61) explains that when encroachment happens, non-public relations professionals are assigned to manage the public relations function. Brody (1990:14) rightfully asks critical questions relating to the origin of this occurrence. How many public relations practitioners understand the relationship between organisations and their environments? How many are prepared to counsel management as to the consequences of organisational policy and procedure?

The body of knowledge in the field of corporate communication points to the fact that many chief executive officers and other members of the top management are dissatisfied with the performance of corporate communication practitioners (Steyn, 2003:2; Steyn & Puth, 2000:9; Bütschi & Steyn, 2006:6; Stimson, 1996:50). Hogg and Doolan (1999:609) state that when an organisation and its CEO believe that a public relations practitioner is undeserving of a top level management position mainly due to the predominance of the technical role, the resultant implications are that practitioners have less authority, lower status, and the likelihood that they are not part of the dominant coalition.

When public relations practitioners are isolated from decision-making, public relations becomes a low-level support function (Lauzen, 1992:64). The function, headed by a practitioner who fails to enact the manager role, lacks the organisational power necessary to maintain its own domain. Furthermore, Lauzen and Dozier (1992:207) are of the opinion that top practitioners become powerful through the control of scarce and valued resources and through close liaisons with members of the dominant coalition.

Steyn and Puth (2000:12) explain that CEOs or top management might not realise that their worldviews are obstructing the enactment of a management or strategic role by not supporting two-way symmetric communication or by not involving the senior corporate communication practitioners in the decision-making processes. Worldviews may refer to top

management's ignorance about the potential role of public relations practitioners. Fulfilling a management or strategic role means that the public relations department becomes central, making the function pervasive and immediate.

According to Steyn and Puth (2000:9) the perceptions of CEOs are that the corporate communication function is focused on achieving *communication goals* and objectives without necessarily linking them to the achievement of the organisation's *business goals*. Similarly, in an interview with Elaine Newman, founding member of the Public Relations Society of America, she states that there is too much focus on techniques and press releases (Chase, 1999:14).

In Steyn's (2003:1) view, the changing role of business in society has major implications for the role to be performed by the public relations function in the modern organisation. In the new interconnected world, the importance of stakeholder communication is widely acknowledged. However, public relations practitioners do not seem to be rising to the challenge of giving strategic direction to the organisation's communication relationships with strategic stakeholders and other interest groups in society. Furthermore, they also do not seem to be playing a leading role in managing the organisation's reputation. In the opinion of Bütschi and Steyn (2006:4), theory on strategic communication management is the key to unlocking the boardroom. It will go a long way in creating the knowledge necessary to rectify current criticisms and to create an appreciation of the value that corporate communication can add.

Considering the challenges of the public relations function in organisations, Steyn and Puth (2000:7) explain that top management does not understand the importance and value of corporate communication; corporate communication does not enjoy the access to top management and/or chief executive officer; corporate communication sometimes reports to another functional area; and the budget allocation for corporate communication strategy is totally inadequate for important projects that need to be undertaken in the interest of the organisation. In addition, Stimson (1966:50) states that some companies are naïve about the qualifications for a corporate public relations director and that many practitioners are coasting along on what may have been adequate for their responsibilities in the beginning, but does not meet the requirements of their present position. Although this statement was made in 1966, Steyn and Puth (2000:11) confirmed this finding again in 2000.

As explained by Hogg and Doolan (1999:609) and other similar studies like that done by Steyn (2002:16), role-set members like CEOs have very definite expectations of practitioners. Eliciting views from them is more enlightening and useful than simply asking

practitioners to describe the roles they enact. Lauzen and Dozier (1992:207) further highlight this fact by indicating that not only must practitioners be surveyed, the dominant coalition (or a member of the dominant coalition) must also be surveyed. Only in this manner can public relations research seek to expand our knowledge of the practice beyond the limits of our research designs.

Thus, this particular study aims to gain the perceptions of the senior management teams of central banks of the CMA about the roles of public relations practitioners.

2.6 Public relations and central banks

In the review and search for literature related to central banks and corporate communication, very little was found. The existing literature was most likely written and produced by economists and analysts. Dale, Orphanides and Österholm (2008:17) highlight the current situation in central banks: "Yet, for many central banks policy communication remains work in progress." Dincer and Eichengreen (2007:1) emphasise that there is a need to better understand the design and evaluation of central bank communication policies.

According to the majority of articles related to central banking and communication, the role of communication has become increasingly important in the light of central banks that have embraced openness and transparency during approximately the last ten years (Anon., 2008; Eusepi & Preston, 2007:1; Dincer & Eichengreen, 2007:1; Briere, 2006:5; Sibert, 2006:7; Woodford, 2005:1). However, it is evident that few central banks understand how to effectively utilise communication in order to deal with this new phenomenon - transparency - amongst central banks.

According to Sibert (2006:1) central banks are said to be transparent if the implied transparency about the policy process provides the public with a clear description of considerations guiding policy decisions (Dale *et. al.*, 2008:4). Over recent years the majority of central banks worldwide gained independence from their governments in making policy and operational decisions. Woodford (2005:1) explains that with the grant of independence to central banks comes demands for adequate accountability - central banks are asked to provide more information about its operations to enable citizens and their representatives to evaluate central banks' actions, praise it for its achievements and take it to task for its failures.

Sibert (2006:1) emphasises what central banks have realised: that central banks and societies are better off with complete transparency. If one assumes that transparency refers

to openness about an organisation's actions, operations and decision-making, then communication will play a very important role in achieving this aim. Although reference is made to the importance of communication and that there are significant implications for communication strategies and techniques, none of the authors like Sibert (2006:1), Dale *et. al.* (2008:4) and Woodford (2005:1) provide practical suggestions concerning the role of corporate communication and how it can be applied in achieving openness and transparency.

The recent culture of openness and transparency has brought about new challenges for central banks. Firstly, they need to find ways to best deal with the management of expectations by relevant role players and the public at large. Secondly, central banks have realised that low levels of education and financial literacy have a significant impact on the effectiveness of their policies. Thus, although banks are now more open and transparent, the public lacks the knowledge to fully comprehend the decisions and actions of central banks. The majority of the authors writing about the central banks and communication (Anon., 2008; Dale *et. al.*, 2008:4; Bernanke, 2007:1; Woodford, 2005:4) focus on information dissemination – the timing, the content and the channels – in order to manage expectations and to create a better understanding of policy actions and decisions amongst the public. It is questionable whether central banks will be successful in achieving policy objectives by *only* disseminating information to the public, considering that the education process is quite intensive and long-term.

The authors (Anon., 2008; Dale *et. al.*, 2008:4; Bernanke, 2007:1; Woodford, 2005:4; Eusepi & Preston, 2007:1; Dincer & Eichengreen, 2007:6; Briere, 2006:5; Sibert, 2006:1) stress the importance of communicating to the right audience, at the right time, at the right place, sending the correct messages via the right communication vehicles. The latter refers to proper communication planning. However, key elements of strategic communication management as explained by Steyn (2003:2) is lacking from this literature.

Dale *et. al.* (2008:4) state that providing timely and transparent information reduces the risk of behaviour triggered by incorrect information and misperceptions, which could result in a more stable economic environment. Orphanidus and Williams (in Dale *et. al.*, 2008:4) explain that central bank communication has a small role to play in models of rational expectations with perfect knowledge. The contrary is in fact true. Neither the central banks, nor the public have accurate and correct information about the structure of the economy and shocks affecting the economy. Therefore, the management of expectations is very important to central banks.

Considering that the public's expectations are based on their perceptions – on what they know and understand – one can then assume that literacy and education levels will play a vital role in managing expectations. Woodford (2005:3) mentions that it is important for the public to understand central bank actions in order for its policies to be most effective. It is less helpful for thinking about the economy where the structure is continually evolving in ways imperfectly understood by the public and where the policymakers' objective function is not fully known by private agents (Bernanke, 2007:1). Learning has important implications for how we think about the economy and policy. According to Bernanke (2007:1) some work has shown that the process of learning can affect the dynamics and even potential stability of the economy. Models with learning accommodate the analysis of communication-related issues quite well, according to him. Recognition is hereby given that communication can play an important role in educating the public on central bank policies and decisions.

Even though the importance of communication is emphasised, the reviewed literature places more emphasis on information dissemination. Briere (2006:1) has conducted a comparative study on how the market reacts to the communication of the US Federal Reserve and the European Central Bank. Information stated in speeches, rate announcements and other economic releases were studied. Dale *et. al.* (2008:4) state that the biggest challenge for central banks is how to combine various types of information that best informs the public – the decision about which information to publish and in what form that will aid the functioning of the economy. According to Eusepi and Preston (2007:1), in practice, the current state of a country's economy will never be accurately observed, making transparency and the communication of policy desirable. Thus, given the role of expectations, a central bank's communication strategy is a crucial ingredient of inflation targeting according to Briere (2006:1). In addition, Eusepi and Preston (2007:2) state that imperfect information, expectations and uncertainty permit the examination of the role of communication in policy design.

In the review of literature written by central bank authors, little of the three roles, technician, manager or strategist, is mentioned. To a limited extent reference is made to the tasks usually executed by the corporate communication technician. In general, no reference is made to the potential or current role that corporate communication and its practitioners can play in central banks in terms of policy and strategy formulation and implementation. The fact that none of the central bank literature mentions the role that corporate communication and its practitioners can play in central banks, leads one to think that practitioners are not actively participating in solving the everyday issues faced by central banks. Openness, transparency and the management of expectations are, after all, closely associated with the corporate

communication function in that those practitioners need to find solutions and strategise around the mentioned issues.

The relevant literature points to the fact that the role of communication in central banks should be further investigated.

2.7 Overview of the literature

The origins of public relations can be traced back to early civilisation, but modern-day public relations has many ties to the United States of America. Public relations is a product of the recognition that public opinion is powerful. The development of the field can be viewed against major world events and eras such as World War II. In the early years the main focus of public relations was on publicity.

There exists an abundance of definitions about public relations. With reference to the definition of public relations, the importance of this particular study is well explained by Lubbe and Puth (2000:7): the scene is set and the background provided against which players must act out their roles, but players' actions are still unknown. The definition widely accepted in Southern Africa is the one by PRISA: "Public relations is the management, through communication, of perceptions and strategic relationships between an organisation and its internal and external stakeholders."

One challenge that is emphasised in the literature is the influence of the US perspective on public relations, which perhaps explains the difficulty of translating the term 'public relations' to other languages whilst keeping the meaning consistent. Moreover, there are questions on the most appropriate description of the field - 'public relations' or 'corporate communication'? Due to both terms that are widely used, this study is based on the premise that there is not a theoretical difference between these terms and that the terms are used interchangeably.

The four public relations models of Hunt and Grunig (1994:8) are fundamental to the public relations theory. The four models consist of: the one-way press agency and public information models, as well as the two-way asymmetrical and symmetrical models. Literature explains that there is a relationship between the prevailing model and roles in an organisation. Changes in individual behaviour i.e. practitioner roles, would initiate changes in the public relations model.

The study of public relations roles has been an important area of research because it provides greater explanatory insight into the work behaviour of public relations practitioners.

Research on roles makes it possible to link public relations work to a broader investigation of how public relations is structured in organisations (Piekos & Einsiedel, 1990:96; Toth, Serini, Wright & Emig, 1998:145).

According to Steyn (2003:6) the roles paradigm has been very relevant in the field over the last quarter of a century, if not the dominant paradigm in the eighties. The influential work of Broom and Smith (1978:4) drawing from consulting literature and based on a 24-item role set, identifies a typology consisting of four roles: expert prescriber, communication facilitator, problem-solving process facilitator and communication technician. Based on factor-analysis studies, the four-role typology is reduced to a two-role typology. The remaining two roles are: the technician and manager. Steyn (2002:16) in her earlier study conceptualised and empirically verified these two roles as well as an emerging strategist role.

It was established in this chapter that a variety of factors might determine the enactment of the respective roles. Factors include: individual behaviour, experience, qualifications and gender; organisation and management expectations; as well as external environmental factors like the economy. If the management role is not enacted one of the major implications might be the encroachment on public relations by other functions like marketing.

Investigating roles means that not only the practitioners must be surveyed, but that the dominant coalition, which may consist of senior and executive managers, must be surveyed as well. Role-set members like CEOs have very definite expectations of practitioners and therefore it is important to understand the expectations that will influence the role enactment of practitioners.

In search of literature related to central banks and communication, little was found. It was acknowledged, however, that the role of communication in central banks must be better understood.

CHAPTER THREE

DESIGN AND METHODOLOGY

3.1 Theoretical and conceptual framework

The following conceptual framework aims to specify and define key concepts and variables that formed part of the study. It shows how the study was conceptualised, which definitions of the variables were chosen and on what grounds (Mouton, 2001:123).

Table 3.1 Theoretical and conceptual framework

DOMAIN	Communication		
	↓		
SUBDOMAIN	Public Relations / Corporate Communication		
	↓		
THEORY	Roles theory; Public Relations models theory		
	↓		
MAIN CONCEPT (Babbie, 1992:118)	Role expectations		
	↓		
CONCEPT 1	Dominant coalition (management) expectations		
	↓		
CONCEPT 2	Public Relations role		
	↓		
CONSTRUCTS	Strategic management roles	Planning and Implementation roles	
	↓	↓	↓
CONSTRUCTS (Babbie, 1992:118)	Monitoring the environment and anticipating consequences for organisational policies and strategies, interpreting feedback and participating in strategic decisions.	Developing a public relations policy and strategy and drawing up a strategic public relations plan for stakeholders like the media, employees, etc.	Producing and disseminating information, writing press releases, editing newsletters, writing speeches, arranging events and developing web pages.
	↓	↓	↓

FACTORS AS CONSTRUCTS	Role of the public relations strategist	Role of the public relations manager	Role of the public relations technician
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Source: Adapted from Steyn & Bütschi, (2003:7); Steyn & Green (2006:7); Steyn (2000:14)

3.1.1 Constructs in relation to the questionnaire

3.1.1.1 Monitoring the environment and anticipating consequences

The identified construct is related to the following Lickert Scale statements in the questionnaire: nr. 8, nr.9, nr. 11, nr. 14, nr. 17, and nr. 18. For example, statement nr. 8 reads: “Act as advocate for external stakeholders by explaining their views to top management.”

3.1.1.2 Develop a public relations policy and strategy

The identified construct is related to the following Lickert Scale statements in the questionnaire: nr. 2, nr. 4, nr. 5, nr. 10, nr. 13, nr. 16, nr. 23, nr, 25 and nr. 19. For example, statement nr. 2 reads: “Develop corporate communication strategy, which supports corporate strategy.”

3.1.1.3 Producing and disseminating information

The identified construct is related to the following Lickert Scale statements in the questionnaire: nr. 6, nr. 12, nr. 15, nr. 20, nr. 24, nr. 22, nr. 3, nr. 7, nr. 1 and nr. 21. For example, statement 6 reads: “Produce audiovisual materials for presentations.”

3.1.2 Communication domain

According to Tubbs and Moss (1994:6) communication is broadly defined as the sharing of experience and to some extent all living organisms can be said to share experience. Human communication is the process of creating meaning between two or more people through the use of symbols. The public relations / corporate communication sub-domains form part of the broader communication domain.

3.1.3 Corporate communication / public relations sub-domain

Although numerous definitions of public relations exist, the acceptable definition in Southern Africa is that of the Public Relations Institute of Southern Africa (PRISA), which states: "It is the management, through communication, of perceptions and strategic relationships between an organisation and its internal and external stakeholders."

For purposes of this study the terms 'corporate communication' and 'public relations' are used interchangeably, mainly because both terms are used widely in academic literature.

3.1.4 Public relations roles and models theory

To aid in understanding the history of public relations as well as its practice today, Professors James. E. Grunig of the University of Maryland and Todd Hunt of Rutgers, the State University of New Jersey, have constructed four models of public relations (Wilcox *et. al.*, 2001:43; Hunt & Grunig, 1994:8). They are: the press agency model, the public information model, the two-way asymmetrical model and the two-way symmetrical model.

Grunig *et. al* (in Lauzen & Dozier, 1992:216) explain that whereas 'models' describe the mindset and the overall purpose of communication programmes, 'roles' describe the daily behavioural patterns of individual communication practitioners. The practitioner's role is a micro level concept influenced by meso level concepts like public relations models. Logically, changes in the public relations model would be initiated by the individual behaviour of practitioners (Lauzen & Dozier, 1992:217). With reference to the systems theory, the public relations field consists of many interrelated parts or subsets which influence each other. In this regard the micro level concepts are a subset of the meso level concepts, which exist at a broader level (Provox Centre for Public Relations and Communication, 2010:23).

According to Newsom *et. al.* (2000:17) many practitioners might argue that public relations involves managing more than communication, but few would fail to recognise the four models presented by Hunt and Grunig (1994:8).

The study of public relations roles has been an important area of research because it provides greater explanatory insight into the work behaviour of public relations practitioners. Research on roles made it possible to link public relations work to a broader investigation of how excellent public relations was structured in organisations (Piekos & Einsiedel, 1990:96; Toth *et. al.*, 1998:145). The Excellence Theory is a general theory of public relations, which resulted from a fifteen-year study of best practices in communication management funded by

the International Association of Business Communicators (IABC) Research Foundation (Grunig, 2008:1620).

3.1.5 Roles expectations

For role theorists, individuals adopt or learn roles by reference to a socially constructed position and by examining the roles adopted one can infer the social construction of their actions. Once the central idea of individuals acting out certain roles is accepted, there are extensions in the form of confidence in one's role, the competence of the performance, the commitment to role and role identity (Hogg & Doolan, 1999:598). Moreover, the roles approach suggests that roles are a function of a social system made up of role senders and role receivers. In other words, individual public relations roles are influenced or determined by expectations of that role.

3.1.6 Dominant coalition (management) expectations

Broom and Smith (1978:3) state: "We assume that a practitioner develops a dominant pattern of job-related behaviour through individual preferences and training and in response to the expectation of and constraints imposed by clients and employers." As explained by Hogg and Doolan (1999:609) and other similar studies like Steyn's (2002:16), role-set members like CEOs have very definite expectations of practitioners. Eliciting views from them is more enlightening and useful than simply asking practitioners to describe the roles they enact. Lauzen and Dozier (1992:207) further highlight this fact by indicating that not only must practitioners be surveyed, the dominant coalition (or a member of the dominant coalition) must also be surveyed. Only in this manner can public relations research seek to expand our knowledge of the practice beyond the limits of our research designs.

3.1.7 Public relations role

The concept of roles refers to the everyday activities of public relations practitioners. Roles are the behavioural patterns of individuals in organisations practising public relations. These roles set individuals apart and define expectations from the organisations' perspective (Van Heerden & Rensburg, 2005: 71; Katz & Kahn *in* Steyn, 2000:13; Piekos & Einsiedel, 1990:97). Over the last quarter of a century the roles paradigm has been very relevant in the field of public relations, if not the dominant paradigm during the eighties (Steyn, 2003:6).

Much work, mainly conducted in the U.S.A., has been done on conceptualising the roles of public relations practitioners (Gregory, 2008:215). The influential work of Broom and Smith

(1978:4), drawing from consulting literature and based on a 24-item role set, identified a typology consisting of four roles, namely: expert prescriber, communication facilitator, problem-solving process facilitator and communication technician.

3.1.7.1 Strategic management roles

Broom's research (*in Reagan et. al.*, 1990:178) indicates that the same people tend to play the expert prescriber, communication facilitator and problem-solving process facilitator roles, while different people play the technician role. Grunig and Hunt (1994:4) are of the opinion that every person working on a public relations programme – whether technician or manager – must look at public relations with a managerial mindset. This mindset should include an understanding of what public relations is and what it contributes to an organisation.

Organisations with public relations practitioners functioning as managers are more likely to practice two-way, open-systems models of public relations. Two-way models require public relations practitioners to monitor the environment, interpret feedback and participate in strategic decisions with management (Kelleher, 2001:305).

3.1.7.2 Strategist role

A public relations 'strategist' operates at the top management or macro level, performing a mirror function of public relations. This consists of scanning and monitoring relevant environmental developments or issues and anticipating their consequences for the organisation's policies and strategies, especially with regards to the stakeholder and societal environment (Broom & Smith, 1978:6; Lauzen, 1992: 62; Leichty & Springston, 1996:467; Moss *et. al.*, 2001:873; Reagan *et. al.*, 1990:177; Kelleher, 2001:304; Piekos & Einsiedel, 1990:97; Steyn, Green & Grobler, 2001:1; Everett & Steyn, 2006:10; Steyn, 2002:16; Rhodes, 2004:1; Bütschi & Steyn, 2003:6; Steyn & Puth, 2000:14; Newsom *et. al.*, 2000:72; Hunt & Grunig, 1994:4).

3.1.7.3 Manager role

A public relations 'manager' operates at the functional or middle management/departmental level, partly performing the window function of public relations. This includes activities such as developing a public relations policy and strategy that results in messages portraying all facets of the organisation, and drawing up a strategic public relations plan for specific stakeholder groups like the media, employees, shareholders and communities (Broom & Smith, 1978:6; Lauzen, 1992: 62; Leichty & Springston, 1996:467; Moss *et. al.*, 2001:873;

Reagan *et. al.*, 1990:177; Kelleher, 2001:304; Piekos & Einsiedel, 1990:97; Steyn, Green & Grobler, 2001:1; Everett & Steyn, 2006:10; Steyn, 2002:16; Rhodes, 2004:1; Bütschi & Steyn, 2003:6; Steyn & Puth, 2000:14; Newsom *et. al.*, 2000:72; Hunt & Grunig, 1994:4).

3.1.7.4 Planning and implementation roles

One-way models of public relations – press agency/promotion and public information – are more likely to involve the technical tasks of producing and disseminating information with less regard for feedback according to Kelleher (2001:305). Practitioners in the planning and implementation roles provide the communication and journalistic skills needed to implement public relations programmes, but do not take part in strategic decision-making or conduct research (Grunig and Hunt *in* Everett & Steyn, 2006:1).

3.1.7.5 Technician role

A public relations 'technician' operates at the micro or implementation level, partly performing the window function of public relations. This includes writing press releases, editing employee newsletters, writing speeches, arranging events and developing web pages. The communication technician is hired for his or her communication craft and skills, mass media experience and other specialised skills deemed necessary by the client (Broom & Smith, 1978:6; Lauzen, 1992: 62; Leichy & Springston, 1996:467; Moss *et. al.*, 2001:873; Reagan *et. al.*, 1990:177; Kelleher, 2001:304; Piekos & Einsiedel, 1990:97; Steyn, Green & Grobler, 2001:1; Everett & Steyn, 2006:10; Steyn, 2002:16; Rhodes, 2004:1; Bütschi & Steyn, 2003:6; Steyn & Puth, 2000:14; Newsom *et. al.*, 2000:72; Hunt & Grunig, 1994:4).

3.2 Design and methodology

The research process followed has been summarised in Table 1.2 below. In this study the expectations of the top management (dominant coalition) of CMA central banks with regards to the most senior public relations practitioner were measured. The dominant coalition of the central banks is part of the management committee of each bank.

Table 3.2 Research strategy, design and methodology

RESEARCH APPROACH	Positivist; Quantitative (Du Plooy, 2001:82; Du Plooy, 1995:3) Anti-positivist; Qualitative (Dash, 2005:1)
RESEARCH THEMES	Applied, strategic
RESEARCH DESIGN	<ul style="list-style-type: none"> • Instrumental case study, because of the potential to provide insight into a substantive issue and to advance theory development (Stake <i>in</i> Steyn & Green, 2006:6). • Intrinsic case study, because of the interest in that particular industry (Stake <i>in</i> Steyn & Green, 2006:6).
RESEARCH METHOD	Mixed methods (methodological triangulation), descriptive, cross-sectional survey (Du Plooy, 2001:82; Babbie, 1992:99)
STUDY POPULATION	Dominant coalition (top management) of central banks of the CMA (Babbie, 1992:198).
SAMPLING FRAME	List of management committee members of the central banks of South Africa, Namibia, Lesotho and Swaziland (Babbie, 1992:198).
ELEMENT	Dominant coalition's (top management) expectations and perceptions of the senior public relations practitioner (Babbie, 1992:197).
SAMPLE SIZE	All management committee members of the central banks of the CMA.
DATA COLLECTION	Electronic mail; telephone; and face-to-face interviews
MEASURING INSTRUMENT	Structured questionnaire, 7-point Lickert Scale measuring the dominant coalition's expectations by means of statements. Semi-structured discussion guide; voice recorder; and interviewer notes measuring qualitative statements made by interviewees.
DATA ANALYSIS	<ul style="list-style-type: none"> • Descriptive statistics (Du Plooy, 2001:93) • Quantitative content analysis (Saunders <i>et. al</i>, 2007:497)

Source: Adapted from Steyn & Green (2006:7)

3.3 Empirical study

The aim of the empirical study was to determine management's role expectations for the most senior public relations practitioner in central banks of the CMA in terms of the 'strategist', 'manager' and 'technician' roles.

3.3.1 The sample

The population consisted of members of the management committees of central banks in South Africa, Namibia, Swaziland and Lesotho. The management committees are considered to be the dominant coalition of these organisations. The dominant coalition has the authority and power to make decisions and provides direction to an organisation (Hogg & Doolan, 1999:609).

For lack of a sampling frame, lists of members of the management committees of the CMA central banks were used to identify the accessible population. Due to the relatively small size of the total population, a census was taken instead of a sample. This means that in order to collect accurate data about all the members of the population, every member received a questionnaire (Du Plooy, 2001:100).

The above procedure produced a list of 50 management committee members. This number necessitated a response rate of at least 30 respondents of the total population (Du Plooy, 2001:108). In-depth interviews added more qualitative data to the study and complemented the survey in the case of a low response rate.

Following a methodological triangulation research design, respondents that returned their questionnaires were approached for a semi-structured interview. The sampling for this method was self-indicative. In other words, those respondents that completed and returned their questionnaires participated in one-on-one interviews, which took place face-to-face or by telephone.

3.3.2 Data collection and capturing

The self-administered questionnaire was distributed amongst CMA management committee members by electronic mail on 27 August 2009. Respondents had seven weeks to return the questionnaire. A total of fourteen useable questionnaires from respondents in Lesotho, Namibia, South Africa and Swaziland resulted from the survey.

Semi-structured interviews were conducted with the respondents that returned their questionnaires. A total of fourteen interviews took place as from 2 December 2009 to 30 April 2010. A discussion guide was established for purposes of the interview. The interviewer took notes during the interview and all interviews were recorded in order to ensure accuracy.

Access to the subjects was established through contacting the Corporate Communication Departments and Governor's Office Departments of each of the central banks. Lists of the members of the respective management committees were provided by the designated staff.

3.3.3 Measurement

One of the measuring instruments was based on a questionnaire that measured the roles of a public relations 'strategist', 'manager' and 'technician', which was developed by Steyn (2000:22). A seven-point Lickert Scale was used to measure the expectations of the management of the CMA central banks. The measuring instrument consisted of 25 statements: 9 statements formed the index for measuring the role of 'strategist', 10 statements the role of 'manager' and 6 statements the role of 'technician'. The measurement questions can be viewed in Appendix 1.

The semi-structured interview followed a discussion guideline consisting of eight pre-defined questions. The interviewer posed additional questions to explore some of the topics even further. This type of measurement tool was used to explore the topic and uncover participants' perspective on the particular issue under discussion. In-depth interviews provide detailed background about why participants gave specific answers; allowing for observations of participants' non-verbal behaviour; and provide extensive data concerning participants' opinions, recollections, values, motivations and feelings (Du Plooy; 1997:112). All of the interviews, face-to-face and telephonic, were recorded by a digital voice recorder and the interviewer made notes during the interview.

3.4 Conclusion

The theoretical and conceptual framework of this study is positioned within the communication domain and the public relations field as a sub-domain. The study investigates the roles theory and the public relations models theory. As such it focuses on three concepts: role expectations, management expectations and the public relations role. The constructs of the public relations role are strategic management roles and the planning and implementation roles. The strategic management roles refer to the monitoring of the

environment and anticipating consequences for organisational policies and strategies, interpreting feedback and participating in strategic decisions. It furthermore refers to developing a public relations policy and strategy, and drawing up a strategic public relations plan for stakeholders like the media, employees, etc. The planning and implementation roles refer to producing and disseminating information, writing press releases, editing newsletters, writing speeches, arranging events and developing web pages.

In this study the expectations and perceptions of the top management (dominant coalition) of CMA central banks with regards to the roles of the most senior public relations practitioner were measured. The research approach is both positivist quantitative and anti-positivist qualitative focusing on applied and strategic research themes. The research design is an instrumental and intrinsic case study, which used methodological triangulation to conduct the study. The study population consisted of the dominant coalition (top management) of the central banks. Lists of the management committees at the central banks provided a sampling frame for the study. Due to the size of the population a census was taken instead of a sample.

Management committee members received a structured questionnaire via e-mail. The structured questionnaire consisted of a 7-point Likert Scale measuring the expectations of management. Those that submitted a completed questionnaire also participated in a one-on-one interview conducted face-to-face or by telephone. Instruments included: a semi-structured discussion guide, digital voice recorder and notes. Descriptive statistics and thematic content analysis were used to analyse the data.

In Chapter 1, page 13 the research question stated: what are top managements' perceptions and expectations of the public relations practitioner role in CMA central banks, and how does this differ from the potential role public relations practitioners can play within this context?

The aim of this research study is to establish the gaps between the potential role of the public relations practitioner within the CMA central bank context, and management's perception and expectation of that role. The study may then improve the overall status of the public relations practitioner in central banking.

Consequently, the objectives of the research study are (Chapter 1, page 14):

- To establish what the role of the public relations practitioner within the CMA central banks should be;

- To identify the perceived and expected roles of the public relations practitioner in CMA central banks according to management;
- To establish the gaps between the perceived roles (current and expected) of public relations practitioners in CMA central banks and the generally accepted roles in the public relations field; and
- To provide recommendations on how to close or minimise the gaps, if any, and to improve public relations in CMA central banks.

This particular research design and methodology was considered the most appropriate, because it could determine the gaps between the perceived expected roles by top management and the actual behaviour or performance by senior corporate communication practitioners. The 7-point Lickert Scale allowed respondents to indicate their expectations of ideal behaviour, as well as the actual performance by current public relations practitioners in senior positions. Adding the qualitative methodology to the study allowed the researcher to gain better insight into why respondents provided answers in the self-administered questionnaire. In the face-to-face and telephonic interviews respondents had the opportunity to verbally express and describe their expectations versus the actual performance of senior public relations practitioners. This further helped to gain an understanding of how to close or minimise gaps and improve the status of public relations in central banks of the CMA.

In Chapter Four the analysis of these findings will be discussed.

CHAPTER FOUR DATA ANALYSIS

4.1 Introduction

Considering that a triangulation methodology was followed, both quantitative and qualitative methods were used to analyse the respective data sets.

The data collected through the self-administered questionnaire was analysed by using appropriate statistical methods including frequencies and Spearman's correlations. Only the frequency data is presented due to the low survey response. Spearman's correlations are not presented, because no meaningful conclusions can be made based on the correlation data.

The transcribed interviews provides for content that can be analysed using a simple quantitative content analysis method.

4.2 Quantitative data analysis

The data presented by the fourteen (14) completed questions showed the following frequencies.

Question 1:

Table 4.1: Determine employees' information needs through research – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	7.1	7.1	7.1
4	1	7.1	7.1	14.3
5	2	14.3	14.3	28.6
6	4	28.6	28.6	57.1
High	6	42.9	42.9	100.0
Total	14	100.0	100.0	

Table 4.2: Determine employees' information needs through research – Actual

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	14.3	14.3	14.3
	2	2	14.3	14.3	28.6
	3	3	21.4	21.4	50.0
	4	4	28.6	28.6	78.6
	5	1	7.1	7.1	85.7
	6	1	7.1	7.1	92.9
	Don't know	1	7.1	7.1	100.0
	Total	14	100.0	100.0	

These tables show that, ideally, top management has a high expectation (42.9% of total respondents) from the most senior communication practitioner or manager in determining employees' information needs through research. The extent to which the communication practitioner actually performs this activity is a bit lower than top management's expectation, with the majority rating practitioners at an average of four (4) from a possible seven points on the Lickert Scale.

Question 2:

Table 4.3: Develop corporate communication strategy which supports corporate strategy – Ideal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6	7	50.0	50.0	50.0
	High	7	50.0	50.0	100.0
	Total	14	100.0	100.0	

Table 4.4: Develop corporate communication strategy which supports corporate strategy – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	7.1	7.1	7.1
2	2	14.3	14.3	21.4
3	2	14.3	14.3	35.7
5	5	35.7	35.7	71.4
6	1	7.1	7.1	78.6
High	2	14.3	14.3	92.9
Don't know	1	7.1	7.1	100.0
Total	14	100.0	100.0	

In terms of ideal behaviour, the dominant coalition has a very high expectation (50% of the respondents indicated a seven (7) on the Lickert Scale) from the most senior communication practitioner to develop a corporate communication strategy, which supports corporate strategy. In reality, the majority of top management (35.7%) rated practitioners actually performing this activity, lower on the scale. The majority indicated a five (5).

Question 3:

Table 4.5: Develop functional tactics to effectively communicate organisational messages to stakeholders – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	3	21.4	21.4	21.4
6	3	21.4	21.4	42.9
High	8	57.1	57.1	100.0
Total	14	100.0	100.0	

Table 4.6: Develop functional tactics to effectively communicate organisational messages to stakeholders – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	3	21.4	21.4	21.4
4	4	28.6	28.6	50.0
5	3	21.4	21.4	71.4
6	3	21.4	21.4	92.9
Don't know	1	7.1	7.1	100.0
Total	14	100.0	100.0	

A very high percentage of the respondents (57.1%) indicated that, ideally, the most senior public relations practitioner should develop functional tactics to effectively communicate organisational messages to stakeholders. They rated this expectation with a seven (7) on the Lickert Scale. In contrast, the most senior practitioner actually performing this task, was rated lower with the majority of respondents (28.6%) indicating an average of a four (4) on the scale.

Question 4:

Table 4.7: Take responsibility for the success or failure of corporate communication strategy – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	1	7.1	7.1	7.1
6	6	42.9	42.9	50.0
High	7	50.0	50.0	100.0
Total	14	100.0	100.0	

Table 4.8: Take responsibility for the success or failure of corporate communication strategy – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	7.1	7.1	7.1
3	5	35.7	35.7	42.9
4	1	7.1	7.1	50.0
5	2	14.3	14.3	64.3
6	2	14.3	14.3	78.6
High	1	7.1	7.1	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

Ideally, the respondents expect the most senior public relations practitioner to take responsibility for the success or failure of the corporate communication strategy. The majority (seven of the fourteen respondents) indicated a seven (7) on the scale, followed by another six (6) respondents indicating a six (6) on the scale. Senior public relations practitioners actually taking responsibility was rated lower, with the majority of respondents (35.7%) indicating a three (3) on the Lickert Scale.

Question 5:

Table 4.9: Take responsibility for the success or failure of corporate communication plans – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	2	14.3	14.3	14.3
5	1	7.1	7.1	21.4
6	5	35.7	35.7	57.1
High	6	42.9	42.9	100.0
Total	14	100.0	100.0	

Table 4.10: Take responsibility for the success or failure of corporate communication plans – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	7.1	7.1	7.1
3	3	21.4	21.4	28.6
4	5	35.7	35.7	64.3
5	1	7.1	7.1	71.4
High	2	14.3	14.3	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

In terms of taking responsibility for the success or failure of corporate communication plans, respondents had a high expectation from senior practitioners. They (42.9%) indicated a seven (7) on the scale followed by another five (5) respondents that indicated a six (6) on the scale. However, actual performance or behaviours were rated lower where respondents (35.7%) indicated a four (4) on the Lickert Scale.

Question 6:

Table 4.11: Produce audiovisual materials for presentations – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	3	21.4	21.4	21.4
4	3	21.4	21.4	42.9
5	3	21.4	21.4	64.3
6	3	21.4	21.4	85.7
High	2	14.3	14.3	100.0
Total	14	100.0	100.0	

Table 4.12: Produce audiovisual materials for presentations – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	7.1	7.1	7.1
2	2	14.3	14.3	21.4
3	3	21.4	21.4	42.9
4	4	28.6	28.6	71.4
5	2	14.3	14.3	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

There was an equal spread on the scale indicating the extent to which top management expects senior practitioners to produce audiovisual materials for presentations. Three (3) respondents provided a rating at each of these respective points on the scale, two (2), four (4), five (5) and six (6). The majority of respondents (28.6%) indicated that the most senior communication practitioner does actually perform this particular activity.

Question 7:

Table 4.13: Evaluate functional tactics e.g. the channels used to reach communities – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	2	14.3	14.3	14.3
5	3	21.4	21.4	35.7
6	4	28.6	28.6	64.3
High	5	35.7	35.7	100.0
Total	14	100.0	100.0	

Table 4.14: Evaluate functional tactics e.g. the channels used to reach communities – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	7.1	7.1	7.1
2	1	7.1	7.1	14.3
3	1	7.1	7.1	21.4
4	6	42.9	42.9	64.3
5	2	14.3	14.3	78.6
6	1	7.1	7.1	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

A total of five (5) respondents (35.7%) indicated that they expect the senior corporate communication practitioner to evaluate functional tactics. Respondents indicated a seven (7) on the scale. The actual level at which practitioners are performing this activity was rated at a four (4) by the majority respondents.

Question 8:

Table 4.15: Act as advocate for key external stakeholders by explaining their views to top management – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	3	21.4	21.4	21.4
6	7	50.0	50.0	71.4
High	4	28.6	28.6	100.0
Total	14	100.0	100.0	

Table 4.16: Act as advocate for key external stakeholders by explaining their views to top management – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	4	28.6	28.6	28.6
3	1	7.1	7.1	35.7
4	5	35.7	35.7	71.4
5	2	14.3	14.3	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

Half of the respondents have a relatively high expectation (rated at a six) of senior public relations practitioners to act as an advocate for key external stakeholders by explaining their views to top management. According to the respondents (35.7%) the practitioners are, in reality, operating at a lower rating (four on the scale).

Question 9:

Table 4.17: Initiate dialogue with pressure groups limiting the organisation's autonomy e.g. labour unions, environmentalists, consumer advocates or legislators – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	1	7.1	7.1	7.1
5	3	21.4	21.4	28.6
6	8	57.1	57.1	85.7
High	2	14.3	14.3	100.0
Total	14	100.0	100.0	

Table 4.18: Initiate dialogue with pressure groups limiting the organisation's autonomy e.g. labour unions, environmentalists, consumer advocates or legislators – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	2	14.3	14.3	14.3
3	5	35.7	35.7	50.0
4	4	28.6	28.6	78.6
5	2	14.3	14.3	92.9
Don't know	1	7.1	7.1	100.0
Total	14	100.0	100.0	

At least eight (8) or 57.1% of the respondents have a high expectation of senior practitioners to initiate dialogue with pressure groups limiting the organisations autonomy. These respondents indicated a six (6) on the Lickert Scale. The extent to which senior practitioners actually initiate these dialogues was rated at a three (3) on the scale.

Question 10:

Table 4.19: Monitor the performance of the organisation's corporate communication practitioners or sub-divisions – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	4	28.6	28.6	28.6
6	3	21.4	21.4	50.0
High	7	50.0	50.0	100.0
Total	14	100.0	100.0	

Table 4.20: Monitor the performance of the organisation's corporate communication practitioners or sub-divisions – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	3	21.4	21.4	21.4
5	5	35.7	35.7	57.1
6	2	14.3	14.3	71.4
High	1	7.1	7.1	78.6
Don't know	3	21.4	21.4	100.0
Total	14	100.0	100.0	

Top management (50%) has a high expectation from public relations practitioners to monitor the performance of the organisation's corporate communication practitioners or sub-divisions. The actual level at which practitioners monitor the organisation's corporate communication performance was rated at five (5).

Question 11:

Table 4.21: Explain to top management the impact of their behaviour (obtained through research) on key external stakeholders e.g. the media, investors or communities – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	2	14.3	14.3	14.3
6	5	35.7	35.7	50.0
High	7	50.0	50.0	100.0
Total	14	100.0	100.0	

Table 4.22: Explain to top management the impact of their behaviour (obtained through research) on key external stakeholders e.g. the media, investors or communities – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	3	21.4	21.4	21.4
3	2	14.3	14.3	35.7
4	4	28.6	28.6	64.3
5	2	14.3	14.3	78.6
High	1	7.1	7.1	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

The respondents assigned high ratings, six (6) and seven (7), regarding the expectations they have of practitioners explaining to top management the impact of their behaviour on key external stakeholders. The actual behaviour was lower and the majority rated it at a four (4).

Question 12:

Table 4.23: Organise special events e.g. open house, exhibitions or gala evenings – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	2	14.3	14.3	14.3
5	5	35.7	35.7	50.0
6	3	21.4	21.4	71.4
High	4	28.6	28.6	100.0
Total	14	100.0	100.0	

Table 4.24: Organise special events e.g. open house, exhibitions or gala evenings – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	7.1	7.1	7.1
2	1	7.1	7.1	14.3
3	2	14.3	14.3	28.6
4	3	21.4	21.4	50.0
5	3	21.4	21.4	71.4
6	2	14.3	14.3	85.7
High	1	7.1	7.1	92.9
Don't know	1	7.1	7.1	100.0
Total	14	100.0	100.0	

In terms of respondents' expectation that public relations practitioners should organise special events, the majority (35.7%) assigned a five (5) to the statement. Ratings assigned for practitioners actually displaying this behaviour vary from low to high. Three respondents assigned a four (4) and a five (5), respectively.

Question 13

Table 4.25: Develop strategies for building sound relationships between the organisation and key stakeholders – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	1	7.1	7.1	7.1
5	3	21.4	21.4	28.6
6	5	35.7	35.7	64.3
High	5	35.7	35.7	100.0
Total	14	100.0	100.0	

Table 4.26: Develop strategies for building sound relationships between the organisation and key stakeholders – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	7.1	7.1	7.1
3	3	21.4	21.4	28.6
4	4	28.6	28.6	57.1
5	4	28.6	28.6	85.7
High	1	7.1	7.1	92.9
Don't know	1	7.1	7.1	100.0
Total	14	100.0	100.0	

Five (5) respondents each assigned a six (6) and a seven (7) indicating a high expectation of practitioners to develop strategies for building sound relationships between the organisation and key stakeholders. In terms of practitioners actually developing strategies for building sound relationships, four (4) respondents assigned a four (4) and a five (5) respectively.

Question 14:

Table 4.27: Identify key stakeholders (through research) that can enhance or constrain achievement of the central bank's mission – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	7.1	7.1	7.1
4	1	7.1	7.1	14.3
5	4	28.6	28.6	42.9
6	4	28.6	28.6	71.4
High	4	28.6	28.6	100.0
Total	14	100.0	100.0	

Table 4.28: Identify key stakeholders (through research) that can enhance or constrain achievement of the central bank's mission – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	7.1	7.1	7.1
2	3	21.4	21.4	28.6
3	1	7.1	7.1	35.7
4	4	28.6	28.6	64.3
5	2	14.3	14.3	78.6
6	1	7.1	7.1	85.7
High	1	7.1	7.1	92.9
Don't know	1	7.1	7.1	100.0
Total	14	100.0	100.0	

Top management's expectation of practitioners to identify key stakeholders that can enhance or constrain the achievement of the central banks' missions was indicated in the higher range values. Four (4) respondents respectively assigned a five (5), six (6) and a seven (7). The majority of respondents (four) rated practitioners at a four (4) for actually performing this activity.

Question 15:

Table 4.29: Edit public relations materials e.g. speeches or the annual report – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	3	21.4	21.4	21.4
5	5	35.7	35.7	57.1
6	3	21.4	21.4	78.6
High	3	21.4	21.4	100.0
Total	14	100.0	100.0	

Table 4.30: Edit public relations materials e.g. speeches or the annual report – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	7.1	7.1	7.1
2	3	21.4	21.4	28.6
3	1	7.1	7.1	35.7
4	5	35.7	35.7	71.4
5	1	7.1	7.1	78.6
6	1	7.1	7.1	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

Top management has a relatively high expectation of senior public relations practitioners to edit public relations materials, with the majority (five) assigning a five (5). On the actual performance of this activity, five (5) respondents assigned a four (4).

Question 16:

Table 4.31: Manage the corporate communication budget – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	1	7.1	7.1	7.1
5	2	14.3	14.3	21.4
6	3	21.4	21.4	42.9
High	8	57.1	57.1	100.0
Total	14	100.0	100.0	

Table 4.32: Manage the corporate communication budget – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	2	14.3	14.3	14.3
4	3	21.4	21.4	35.7
5	1	7.1	7.1	42.9
6	3	21.4	21.4	64.3
High	3	21.4	21.4	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

The majority (57.1%) of the dominant coalition expects the senior practitioner to manage the corporate communication budget. Eight (8) respondents assigned a seven (7) to this statement. Three (3) respondents respectively assigned a four (4), six (6) and a seven (7) to the statement on practitioners actually managing the corporate communication budget.

Question 17:

Table 4.33: Reduce uncertainty in strategic decision making by interpreting the external environment to top management – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	7.1	7.1	7.1
4	1	7.1	7.1	14.3
5	5	35.7	35.7	50.0
6	5	35.7	35.7	85.7
High	2	14.3	14.3	100.0
Total	14	100.0	100.0	

Table 4.34: Reduce uncertainty in strategic decision making by interpreting the external environment to top management – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	7.1	7.1	7.1
2	3	21.4	21.4	28.6
4	5	35.7	35.7	64.3
5	2	14.3	14.3	78.6
6	1	7.1	7.1	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

Five (5) respondents respectively assigned a five (5) and a six (6) to indicate their expectation of practitioners to assist in reducing uncertainty in strategic decision-making by interpreting the external environment to top management. In terms of senior practitioners actually performing this activity the majority of the respondents (five) assigned a four (4) to this statement.

Question 18:

Table 4.35: Act as 'early warning system' to top management before issues erupt into crises – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	4	28.6	28.6	28.6
6	6	42.9	42.9	71.4
High	4	28.6	28.6	100.0
Total	14	100.0	100.0	

Table 4.36: Act as 'early warning system' to top management before issues erupt into crises – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	2	14.3	14.3	14.3
2	1	7.1	7.1	21.4
3	2	14.3	14.3	35.7
4	4	28.6	28.6	64.3
5	2	14.3	14.3	78.6
6	1	7.1	7.1	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

The majority of the dominant coalition (six (6) respondents) assigned a six (6) to this statement indicating that their expectation of practitioners to act as an 'early warning system' is relatively high. Four (4) respondents assigned a four (4) to this statement indicating the extent to which senior public relations practitioners are actually performing this activity.

Question 19:

Table 4.37: Identify organisational problems that communication can solve, e.g. reduce employees' fears or uncertainty during retrenchments or restructuring – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	2	14.3	14.3	14.3
5	3	21.4	21.4	35.7
6	5	35.7	35.7	71.4
High	4	28.6	28.6	100.0
Total	14	100.0	100.0	

Table 4.38: Identify organisational problems that communication can solve, e.g. reduce employees' fears or uncertainty during retrenchments or restructuring – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	3	21.4	21.4	21.4
2	2	14.3	14.3	35.7
3	1	7.1	7.1	42.9
4	2	14.3	14.3	57.1
5	2	14.3	14.3	71.4
Don't know	4	28.6	28.6	100.0
Total	14	100.0	100.0	

The majority of respondents (five) have a high expectation of senior public relations practitioners to identify organisational problems that communication can solve. These respondents assigned a six (6) to this statement. The majority (four respondents) indicated that they “don’t know” whether practitioners are actually performing this activity followed by three (3) respondents that assigned a low value to this statement.

Question 20:

Table 4.39: Generate publicity e.g. write media releases - Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	2	14.3	14.3	14.3
5	2	14.3	14.3	28.6
6	1	7.1	7.1	35.7
High	9	64.3	64.3	100.0
Total	14	100.0	100.0	

Table 4.40: Generate publicity e.g. write media releases - Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	3	21.4	21.4	21.4
4	3	21.4	21.4	42.9
5	2	14.3	14.3	57.1
6	4	28.6	28.6	85.7
High	1	7.1	7.1	92.9
Don't know	1	7.1	7.1	100.0
Total	14	100.0	100.0	

The majority of respondents (64.3%) indicated a high expectation that senior public relations practitioners should generate publicity. Four (4) respondents assigned a four (4) to indicate the extent to which practitioners actually perform this activity.

Question 21:

Table 4.41: Translate communication goals into communication activities – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	2	14.3	14.3	14.3
5	2	14.3	14.3	28.6
6	3	21.4	21.4	50.0
High	7	50.0	50.0	100.0
Total	14	100.0	100.0	

Table 4.42: Translate communication goals into communication activities – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	7.1	7.1	7.1
2	1	7.1	7.1	14.3
4	5	35.7	35.7	50.0
5	1	7.1	7.1	57.1
6	4	28.6	28.6	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

Half of top management (50%) has a high expectation that senior public relations practitioners should translate communication goals into communication activities. Five (5) respondents assigned a five (5) to indicate the extent to which practitioners are actually translating communication goals into activities.

Question 22:

Table 4.43: Keep a media clipping service (clip articles that appeared in the media about the central bank) – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	1	7.1	7.1	7.1
5	2	14.3	14.3	21.4
6	5	35.7	35.7	57.1
High	6	42.9	42.9	100.0
Total	14	100.0	100.0	

Table 4.44: Keep a media clipping service (clip articles that appeared in the media about the central bank) – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	7.1	7.1	7.1
3	1	7.1	7.1	14.3
5	2	14.3	14.3	28.6
6	2	14.3	14.3	42.9
High	4	28.6	28.6	71.4
Don't know	4	28.6	28.6	100.0
Total	14	100.0	100.0	

The majority of the dominant coalition (six respondents) has a high expectation that senior public relations practitioners ought to keep a media clipping service. Five (5) respondents assigned a six (6) to this statement. Although the majority has a high expectation of practitioners to keep a media clipping service, a lower number of respondents (four) assigned a seven (7) to indicate the extent to which practitioners actually keep a media clipping service. Another four (4) respondents indicated that they “don’t know” if practitioners keep a media clipping service. This may indicate a gap between management’s expectation and the extent to which it is actually taking place.

Question 23:**Table 4.45: Manage the implementation of corporate communication plans – Ideal**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	3	21.4	21.4	21.4
6	3	21.4	21.4	42.9
High	8	57.1	57.1	100.0
Total	14	100.0	100.0	

Table 4.46: Manage the implementation of corporate communication plans – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	2	14.3	14.3	14.3
4	1	7.1	7.1	21.4
5	3	21.4	21.4	42.9
6	6	42.9	42.9	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

A total of 57.1% of the respondents have a high expectation of practitioners to manage the implementation of corporate communication plans. Six (6) respondents assigned a six (6) indicating the extent to which public relations practitioners actually perform this activity.

Question 24:**Table 4.47: Write articles for the central bank's publications – Ideal**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	1	7.1	7.1	7.1
5	5	35.7	35.7	42.9
6	1	7.1	7.1	50.0
High	7	50.0	50.0	100.0
Total	14	100.0	100.0	

Table 4.48: Write articles for the central bank's publications – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	7.1	7.1	7.1
3	3	21.4	21.4	28.6
4	4	28.6	28.6	57.1
5	2	14.3	14.3	71.4
6	1	7.1	7.1	78.6
High	2	14.3	14.3	92.9
Don't know	1	7.1	7.1	100.0
Total	14	100.0	100.0	

Half of the respondents indicated that senior public relations practitioners should ideally write articles for the central bank's publications. Four (4) respondents assigned a four (4) to the statement of practitioners actually performing this activity.

Question 25:

Table 4.49: Develop communication plans e.g. crisis or employee communication or media plans – Ideal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	1	7.1	7.1	7.1
5	3	21.4	21.4	28.6
6	5	35.7	35.7	64.3
High	5	35.7	35.7	100.0
Total	14	100.0	100.0	

Table 4.50: Develop communication plans e.g. crisis or employee communication or media plans – Actual

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	7.1	7.1	7.1
3	1	7.1	7.1	14.3
4	4	28.6	28.6	42.9
5	4	28.6	28.6	71.4
6	2	14.3	14.3	85.7
Don't know	2	14.3	14.3	100.0
Total	14	100.0	100.0	

Five respondents respectively assigned a seven (7) and a six (6) to indicate that senior public relations practitioners should ideally develop communication plans. Four (4) management committee members respectively assigned a four (4) and a five (5) to indicate the extent to which practitioners actually perform this activity.

Question 26:

Table 4.51: Please rate the overall satisfaction with the actual behaviour of the most senior manager/practitioner responsible for the corporate communication function in your central bank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	14.3	15.4	15.4
	5	4	28.6	30.8	46.2
	6	3	21.4	23.1	69.2
	7	1	7.1	7.7	76.9
	8	3	21.4	23.1	100.0
	Total	13	92.9	100.0	
Missing	System	1	7.1		
	Total	14	100.0		

Of 13 respondents the majority (28.6%) rated their overall satisfaction with the actual behaviour of the most senior public relations practitioner responsible for the corporate communication function a five (5). One respondent did not rate their overall satisfaction with the most senior practitioner.

Question 27:

Table 4.52: Please indicate the most important reason for any dissatisfaction with the actual behaviour or performance of the most senior manager/practitioner responsible for your corporate communication function

	Frequency	Percent	Valid Percent	Cumulative Percent
	6	42.9	42.9	42.9
Corporate communications newly established with only 1 staff member - the emphasis as observed seems misplaced	1	7.1	7.1	50.0
Do not proactively identify stakeholders or assist the organisation in strategically managing relationships with key stakeholders. The current stakeholder management processes are reactive in nature.	1	7.1	7.1	57.1
I think there is a need to hire qualified people in corporate communication and public relations. Staff should have a good understanding of central banking's core functions. Ideally, they should be exposed through attachment to various departments	1	7.1	7.1	64.3
N/A	1	7.1	7.1	71.4
None	1	7.1	7.1	78.6
Over-complicating things. Taking on too many initiatives, resulting in a lack of focus on all important issues.	1	7.1	7.1	85.7
Sometimes programmes for important communication-related events are made available too close to the event	1	7.1	7.1	92.9
Utilization of communication tools	1	7.1	7.1	100.0
Total	14	100.0	100.0	

Six (6) of the fourteen (14) respondents provided a unique statement to the question. They provided the most important reason for any dissatisfaction with the actual behaviour or performance of the most senior practitioner responsible for the corporate communication function. One respondent answered “not applicable”.

Simple content analysis of the responses provides more insight into the reasons for dissatisfaction of the actual behaviour or performance of practitioners. Five (5) main categories were identified in the coding process.

One (1) category indicated that a corporate communication division at that particular central bank is newly established. Four cases related to the category of “insufficient capacity or skills

within the corporate communication department” with emphasis on a lack of a proper understanding of central banking. Seven (7) cases related to the category of “most senior public relations practitioners not being strategic” in central banks of the CMA. Two cases related to the category of “poor planning”. Two cases were counted under the category “none” or “not applicable”.

Question 28:

Table 4.53: Is there any other activity you expect from the most senior public relations/corporate communication practitioner in your central bank and which do you not perceive the practitioner actually performing?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6	42.9	42.9	42.9
Continuous review and improvement on internal communication channels and mechanisms	1	7.1	7.1	50.0
More attention could have been given to networking with key stakeholders. Mostly, media releases were not handled by corporate communications, but by functional departments. Engagement with top management behaviour did not materialise. Communication guidance/training for top management spokespersons could add value.	1	7.1	7.1	57.1
N/A	1	7.1	7.1	64.3
No	2	14.3	14.3	78.6
None	1	7.1	7.1	85.7
Train senior management on how to deal with media	1	7.1	7.1	92.9
To engage more on "spin doctoring" the image/reputation, as well as achievements of the Bank. There is always a gap when the incumbent is out of office as subordinates are not groomed to act on that level.	1	7.1	7.1	100.0
Total	14	100.0	100.0	

Four (4) respondents provided a unique statement to the question if there is any other activity they expect from the most senior public relations or corporate communication practitioner in their central bank and which they do not perceive the practitioner actually performing.

Further content analysis explains other activities that top management expects from practitioners. One category indicates that practitioners should continually review and improve

internal communication channels. Another category states “networking with stakeholders”. One category relates to functional departments that handle press releases and not the corporate communication practitioner. A further category states “engagement with top management behaviour did not materialise”. One category states: “train top management on how to deal with the media”. “Spin-doctoring the image or reputation and the achievements of the bank” were identified as a category. A category further highlights that “there is a gap when the incumbent is out of the office, because subordinates are not groomed to act on that level”. Individual categories were identified and no cases relate to these categories. Two respondents answered “no” to this question and another one indicated “not applicable”, while one respondent left no response.

Question 29:

Table 4.54: Designation of the Communication Practitioner

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	28.6	28.6	28.6
Chief Public Relations Officer	1	7.1	7.1	35.7
Communications Manager	1	7.1	7.1	42.9
Corporate Communication Manager	1	7.1	7.1	50.0
Corporate Communications Manager	1	7.1	7.1	57.1
Head of Communication	1	7.1	7.1	64.3
Head of Corporate Communications	1	7.1	7.1	71.4
Head: Corporate Communication	3	21.4	21.4	92.9
Head: Corporate Communications	1	7.1	7.1	100.0
Total	14	100.0	100.0	

Respondents were asked to indicate the designation of the communication manager or practitioner whom they described in their responses. Three of the respondents indicated that their organisations refer to the most senior public relations practitioner as “Head: Corporate Communication”.

Three main categories were identified using simple content analysis: Chief Public Relations Officer, Communication/Corporate Communication Manager and Head: Communication/Corporate Communication Manager. Three cases are linked to the designation (category) Communication/Corporate Communication Manager and four cases are linked to the designation (category) Head: Communication/Corporate Communication.

Question 30:

Table 4.55: Experience of Communication Manager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 6 months	1	7.1	7.7	7.7
	7 - 11 months	1	7.1	7.7	15.4
	1 year	2	14.3	15.4	30.8
	2 years	2	14.3	15.4	46.2
	3 years	3	21.4	23.1	69.2
	3 - 5 years	4	28.6	30.8	100.0
	Total	13	92.9	100.0	
Missing	System	1	7.1		
	Total	14	100.0		

Respondents had to indicate how long the communication manager/practitioner whom they described has been in his/her current position. According to the majority of the respondents (28.6%) the communication manager/practitioner has been in the position for three to five years.

Question 31:

Table 4.56: Designation of self

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	14.3	14.3	14.3
Chief Internal Auditor	1	7.1	7.1	21.4
Deputy General Manager	1	7.1	7.1	28.6
Deputy Governor	1	7.1	7.1	35.7
Director	1	7.1	7.1	42.9
Director FMD	1	7.1	7.1	50.0
Director: Banking Supervision	1	7.1	7.1	57.1
Director: ICT	1	7.1	7.1	64.3
General Manager	1	7.1	7.1	71.4
GM: Economic Policy, Research & Statistics	1	7.1	7.1	78.6
Head of department	1	7.1	7.1	85.7
Head: Research	1	7.1	7.1	92.9
HOD	1	7.1	7.1	100.0
Total	14	100.0	100.0	

The fourteen respondents that completed the questionnaire are from different core areas within the central banks. Simple content analysis highlighted six categories: Chief Internal Auditor, Deputy General Manager, Deputy Governor, Director, General Manager and Head. The directors, general managers and heads are from these areas: financial markets, banking supervision, information communication technology, research and economic policy, research and statistics.

Question 32:

Table 4.57: Experience of self

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 6 months	1	7.1	7.7	7.7
	12 -23 months	1	7.1	7.7	15.4
	2 - 3 years	1	7.1	7.7	23.1
	4 - 5 years	3	21.4	23.1	46.2
	6 - 10 years	3	21.4	23.1	69.2
	More than 10 years	4	28.6	30.8	100.0
	Total	13	92.9	100.0	
Missing	System	1	7.1		
	Total	14	100.0		

The majority of the respondents (28.6%) have been serving in the central bank in a management capacity for more than 10 years. This rating was followed by three respondents that have six to ten years of managerial experience at the central bank and another three that have between four and five years of experience.

Question 33:

Table 4.58: Own public relations training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undergraduate subject	1	7.1	7.7	7.7
	Certificate course	2	14.3	15.4	23.1
	None of the above	4	28.6	30.8	53.8
	Short Course	6	42.9	46.2	100.0
	Total	13	92.9	100.0	
Missing	System	1	7.1		
	Total	14	100.0		

The majority of the respondents (42.9%) indicated that they have completed a short course in corporate communication/public relations. Following the majority, another four (4) respondents indicated that they have not completed any of the mentioned corporate communication/public relations training.

4.3 Qualitative data analysis

One-on-one and telephonic interviews were held and delivered the following research findings.

4.3.1 The strategic role of public relations practitioners

The majority of interviewees highlighted the importance of the strategic role of corporate communication practitioners. One interviewee of the Bank of Namibia said: *“It should be much more strategic.”* He continued by describing the corporate communication practitioner as *“the mouth and ears”* of the bank. Another interviewee of the South African Reserve Bank further explained: *“That person must be very clued up with the strategy of the central bank, must be in tune with the environment, must understand the environment quite well and must be up-to-date with what is happening in the environment...”* Due to the critical relationship between central banks and governments, it was mentioned that, in their capacity as strategists, corporate communication practitioners must have access to Government. Moreover, being a strategist means that the corporate communication practitioner is visionary.

In fact, the majority emphasised that the strategic role of the corporate communication practitioner is what they expect as part of the ideal role. It is of utmost importance that the corporate communication practitioner *“understands the business of central banking”*. This comment implies that many of the practitioners currently lack knowledge about the industry, which would enable them to fulfil their role more effectively at the central banks. Corporate communication practitioners should be proactive, which again suggests that practitioners are expected to act strategically. Senior management also expects corporate communication practitioners to manage the banks’ reputation. One interviewee acknowledged that corporate communication practitioners have a role to play on the Board of central banks. This would include: keeping minutes, following up on Board decisions and ensuring the Board is performing according to good corporate governance principles.

4.3.2 The advisory role of public relations practitioners

Even though the study did not investigate an advisory role, many said that they expect the practitioner to offer advice on communication matters. As for the type of advice, they require practitioners to “*help [them] prepare for media interviews*”. Interviewees placed significant emphasis on corporate communication practitioners being responsible for external communication, which is an extension of practitioners acting as the media liaison at central banks.

4.3.3 The official communication channel at central banks and link to the outside world

The majority of senior managers agreed that the corporate communication department, and as such the senior practitioner, is the official communication channel at central banks. They expect the most senior corporate communication practitioner to act as spokesperson for the central bank. Many of the senior managers said: “*The corporate communication practitioner must have strong media relationships.*” The greatest expectation of senior management is that corporate communication practitioners should act as a media liaison, which includes coordinating and responding to media enquiries on a daily basis, as well as ensuring that the media adhere to central bank protocols as well as preparing and issuing communication externally. Currently, practitioners mainly focus on tasks related to the media at central banks. The focus on the media highlights the importance of this stakeholder to central banks and their relationship with the media.

“*Practitioners must anticipate the news and influence the angle and tone of articles,*” interviewees said. These statements suggest that the public information model and press agency model, or in some instances, the propaganda model, may exist at many central banks. Subsequent to the financial and economic crisis of 2008/09 many central banks suddenly had to respond quickly and as a result, be more open to the public. What is expected of the corporate communication practitioner as a media liaison may continue to evolve considering the continuing volatile global economic environment.

“*It is only recently that central banks found it necessary to open up. They’ve always been this closed entity...*” said an interviewee from the Bank of Namibia. Central banks are no longer as secretive and have realised that they have to build and maintain important stakeholder relationships. As such many central banks are satisfied with stakeholder outreach programmes implemented by corporate communication practitioners. Senior management is also satisfied with the tasks related to a media liaison. However, when asked what the

current behaviour is or what kind of performance interviewees are satisfied with, many could not answer and simply said: *“I don’t know.”*

4.3.4 Public relations practitioners’ lack of knowledge and other shortages

Interviewees said that they are dissatisfied with corporate communication practitioners’ apparent lack of knowledge about the central banking industry and economics as a subject. Senior management expects practitioners to simplify and explain the central bank’s technical work. Many practitioners rely on input from technical experts at central banks, which places pressure on fellow colleagues. An interviewee from the Bank of Namibia said: *“You cannot ask the current practitioner to speak comfortably on more pertinent issues like monetary policy and things like that. They are too involved in other things like managing events and libraries.”* It was highlighted that practitioners are sometimes too involved in trivial tasks. However, many admitted that corporate communication departments are understaffed and mainly support the Governor’s Office. They stressed that internal communication and the resources allocated to this function are imperative.

Interviewees referred to a number of shortages of corporate communication practitioners in their current roles. Despite that, practitioners should be more concerned about what was not said. This may imply a lack of knowledge amongst senior management about the important role of a corporate communication practitioner. One interviewee said: *“They are doing what they are expected to do,”* but could not really explain what those behaviours or performances entail.

4.3.5 Positioning of public relations practitioners in central banks

Many interviewees feel that the current corporate communication practitioner is reactive and not senior enough. This comment reflects the current situation: *“The corporate communication role is fairly weak and not much value is attached to it.”* Other comments demonstrating the current corporate communication role, or lack thereof, at central banks included: *“The bank has not fully embraced the role,”* and *“The role does not have enough status at the bank.”* It seems that there are certain issues at a central bank that the corporate communication practitioner cannot comment on publicly and requires permission *“from the top”*, which further emphasises the lack of authority at central banks. In addition, one Governor feels he is too involved in the operational issues at the corporate communication department and had to be convinced that the position is necessary.

However, a few of the interviewees indicated that the status of corporate communication has improved recently. It is interesting to note that one interviewee said the human resources department feels that corporate communication “*is encroaching on their turf.*” Interviewees indicated that corporate communication practitioners are currently creating public awareness and providing advice to senior management.

4.3.6 Understanding of and importance of public relations practitioners in central banks

Testing senior managers’ understanding of the managerial and technician roles of a corporate communication practitioner, they agreed that a manager is mainly responsible for allocating resources and implementing strategy, while a technician should communicate important issues in a non-technical way to target audiences.

The majority of interviewees agreed that corporate communication is extremely important to central banks. Many citizens of the CMA member states do not understand the role and function of a central bank. Moreover, the soundness of a central bank very much depends on public confidence. As such interviewees said that central banks must be more visible. In this regard, the corporate communication function has an important role to play.

An interviewee from the Bank of Namibia admitted that there may be an expectation gap between top management and the corporate communication practitioner. “*You can call it an expectation gap between the top and the function itself. So, it might not be very clear what I am really expected [to do] and how significant my role is. ... You feel when you go higher, you feel your views may not be respected. So, that sort of situation I think has prevailed over a number of years. ‘Cause it takes time for people up here to fully embrace...embrace the role. If you ask the Governor now if you want something to be communicated, he will tell you that it should be communicated by the directors.*”

4.3.7 Qualitative data analysis: summary

More than one interviewee said that at the Bank of Namibia there has been a lot of discussion about the value of a public relations practitioner. The Governor had to be convinced that a public relations division is necessary for the effective operation of the central bank.

It was interesting to note that the interviewee, Paul Hartmann, Deputy Governor at the Bank of Namibia, indicated that the senior public relations practitioner has a role to play on the

Board of a central bank. *“That would require the candidate to be the Board Secretary. That means to produce minutes of the meetings of the Board and to ensure the Board is performing in terms of good corporate governance principles.”* The value of a public relations practitioner may be found increasingly within these bounds in central banks in future.

The interviewee at the Central Bank of Swaziland highlighted a further challenge – a lack of capacity at corporate communication departments. *“...it could be more effective, but the current department only has a manager and no support staff.”* One interviewee also indicated a lack of skills: *“I would rather refrain from working with the person acting on [the senior corporate communication practitioner’s] behalf at the moment... It is the risk you are running in terms of reputation if information is conveyed and it is not conveyed by the correct person to the correct audience.”* A lack of capacity or lack of skills may be the reason why practitioners are not as strategic as top management is hoping for.

Many interviewees had some difficulty in responding to the questions. They could not provide answers mainly due to the following reasons: *“I am not a corporate communication practitioner,”* and *“I do not have sufficient knowledge about the role.”* Interviewees could easily voice their expectations, but found it challenging to describe the actual current roles that practitioners perform at central banks.

4.3.8 Qualitative analysis: conclusion

Interviewees have a high expectation of the most senior public relations practitioner to play a strategic role. They also placed emphasis on senior practitioners acting as a media liaison, as well as having adequate knowledge of the central banking industry and economics as a subject.

Many found it challenging to discuss their current satisfaction with the corporate communication practitioner. Moreover, the majority had difficulty in answering some questions regarding the role of a corporate communication practitioner. This suggests that the dominant coalition is not that well acquainted with the role and how it can add value to CMA central banks. Interviewees indicated that the role is fairly weak and it lacks authority within CMA central banks. One interviewee admitted that a gap exists in expectations of top management and corporate communication practitioners.

However, indications are that the status of the corporate communication role is slowly improving in the CMA central banks. This may be ascribed to central banks increasingly opening up to the public since the financial and economic crisis in 2008/09. Against this

background, corporate communication practitioners can play a significant role in explaining the importance of central banks in the economy and as a result facilitate economic stability.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

At a regional seminar in Zanzibar from 6 to 8 May 2008 it was recognised that central banks have only recently started opening up to the public and that secrecy has been replaced with transparency. Moreover, it was evident that corporate communication departments have not been part of the central banking organisational structures for long. Upon further investigation few articles were found discussing the role of public relations or corporate communication within central banks (Chapter 2, page 34). The focus of corporate communication practitioners in central banks seemed to be on disseminating information effectively. Thus, there is a general lack of understanding about the comprehensive role that corporate communication practitioners can play within central banks.

The research question, stated in Chapter 1, page 13, therefore is: **“What are top management’s perceptions and expectations of the PR practitioner’s role in CMA central banks and how does this differ from the potential role public relations practitioners can play within this context?”**

This study investigated perceptions and expectations of top management regarding the role of the public relations practitioner. The findings describe the current state of the public relations / corporate communication function in CMA central banks. The study further establishes gaps between current perceived and comprehensive roles of public relations practitioners.

5.2 Conclusions for each section

5.2.1 Conclusion: Literature review

According to Steyn and Puth (2000:3) the terms ‘corporate communication’ and ‘public relations’ are both widely used in the field and thus, this dissertation is based on the premise that there is no theoretical difference between the mentioned terms. These two concepts are used interchangeably.

The concept of roles refers to everyday activities of public relations practitioners. Roles are behavioural patterns of individuals in organisations’ public relations practitioners. The roles set individuals apart and define expectations from organisational perspectives (Van Heerden

& Rensburg, 2005: 71; Katz & Kahn *in* Steyn, 2000:13; Piekos & Einsiedel, 1990:97). Although many different roles have been researched over the years, two roles emerged as the most important, namely: manager and technician (Kelleher, 2001:304). Steyn (2002:16; 2003:2) identified a third role which is that of a strategist. She conceptualised and empirically verified the three roles amongst 103 CEOs in South Africa.

Hunt and Grunig (1994:8) constructed four models of public relations which assist in understanding the practice of public relations. These models are: the press agency, public information, two-way asymmetrical and two-way symmetrical models. Literature explains that there is a relationship between the prevailing model and roles in an organisation. Therefore, changes in individual behaviour would initiate changes in the public relations model. In organisations with two-way models, public relations practitioners tend to function as managers and organisations require them to monitor the environment, interpret feedback and participate in strategic decisions with management. In organisations with one-way models, as recognised by Hunt and Grunig (1994:8), public relations practitioners mainly function as technicians (Kelleher, 2001:305). Complex and changeable environments will create a demand for the enactment of a managerial role, but will only occur if the dominant coalition is relatively open to its environment (Lauzen and Dozier, 1992:216).

Furthermore, the body of knowledge explains that CEOs and top management are mostly dissatisfied with the performance of corporate communication practitioners. When an organisation and CEO believe that a public relations practitioner is undeserving of a top management position mainly due to the predominant technician role, the resultant implications are that practitioners have less authority, lower status and the likelihood exists that practitioners are not part of the dominant coalition (Hogg and Doolan, 1999:609).

According to Bütschi & Steyn (2006:4) strategic communication management is key to unlocking the boardroom. It will go a long way in creating the knowledge necessary to rectify current criticisms and create an appreciation of the value that corporate communication can add. As explained by Hogg and Doolan (1999:609), role set members like CEOs have very definite expectations of practitioners. Eliciting views from them is more enlightening and useful than simply asking practitioners to describe the roles they enact. It is therefore, important to survey the dominant coalition.

In the review and search for literature about central banks and corporate communication little was found. According to the majority of articles about central banking and communication, the role of communication has become more important in light of increasing openness and transparency in central banks (Anon., 2008; Eusepi & Preston, 2007:1; Dicer & Eichengreen,

2007:1; Briere, 2006:5; Sibert, 2006:7; Woodford, 2005:1). Sibert (2006:1) emphasises what central banks have realised: that central banks and societies are better off with complete transparency. Many of the authors writing about central banks and communication focus on information dissemination so as to manage public expectations and to create a better understanding of policy actions and decisions amongst the public (Anon., 2008; Dale *et. al.*, 2008:4; Bernanke, 2007:1; Woodford, 2005:4).

In general, no reference is made to the potential or current role that practitioners can play in central banks in terms of policy and strategy formulation and implementation.

5.2.2 Conclusion: Design and methodology

In this study the expectations and perceptions of the top management (dominant coalition) of CMA central banks with regards to the roles of the most senior public relations practitioner were measured. The research approach is both positivist quantitative and anti-positivist qualitative focusing on applied and strategic research themes. The research design is an instrumental and intrinsic case study, which used methodological triangulation to conduct the study. The study population consisted of the dominant coalition (top management) of the central banks. Lists of the management committees at the central banks provided a sampling frame for the study. Due to the small size of the population a census was taken instead of a sample.

Management committee members received a structured questionnaire via e-mail. The structured questionnaire consisted of a 7-point Lickert Scale measuring the expectations of management. Those that submitted a completed questionnaire also participated in a one-on-one interview conducted face-to-face or by telephone. Instruments included: a semi-structured discussion guide, digital voice recorder and notes. Descriptive statistics and thematic content analysis were used to analyse the data.

5.2.3 Conclusion: Data analysis

Fourteen (14) self-administered questionnaires were returned, but the response rate was too low to draw firm conclusions from the analysed data. Therefore, only frequencies are presented in this dissertation.

In-depth one-on-one and telephonic interviews were held with the fourteen (14) respondents who returned a self-administered questionnaire. The qualitative data, once analysed, suggests perceived and expected roles that public relations practitioners play in central banks in the CMA.

According to the majority of interviewees the strategic role of corporate communication practitioners is the ideal role. In order to operate effectively in this strategic position it is essential to '*understand the business of central banking*'. Many expect the most senior public relations practitioner to play an advisory role – specifically when dealing with the media. Moreover, the senior corporate communication practitioner is seen as an official spokesperson of the central bank. As such the greatest expectation that top management has of the public relations practitioner is to act as media liaison. This entails coordinating and responding to media enquiries, ensuring that the media adhere to central bank protocols as well as preparing and issuing external communication. The data suggests that, currently, practitioners at CMA central banks spend most of their time dealing with the media. One interviewee commented: "*Practitioners must anticipate the news and influence the angle and tone of articles.*" This statement suggests that the press agency or public-information models of public relations are present at CMA central banks.

The financial and economic crisis of 2008/09 forced central banks to quickly and openly respond to the public. Central banks are no longer secretive and have realised they have to build and maintain important stakeholder relationships. The majority of interviewees indicated that they are satisfied with the stakeholder outreach programmes and media liaison of the most senior public relations practitioners.

It is a concern though that many of the interviewees found it difficult to answer many of the questions and could not describe satisfactory behaviours of current senior public relations practitioners. This suggests that top management is not well-acquainted with the public relations role and lacks knowledge about the value that public relations can add to CMA central banks. The interviewees further commented that the public relations position lacks status and authority at central banks. However, indications are that this situation is slowly improving with positions gaining increased status. One interviewee admitted that there may exist an expectation gap between management and the most senior public relations practitioner. In addition, a lack of capacity and skills may be a reason why practitioners are not as strategic as management has hoped for.

Despite these shortages, the majority agreed that corporate communication is extremely important to central banks in the light of continuously building and maintaining public confidence. The data further suggests that public relations practitioners may increasingly find that the value of their position rests in advising and serving on the Boards of central banks in future.

5.3 Conclusion and recommendation for each objective

5.3.1 Conclusion and recommendation for objective one

Objective one is: to establish what the role of the public relations practitioner within the CMA central banks should be.

If one considers that the two-way symmetrical public relations model is ideal and it is mostly a managerial role which is enacted within this environment, one can reason that a managerial role may be the role that public relations practitioners should assume within CMA central banks (Lauzen and Dozier, 1992:216). However, the role should go beyond managing staff and the budget. Top management's expectation is that the most senior public relations practitioner should be strategic within CMA central banks (Chapter 4, page 34).

The public relations strategist executes the following tasks: scanning and monitoring the environment or issues and anticipating their consequences for the organisation's policies and strategies - especially with regards to its stakeholders and societal environment (Broom & Smith, 1978:6; Lauzen, 1992: 62; Leichty & Springston, 1996:467; Moss *et. al.*, 2001:873; Reagan *et. al.*, 1990:177; Kelleher, 2001:304; Piekos & Einsiedel, 1990:97; Steyn, Green & Grobler, 2001:1; Everett & Steyn, 2006:10; Steyn, 2002:16; Rhodes, 2004:1; Bütschi & Steyn, 2003:6; Steyn & Puth, 2000:14; Newsom *et. al.*, 2000:72; Hunt & Grunig, 1994:4).

Even though the roles paradigm has been very relevant over the last quarter of a century, more research is required to establish what the role should be for public relations practitioners in central banks. To date, no research study has been conducted to establish the role of a public relations practitioner in central banks.

5.3.2 Conclusion and recommendation for objective two

Objective two is: to identify the perceived and expected roles of the public relations practitioner in CMA central banks according to management.

The response rate was too low to draw any solid conclusions from the data collected from the self-administered questionnaires. However, the qualitative data from the interviews suggests that top management does not know the role of a public relations practitioner all that well. The majority of the interviewees had difficulty answering most of the questions. On the question if they are satisfied with the current performance of the most senior public relations practitioner, most said: "*I don't know.*"

Currently, the most senior public relations practitioner mainly deals with the media. Top management indicated that they are satisfied with the stakeholder outreach programmes that practitioners are implementing and managing at the central banks. An interviewee mentioned that the public relations practitioner is at times too involved in trivial tasks like managing events and libraries. Furthermore, practitioners lack knowledge about the central banking industry and economics. As such, the most senior public relations practitioners rely heavily on their colleagues to provide technical input. Many interviewees feel that the current corporate communication practitioners are reactive and not senior enough.

Despite the shortages, interviewees indicated that corporate communication practitioners are currently creating public awareness and provide advice to senior management. The data suggests that the most senior public relations practitioners are, currently, enacting the technician and management roles at CMA central banks (Chapter 4, page 79 -82).

Top management expects senior public relations practitioners to be strategic. One interviewee describes the strategic role as follows: *“That person must be very clued up with the strategy of the central bank, must be in tune with the environment, must understand the environment quite well and must be up-to-date with what is happening in the environment...”*

There is a very high expectation that senior public relations practitioners must manage media relationships. This includes: coordinating and responding to media enquiries on a daily basis, writing and issuing external communication, as well as ensuring that the media adheres to central bank protocols. Public relations practitioners are further expected to influence the tone and angle of media reports. This suggests that CMA central banks are following the press agency or public information public relations models. The financial crisis of 2008/09 further forced central banks to open up to the public. This places more demands on the most senior public relations practitioner to keep the public informed about economic developments and as a result deal with the media on a more regular basis.

An interviewee from the Bank of Namibia admitted that there may be an expectation gap between top management and the corporate communication practitioner. *“You can call it an expectation gap between the top and the function itself. So, it might not be very clear what I am really expected [to do] and how significant my role is. ... You feel when you go higher, you feel your views may not be respected. So, that sort of situation I think has prevailed over a number of years. ‘Cause it takes time for people up here to fully embrace...embrace the role. If you ask the Governor now if you want something to be communicated, he will tell you that it should be communicated by the directors.”* (Chapter 4, page 79 – 82)

This research did not aim to determine an advisory or educative role of the most senior public relations practitioner. However, interviewees did indicate they expect the most senior public relations practitioner to play an advisory role in CMA central banks. The opportunity exists to further research and determine the advisory role of the most senior public relations practitioner in CMA central banks.

The qualitative data is merely suggestive of the expected and perceived roles of the most senior public relations practitioners in CMA central banks. Due to the initial low response rate of participants returning the self-administered questionnaires, this part of the study may be repeated in order to increase the number of participants and hence, test the results of the qualitative research.

5.3.3 Conclusion and recommendation for objective three

Objective three is: to establish the gaps between the perceived roles (current and expected) of public relations practitioners in CMA central banks and the generally accepted roles in the public relations field.

In the public relations field the three generally accepted roles are: technician, manager and strategist (Broom & Smith, 1978:6; Lauzen, 1992: 62; Leichty & Springston, 1996:467; Moss *et. al.*, 2001:873; Reagan *et. al.*, 1990:177; Kelleher, 2001:304; Piekos & Einsiedel, 1990:97; Steyn, Green & Grobler, 2001:1; Everett & Steyn, 2006:10; Steyn, 2002:16; Rhodes, 2004:1; Bütschi & Steyn, 2003:6; Steyn & Puth, 2000:14; Newsom *et. al.*, 2000:72; Hunt & Grunig, 1994:4). All three of these roles should be enacted within an organisational environment and the extent to which these roles are enacted is determined by environmental factors (Al-Enad,1990:24).

Top management expects the most senior public relations practitioners to enact the strategist role. However, research suggests that senior public relations practitioners are enacting the technician role and at times the managerial role. Therefore, an expectation gap exists between top management and senior public relations practitioners. Moreover, in terms of the generally accepted roles, senior public relations practitioners in the CMA central banks mainly enact only two of the three roles. The strategist role is lacking.

Despite top management's expectation that senior public relations practitioners should enact a strategist role, it is in conflict with the environment in which these practitioners operate. Top management also expects senior public relations practitioners to focus on coordinating and responding to media enquiries, ensuring the media adheres to central bank protocols as well

as writing and issuing external communication. Information dissemination is top priority at the CMA central banks. In addition, top management expects senior public relations practitioners to influence the angle and tone of media reports. This suggests that central banks are following the press agency or public information models.

Literature reveals that both the press agency and public information models are one-way models with communication programmes not necessarily based on research and strategic planning (Hunt & Grunig, 1994:8; Wilcox *et. al.*, 2001:43). One-way models of public relations – press agency/promotion and public information – are more likely to involve the technical tasks of producing and disseminating information with less regard for feedback. Two-way models, on the other hand, require public relations practitioners to monitor the environment, interpret feedback and participate in strategic decisions with management (Kelleher, 2001:305).

While the qualitative research is merely suggestive, more extensive research is required to establish whether CMA central banks follow the one-way or two-way public relations models. This may further determine the position of public relations in central banks and how to improve the status of public relations.

5.3.4 Conclusion and recommendation for objective four

Objective four is: to provide recommendations on how to close or minimise the gaps, if any, and to improve public relations in CMA central banks.

Firstly, more research is required about the role of corporate communication / public relations in central banks. Little research on the role of corporate communication in central banks was found during the literature review. Considering the volatile economic conditions which require openness and transparent communication, public relations practitioners certainly have an increasingly important role to play in central banks.

Secondly, top management needs to become more informed about the important role of corporate communication practitioners in CMA central banks. Practitioners should educate top management about the value of public relations in central banks. Currently, top management expects a strategic role from public relations practitioners, but does not necessarily understand how practitioners should enact this role and what it will entail.

Thirdly, senior public relations practitioners should be more proactive by enacting the strategic role. They can achieve this by monitoring and scanning the environment and stakeholder issues and anticipating consequences for central banks' strategies and policies.

Research suggests that senior public relations practitioners lack skills and capacity to enact a strategist role. It is necessary that practitioners gain new skills and knowledge to become a strategist. By enacting the strategic role, practitioners will start demonstrating the value that public relations can add to central banks, which may result in their inclusion in the dominant coalition. This may further improve the status and authority of public relations within CMA central banks.

Fourthly, senior public relations practitioners should aim to improve their knowledge about the central banking industry and economics as a subject. This will boost the practitioners' confidence and instil trust in top management that practitioners are able to speak and act on behalf of the central bank. However, top management must be realistic in this regard by not expecting public relations practitioners to become technical experts like an economist.

Lastly, Hunt and Grunig (1994:4) are of the opinion that every person working on a public relations programme – whether technician or manager – must look at public relations with a managerial mindset. This mindset should include an understanding of what public relations is and what it contributes to an organisation. In other words, public relations practitioners can become strategists not only by completing the necessary training, but by having the right mindset. Many senior public relations practitioners should change their mindset about what is required to be an excellent public relations practitioner.

5.5 Practical implications

This research contributes to the overall body of knowledge belonging to the public relations / corporate communication field.

Although this research had a few limitations such as a low response rate, it raised awareness amongst top management about the important role that public relations can play within central banks of the CMA. It highlighted the fact that more research is required.

Few academic articles about corporate communication and the central banking industry are available. The only way to improve the status of public relations in CMA central banks is through creating a better understanding thereof, which can be achieved through comprehensive research. This research may encourage academics to conduct new research specifically about public relations / corporate communication within the central banking industry. The results of this study suggest that where there is a lack of knowledge about the value of public relations, the dominant coalition feels central banks can do without it. In addition, other organisational functions such as Human Resources may be encroaching on the public relations field.

The research provides a glance of what the current status of public relations in CMA central banks is, and where it should be. Understanding the current status, strengths and shortages of senior public relations practitioners helps to raise expectations about the position. This would enable public relations standards to improve within the CMA central banks.

Moreover, understanding the current status and expectations helps senior public relations practitioners demonstrate that they are more than just event coordinators or in-house journalists. Accepting the challenge of becoming a public relations strategist will also force top management to change their perception about public relations practitioners and include them as part of the dominant coalition.

5.6 Final conclusion and recommendations

The aim of the research is to establish gaps between the potential role of the public relations practitioner within CMA central bank context and management's perception and expectation of that role.

In other words, the study aimed to answer the following research question: "What are top management's perceptions and expectations of the public relations practitioner role in CMA central banks and how does this differ from the potential role public relations practitioners can play within this context?"

According to the literature review there are mainly three public relations practitioner roles namely: technician, manager and strategist. The extent to which the three roles are enacted depends on the internal and external environment in which the public relations practitioner operates. Ideally, a public relations practitioner should enact the three roles with a strategist mindset.

This research highlighted that the strategist role is lacking in CMA central banks and public relations practitioners mostly enact the technician and manager roles. The lack of public relations strategists may be attributed to an overall lack of skills and capacity.

Top management expects that senior public relations practitioners enact a strategist role, but currently this is lacking. Although top management expects practitioners to be strategic, they had difficulty describing current roles. The study suggests that top management lacks knowledge about the important role that public relations practitioners can play within CMA central banks.

Top management's number one expectation from senior public relations practitioners is to deal with the media on a daily basis. This includes: coordinating and responding to enquiries, ensuring that the media complies with central bank protocols as well as writing and issuing external communication. Top management expects the senior public relations practitioner to influence the tone and angle of media articles. The research suggests that practitioners are expected to disseminate information, but also generate positive publicity as far as possible. It may suggest that CMA central banks are following the press agency or public information public relations models, which are mostly one way. This is, however, in conflict with the strategist role, which operates mostly in a two-way model organisation that requires research and environmental scanning.

Overall, this research emphasised the lack of research about corporate communication / public relations within the central banking context. It is therefore recommended that further research be conducted regarding the comprehensive role that public relations practitioners can play in central banks.

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APPENDICES

APPENDIX A: DISCUSSION GUIDE

“The current and potential role of a public relations/corporate communication practitioner in central banks of the Common Monetary Area.”

DISCUSSION GUIDE:

Time: 30 minutes

Date:

Name:

Introduction:

First of all, thank you very much for taking time from your busy schedule to sit in this interview. I am a Masters Degree student at the Cape Peninsula University of Technology (CPUT) in South Africa. My field of study is in Public Relations Management. In order to graduate successfully I must submit a mini-dissertation on a relevant topic.

Explain the reason and purpose of the interview:

My research topic is: “The perceived and potential role of a corporate communication practitioner in central banks of the Common Monetary Area”. Through this study I am striving to understand the perceived and potential role of corporate communication practitioners in central banks of South Africa, Lesotho, Swaziland and Namibia. The research results will sketch a picture of the current roles that corporate communication practitioners play as perceived by the management of central banks, and also reveal the expectations of management in terms of corporate communication roles. Furthermore, the study may provide insight to central banks when structuring a corporate communication department/division.

I distributed and received self-administered questionnaires from members of the management committees from August to October 2009. All respondents to the initial written questionnaire were approached for a further in-depth interview. The aim is to strengthen the study further by collecting qualitative data about the mentioned topic.

Confidentiality:

The information provided during this interview will be treated as strictly confidential.

Topics:

1. Before we start, tell me how do you **feel about this interview?**
2. Tell me how you see the **ideal role** (behaviour or performance) of the most senior public relations practitioner at your bank.

3. How do you see the **current role** (behaviour or performance) of the most senior public relations practitioner at your bank?
4. With which behaviour or performance of the most senior public relations practitioner are you currently **satisfied**?
5. With which behaviour or performance of the most senior public relations practitioner are you currently **not satisfied**?
6. Are there any other activities you **expect** from the most senior public relations practitioner?
7. What do you think is the role of a public relations **strategist, manager** and **technician**?
Which behaviours or performance do you associate with each of these possible roles?
8. Do you have any other comments or remarks about the role of a senior public relations practitioner in central banks of the CMA?

APPENDIX B: SELF-ADMINISTERED QUESTIONNAIRE

THE PERCEIVED AND POTENTIAL ROLE OF THE PUBLIC RELATIONS/CORPORATE COMMUNICATION PRACTITIONER IN CENTRAL BANKS OF THE COMMON MONETARY AREA (CMA)

HOW TO COMPLETE THE QUESTIONNAIRE:

This questionnaire is to be completed by *all members of the management committee of the central bank* (i.e. the Governor, Deputy Governor, Assistant Governor, all Directors/Heads of departments/divisions such as the Director: Research, Chief Internal Auditor, etc.). It consists of a number of statements, as well as open and closed questions regarding possible activities performed by corporate communication^(a) practitioners^(b) (see *Glossary of Terms* on page 2). Please answer all the questions. The data will be treated in strictest confidence and will be used for research purposes only.

In **COLUMN A**, please rate *your expectations* with regards to the activity mentioned in the statement, on a scale of 1 to 7. Do **NOT** consider the *person presently* responsible for the corporate communication function, but rate your expectations with regard to *ideal* activities to be performed by the *most senior^(c) manager/practitioner* responsible for the communication function. For instance, if your expectation with regard to a particular statement is **HIGH (i.e. if you expect the most senior manager/practitioner to be very involved personally)**, mark number 7 in column A with an (X). If your expectation with regard to the statement is **LOW** (i.e. if you **do not expect the most senior communication manager/practitioner**, but rather a communication technician, to perform this activity) mark number 1 in Column A with an (X). Or mark any of the numbers in between with an (X), **depending on the extent to which you expect the activity to be delegated.** (If your organisation has *only one* communication position, please state your expectation regarding an ideal situation, i.e. employing communication practitioners at various levels).

In **COLUMN B**, please rate your *perception of the actual behaviour of the most senior communication manager/practitioner currently* responsible for the communication function in *your* organisation, with regards to each statement. If you perceive the **extent to which the most senior person is personally involved to be HIGH**, mark number 7 with an (X). If you perceive the **extent to which the most senior person is personally involved to be LOW**, mark number 1 with an (X). Alternatively, mark any of the numbers in between with an (X), depending on the extent of the most senior manager’s personal involvement in the activity. If you don’t know, mark the column **DON’T KNOW (DK)** with an (X), indicated as a question mark (?) in the last column. (If you have *only one* communication practitioner, please describe his/her actual behaviour with regards to the activity.)

EXAMPLE:

COLUMN A: YOUR <u>EXPECTATION</u> OF <u>IDEAL</u> BEHAVIOUR							ACTIVITIES TO BE RATED	COLUMN B: YOUR <u>PERCEPTION</u> OF <u>ACTUAL</u> BEHAVIOUR							
LOW<----->HIGH								LOW<----->HIGH							DK
1	2	3	4	5	6	7X*	Assist top management in building bridges to <i>pressure groups^(e)</i> such as labour unions.	1X*	2	3	4	5	6	7	?

While reading the statements, please refer to the glossary of terms, explaining the most important concepts (as indicated by the superscripts^(a,b), which corresponds to the letters below.)

*** Mark an (X) next to the rating/number of your choice.**

GLOSSARY OF TERMS

- (a) *Corporate communication* is the organisational function responsible for the internal and external communication of the organisation. It includes the full range of activities usually performed by corporate communication/ public relations/ public affairs practitioners.
- (b) *Practitioner* refers to any person practising communication/ public relations/ public affairs, regardless of seniority or hierarchical level.
- (c) The *most senior manager/practitioner* refers to the person carrying the responsibility for the corporate communication function. This person often has a title denoting managerial status (especially in larger organisations), but not necessarily.
- (d) *Stakeholders* are the organisation's constituents or publics (groups who can affect or are affected by the organisation's decisions). Stakeholders can be internal (e.g. employees) or external (e.g. customers, communities, investors, legislators, the media, etc.)
- (e) *Pressure groups* (activists) are special interest groups who exert pressure on an organisation on behalf of a cause, e.g. environmentalists, consumer advocates, political activists, labour unions, etc. (Although they can be stakeholders, they usually are not.)
- (f) An *issue* is a condition or pressure, either internal or external, that can have a significant effect on the functioning of the organisation or its future interest, if undetected. For example, employment equity legislation, elimination of tariff protection, rationalisation, low productivity, etc.
- (g) Corporate communication *plans* translate *strategies* into objectives and a set of steps that can be implemented.
- (h) *Functional tactics* refer to communication in action, consisting of the messages, channels, techniques or activities used in implementation.

Should you have any further questions regarding the completion of the questionnaire, please contact me any time between 8am and 5pm.

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COLUMN A: YOUR EXPECTATION OF IDEAL BEHAVIOUR							ACTIVITIES TO BE RATED	COLUMN B: YOUR PERCEPTION OF ACTUAL BEHAVIOUR							
The extent to which <i>you expect</i> the activity from the <i>most senior</i> communication manager/practitioner.							Mark a number from 1 to 7 under Column A and Column B in the shaded areas with an (X).	The extent to which <i>your most senior</i> communication manager/ practitioner <i>actually performs</i> the activity.							
LOW<----->HIGH								LOW<----->HIGH DK							
1	2	3	4	5	6	7	1. Determine employees' information needs through research.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	2. Develop <i>corporate communication</i> ^(a) <i>strategy</i> ^(g) which supports corporate strategy.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	3. Develop <i>functional tactics</i> ^(h) to effectively communicate organisational messages to stakeholders.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	4. Take responsibility for the success or failure of corporate communication <i>strategy</i> ^(g) .	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	5. Take responsibility for the success or failure of corporate communication <i>plans</i> ^(g) .	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	6. Produce audiovisual materials for presentations.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	7. Evaluate <i>functional tactics</i> ^(h) e.g. the channels used to reach communities.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	8. Act as advocate for key <i>external stakeholders</i> ^(d) by explaining their views to top management.	1	2	3	4	5	6	7	?

COLUMN A: YOUR EXPECTATION OF IDEAL BEHAVIOUR							ACTIVITIES TO BE RATED	COLUMN B: YOUR PERCEPTION OF ACTUAL BEHAVIOUR							
The extent to which <i>you expect</i> the activity from the <i>most senior communication manager/practitioner</i> .							Mark a number from 1 to 7 under Column A and Column B in the shaded areas with an (X).	The extent to which <i>your most senior communication manager/ practitioner actually performs</i> the activity.							
LOW<----->HIGH								LOW<----->HIGH	DK						
1	2	3	4	5	6	7	9. Initiate dialogue with <i>pressure groups</i> ⁽⁹⁾ limiting the organisation's autonomy, e.g. labour unions, environmentalists or consumer advocates or legislators.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	10. Monitor the performance of the organisation's <i>corporate communication</i> ^(a) practitioners or sub-divisions.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	11. Explain to top management the impact of their behaviour (obtained through research) on key external stakeholders e.g. the media or investors or communities.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	12. Organise special events e.g. open houses or exhibitions or gala evenings.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	13. Develop <i>strategies</i> ⁽⁹⁾ for building sound relationships between the organisation and key stakeholders.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	14. Identify key stakeholders (through research) that can enhance or constrain achievement of the central bank's mission.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	15. Edit public relations materials e.g. speeches or the annual report.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	16. Manage the corporate communication budget.	1	2	3	4	5	6	7	?

COLUMN A: YOUR EXPECTATION OF BEHAVIOUR							ACTIVITIES TO BE RATED	COLUMN B: YOUR PERCEPTION OF ACTUAL BEHAVIOUR							
The extent to which <i>you expect</i> the activity from the <i>most senior</i> communication manager/practitioner							Mark a number from 1 to 7 under Column A and Column B in the shaded areas with an (X).	The extent to which <i>your most senior</i> communication manager/ practitioner <i>actually performs</i> the activity							
1	2	3	4	5	6	7	17. Reduce uncertainty in strategic decision making by interpreting the external environment to top management.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	18. Act as 'early warning system' to top management before <i>issues</i> ^(f) erupt into crises.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	19. Identify organisational problems that communication can solve, e.g. reduce employees' fears or uncertainty during retrenchments or restructuring.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	20. Generate publicity e.g. write media releases.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	21. Translate communication goals into communication activities.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	22. Keep a media clipping service (clip articles that appeared in the media about the central bank).	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	23. Manage the implementation of corporate communication plans.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	24. Write articles for the central bank's publications.	1	2	3	4	5	6	7	?
1	2	3	4	5	6	7	25. Develop communication plans, e.g. crisis or employee communication or media plans.	1	2	3	4	5	6	7	?

- 26. Please rate your *overall* satisfaction with the actual behaviour (as constituted by activities performed) of the *most senior* manager/practitioner responsible for the corporate communication function in your central bank. Mark an (X) next to the rating/number of your choice.

VERY POOR

EXCELLENT

0	1	2	3	4	5	6	7	8	9	10
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- 27. In the space provided, please indicate the *most important reason* for any *dissatisfaction* with the actual behaviour or performance of the most senior manager/practitioner responsible for *your* corporate communication function.

- 28. Is there *any other activity* you expect from the *most senior* public relations/corporate communication practitioner in your central bank and which you do not perceive the practitioner actually performing?

- 29. Please indicate the *designation* of the communication manager/practitioner whom you described above, e.g. public affairs manager, corporate communication manager, public relations officer, etc.

- 30. Please indicate *how long* the communication manager/practitioner whom you described above, has been in his/her *current* position? Mark with an (X) next to the arrow.

[1] 1- 6 months ⇨ [2] 7 -11 months ⇨ [3] 1 year ⇨ [4] 2 years ⇨ [5] 3 years ⇨ [6] 3 - 5 years ⇨ [7] 6 - 10 years ⇨ [8] More than 10 years ⇨ [9] Don't know

- 31. Please state *your own* designation, e.g. Governor, Deputy Governor, Director: Banking Supervision, etc.

- 32. Please indicate how long you have been serving the central bank in a management capacity. Mark with an (X) next to the arrow.

[1] 1- 6 months ⇨ [2] 7 -11 months ⇨ [3] 12 - 23 months ⇨ [4] 2 - 3 years ⇨ [5] 4 - 5 years ⇨ [6] 6 - 10 years ⇨ [7] More than 10 years ⇨

- Please indicate any corporate communication/public relations training that you have received. Mark with an (X) next to the arrow or explain in the space provided.

[1] As undergraduate *subject* ⇨ [3] As post graduate *subject* (e.g. in MBA) ⇨ [5] Certificate course ⇨ [7] Short course ⇨
 [2] An undergraduate *degree* ⇨ [4] A post graduate *degree* ⇨ [6] None of the above ⇨
 Other (please specify:

Thank you very much for your participation in this survey.

*Should you have any further questions regarding the completion of the questionnaire, please call me any time between 8am and 5pm. Kindly return your completed questionnaire on or before **Friday, 18 September 2009** to:*

HELENE MEINTJES

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Source: Steyn (2000)