THE TRAINING, EMPLOYMENT AND JOB EFFECTIVENESS DESCRIPTION OF PUBLIC RELATIONS PRACTITIONERS IN BOTSWANA

by

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DECLARATION

I, **Shodzani Mokolwane**, hereby declare that the contents of this dissertation represent my own unaided work, and that the dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

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Signed   **Date**

ABSTRACT

Public relations (PR) is still a generally unexplored terrain in Botswana and many public relations practitioners (PRPs) are therefore experiencing challenges to either obtain worthwhile training and valid and applicable job descriptions or support from management where they are working. This is due to a large misunderstanding of what the profession entails. This career and study discipline certainly seems to be misconceived, misunderstood and misappropriated in many organisations and even in individual managers' minds.

Some of these misconceptions reflect that public relations is not sufficiently separated and distinguished from the other study fields and career descriptions in the discipline of communication studies, such as marketing, journalism, integrated marketing communications, corporate communication, branding, propaganda, publicity and advertising. This is a residual effect of earlier appointments of so-called public relations practitioners as the wine-and-dine attendees on the social circuit of a company who need to make a favourable impression of the business and the people on other stakeholders.

There is no formal and professional public relations body in Botswana. The Public Relations Institute of Southern Africa (PRISA) is in the process of establishing a local chapter, which could be the beginning of an answer to the misconceptions about the country's public relations industry.

Qualitative and quantitative research approaches were used to collect data, the questionnaires were self-administered and the researcher carried out interviews. The triangulation method was used as one of the strategies to validate the research results. The total population of the study amounted to 110 participants. Unfortunately not all participants completed and returned the questionnaires, but 89 have completed and returned them, while seven interviewees participated.

As for the collection of data, the pilot questionnaires were carried out with 18 participants and the pilot findings formed part of the research findings. For sampling of the population, the purposive or judgmental sample was used, based on the fact that the sample had knowledge on the researched title.

Any organisation needs a PRP to complement its mandate, which can be accomplished with relevant job effectiveness descriptions for PRPs and academically qualified PRPs in businesses. The findings show that the job effectiveness descriptions for PRPs are not significant when compared to those discussed in the literature review (see sections 2.4.1& 2.5.2). Management in institutions often do not understand the public relations industry; the other challenge is that in most companies PRPs are appointed at an administrative or technical level rather than at a strategic or managerial level.

There is a distinct lack of academic training for public relations in Botswana. Professionals rely on short courses, which in some cases are used as qualifications for a PR post. This proves the misconceptions of public relations, which ultimately may affect the communication strategy and image of the organisation. The public relations posts are preferably awarded to officers with experience in media work and marketing graduates, due to the misunderstanding of the qualities and skills required of a public relations practitioner in companies.

Academic institutions should consider benchmarking with international academic institutions, which are recognised by public relations professional bodies in their regions. Since Botswana is in the southern region of Africa and a neighbour to South Africa, where the Public Relations Institute of Southern African (PRISA) already exists, it is encouraged that PRISA is approached for guidance and development of the PR profession in Botswana.

This study will be a feedback tool to organisations to refer to and consider revisiting and redrafting the job effectiveness descriptions for PRPs. Organisations will appreciate the PRP's qualities and skills sets to be considered for a PR post in line with the relevant academic qualifications.

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DEDICATION

This dissertation is dedicated to my parents, Keitshwentse Richard Mokolwane Digwa (rest in peace,Dad) and Matshidiso Digwa, for the love of education they instilled in me and for their dedication to see me excelling in life by providing me with the little they are blessed with.Thank you Mum and Dad, I am who I am because of you.

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GLOSSARY

Abbreviations	Meaning
AGCAS	Association of Graduate Careers Advisory Services
BQA	Botswana Qualifications Authority
CPUT	Cape Peninsula University of Technology
CIM	Chartered Institute of Marketing
CAM	Crystal Academy of Management
HND	High National Diploma
HR	Human Resources
IDM	Institute of Development Management
IMC	Integrated Marketing Communications
IPRA	International Public Relations Association
ISBS	Imperial School of Business and Science
JED	Job Effectiveness Description
KPI	Key Performance Indicators
NGO	Non-Governmental Organisations
PRSSA	Public Relations Student Society of America
PR	Public Relations
PRISA	Public Relations Institute of Southern Africa
PRP	Public Relations Practitioners
PRSA	Public Relations Society of America
TEC	Tertiary Education Council
UB	University of Botswana
UNDP	United Nations Development Program

CHAPTER ONE: INTRODUCTION AND BACKGROUND OF STUDY

1. Introduction

Winston (2014) points out that almost all large organisations globally either have a full-time public relations department, or they outsource their public relations needs to a consultant. The Richard T. Robertson School of Media and Culture (2014) states that public relations is a broad field that spans across all industries and businesses. According to Winston (2014), public relations can be defined as a vital part of maintaining an organisation's image and of communicating its message to its customers, investors, stakeholders and the general public. (For more public relations definitions from different sources, see section 2.2.1).

The influential Richard T. Robertson School of Media and Culture (2014) in the United States of America also states that the primary role of a public relations practitioner is to create, maintain and build relationships with an organisation's stakeholders.It further elucidates that to accomplish this role and other objectives, practitioners may write news releases, plan events, create newsletters, lobby government officials, form coalitions among institutions and maintain/manage its presence in social media outlets (Richard T. Robertson School of Media and Culture, 2014). It can be accepted with certainty that various companies and people ascribe different roles, objectives and functions to the on-going key performance areas of any public relations practitioners, department or office. This has been confirmed during the data interpretation of this study, where participants showed a lack of understanding of public relations, its roles and functions in organisations (see Figure 4.2 and question six under section 4.2.2). It is thus also clear that the functions and key tasks of any public relations specialist can be varied (Winston, 2014).

It seems, however, that even the term itself –public relations – "is very often misconceived, misunderstood and misappropriated" (Kirat, 2005), especially whensome professionals and organisationscompare it to the associated functions of journalism, marketing, corporate communication, advertising and other media functions. All these above-mentioned fields are part of the encompassing fields of communication studies, and more specifically the practical fields of corporate and integrated marketing communication's bodies of knowledge. It could, however, equally be seen as part and parcel of journalism and media studies, as all media releases from public relations practitioners, for example, are written for the sole purpose of connecting with the media. This may be through the media statement or by means of a press conference in big cases and organisations.

This following partial sentence and statement by Wu et al., (2001) was in essence the initial trigger for the research problem, which through the course of the study then also became the backbone of the research problem: "However, in other regions such as Africa and Latin America, public relations has not been adequately studied by researchers" (Wu et al., 2001).The researcher is working in the public relations industry in Botswana. These specifications and the lack of knowledge have been bothering the researcher for quite some time, particularly in the trainingof new intakes of young adults who want to work in this industry. That statement by Wu et al., (2001) formed the core of the research problem in this study, which concentrates on the training, employment and job effectiveness descriptions of public relations practitioners in Botswana.

The purpose of the study is aimed at clearing up the fragmented and vague practice of public relations, and to consequently broaden the knowledge of public relations in organisations in Botswana, where the researcher is residing and working in the PR field. The field of public relations – particularly in Botswana – urgently needs better definition if the profession itself wants to claim the necessary recognition and level of professionalism it deserves. One sometimes becomes aware of the fact that, at the moment, the profession of public relations and corporate communication is not taken seriously, as the selection and appointment processes are contaminated for many reasons.

McKay (2014) points out that although there are no standard educational requirements to work as a public relations practitioner, employers prefer to hire job candidates who have alternative college degrees (related PR courses) and work experience. Therefore, many hopeful public relations professionals who enter the PR field have majored in different disciplines such as public relations, marketing, journalism, communication and advertising. Many of them have certainly had some coursework in the many modules they have traversed on their way to a qualification in communication, media or even marketing. How focussed and current the course material on public relations are, is not clear. At the Limkokwing University of Creative Technology in Botswana, there is a dedicated department for Public Relations in the Human Sciences, but it is currently not lectured "as a result of a lack of interest and interested students that are not sponsored to study the PR course from the university". Nonetheless, many of the graduates from this faculty are eventually appointed as professional public relations practitioners (PR Administrator, 2015).

Many of them would have gained their initial work experience from internshipsat private companies and government departments in the majority of cases (McKay, 2014), and subsequently they acquire more work experience from related fields which do include public relations as well. From the first moment of studying and entering public relations, it seems that there is no clear-cut and final trajectory of course content and experience that students are subjected to in Botswana. Consequently their potential key performance areas can be vague as there is no clear resolution between their studies, their internship and the new appointment in public relations as well as their day-to-day activities and objectives.

The public relations practitioner (PRP) candidates that are hired have often obtained public relationsrelated qualifications as stated by McKay (2014) and are media-experienced (see Figure 4.13). This is opposed to hiring candidates with public relations academic qualifications because the academic training and work experience differ. Certain areas of specialisation are given muchfocus during training as well as when practising.Public relations isdistinguished from the related courses to further clarify the differences between the courses and the expected activities from each course (see 2.2.2).

Professional development workshops are vital to help professionals remain competitive and able to deliver value. Participants mostly express a need for training in social media, new technologies, convergence of marketing, advertising and PR, and sustainable business and entrepreneurship (Ford et al., 2015).

1.1 Clarification of basic terms and concepts

Related concepts and terms are used in this study, which are interpreted differently by individual people and organisations. It is therefore prudent to clarify some of these basic terms and concepts that may cause confusion because of the interdisciplinary nature of the communication field.

Table 1.1: Basic terms and concepts

Terms or concepts	Clarifications
Advertising	Refers to any form of paid and impersonal presentation of ideas, goods or services by an identified sponsor (Borkar, 2009).
Associate degrees	Are awarded by community, junior or technical colleges indicating that one has completed a programme of study with a broad base in general education and a concentration in a specific area (City College of San Francisco, 2014).
Bachelor's degree	Latin *baccalaureus* or *baccalaurium* is usually an academic degree earned for an undergraduate course of study or major that in theory, depending on the location and the topic of study, is supposed to last three to five years, but can range more widely in duration (Moozlyrics, 2009-2013).
Corporate communications	The process by which the identity of an organisation is translated into an image (Mersham et al., 2007: 388).
Integrated Marketing Communication (IMC)	A management concept designed to ensure that all aspects of marketing communication such as advertising, public relations, and direct marketingwork together as a unified force, rather than permitting each to work in isolation (Lake, 2014).

Job effectiveness description (JED)	According to Michael Page Employer Resource Centre (n.d.) it is defined in three dimensions to suit all the users of the JEDs.
• **Candidate attraction**	To describe the role and required track record with the aim of attracting a response from an internal or external applicant for the job.
• **Role definition**	For the individual performing the role to have a reference point for their responsibilities and required level of performance, especially at appraisal time or when a promotion is being considered.
• **Management reference**	Particularly for a new manager, to understand the scope and level of responsibility expected of the role.
Journalism	The profession or practice of reporting about, photographing, or editing news stories for one of the mass media (Collins English Dictionary, 2009).
Marketing	According to the (British) Chartered Institute of Marketing (CIM) marketing is the management process responsible for identifying, anticipating and satisfying customer's requirements profitably (Chartered Institute of Marketing, 2014).
PRISA	Established in 1957, the Public Relations Institute of Southern Africa (PRISA) represents professionals in public relations and communication management throughout the Southern African region and has registered practitioners in Botswana, Namibia, Lesotho, Swaziland and South Africa (PRISA, 2014).
Propaganda	The spreading of ideas, information, or rumour for the purpose of helping or injuring an institution, a cause or a person (D'Silva, 2012).

Public Relations	The Public Relations Institute of Southern Africa (PRISA) adopted the following definition: "public relations is the management, through communication, of perceptions and strategic relationships between an organisation and its internal and external stakeholders" (online, 2014).
Qualifications	A pass of an examination or an official completion of a course, especially one conferring status as a recognised practitioner of a profession or activity (Oxford Dictionary of English, 2010).
Social Media	Websites and other online means of communication that are used by people to share information and to develop social and professional contacts: Many businesses are utilising social media to generate sales (Collins English Dictionary, 2014).
Training	A process by which someone is taught the skills that are needed for an art, profession, or job (The Merriam-Webster Unabridged Dictionary, 2014).

1.2 Statement of the research problem

Although various public relations offices have been created within Botswana's government structures in particular, the major problem is that public relations practitioners (PRPs) are often not sufficiently empowered to know what is happening in their departments. Public relations practitioners should not just be there for window dressing, they should provide a comprehensive service (Anon, 2009).The PRPs in government departments are not empowered, because the management may not understand the public relations industry. PRPs need to apply the content and skills that they have been taught while studying, and they also need to reconcile their internship experiences with the new work objectives.

This study attemptsto find out if the training, employment, roles and functions of public relations practitioners in organisations in Botswana are recognised and understood and if the relevant JEDs and Key Performance Indicators are indeed implemented in organisations.The research indicates the current state of public relations and communications in different companies in the Botswana context.

1.2.1 Background to the research problem

According to the formerly mentioned Richard T. Robertson School of Media and Culture (2014), public relations is a broad field that spans across all industries and businesses, although Winston (2014) (see point 1) argues that public relations mostly exists in large organisations. Public relations practitioners represent professional sports teams, global clothing manufacturers, production studios, energy companies, hospitals, international non-profits organisations and small businesses. In addition, many other types of small businesses and organisations also often employ a public relations practitioner to do their publicity, marketing, external and internal communication.

This wide variety of opportunities and appointments are due to the fact that public relations practitioners are professional communicators, and all organisations, big and small, must communicate with a variety of internal and external audiences to succeed in business (Richard T. Robertson School of Media and Culture, 2014). In the current time of instant mediated communication on platforms such as Facebook and Twitter, immeasurable damage can be caused to any company or organisation if there are no dedicated persons dealing with happy and disgruntled customers and suppliers alike. Many government and service organisations are actually in the "employment" of the stakeholders that they are serving, and should measure their communication successes and failures every moment not to ever lose constituencies or stakeholders.

It is therefore no surprise that many different people have their own perceptions about public relations and that many conceptions exist in the minds of different authors and practitioners.

Caruso (2011) justifiably asks what makes an effective PR practitioner, particularly whether it is a degree in public relations or a journalism background. Different possibilities and descriptionscan address this question.

The following comment of Ward (2013) demonstrates this different point of view:

> *I used to hire both PR and Journalism students for co-op terms back in the mid-1990s. The differences were clear. PR students were strategic, but could not write. Journalism students could write, but could not think strategically.Who got hired for full-time jobs? It often depended on the teaching skills of the supervisor. Both backgrounds are valuable, from my point of view. You need both in a Communications department (Ward, 2013).*

Green (2013), another professional writer believes that:

> *Media relations is one of the key components of the PR profession, it is certainly not the only one. I wholeheartedly agree that sound writing skills, as well as an understanding of news pegs and the AP stylebook, are a foundational skill that is needed to be a top notch PR practitioner. Providing reporters with press releases and story ideas that are well written, timely, and pitched without wasting a reporter's time is paramount, but there is far more to the practice of PR than just these skills (Green, 2013).*

To add to the complexity, the following extract (a status update on a page) below was posted on social media (Facebook) by a Motswana youth living in Botswana. Although he is probably only a young member of the very large sports public, he most certainly has pertinent ideas of what a good public relations practitioner should do for its organisation. The extract challenges the effectiveness of the communication culture in organisations as well as the effectiveness of thecommunications manager of the then oncoming 2014 All Africa Youth Games tournament:

> *All Africa Youth Games are to be hosted in Botswana in two months yet there is absolutely no buzz about them. This makes one wonder if we really do have intentions of creating an internationally recognised media and communications culture. I have only seen one billboard about the tournament in Gaborone and then one wonders, what does government, parastatal and private companies and restaurants etc. doing about all this? What is the Communications Manager of this tournament doing (Mokgware, 2014)?*

The researcher thus found it critical to investigate this topic based on the fact that public relations practitioners are often not understood and acknowledged as professionals in organisations. Most of them do not have the relevant training due to the misconceptions surrounding the discipline of public relations. This means that the public and stakeholders of institutions, especially the media industry, do not have access to the right information. This happens in the absence of well-trained and diverse PRPs and because many other practitioners are not academically qualified to effectively delivers in

the roles and functions of PR (seesection 4.2.2.2). It is no secret that many people believe that former beauty queens can usually be appointed as public relations practitioners, because they present the face of the company. That "face" which is being represented, seems to create an impression that the person in question should therefore also be beautiful, attractive or at least be worth looking at. There also may be an argument that these beauty queens will have a direct effect on the male clients, key-role-players and stakeholders of a company, if the PRP is a stunning, attractive, sexy, intelligent young woman or man.

These public relations practitioners do not fully practice the public relations roles and functions, because PR is too often just perceived as a spokesperson role and events organising officer. As a result of these misconceptions, some organisations do not have public relations departments (see Figure 4.1). When this occurs, it can affect the organisation's branding and relationships with the public, which means that the stakeholders are ultimately disadvantaged by not receiving the necessary information, though the public has a right to information. This could possibly lead to negative perceptions about the business which will eventually tarnish its image.

In Botswana there is a very definite trend, namely that it seems as if practitioners and officers perceive public relations to be a news reporter's or journalist's role, a person who can write fast and well, which further illustrates the extent of the problem that needs to be researched.

However, it would be misleading to generalise and say that there is no practice of effective public relations in Botswana. Very few organisations and institutions do practice high-quality and professional public relations, mainly in the business and marketing sector (Kirat, 2005: 324).

1.3 Theory or rationale for the research

In 1984 two academic researchers and public relations theorists, James Grunig and Todd Hunt, published the *Four Models of Public Relations* as part of their book *Managing Public Relations.* The model describes the different forms of communication between an organisation and its stakeholders (Waddington, 2013:1).

This study will use the two-way symmetrical communication from Grunig and Hunt (1984) as the most effective and desired model to illustrate ideal training, hiring and job effectiveness descriptions of public relations practitioners in sampled organisations in Botswana. These will be discussed in Chapters Four andFive. The two-way symmetrical model is ideal because:

- It is a style that involves a two-way communication route which purpose is to gain mutual understanding with the target audience. This particular style is a great way to enhance the target audience's view of the organisation.
- In this model PRPs have a high level of input into policy development based on feedback; hence this model relies heavily on feedback from the target audience. This feedback allows organisations to adapt to behavioural change practices and develop new policies to align with the perceptions/expectations of key publics (Anderson et al., 2013).

A two-way symmetrical model of public relations is an ideal way of enhancing an organisation's reputation amongst its target audiences. According to the two-way symmetrical model, public relations practitioners depend on a two-way communication route to position their brand amongst the end-users. A free flow of information takes place between the organisation and its stakeholders, employees, investors and vice versa. Furthermore, conflicts and misunderstandings are resolved through mutual discussions and communication.

Two-way communication takes place between both parties and information flows in its desired form. The feedback from stakeholders and target audiences is also taken into consideration (Management Study Guide, 2013).

Two-way, symmetrical public relations employs research, listening and dialogue to manage conflict and to cultivate relationships with both internal and external strategic publics more than one-way and asymmetrical communication. The strategic management paradigm emphasises two-way communication of many types to provide internal and external publics a voice in management decisions and to facilitate dialogue between management and publics both before and after decisions are made. The strategic management paradigm does not exclude traditional public relations activities such as media relations and the dissemination of information (Grunig, 2009).

Organisations in Botswana, both large and small ones, have to consider using the two-way symmetrical model of public relations because of its apparent advantages.They still have to be aware, however, that an untrained public relations practitioner cannot communicate effectively with the public as expected. A qualified practitioner with the relevant job effectiveness description has to be in a position to handle conflict and customer service matters and be able to facilitate the two-way communication between the organisation and the stakeholders.

The following table presents the Four Models of PR including the model characteristics by Grunig.

Table 1.2: Grunig & Hunt, 1984. Cited from University of Florida, online

Grunig's Four Models of Public Relations		
Model Name	**Type of communication**	**Model Characteristics**
Press agency/publicity model	One-way communication	Uses persuasion and manipulation to influence audience to behave as the organisation desires.
Public Information model	One-way communication	Uses media releases and other one-way communication techniques to distribute organisational information. PRP is often referred to as the "journalist in residence".
One-way asymmetrical model	One-way communication	Uses persuasion and manipulation to influence audience to behave as the organisation desires. Does not use research to find out how it public(s) feel about the organisation.
Two-way symmetrical model	Two-way communication	Uses communication to negotiate with the public, resolve conflicts, and promote mutual understanding and respect between the organisation and its public.

Grunig has helped to improve the public relations profession by adding new theories, including the *Four Models of Public Relations* (Min-Ji, 2009).These theories are taught as cornerstones of public relations in various academic courses throughout Europe and the United States of America. They also form the basis of a great deal of academic research, especially in the United States of America (Waddington, 2013:1).

1.4 Provisional literature review

In 2011 and 2012 the Public Relations Society of America (PRSA) developed a crowd-sourced definition of public relations as "a strategic communication process that builds mutually beneficial relationships between organisations and their publics" (PRSA, 2011-2012).

This literature review focuses on the current global definition of PR training as well as the job effectiveness descriptions of public relations practitioners (PRPs).The purpose of this study is to investigate the field of PR in Botswana, including the training, employment and the job effectiveness descriptions of public relations practitioners.

The research interests are focussedon whether there is any formal accredited, academic training offered toPRPs or whether in-service courses exist which can be ultimately used as a formal qualification to equip the person to be/act as a PRP in an organisation (see section 2.5). The other interest of the study is to investigate if thePRPs engaged in the organisations in the study are indeed academically qualified. The study states the ideal qualifications of a PRP in section 2.5.1). The last interest of the study is to establish if the ideal roles and functions of PRPs in the organisationsin the study are understood and effectively practised (see section 2.4.1).

1.4.1 Addressing the training literature review

Agang (2009), a former MTech graduate in Public Relations Management from Cape Peninsula University of Technology (CPUT) and a Motswana from Botswana, addressed the following in her dissertation about public relations in Botswana:

> *In Botswana PR can be said to be a new phenomenon because perusal of course contents of the various programmes offered by most of the registered tertiary institutions do not offer it. Ferreira's (1998) research of tertiary institutions across Africa show that although PR is offered in these unsanctioned institutions "many of the courses are superficial and often more prone towards quick fix and*

technical than in-depth academic education". Ferreira (n.d.) indicates that Botswana is among the countries relying on the Public Relations Institute of South Africa (PRISA) for PR education and development. This comes as no surprise therefore, that many practitioners in Botswana have no training in PR (Agang, 2009:10).

The University of Botswana (UB) offers PR as a module in a Bachelor of Media Studies course. This is a compulsory module offered in the third semester of the course and the other PR modules in the consequent semesters are only offered as optional modules (University of Botswana, 2014).

A three-yearassociate degree in Public Relations is offered by the Limkokwing University of Creative Technology,Botswana (Limkokwing University of Creative Technology, 2014), which is the only current institution in Botswana which offers an in-depth course in PR(see Appendix 1 for the Limkokwing University of Creative Technology, Botswana PR course outline).

The following are some of the institutions in Botswana registered by the Tertiary Education Council (TEC) and Botswana Qualifications Authority (BQA) which offer PR long and short courses:

i.   Institute of Development Management (IDM) offers a three-weekPR course (IDM, 2010-2013).

ii.   Imperial School of Business and Science (ISBS) offers a six-month Certificate, a six-monthDiploma and a twelve-monthfull-time and part-time Advanced Diploma in Marketing, Advertising and Public Relations Management courses (Imperial School of Business and Science – full-time and part-time lists, 2015).

iii.   Crystal Academy of Management (CAM) offers three-week PR short courses (CAM, 2014).

Below are the public relations (long and short courses) offered by some institutions in Botswana:

Table 1.3: Botswana academic institutions – PR course outlines and fees

Institutions	Course outline	Course duration	Course fees
IDM (IDM, 2010- 2013)	• Effective communication • Public Relations • Customer Service	Three weeks	5040 BWP/ 5800 LSM/ SZE
ISBS (ISBS, 2015)	(Not provided to the researcher)	• Six-month Certificate: Full-time Part-time • Six-month Diploma: Full-time Part-time • Twelve-month Advanced Diploma: Full-time Part-time	14 500 BWP 10 300 BWP 16 400 BWP 11 700 BWP 27 400 BWP 14 700 BWP
CAM(CAM, 2015)	• Issues management and crisis communication • Media Relations • Customer service management • Leadership skills of youth executives • Management training for personal assistants • Public speaking • Effective writing skills (including report writing) • Emotional intelligence • Communication and interpersonal skills • Management training • Sales and marketing	Three weeks	3990– 4990 BWP

For a further literature review on public relations training, which suggests benchmarking from some of the well-developed public relations courses offered by international academic institutions and the comparison of the institutions' PR course outlines, see section 2.5.

1.4.2 Addressing the literature review on hiring PRPs

According to Silverman (2013), journalists may find the public relations profession as one of their career paths in future endeavours, even though they may not be academically qualified to practise as a public relations practitioner.He further states that every journalist has thought about it more than once, especially when freelance writing was not paying the bills. After all, what company or public relations firm would not want a former journalist on the payroll communicating to the media as a PRP of the organisation, argues Silverman (2013).

The extract below is an advertisement for two positions at the University of Botswana (UB) and the Department of Public Affairs respectively that appeared in the *Botswana Guardian* (2013). The advertisement clearly states the requirements of the posts, of which one was for a Communications Officer vacancy (No: PA 1/2013), and for which the requirements read as follows:

> *Candidates should have a minimum of a degree in journalism, public relations, communications or related field, experience in communications, media or public relations, excellent verbal and written communication skills are a pre-requisite together with strong interpersonal and communication skills* (Botswana Guardian, 2013).

The other post was for a Public Affairs Officer (Media) and its requirements were stated thus:

> *A minimum of a degree in public relations, communications, journalism or related field, should have experience in communications, media or public relations work, experience in writing, editorial and good proof-reading skills are essential* (Botswana Guardian, 2013).

The United Nations Development Program (UNDP) advertised the post of a Communications Analyst (FC: 68030 and 11300) and the requirements were a master's degree or equivalent in social sciences, journalism, media relations and or communications related studies (UNDP, 2013).

It has been observed that instead of employing PRPs to be on the organisation's payrolls, they rather tend to rely on external consultancies for PR roles and functions. An example is the Crystal Academy of Management (CAM),which pointed out that their staff (consultants and specialists) have a rich expertise and background experience in marketing and public relations services for various government ministries and departments including the private sector (CAM, 2014).

(For the qualifications and qualities to be considered when hiring a public relations practitioner, see sections 2.5.1 and 2.5.2).

1.4.3 Addressing the literature review on the job effectiveness description

The University of Botswana advertised two posts, namely a Communications Officer anda Public Affairs Officer (Media).   Each post has its own JED. For the Communications Officer's post the duties were stated as follows: being responsible for the implementation of an internal communication strategy by organising events, ceremonies and other activities of the university such as fundraising, campus tours and graduations (*Botswana Guardian*, 2013).

The duties of the Public Affairs Officer (Media) were stated as being responsible for editing publicity material, drafting media releases and assisting in the organisation and coordination of publicity, advertising and media relations (*Botswana Guardian*, 2013).

These duties and responsibilities stated for both posts further illustrate the misunderstanding of PR in the Botswana context, because the stated duties are for one post – which is a PRP post. The duties of the Communications Officer advertised are the same roles and functions of a PRP as well as thoseofa Public Affairs Officer (Media).

As part of the further in-depth literature review on JEDs, (see section 2.6) the duties of a public relations practitioner are outlined, and section 2.6.1 states the key attributes to be taken into consideration when appointing a PRP.

1.5 Research questions

The study addresses the following research questions:

1.5.1. a. Primary research question

How do the training, employment and the daily activities of public relations practitionerspotentially influence organisations and how is PRPs' work in organisations in Botswana perceived?

1.5.1 b. Secondary research questions

1. What is the general definition and perception of effective public relations in selected organisations in Botswana?

2. According to the selected organisations participating in the study, what type of outcomes and experiences should ideally be included in thePRPs' training and employment?

3. According to the human resources officers and/or public relations practitioners in the selected organisations in the study, what are the relevant job effectiveness descriptions for PRPs, in view of the real, on-going assignments and tasks forPRPs that can influence an organisation?

1.5.2 Rationale

The results and outcomes of the research are to sensitise organisations about the benefits of having formal qualified PRPs in their structures. It is appreciated that there are organisations which understand PR and use their practitioners effectively, though further investigation is necessary to identify and analyse these.

1.5.3   Assumption/hypothesis of the study

Hypothesis and assumption are concepts that are similar in nature and used commonly in research and experiments. A hypothesis is a statement that has as yet not been proved to classify as a theory, but believed to be true by the researcher. It does not become a theory until it is proved and tested under different conditions and circumstances. At best, it is an assumption that has been made to work. An assumption is any statement that is believed to be true (Administration, 2012).

Hypothesis is considered as a principal instrument in research. It is a preposition or assumption for research work to be tested. It is a statement which is extended for proper guidance of research activity (Farooq, 2013).One method of evaluating the research question is via a hypothesis testing (Laerd Statistics, 2013).

The researcher's assumption (and because quantitative research was also implemented, this can certainly serve as a hypothesis) mainly rests on the perception of the candidate that public relations in Botswana is not in the most favourable position. The literature contains various references to the considerable lack of studies in not only Botswana with reference to the status quo and health of the public relations profession, but actually for the whole of the continent. While South Africa has a very robust educational profile for communication students in Public Relations, this is not the case for Botswana.

With this absence of educational opportunities, the assumption/hypothesis goes further because there is no registered, knowledgeable professional body forthe teaching of public relations in Botswana. Most organisations have no precise and scientific understanding of what the public relations profession involves, its achievements in organisations and with stakeholders, how to write adequate job effectiveness descriptions for public relations practitioners, and whether these goals and objectives (as stated in job effectiveness descriptions and Key Performance Indications (KPI)) are achieved.

This lastly implicates the quality of communication within organisations, and between organisations, businesses, companies and even Government departments and all their various stakeholders. It is suspected that public relations is mostly seen as a "nice to have" appointment who can deal with media rascals, and who are organising all types of social and publicity events for organisations. In many cases, former media professionals are lured into organisations to do the events and publicity management. It is clear, however, from literature studies and sources that public relations is actually a scientific, well-managed and controlled job specification, which can either contribute enormously to the communication of organisations, or the organisation can find itself in trouble repeatedly, because there is no purposeful and sound management of communication within the organisation and with its external stakeholders.

The researcher assumes that this study will reveal that there are indeed various businesses and organisations where either the Human Resource sections or management have no exact and clear understanding of what a qualified, well-orchestrated public relations department or section should and can achieve. This will cause random employment of either media professionals who can deal with the media and write media releases, or of inexperienced interns who have not been exposed to any scientific, planned outcomes in courses in public relations. Naturally, this may impact on any organisation's communication outcomes.

The assumption and hypothesis thus exist that Botswana is not only lacking in terms of good education and training of public relations practitioners, but that the "fall-out" goes even further in the sense that appointments of communication practitioners, who need to fulfil public relations objectives, are lacking in relevant qualities and qualifications of public relations practitioners. This may imply that communication between organisations' leaders, management and directors with their staff, employees, the media, clients and customers and the public at large are deficient, because there is no well-managed public relations programme.

1.6 Objectives of the research

1.6.1 Basic objective

The objective of the research is to conduct a study that shows the benefits of educating/training PR practitioners and consequently having academically qualified PRPs in an organisation. The study examines possible benefits of well-trained professionals, and makes recommendations to governments, parastatals, Non-Governmental Organisations (NGOs) and private organisations to consider when they are advertising or managing a PRP. This also affects the key-performance indicators in job descriptions, with better outcomes and more success for the practitioners and organisations.

1.6.2 Specific objectives

The following are the specific objectives of the study:

- To focus on the specific learning contents of public relations practitioners in Botswana and compare the contents across various institutions.
- To create awareness about the roles and functions of a public relations practitioner in organisations and governmentin Botswana.
- To identify the possible benefits of appointing a formally trained public relations practitioner within the structure of organisations and governmentin Botswana.
- To develop a list of recommendations that can be used by governments, parastatals, NGOs and private organisations in Botswana when advertising for or employing a public relations practitioner, and when writing their job descriptions.

1.7. Research design and methodology

1.7.1 Research design

The researcher's investigation is partially aimed at revealing what professionals in organisations understand PR to be and to compile the professionals' suggestions on how this profession–which is apparently not perceived very favourably in the country–can be improved in organisations in Botswana. Therefore, information analysis of literature is important. In this study, qualitative and quantitative research methods will be used. Qualitative and quantitative research approaches are defined as follows:

> *In qualitative research, the researcher serves as the primary data gathering instrument. Examples of data-gathering strategies used in qualitative research are individual in-depth interviews, structured and non-structured interviews, focus groups, narratives, content or documentary analysis, participant observation and archival research. On the other hand, quantitative research makes use of tools such as questionnaires, surveys, measurements and other equipment to collect numerical or measurable data* (Explorable.com, 2009).

For further clarifications and more definitions of qualitative research, refer to section 3.2, and for more research on the concept of quantitative research, see section 3.2.2.

The data for the study was sourced through oral interviews and questionnaires. Consent was requested from each organisationin the study as well as from theindividual participants as per the ethical consideration guidelines mentioned below under ethical considerations (see section 1.11).

1.7.2 Methodology

Public relations practitioner expert(s) and Human Resources officers were interviewed and these interviews were transcribed. In situations where the interview was not possible due to the unavailability of the interviewee, a questionnaire was the second option and the questionnaire addressed the same questions as the interviews.

The other participants, namely the private, parastatal and government PRPs and Human Resources officers were expected to complete or respond to the questionnaires. The questionnaires were distributed and collected at a date agreed on by both parties. The self-administered questionnaires by participants entailed close-ended questions and demographic analysis.

According to Keikothae (2014), one of the public relations experts in Botswana, the discipline and subject is still in quite a developmental stage in Botswana; he believes that it has only indicated growth in the previous four to six years. This in part explains why the profession of public relations is not that well-known and understood in Botswana. The researcher approached large private and parastatal organisations and government departments to request their participation in the study, because not all the organisations even have public relations practitioners or departments. It was, however, discovered that almost all the organisations that were approached at least have human resources officers or departments in their organisational structures.

1.8   Delineation of the research

The study aims to create an understanding and awareness about effective public relations in government, parastatal and private organisations in Botswana. The study is not limited to any particular sector but to any large organisation that provides goods or services to the nation in general. The aim of the study is not to deal with the contribution of PR to the completion of organisational goals,but to investigate the influence of the training, employment and job effectiveness descriptions of PRPs in organisations as well as the general state of public relations and communications in Botswana; especially whether it is understood and well-practised by those involved in the organisations involved in the study.

1.9   Significance of the research

This study would ensure that Botswana organisations are more aware of public relations misconceptions. The research findings and recommendations may benefit organisations as the significance of public relations could be better appreciated. The value would be more for educational institutions to include relevant learning content to equip public relations practitioners for organisations.The companies may consider hiring or engaging academically qualified full-time PRPs, redraft relevant job effectiveness descriptions and practitioners will hopefully be sent for public relations academic training if they are not academically qualified.

The expenses of consultancies for different organisations can subsequently be reduced, because full-time PRPscould be hired and engaged on daily PR assignments and consultancies can be engaged when the need arises.

This could also assist as the job effectiveness descriptions for PRPs could be revised, since organisations may have to "regularly update their JEDs" (Bavol, 2011).Modern organisations cannot survive without effective public relations in fact, democratic societies or those nations which are striving toward democracy probably need public relations as well (Kirat, 2005:324).

1.9　Expected outcomes, results and contributions of the research

The participants helped the researcher to identify the public relations misconceptions in organisations and point out the need for sound and specific PR academic training. The human resources officers and management may identify and appreciate the skills and qualities of PRPs for PR posts in organisations.The study can contribute to the body of knowledge in Botswana, because PR may be considered in organisations and the job effectiveness and descriptions for PRPs could be redefined. This may contribute as an aid to the public relations practitioners' daily activities.

1.11　Ethical considerations

The researcher received a clearance letter from the Cape Peninsula University of Technology (CPUT) as proof of the legitimacy of the research. The researcher also furnished the participants with a letter of request for their participation in the study which clarifies the purpose of the study, and a consent form to take part in the study. The participants were free to pull out of the research if they wanted to, even after they had signed the consent forms.

The responses from interviews and questionnaireswere treated with the highest level of confidentiality and the responses were finally summarised in such a way that no one was able to identify the participants. The information sourced was used for research purposes only and not for any kind of personal gain. The participants were granted privacy, confidentiality, freedom, anonymity and fair treatment.

1.12 The framework of the proposed research

In this study the content can unfold and be discussed along the following broad categories.

- Chapter one addresses the purpose of this study as well as what and how the research will be conducted.
- The second chapter discusses what previous studies have researched and discovered in public relations and why this topic has to be investigated.
- The third chapter determines how the research was conducted, what paradigm was used and methods to collect and analyse the data.
- The fourth chapter looks at the findings and interpretations sourced through the interviews, observations and questionnaires.
- The fifth chapter revisits objectives defined in the beginning to establish if they have been met and derive recommendations from the research findings and provide the conclusions of the research.

1.13 Summary

An organisation has to complement its mandate with effective public relations practitioners to achieve the highest quality of communication with internal and external stakeholders. Public relations is often misconceived, misunderstood and misappropriated (Kirat, 2005), therefore it should be distinguished from other disciplines such as journalism, marketing, advertising, propaganda, social media and integrated marketing communications or other media roles. As mentioned earlier, PR practitioners are fairly new in some organisations in Botswana, and the general problem is that they are not fully empowered to deal with what is happening in their departments because of the unclear roles and functions of PRPs (Anon, 2009).

Instead of employing or using the PRPs, both the government and private sector tend to rely heavily on private consultancies to outsource the work. The minimum training offered in PR in academic institutions can be one of the disadvantages, but it should not result in ineffective PR in organisations. Thisresearch will serve as a resource to practitioners and organisations during the creation of PR offices or departments, recruiting for PR posts and also during the process of redesigning the job effectiveness descriptions.

1.14 Keywords

- ✓ *Communication*
- ✓ *Government*
- ✓ *Investigation*
- ✓ *Job effectiveness description*
- ✓ *Media*
- ✓ *Private organisations*
- ✓ *Publics*
- ✓ *Research*

CHAPTER TWO: LITERATURE REVIEW

2. Introduction

In recent years public relations has been regarded as one of the most important components of communication, branding and marketing for any organisation. Many organisations and numerous people, however, still either underestimate or wrongly interpret the role and functions of public relations, which is why public relations practitioners often have to fight for their profession to take its rightful place in their businesses (Rawjee et al., 2011:5).

Without the full acknowledgement and respect for the PR profession, communicators who are responsible for optimising the communication and goodwill of any company, will not be taken seriously and respected for their expertise. They will not be rewarded competitively for their specialised jobs, and will seldom accomplish communication objectives and goals, because knowledgeable people did not set these. After decades of public relations in Western organisations, it still seems as if public relations practitioners are seen or defined as attractive girls and men who do the events management and merely serve to pacify angry customers or clients.

Public relations and communication are treated as one concept by organisations, while they use the two terms interchangeably. Therefore, communication will be discussed in this chapter to elaborate on some of the models used by businesses to disseminate and manage information to and from stakeholders.

Some of the businesses do already have public relations practitioners, but the understanding of public relations does not seem to relate to the PRISA, IPRA and PRSA definitions (see section 2.2.1). Public relations practitioners have to coordinate communication in a structured framework of business. From Ruck and Welch(2011:1) it seems that communication within organisations is linked to higher levels of performance and service. Therefore, any strategic business that interacts with other businesses, people or even the media, is engaged in public relations. If the purpose is to achieve better reciprocal communication and "transactional communication" where real meaning is shared, then public relations is always part of the daily tasks. If meaning is not shared, misunderstandings and conflict will abound, with financial and reputational damage to the organisation, its leaders and the employees. This is a crucial element of branding, which has everything to do with the image that clients and customers as well as staff hold about a specific workplace and service company.

There is a limited amount of literature on public relations in Botswana; therefore, the literature is sourced from the field of public relations at a global level.

The limited literature on public relations in Botswana is an indication that there is also not a large volume of research and understanding about the field in Botswana, hence the misconceptions that exist from stakeholders, society and practitioners in the public relations field. The researcher therefore intends to investigate and establish an understanding of the roles and functions of PRPs in organisations and to identify the skills and qualities of PRPs. This includes what academic institutions need to consider when developing public relations courses as the PR industry is striving to grow in Botswana.

2.1 Communications as a field and discipline

Effective internal communication with staff and employees is a prerequisite for success, therefore organisations need to evaluate and improve communication in increasingly difficult economic pressures (Ruck & Welch, 2011:1). This is based on the fact that stakeholders have a right to relevant information and feedback is essential to both parties. If the staff is not informed or involved in the objectives of the company, they will not know how to buy in on the brand's mission, vision and values. This is not negotiable in the quest for success and excellent customer communication.

Businesses have to fully understand that effective communication only takes place when a sender's message is fully understood by the receiver and when meaning is shared between the different parties. In this case the communication can be between the organisation and the stakeholder, where a public relations practitioner will be acting on behalf of the business.

Fielding (2006:10) defines communication as a transaction whereby all participants create meaning through the exchange of symbols. Similarly, Wood (2011:12) defines communication as a systematic process in which people interact with and through symbols to create and interpret meanings.

The above definitions refer to communication as a process or a transaction and also state that all the participants create meaning through their interactions. The central argument is therefore that some of the roles and functions of public relations practitioners are to be in touch with their stakeholders, clearing the misconceptions from the communicated messages and building and maintaining the relationships with their stakeholders.The activities of public relations practitioners are "on-going and dynamic" (Wood, 2011:12).

The researcher agrees with Ruck et al., (2011) that communication has to be evaluated for the sake of monitoring the effectiveness of communication strategies and to make changes where necessary to pursue these organisational goals.

Communication researchers have devised models to help them analyse the major elements of the communication process (Fielding, 2006:18). Many different models of communication exist and in this study three models of communication, namely linear, interactive and transactional, will be discussedbriefly.

2.1.1 Models of communication

Over the years scholars in communication have developed a number of models that reflect an increasingly sophisticated understanding of the communication process (Wood, 2011:16). These are the linear, interactive and transactional models.

Lasswell was responsible for the first very one-dimensional and linear communication model in 1948 that is totally out-dated today for many reasons. The figure below illustrates the five basic questions that effectively describe how communication works. The five questions, when sequentially asked by a communicator, will drive to effective feedback and sharing of meaning. This one-dimensional and one-way process of communication is largely out-dated and not valid where sharing of meaning is the highest ideal.

Figure 2.1: (Lasswell, 1948)

2.1.1.1 The linear model

According to Lasswell (1948) the linear model views communication as a one-way or linear process where the speaker speaks and the listener listens.

The linear model's behaviour is belied by its name, where a sender encodes a message via a channel and the message is decoded by the receiver. It is a straight-line communication typically found in mass communication and the mass media such as television, radio and newspapers. According to this model, there is no means for immediate feedback (Wood, 2009).

Below is a graphic portrayal ofthe linear model of communication:

Figure 2.2: (Shannon& Weaver, 1949)

Wood (2009) argues that the main flaw in the linear model is that it depicts communication as a one-way process where speakers only speak and never listen. It also implies that listeners only listen and never speak or send messages. Today, particularly with the Internet and social media, we know that receivers, communication targets, audiences and other partakers have immediate access to giving feedback and reacting to another person or organisation's communication.

Fielding (2006:10) (see section 2.1) defines communication as a two-way process where all participants partake in the process to create meaning of the message. This is why the linear model cannot be recommended to public relations practitioners, because there should be feedback from both parties and the linear model is a one-way process where no feedback is given. Feedback is a critical component of communication, because it assists with the evaluation of communication in organisations.

2.1.1.2   *The interactive model*

In the next model of communication, Wood (2009) came up with a more interactive model where the recipient provides feedback to the source of the information. The source of the message also listens to the feedback given by the recipient; they both take turns to speak and listen to each otherandfeedback is given either verbally or non-verbally, or in both ways.The speaker and the listener communicate better if they have common background or experience about the message.

Below is a graphic portrayal of the interactive model of communication:

Figure 2.3: (Schramm, 1955)

This model fails to show that communication is a dynamic process which changes over time and it does not indicate that communicators can both send and receive messages simultaneously (Wood, 2009).

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As technology changes, communication also changes, but this model fails to indicate the changing of communication in organisations;therefore, this model can also not be recommended to public relations practitioners as they need an on-going and dynamic model.At all times communication has to be a dynamic process, because stakeholders are demographically different; therefore, each communication has to suit each stakeholder's demographic analysis, because information change, audiences change, events change and organisations have to keep up with the change.

2.1.1.3 The transactional model

With reference to the transactional model, Wood (2011:17-18) states that the model shows that communication is a continually changing process, indicating how people's communication varies over time and in response to their history of relating. The model portrays each person's field of experience and his or her shared fields of experiences as changing over time. The communicators participate equally and often simultaneously in the communication process.Wood (2009) adds that a transactional model of communication takes into account the "noise" or interference in communication as well as the time factor.

The figure below is a graphic portrayal of the transactional model of communication:

Social Systems

Figure 2.4: (Schramm, 1955)

The three models discussed above all apply in organisational communication, however, not all models are recommended to PRPs.According to the researcher the transactional model is the most appropriatemodel for PRPs, because in this model there is continous communication.The sender and the receiver share their field of experiences for better understanding. The transactional model is a two-way communication process, and its advantages are that communicators can both send messages simultaneously and communication becomes dynamic.

In summary, the most accurate model of communication is the one that represents communication as a transactional process in which people interact with and through symbols over time to create meaning (Wood, 2011:18).The transactional model should be used together with the two-way symmetrical model by Grunig (see Table 1.2) for effective communication in an organisation. Effective communication is when both communicators understandsent and received messages, and interpret the message the same way.The messages should be received at the right time, at the right place and through the right channels.

2.2 Organisational communication

Communication is why organisations exist and well-motivated people who can work together are vital for any business (Fielding, 2006:31).The public relations practitioner serves as an intermediary between the companies that he or she represents and all the companies' stakeholders/publics through communication (Newsom et al., 2013:2).

All businesses and companies have different departments and through communication the messages have to reach the relevant departments on time through the right channel. Facilitation of communication in businesses is the responsibility of the public relations practitioners. Some companies, however, do not have public relations practitioners within their organisational structures, mainly because of the misconceptions that exist between the field of public relations and other related professions.

2.2.1 Defining public relations

The Public Relations Institute of Southern Africa (PRISA) adopted the following definition of public relations:

> "Public Relations is the management, through communication, of perceptions and strategic relationships between an organisation and its internal and external stakeholders" (PRISA, 2014).

The International Public Relations Association (IPRA) states that public relations practice is the:

> "art and social science of analysing trends, predicting their consequences, counselling the leaders of organisations and implementing planned programmes of action which will serve both the organisation and the public interest" (from Skinner et al., 2007:4).

In 2011 and 2012 the Public Relations Society of America (PRSA, 2011-2012) developed the following crowd-sourced definition of public relations:

Public relations is a strategic communication process that builds mutually beneficial relationships between organisations and their publics.

The Public Relations Society of America (2011-2012) further states that public relations encompasses counselling management at all levels in the organisation with regard to policy decisions, courses of action and communication, as well as taking into account their public ramifications and its social or citizenship responsibilities.

This is one of the critical roles of public relations practitioners, namely to protect the image of the organisation and to provide reliable and relevant information to stakeholders (internally and externally). Monitoring policy decisions made by management in an organisation, protects the image of the company, because if decisions taken can damage the organisational image, the PR office can advise accordingly before it reaches the stakeholders.

In reality public relations is a sum of all activities that are undertaken to mould public opinion in the desired direction. It works on the principle of making perception a reality in the minds of the customers. It is the responsibility of a public relations department to see that the reputation of the business remains intact and the company portrays a positive image in the minds of the public. Public relations should ensure that this image and credibility of the company is enhanced and the products and services of the business generate goodwill about itself. Effective public relations is sure to influence the behaviour of the public in a positive manner (Olivia, 2011).

Newsom et al., (2013) further clarifies that public relations practitioners have responsibilities to the institution and to its various publics. They help set organisational policies that will affect the organisation's stakeholders and distribute information that enables the institution's publics to understand the policies, which may be adjusted as a response to the feedback from the stakeholders.

2.2.2 Public relations distinguished

Public relations is interchangeably used with corporate communications in some institutions. Looking at the definition below, one will agree that the roles and functions of corporate communications are similar to those of public relations.

Corporate communications is the process through which the identity of an organisation is translated into an image (Skinner et al., 2007:388). According to Queensberry (2011) communication encompasses all the activities involved in managing all internal and external communications aimed at corporate stakeholders.As stated above, all these are roles and functions of PR, hence, they are used interchangeably. One of the two major elements that define effective public relations is the development and maintenance of a positive reputation (Springston & Lariscy, 2005).

Johnson (2014) argues that corporate communications and public relations share many similarities and that is why they are often used interchangeably.He reiterates that they are often grouped together by universities. Employers use it interchangeably when they seek to fill communications positions. Both disciplines necessitate that one excels in fundamental communication skills namely, speaking and writing, and possess an educated and innate ability to identify the critical information that the general public needs to be aware of and at the right time.

The discussion below focuses on related professions that organisations associate with public relations. This study asserts that these professions and public relations are not the same thing, but they work together and support each other.

- **Marketing**

According to the American Marketing Association's Board of Directors (2013), marketing can be defined as:

> *The activity set of institutions and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.*

The definition from the (British) Chartered Institute of Marketing (CIM) (2014) is:

> *Marketing is the management process responsible for identifying, anticipating and satisfying customer's requirements profitably.*

According to these definitions marketing is more into profit-making while public relations is interested in informing the stakeholders about the products and services that an organisation offers and portraying a good image of the organisation. The interest of public relations is not in profit-making.

To further distinguish the two, Kulkarni (2009) states that public relations manages the flow of information between the organisation and the people, thus maintaining favourable relations between the two.It is through public relations thattheorganisation can keep a tab on the pulse of the market and know the opinion of the public on its products.The general argument therefore is that the primary function of marketing is product awareness and promotions, while the primary function of public relations involves the public perception of the company and the brand. It goes without saying that the inferences gained from a public relations campaign form the foundation for the company or organisation's marketing strategies.

- **Integrated Marketing Communications (IMC)**

Integrated marketing has been defined by Percy (2014:3) as follows:

> *IMC is the planning and execution of all types of advertising-like and promotion-like messages selected for a brand, service or company, in order to meet a common set of communication objectives, or more particularly, to support a single 'positioning'.*

It is further described by Friedman (2012:3):

> *It is a cross functional process to develop relationships with customers and other stakeholders by controlling or influencing messages sent to them.*

The figure below captures the essence of what IMC is: the combination of marketing, promotions and social media activities delivered by the same people at the same time.

Figure 2.5: (Mathur & Dewani, 2014)

The comparison of public relations and integrated marketing communication by Queensberry (2011), states that integrated marketing communication is a synergistic approach to achieving the objectives of a marketing campaign, through a well-coordinated use of different promotional methods, while public relations is creating/maintaining goodwill of various publics (customers, employees, investors, etc.) through non-paid forms of communication.The non-paid forms of communication are free forms of communication to stakeholders such as meetings, public speaking and feedback tools.

- **Propaganda**

Joseph Goebbels has argued that propaganda has absolutely nothing to do with the truth (D'Silva, 2012).Besides Goebbels' argument, some institutions still use propaganda, and below are the definitions from different sources:

Propaganda is defined by the Oxford Dictionary as:

Information, especially of a biased or misleading nature, used to promote a political cause or point of view (Oxford Dictionary, 2014).

Other definitions of propaganda include the following:

> *The spreading of ideas, information, or rumour for the purpose of helping or injuring an institution, a cause or a person* (D'Silva, 2012).

> *Propaganda is government communications that selectively employ facts to persuade members of the public of a particular viewpoint* (Kosar, 2005).

Public relations and propaganda have a common goal, which is that of "persuasion"; however, the main difference between the two comes down to ethics. Propaganda is a tool that appeals to people's emotional sensibilities, but the main criticism levied at propaganda is that it is not always based on facts. Propaganda seeks to deliver its agenda, regardless of whether its aims are morally correct. The world of public relationson the other hand takes a different approach. It sees its role as that of the 'middle man', the communicator between the facts and the people who need to know them. Public relations is certainly not used to influence people's decisions, but it is meant to be informative, influencing a target audience through verifiable evidence (Burden, 2013).

The researcher agrees with Burden (2013), that public relations operates on a higher ethical platform than propaganda. Public relations influences people through facts, which is good to protect the image of a company. Propaganda is after accomplishing a mission without a concern for the aftermath or perceptions of the stakeholders.

Therefore public relations practitioners or institutions should not use propaganda in businesses, because it is unethical, and that can tarnish the image of an institution.

- **Advertising**

The following are definitions of advertising from different authors:

> *Advertising is the paid, impersonal, one-way marketing of persuasive information from an identified sponsor disseminated through channels of mass communication to promote the adoption of goods, services or ideas* (Curtis, 2013).

> *Advertising is to tell the public about a product or a service in order to encourage people to buy or use it* (Oxford Advanced Learner's Dictionary, 2010).

The definition of advertising by Curtis (2013), elaborates further on advertising to give a clearer picture than the Oxford Advanced Learner's Dictionary which seems shallow as it is not linked to marketing.

The difference between the two is that advertising is a means of communication to a target audience using mostly paid media such as television, radio, the internet and print publications, while public relations is a communication method used by businesses to convey a positive image to a target audience and the general public. Small companies with small advertising budgets can use public relations as an inexpensive medium to establish the company's name and communicate a brand image (Burris, 2014).

Furthermore, the advertiser has full control of the message all the way to the audience while public relations practitioners have control only until the message is released to decision-makers who decide about whether to pass it on to the audience or not and in which form (Curtis, 2013).

Advertising in itself implies paid ways of generating positivity about a product in the market.Public relations deals with building long-term relationships and promoting a positive image for an organisation.Public relations expresses the unpaid ways of 'being in the news' (Borkar, 2009).

The relationship between advertising and public relations is not clear, but common agreement could be found that advertising is to create an understanding of the organisation rather than to sell products; therefore it is a public relations activity.

In conclusion, both advertising and public relations can be used as idea tools for branding an organisation or a product. This is further emphasised by Skinner et al., (2007:4) who state that public relations is more intensive and comprehensive than advertising.

- **Publicity**

From the working industry professionals assume publicity and public relations are one and the same thing, but they are indeed different. This observation has also been raised by Friedman (2012) when he said "I observed that when organisations thought of public relations, they thought of publicity" …as I have argued previously, publicity is not public relations" (Friedman, 2012:2 &5).

Publicity is defined as:

> The business of attracting the attention of the public to something such as a company, book, or product; the things that are done to attract attention (Oxford Advanced Learner's Dictionary, 2010).

> Good or bad result of something being made public (Skinner et al., 2004:392).

According to Culclis (2011) publicity is one aspect of public relations, often referred to as free media. The goal of publicity is to attract attention in online and traditional media. News coverage, feature articles, talk show interviews, blog postings and letters-to-the-editor are examples of publicity tactics.

The researcher is in agreement with Friedman (2012) that public relations and publicity are different. Publicity can be equalled to one being after 'fame', whereas public relations states 'accept me as I am' with facts laid down.

- **Journalism**

Journalism and public relations might be seen as two sides of the same coin. The one side has news it wants to send out, while the other side needs news to cover and offer to their readers in return for payment by these readers (Curtis, 2011).

Journalism is defined as:

> *The practice of investigating and reporting events, issues and trends to the mass audiences of print, broadcast and online media such as newspapers, magazines and books, radio and television stations and networks, and blogs and social and mobile media* (Curtis, 2011).

Another definition states:

> *Journalism is work of collecting and writing news stories for newspapers, magazines, radio or television* (Oxford Advanced Learner's Dictionary, 2010).

The definition by Curtis (2011) clearly defines journalism unlike the Oxford Advanced Learner's Dictionary (2010) definition, because it states more in detail what journalism does, how and to whom.

Public relations is designed to put the most positive spin on anything done by an institution such as a college, a company or a government agency while journalism, on the other hand, is not about making institutions or individuals look good or bad. It is about portraying them in a realistic light, good, bad or otherwise (Rogers, 2014).

Although public relations and journalism are different, they share some common factors; both public relations and journalism require an extensive knowledge of writing skills and interview skills. The important difference is that the objectives of a public relations practitioner are very different from those of a journalist (Penn State PRSSA, 2013).

The Penn State PRSSA (2013) further states that a journalist is responsible for gathering and selecting information with the primary purpose of educating the public with news. This news is not meant to sway the public opinion in a certain direction, and therefore journalists write for a mass audience and publish their work through only one medium depending on where they work. Similarly, a public relations practitioner's responsibility is not only to inform the public, but to change the public's attitudes and behavioural patterns to benefit a certain organisation or cause. Since public relations practitioners have a more precise message to convey, their audience is carefully selected and segmented for an optimal public reaction.

2.3 The history of public relations

The history of public relations is one of a battle for what reality is and how people will see and understand reality (Ewen, 2008). The evolution of the practice of public relations is a complex and dramatic story and its historical context a vital part of todays practice (Skinner et al., 2007:388).

The Public Relations Institute of Southern Africa (PRISA) was established in Johannesburg in 1957. According to the Office Manager of PRISA, by November 2014there were 1000 senior members and 1750 student members. The Institute of Southern Africa (PRISA) represents professionals in public relations and communication management throughout the Southern African region and it has registered practitioners in Botswana, Namibia, Lesotho, Swaziland and South Africa. As a recognised leader of the public relations and communication management profession in Southern Africa and beyond, PRISA provides the Southern African industry with the local professional advantage (PRISA, 2014).

The early days of public relations had no theories, thus little to no thought was put into scientific and strategic communication plans, tactics, strategies, or programmes.As a result of a lack of theoretical foundation, public relations in many cases did more harm than good because legal ramifications such as libel and fraud, were not considered. This oversight and bad judgment had dire consequences (i.e. profit loss and a tarnished organisational image) that had to be alleviated and avoided to ensure public relations' survival (Kamble, 2012).

According to Kamble (2012), Grunig is one of public relations' experts and gurus and he has over 20 years of experience in the field of public relations. Grunig's research has added many new theories to the body of knowledge that already exists;therefore he has helped to improve the field of public relations in a number of ways. Public relations practitioners are better able to serve the organisational and public interests by using the best of Grunig's public relations model or models. These models are the press agentry/publicity model, public information model, one-way asymmetrical model and two-way symmetrical model (Kamble, 2012) (see section 1.3).

2.4   Public relations in Botswana

In response to the widespread perceptions, and misrepresentations of public relations, some practitioners have stopped using the phrase'public relations' to describe what they do. People rather refer to it as strategic communication or marketing. The bottom line here is to speak in terms that are understandable to those in a position to engage public relations practitioners. This is regardless of whether the public relations practitioners work for an agency, as independent consultants, or in-house for any organisation. If the term 'public relations' does not make sense to these prospective clients, there does not seem to be much reason to use it and the term continues to lose whatever standing it might have had in the marketplace (Friedman, 2012:6).

The terms corporate communications and marketing are used in the midst of public relations misconceptions, therefore Friedman's (2012:6) point of view may be that what is happening in organisations in Botswana. The research questions in this study will also address the issue of whether "public relations continues to lose whatever standing it might have had in the marketplace" (Friedman, 2012:6)by looking at the training and employment of public relations practitioners.

In a country where 'modern' public relations has officially been practised for less than two decades, the PR industry's positioning in its early stages influences its long-term development. In a nation co-existing with governmental propaganda and with a shortage of trained public relations practitioners as well as non-existent PR legal and professional bodies, public relations is trying to find its way to professionalisationthrough challenges of a limited understanding of public relations practices and its benefits (Doan & Bilowol, 2014).

Botswana is one of the countries that maybe referred to by Doan and Bilowol (2014). Botswana has less practical public relations experience and propaganda is used by some organisations to build the nation and to win the public's interest.

The perceptions that managers have about public relations practitioners being inadequately trained and often lacking the necessary/relevant skills are, at times, well-founded. Public relations practitioners should therefore not allow these perceptions to persist, and should ensure that they are qualified and competent in all aspects of public relations (Rawjee et al., 2011:6).

In view ofthe statementsof Friedman (2012:6) and Rawjee et al. (2011:6), this study is appropriate and necessary as some public relations practitioners in the same way as other professions do not understand public relations. These perceptions or misperceptions influence the many names used within the industry to suit the understanding of public relations by clients. Public relations must be commonly understood across all organisations and academic institutions have to take part inexplaining public relations to organisations and the public for a better understanding and appreciation.

2.4.1 The ten basic principles, purposes, roles and functions of public relations practitioners

Public relations practitioners have different roles and functions to deliver within organisations. Public relations practitioners are found across a range of organisations, including government departments, corporations, non-profit organisations, religious groups, educational institutions and political parties. All these entities have different goals and mandates, therefore public relations practitionersin the same way asother professionals are required to deliver on certain roles and functions.The result of public relations efforts must be the real behaviour of the business and the perceptions of that behaviour by its stakeholders/publics.

As mentioned earlier, the researcher affirms that the public relations practitioner serves as an intermediary between the organisation that he or she represents and the stakeholders/publics of that institution (Newsom et al., 2013:3).

According to Van Es and Meijlink (2000), public relations is the classical term for the organisational function to maintain relations with internal and external groups of people on whose support the organisation depends.

Among the various titles now being used for the role of the public relations function are communications management (strategic communications management or strategic communications), reputation management and relationship management as well as integrated marketing communication practitioners (Newsom et al., 2013:4).

- **The basic principles of public relations**

According to Newsom et al. (2013:4-5) the functions and roles of public relations practice can be described by stating ten basic principles:

o   Public relations deals with reality, not false fronts.

o   Public relations is a service-oriented occupation in which public interest, not personal reward, should be the primary consideration.

o   Public relations practitioners must have the guts to say "no" to a client or to refuse a deceptive programme.

o   Public relations practitioners should never lie to the news media, either outright or by implication.

o   Public relations practitioners must be effective communicators, conveying information back and forth until understanding and (ideally) consensus are reached.

o   Public relations practitioners must use scientific public opinion research extensively.

o   Public relations practitioners must employ the social sciences and the literature of public opinion, communication and semantics. In this way the organisation can understand its public by having a picture of who the public is and what their expectations and needs are for effective organisational communication.

o   The public relations field requires multidisciplinary applications.

o   Public relations practitioners are obliged to explain problems to the public before these problems become crises.

o   A public relations practitioner should be measured by only one standard, namely ethical performance.

- **The purpose of public relations**

According to Rawjee et al., (2011:6) public relations concerns itself with developing an organisation's image by creating a two-way communication channel between management and employees and between management and the organisation's external publics. Huang (2004: 333) states that it has been asserted that public relations are a way in which people attempt to exert control over their symbolic environment.

Public relations is not about control as Huang (2004: 333) states but about professional relationships and communication between stakeholders and the organisation.

The following are the purposes of public relations as discussed by Rawjee et al., (2011:6-8):

- o **Image building**

The public relations practitioner must ensure that an organisation's policies, products and services are acceptable to the public and that the public is aware of them.

- o **Communication**

Public relations uses different channels for internal and external communication.A two-way communication process implies sending a message, receiving feedback from its receiver and establishing a mutual understanding of the message.

- o **Internal communication**

Internal communication takes place between management and employees, where the public relations practitioner acts as a link by channelling information to the employees.

- o **External communication**

The public relations practitioner conveys messages to specific people outside the organisation and thetargeted people could include the immediate community, shareholders, opinion leaders and other businesses.

- **The roles and functions of public relations**

The following are the roles and functions of public relations according to Rawjee et al., (2011: 8-9). For further reference on roles and functions of public relations, Skinner et al., (2007:10-12) can be consulted.

o **Management roles**

The management roles refer to the advice and guidance the public relations practitioner gives to management on certain issues such as identifying the most appropriate media outlet to use for an important public announcement.

o **Technical roles**

This implies a responsibility for:

- writing articles and media releases
- collecting, editing and writing reports and articles for internal and external house magazines and annual reports
- design and page layout
- preparing audio visual presentations
- photography
- media liaison
- events organising

2.5 Public relations education and employment

There is an increasing emphasis on gaining professional qualifications in public relations (AGCAS, 2012).Due to a variety of causes that include new technologies and societal changes, the next generation of public servants will need training, not only in the traditional short list of management skills and democratic theory, but also in media relations, public relations, and other forms of external communications (Lee, 2009: 515-516).

According to Doan and Bilowol (2014) this research proves the prevalence of interpersonal relations. The 'Western' public relations practice introduced has been adapted in the local context. There isan existence of a controversial envelope culture, and the majority of public relations practitioners are learning from their seniors on the job rather than undertaking formal academic public relations training. For optimum long-term development of the PR industry, there needs to be a better understanding of what public relations is and the value it can bring to the organisations and the society at large. This can be achieved through fostering strong relations between public relations practitioners' agency and clients, and the establishment of a professional body with further opportunities for public relations training (Doan & Bilowol, 2014).

PRISA- Botswana, which is a public relations professional body in Southern Africa, is to open a branch in Botswana, and this will provide the organisations in Botswana with the opportunity to understand public relations and improve public relations training and employment. Members will also enjoy the benefits of being protected by a formal organisation, and will hopefully then be recognised as professionals in their own right, who have specific knowledge, expertise and skills to perform in a communication framework. This may also stabilise the salaries and payments of professional PRPs, whose remuneration are obviously affected, because of the fact that the job, skills and profession are not formally defined and acknowledged.

Friedman (2012:4) states that:

> *Having taught for the M.S. degree program in Integrated Marketing Communication (IMC) offered by West Virginia University, I can vouch for the value of such formal study in terms of increased skills and opportunities to assume new, challenging roles in public relations, integrated marketing communication, and or marketing, depending on individual interests.*

This implies a profession in its own right, where people are not merely seen as event organisers, or as pretty people who cajole the press into obliging to tell specific stories, or who are having drinks and meals with clients to ensure positive communication and relationships.

In today's fast-paced digital world, professional communicators must be equipped with off-the-moment skills and insights to cut through the crowded marketplace and inspire change. Public relations graduates are more than leaders; they are forward-thinking innovators who are transforming the future of communications (Georgetown University School of Continuing Studies, 2014).

This emphasises the need for public relations academic training in Botswana to meetorganisations'demand of qualified public relations practitioners. The graduated practitioners should be in a position to apply the new trends of the industry and implement the public relations programmes.

The training of public relations practitioners should focus on stakeholder management, brand management, corporate identity, crisis management, media relations, social media and internal communications. Workshops help to develop the key skills public relations practitioners need as communications practitioners (Leeds University Business School, 2013).The above specified focus on PR training is the roles and functions of a PRP in an organisation, thus, the importance of training in these areas.

Leeds University Business School (2013) underlines the need for a public relations practitioner to have formal academic training, and not just assemble certificates for short courses or workshops as these are meant to enhance or fill the gaps of the required skills. As such, short course attendance certificates should not be considered adequate for one to be hired as a public relations practitioner for an organisation.

A benchmarking mission from Leeds University Business School on the facilitation of a Master's Degree in Corporate Communications and Public Relations was carried out. A number of observations were made from this which can be used to guide academic institutions in Botswana which offer academic programmes on public relations or communications.

The Leeds University Business School (2013) runs the Master's Degree in Corporate Communication and Public Relations according to the following specifics:

o   The course is taught by staff with extensive research and consultancy expertise, therefore a student will develop knowledge and skills that are directly relevant to the workplace.
o   Students also have the opportunity to undertake a project that involves working on consultancy issues with academic staff and company mentors.
o   A number of senior figures from the world of corporate communications and public relations are invited todeliver guest lectures, providing a practitioner's view of the latest industry.

Another benchmarking mission of public relations management undergraduates and postgraduates courses can be done at Cape Peninsula University of Technology (CPUT), as it has been running these courses for many years. A number of public relations practitioners in Botswana have graduated from the institution and they are practising in different organisations. The Public Relations National Diploma course was chosen because it is more detailed and it will assist institutions who will be introducing public relations management courses to itslist of courses already provided by the institution.

For the year 2014, the structure of the national diploma course as offered by Cape Peninsula University of Technology (CPUT) was as follows:

Table 2.1 Cape Peninsula University of Technology, 2014

The public relations management national diploma course

First Year Compulsory subject(s)	Second Year Compulsory subject(s)	Third Year Compulsory subject(s)
Accounting for PR practitioners	Media Studies 2	Communication Science 3
Business Studies: Public Relations 1	Communication Science 2	Public Relations Practice 3
Communication Science 1	Law: Public Relations 1	Public Relations 3
End-user computing 1	Marketing & Advertising: Public Relations	
English	Social Psychology	
Media Studies 1	Public Relations 2	
Public Relations 1	Videology 1	
	Media Studies 2	

All the above subjects, with the exception of Industrial Relations II, are assessed on a continuous evaluation basis and no formal examination is written. The full-time national diploma course runs over three years, including a period of experiential learning; the part-time national diploma course is over four years, including a period of experiential learning. The first two years of full-time study are spent at the university. In the third year of the full-time course the students complete an experiential learning programme, which places them in public relations related positionsfor a period that is not specified within the third year of study. Students doing their experiential learning in Cape Town are required to attend classes once a week, while students based outside Cape Town may complete their third-year subjects through e-learning (CPUT, 2014).

The Association of Graduate Careers Advisory Services (AGCAS) states that some larger firms offer graduate training schemes which provide a structured programme of work experience and skills development for new public relations entrants. The majority of training will, however, be on the job, working with more experienced colleagues with

responsibility being extended gradually as ability and opportunity allow. Many organisations encourage new employees to go on short external courses that are designed for public relations professionals (AGCAS, 2012).

According to the researcher it is critical that the suggestion by the AGCAS (2012) be implemented by organisations whereby public relations graduates are mentored by more experienced colleagues so that they can adapt quickly in the industry. The short courses proposed will bridge the gaps not addressed by the academic training as it will be more practical and work orientated.

In conclusion, there is a need for more public relations practitioners to go through formal academic training to meet the demand of the profession.The public relations industry needs skilled public relations practitioners who are able to do the right thing, the first time round. The benchmarking from the international institutions was intended to provide a platform and guide to public relations training and employment in Botswana for interested academic institutions.

The public relations course outlines of the discussed institutions in the study, especially for Limkokwing University of Creative Technology-Botswana (see Appendix 1) and Cape Peninsula University of Technology (see Table 2.1) were chosen for comparison, because they both offer long-term PR training. The researcher concludes that certain modules should always be included in public relations course outlines as indicated in the two compared institutions' PR course outlines.

The following modules are vital and should not be up for negotiation over more than one year of study:

- Public Relations
- Communication Skills
- Media Studies
- Applied English Language
- Social Psychology
- Computer Skills

The academic institutions have to include the above-listed modules on their respective institution's public relations course outlines, because they are vital to the public relations industry. They can include other modules as per their choice for theirrespectiveinstitutions.

2.5.1 Ideal qualifications of a public relations practitioner

According to Sparks (2013) the ideal academic qualification for a public relations practitioner is a university degree in journalism, public relations or communicationssince all these form good foundations for public relations practitioners. Additional courses in psychology, public speaking and business administration are also helpful when entering the field. Some organisations seek college graduates with media experience (Sparks, 2013).

The Association of Graduate Careers Advisory Services AGCAS (2012), however, argues that there is no set qualifications required to become a public relations practitioner, but most entrants tend to have a degree or a Higher National Diploma (HND).Afew specific public relations degree courses are available and entry to the profession is generally open to all graduates (AGCAS, 2012).

The qualifications recognised range from an applicable university degree or three-year diploma to PRISA's own approved short courses in public relations (Skinner et al., 2007:22).

From the researcher's point of view, the AGCAS argument might apply to organisations in Botswana because there are only a few public relations academic training institutions, which might leave them with no option but to hire openly for the profession. The researcher disagrees with Sparks (2013) when he states that a journalism degree is an ideal qualification for a public relations practitioner and also disagrees with Skinner et al., (2007:22) that the ideal qualifications are any university degree or diploma courses. The researcher also disagrees with AGCAS (2012), since there is no profession that does not have an ideal qualification andthe same applies to the public relations

profession. The researcher is in agreement with Sparks (2013) that communications is also an ideal qualification, because the training is related to thosefor public relations and they practise similar work ethics with related roles and functions.

2.5.2 Ideal qualities and skills of public relations practitioners

When an organisation has to appoint a public relations practitioner, certaincritical skills must be considered. The Kartha (2012) qualities and skill sets are almost the same asthe public relations practitioners' skills of Skinner et al., (2007:12-13).According to Doan and Bilowol (2014) these tasks and skills are needed in public relations in Vietnam as nominated by participants of the research titled: "Public relations and professionalism in Vietnam– Vietnamese PR practitioners' perceptions of an emerging field".

Skills of a PRP by (Skinner et al., 2007:12-13)	Qualities and skill sets of a PRP by Kartha(2012)	Tasks and skills of a PRP by Doan and Bilowol(2014)
Administrative ability	Organisation and management skills	Developing proposals
Oral and written communication skills	Written and oral communication skills	Writing
Innovative	Innovating and troubleshooting skills	Problem-solving
Tenacity and adaptability	Interpersonal skills	Interpersonal communication
Moral courage and integrity	Analytical skills	Persuasion
Professionalism	Networking skills	Meeting with clients (working and socialising) to various degrees
	Self-disciplined	Educating (clients) about the media and PR
	Emotional intelligence	Planning
	Leadership qualities	Supervision of team and campaign quality
	Creativity	Creativity
	Storytelling traits	English
	Curiosity	Execution
	Knowledge of current affairs	Working and socialising with media
	Result-oriented	Expectation management
	Tech-savvy	Building relationships
	Competitive	Strategic thinking
	Constructive thinker	

Table 2.2 Skills, qualities and tasks of a PRP

By referring to the qualities and skills of the above three authors, one can conclude that the threesets are not totally different. All these skills provide for a full package of the public relations practitioner that each and every organisation needs. To acquire most of, if not all these skills, one has to be academically trained.

2.6 Job effectiveness description (JED) for the organisation's effectiveness

The public relations job effectiveness description entails the duties of public relations practitioners in an organisation. This chapter has already defined and discussed the roles and functions of public relations and below are the duties as they may be compiled by public relations experts.

While there are certainly many other existing job descriptions and duty "lists" of PR practitioners, the following tasks can contribute to job effectiveness. According to Rawjee et al. (2011:14) these are the duties of public relations practitioners that can guide organisations as they draft the job effectiveness description of public relations practitioners:

- o Builds the image of the organisation
- o Liaises with management
- o Writes media releases
- o Addresses audiences
- o Gathers information for internal and external house applications
- o Writes articles for internal and external house publications
- o Produces publications (editing, photography, layout)
- o Prepares audio visual presentations
- o Conducts research (public opinion/articles)
- o Liaises with media (supplying information/media enquiries)
- o Arranges news conferences
- o Establishes two-way communication channels
- o Interviews (for own publications/interviewed by journalists)
- o Arranges special events (open days, exhibitions, etc.
- o Rewrites information received to comply with the style and nature of the in-house publications

The profession of public relations has to be executed in the same way by all public relations practitioners in different organisations. The duties stated are applicable to the roles and functions of public relations discussed (see section 2.4.1).

2.6.1   The appointment of a public relations practitioner

A public relations practitioner has to be dedicated at all timesto protect the image of the organisation, which can be a very demanding job. It is also, however, a lucrative and interesting career. When companies need to hire a public relations practitioner, a few attributes and personal qualities will help and guide in the process of appointing an effective public relations practitioner.

The qualities needed by a good PR in the digital age are also different to those that were needed three or four decades ago. One digital PR specialist, Sullivan (2009), singles out the following as vital to any public relations practitioner in the age of the Internet and social media. These are:

- o   Intellectual curiosity
- o   Passion and dedication
- o   Integrity, authenticity and transparency
- o   Humility and generosity
- o   A desire to learn about technological devices and information ("geekiness")
- o   Respectfulness and courtesy
- o   The ability to adopt an attitude of service delivery
- o   Ability to embrace change and evolve with changes

According to Kartha (2012) the following have to be the key attributes of the practitioner. Not all of these are skills that need to be required along the line, but some of them are indeed personal qualities that some are born with, and others are not. This is by no means to say that a successful PR who do not have all of most of these skills and qualities cannot also be a very effective practitioner.

Lastly, some of these "talents" or skills are gathered as a result of experience over many years, and not necessarily as a result of studying at an institution.

- o **Reputation management**

It is the duties of a PRP to promote the products and services of an organisation to create, maintain and enhance the reputation of the company. This is most definitely a part of academic knowledge that any good institution will include in the training of PRs.

- o **Goodwill creation**

An organisation with goodwill creates a favourable public image through strengthening its credibility. Goodwill creation goes hand in hand with reputation management. Whatever a practitioner's personal feeling may be about his or her company or organisation, or a possible client or stakeholder, the first task is to create goodwill.

- o **Crisis management**

When a PRP handles crisis or problems of an institution, there should be no damage caused to the reputation of the company. This is another portion of academic content that should be included in the education of effective PRs. There are many formulas and theories on crisis management in academia, but the essence is in applying these theories in practicality when the need arises.

o **PR strategies and campaigns**

A PRP should be the eyes and the ears of an institution by constantly looking for opportunities to keep the target public and desired results in mind. The opportunities will aid when planning for PR strategies and campaigns. Although some people have a bigger personal talent in this regard, once again it implies that a good curriculum will include theoretical formulas of outstanding PR strategies and campaigns. Case studies are vital to show fledgling PRs how to apply specific models and theories when problems arise.

o **Press conference**

A press conference is arranged by a PRP to address the media about the organisation. To organise a successful, informative press conference that members of the media attend and can use in their reporting, is yet another skill that can be learned. Many tertiary institutions that offer PR studies include a module on the successful press conference and steps to be implemented along the way. While it is a theoretical step that can be assimilated, some extroverted and dynamic people will have more self-confidence in the beginning of their careers to execute this process than others. It also depends on the context – a high-level governmental press conference needs much more planning and focused execution as well as assistance from others than a press conference that is being held to announce a new product or introduce a person.

o **Preparing a media plan**

The publicity mileage of an institution is based on the media plan. The media plan should detail and shortlist the journalists from the media for gaining substantial visibility; also considering media platforms such as advertising, bill boards and social media. A media plan should be included in any good qualification for PRs, as it is a large part of the daily tasks of any practitioner. This is a task that runs over time – the list of media and contacts will grow over time, and names will be replaced as people come and go in the media itself. Nonetheless, any good curriculum for PRs need to include the theoretical planning for media and contacts.

o   **Coordinating interviews**

A PRP coordinates the communication and interviews between senior management and the press. The PR department takes care of the logistics of the interview; they look, for example, at the questions from the journalists and brief the interviewee and decide on the place for the interview. Yet again, this should be a compulsory part of the training of a PR. Not all people can think on their feet during interviewing or being interviewed. The effective practitioner should be able to control the direction of interviews, which asks for some intellectual knowledge and skills.

o   **Communication budget**

At the beginning of every financial year a PR programme has to be developed that will detail the public relations activities together with the budget for all the activities. Budget varies from one organisation to the next. If there is only a small budget for specific PR actions, the innovative PR will have to make with what is available. A contingency plan for emergency communication should also be included in the budget.

o   **Cordial relations**

PRPshave to have knowledge about news regarding the organisation to be able to monitor and maintain cordial (friendly) relations with the clients, potential clients, media persons, top management of the organisation and employees in general. As mentioned by Sullivan (2009), some personalities will be better equipped on the basis of genetic traits and attributes than others. However, even an outspoken and spontaneous person need to consider at all times the implications of utmost cordial communication. A person who works in the service of a company or organisation to manage its reputation, has no option but be cordial with all people.

o **Excellent communication**

The PR department prepares publicity brochures, press releases, newsletters for employees as well as hand-outs and magazines for the organisation, draft speeches for the senior management, and might have to address the press. Therefore a PRP must have excellent oral and written communication skills and be well versed in corporate jargon. This begs the question: should people who do not really believe in the power of communication, and are open to learning the required skills and theories, ever choose the field of PR to study and work in? This remains a thorny question, as many young ambitious adults believe that becoming a PR will bring them in contact with the right people, connections and groups, and will inevitably lead to fame and money. PR is a hard industry with long and unpredictable hours, and if any aspiring student wants to do it for what they themselves can gain from it, they should consider their career and study choice again.

o **Effective marketing**

For a PRP to promote the business' products and services he or she should have sales and marketing skills. They may have to assist with the market research and to plan mass media films and videos to promote or enhance the sales of a particular product or service.Marketing has become an extremely specialised field of study and work in the recent decade. A young student should consider carefully whether they want to work primarily in marketing or public relations, as both of these fields require occasional knowledge and experience of the other. Media studies, such as the production of films and videos, and the publication industry are also possibly different career choices. Nonetheless, a natural feel for the action of marketing and selling would be constructive for any PR.

o **Internal communications**

To have an effective communication with employees, the PR department should devise communication tools and channels that are conducive to staff. There should be minimal chances of message distortion between the source and the recipient. This field relates directly to the field of stakeholder and relation management.   Internal communication can resort under other alternative streams of communication as well, such as corporate communication, branding, and human resources. An instinctive feel and inclination to want to communicate is recommended for any aspiring PR.

o **Media coverage**

A PRP should evaluate and analyse the press coverage to understand the impact of the communication to the organisation. A good tertiary curriculum should include modules on the media, and how to cover specific content when working with the media. This is one of the pertinent reasons why there is the blur between employing former journalists and reporters on the one hand and appointing pure PR students and professionals on the other hand. Media coverage is only a part of a PR practitioner's daily assignments, and not the only skill that a successful professional will require.

o **Communicating with senior management**

A PRP should monitor the competitors to keep the senior management abreast about the developments made; they should have up-to-date information on the prevalent market conditions. Some of the earlier-mentioned qualities by Sullivan (2009) are at stake here: does the fledgling, studying student enjoy and value the quality of good communication, or is it being seen as a mere step in the personal journey of an ambitious person who wants to get into contact with the right people? It cannot be emphasised enough that the successful PR will have respectful, constructive and positive communication skills when dealing with seniors.

- **Answering queries**

It is the duty of a PRP to answer the questions and queries of the media diplomatically without divulging unnecessary details about the organisation. Many of the daily administrative duties are routine in nature, but effective communication and writing skills are nonetheless of great importance in this task. This is an indirect way of building positive reputation and constructive branding of a company or organisation.

- **Corporate identity**

A PRP check and monitors the branding of an organisation, which includesthe logo, slogan, branding items and documents. The branding should always be in accordance with the company's interests.The placement, size, colour and other details pertaining to the corporate identity are to be verified before being published or made public. As is the case with corporate communication and journalism skills, branding has also become a major industry by itself. While it is not required of the general PR to have specialised knowledge and skills about branding, the informed PR will be aware of instances where the messages relating to a company or organisation are not in agreement. Modern consumers are extremely aware of branding and "spin", and no PR should underestimate the importance of getting all communication messages regarding a brand in line.

- **Translating content**

The content on the website, press releases, brochures, leaflets and newsletters need to be available in different languages for easy readability and comprehension by the public. It is the duty of a PRP to have the content translated by an agency and verify it before sharing it with the public. This requirement may be unrealistic. Not all PRs can speak all languages, and there are often official translators available (whether internally or contractually) to help PRs with urgent translation work. One cannot possibly expect all PRs to speak all languages fluently or even use it in writing, but at the very least the experienced and well-informed PR should know when and where to find resources for certain tasks.

o **Maintaining archives**

As part of the responsibilities of a PRP, he or she has to maintain a docket of all the press coverage in both print and electronic media as well as maintain proper documentation and archives. A well-managed office system is vital for any PR in the event of a change-over of staff. Should the need for old information arise suddenly, the practitioner should be able to lay his or her hands on related content. This is a requirement of all professions these days.

o **Corporate Social Responsibility (CSR) activities**

One of the roles of the PRP is to drive environmental sustainability and corporate social responsibility activities and provide good publicity for these activities by using both print and broadcast media. As mentioned earlier, Corporate Communication has become a specialised industry and study-field on its own. It is rather difficult to strictly separate and divide content, skills and tasks that only deals with public relations or corporate communication.

o **Others**

A PRP has to conduct events, exhibitions, road shows, parties, facility tours, delegation meetings and conferences as well as undertake sponsorships or allied activities that the firm supports to gain publicity. It is the responsibility of a PRP to update the website and social networking pages of the organisation from time to time.

The public relations management need to participate in the power dynamics of the organisation, in the process of learning how to wield influence, work across the organisation and act as a change agent when needed (Friedman, 2012:8).

There are numerous popular and academic articles which specify what type of person should be most eligible for PR studies. Generally, the same qualities that are needed for a good communicator are also those that will most support the PR professional. With the right academic public relations training enhanced by public relations work experience, a public relations practitioner should have all or some of the above discussed key attributes. For a candidate to be appointed in a public relations senior positionhe or she should have almost all, if not all these attributes. Many of the above, however, will also develop over time as a result of experience.

There are as many opinions on the ideal PR student and professional as there are different job descriptions. The above were used to get a better understanding of the training and qualifications of a well-equipped practitioner. There can certainly, for the sake of argument, be practitioner who do not comply with these attributes as named by Kartha (2012) or Sullivan (2009), and are still outstanding PRs in their companies and fields.

2.7   Summary

According to Van Heerden and Rensburg (2005:69), there is a lack of knowledge and understanding of the practice of public relations in Africa, which prohibits the continent to fulfil its responsibility towards the global public relations society as well as other developing countries. In line with the misconceptions of public relations in Africa, Botswana is one of the countries that are relatively new to the public relations industry. The literature review indicates that there is an absence of public relations academic training in Botswana and public relations is not clearly distinguished between other related professions, especially marketing and journalism. This, however, does not mean that public relations is not active in developing countries.

Very little has,however, been documented about the practice of public relations in developing countries, which also holds true for those in Africa. South Africa and Nigeria have a well-developed public relations infrastructure; therefore they have a responsibility to:

- o Empower African public relations practitioners with the necessary knowledge and skills to serve their societies.

- o Build public relations theory and to contribute to the understanding of public relations in Africa (Van Heerden & Rensburg, 2005:70).

Although Botswana is a neighbour to South Africa, it does not use the opportunity to benchmark on public relations. Botswana needs to consider benchmarking with the South African academic institutions and PR professional bodies to grow the local PR industry. This chapter has used the Cape Peninsula University of Technology (CPUT) as an example of one of the institutions that has a well-established public relations course at all levels, from a national diploma to master's degree level.

The Public Relations Institute of South Africa (PRISA) head office in South Africa is there for organisations to seek guidance and assistance from regarding misconceptions about public relations. This, however, needs the willingness and interest from the organisation's management to drive the initiative. Management personnel should have knowledge about public relations as they are the decision-makers in organisations.

It is the responsibility of the management (strategic level) to ensure that the roles and functions of PR are implemented by providing the platform to public relations practitioners, as they are mostly at technical levels. In this way, the PR profession will grow, with academically qualified public relations practitioners and relevant JEDs. The challenge remains in how the industry sustains the progress, particularly at the mid- and senior-levels of the profession while "breaking down the door of the executive suite" (Ford & Brown, 2005).

The literature review proves that the research questions are valid and focussed. Therefore, an investigation should be done to answer the research questions. The answers of the research questions will be in Chapter Four and Five. The research study will identify and raise awareness about training, employment and JEDsfor PR practitioners, in which organisations will have the opportunity to evaluate and analyse their PR status by referring to the research study.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter describes the research design and methodology used in the study, as well as the applied process of the research. The research questions that were stated in Chapter One are the following:

3.1. 1. Primary research question

How do the training, employment and the daily activities of public relations practitioners influence organisations and how is the PRP's work in organisations in Botswana perceived?

3.1.2. Secondary research questions

1. What is the general definition and perception of effective public relations in selected organisations in Botswana?

2. According to the selected organisations participating in the study, which type of outcomes and experiences should ideally be included in PRPs' training and employment?

3.According to the human resources officers and/or public relations practitioners in the selected organisations in the study, which are the relevant job effectiveness descriptions for PRPs, in view of the real, on-going assignments and tasks for PRPs that can influence an organisation?

In the next section, the research design will be discussed, as well as the reasons for choosing the specific methodologies and the broader research design.

3.2   Research design

A research design is a comprehensive plan of data collection in an empirical research project. It is a "blueprint" of empirical research aimed at answering specific research questions or testing specific hypotheses, and must specify at least three processes, namely the data collection, the instrument development and the sampling of the research processes (Bhattacherjee, 2012:35). It is therefore clear that the research questions and objectives must be carefully considered to design the best research plan with the choice of methodologies that will yield the optimum information to address the research problem.

Gerring (2011:625-626) argues that all research designs aim to satisfy certain fundamental criteria, applicable across methods and across fields.The questions determine the methodology that the researcher used to investigate them (Kamil, 2004:101).

Whether the type of research design chosen comprises qualitative methods only, or quantitative only or a mix of both, it should be driven by the research questions. The main concern is always the appropriateness of the methodology and the methods for the research aim to be achieved (Daymon & Holloway, 2011:105).

3.2.1 Qualitative research

Qualitative research is an inquiry aimed at describing and clarifying human experiences as they appear in people's lives. Qualitative data in this study was gathered primarily through spoken language rather than through numbers (Polkinghorne, 2005).

Secondly, qualitative researchers can be interested in behaviour just as much as they show interestin how people view things. Many qualitative studies examine how people interact with one another in particular settings such as the workplace (Silverman, 2011:4).

Furthermore, qualitative methods, such as interviews, are believed to provide a 'deeper' understanding of social phenomena than that which would be obtained from purely quantitative methods, such as questionnaires. In this study qualitative interviews are regarded as the most appropriate instrument because detailed insights are required from individual participants (Gill et al., 2008:292).

Interviews can be conducted by means of qualitative or quantitative questions or prompts. In a qualitative interview, good questions should be open-ended, and require more than a yes or no answer, they should be neutral, sensitive and easy to understand. It is usually advisable to start with questions that participants can answer easily and then proceed to the more difficult or sensitive topics (Gill et al., 2008:292).

The qualitative research method will be used for this research study. According to Ritchie et al., (2014:19) this research method is used based on a collaborative approach with participants and aimed at enacting positive change for those involved. According to Gill et al., (2008: 292) the method is used to explore the views, experiences, beliefs and/or motivations of individuals in the research study.

3.2.2 Quantitative research

Quantitative methods emphasise objective measurements and the numerical analysis of data collected through polls, questionnaires or surveys. Quantitative research focuses on gathering numerical data and generalising it across groups of people. The overarching aim of a quantitative research study is to classify features, count them, and construct statistical models in an attempt to explain what is observed (Babbie, 2010).

Quantitative data is collected to measure variables and to verify existing theories or hypotheses or to question them. In this study, data was used to generate new hypotheses based on the results of the data collected about different variables (Gina, 2007).

The quantitative research method is used to allow for a broader study and to enhance the generalisation of the results. The use of numbers gives a clear picture of the population of the study and also addresses the hypotheses by answering to the questions raised by the research.

Both qualitative and quantitative research methods were used in this study through data collected by means of self-administered questionnaires which public relations practitioners and human resources officers from participating organisations collected. A telephone interview with theBotswana representative of the Public Relations Institute of Southern Africa (PRISA) was also carried out as part of the data collection.

3.3 Research methodology

The qualitative and quantitative research methods can be applied in a mixed method research which can be used sequentially or concurrently.

Sequential procedures refer to one type of data collection and analysis which is followed by each type of data collection. When concurrent procedures are carried out, both qualitative and quantitative data are collected at the same time. The data gathered is integrated and interpreted through both methods simultaneously, using distinct research strategies to validate or confirm the other. These forms of mixed research methods are described as triangulation, because each strategy is considered equally valid, each being employed to overcome the weaknesses of the other (Creswell, 2009).

Triangulation will be used in this study as one of the strategies to validate the results of the qualitative and quantitative research methods employed in this study.

3.3.1 Triangulation

Triangulation is a method used by qualitative and quantitative researchers to check and establish validity in their studies by analysing a research question from multiple perspectives (Guion et al*.,* 2013).A coherent understanding of triangulation is needed, and identifying types of triangulation is a good start (Boeri, 2007: 42).

Qualitative methods are likely to be more sensitive to social interactions, context, and attitudes than quantitative data collected through survey methods. Qualitative methods are also used at the conclusion of a large quantitative study to provide a clearer understanding of unusual, complex or unsubstantiated findings (Boeri, 2007:43).

The reason for using the triangulation methodin this study is based on the fact that methods used from both the positivist and phenomenological paradigms would strengthen the research. In this way the researcher's view of reality is not limited to being either objective or subjective. This helps to overcome the limitations of each of these views, although using a variety of methods increases the time and resources required in undertaking the research.

Furthermore, this will result in more data being collected which will increase the amount of analysis time. Benefits to the quality of the researcher's work and understanding of the issues in this way are real (University of the West of England, 2007).

Triangulation canalso improve the validity of the data and overcome the biases inherent in one perspective (Daymon & Holloway, 2011:356).

The PRISA-Botswana representative was interviewed as one of the public relations experts in Botswana. The interview was conducted to have a clearer understanding of the findings obtained from the questionnaires.

According to Guion et al., (2013), the five types of triangulation are:

- data triangulation
- investigator triangulation
- theory triangulation
- methodological triangulation and
- environmental triangulation

From these five types of triangulation the methodological triangulation will be used for the purpose of this study.

Methodological triangulation involves the use of multiple qualitative and or quantitative methods to study the programme. The results from the questionnaires and the interviews will be compared to see if similar results are obtained. If the conclusions from each of the methods are the same that implies that increasing validity is achieved (Guion et al., 2013).

3.3.2 Population

The population in the research study refers to the representative number of all the people in Botswana about whom the research study is meant to generalise (Jackson, 2009:16).

The population for this study was 55 public relations practitioners and 55 human resources officers from private and parastatal organisations and government departments. The total population of the study was 110 participants, although only 88 completed the questionnaires and seven were interviewed.

Public relations practitioners completed a total number of 39 questionnaires and seven PRPs were interviewed, while Human Resources officers completed 49 questionnaires.

The participants were identified through their designations in their respective organisations and the five students interviewed, according to their academic studies. . Permission to participate in the study was granted by the supervisor/officer in charge of the participants and the identified individuals were also given the platform to agree or disagree to complete the questionnaire or to be interviewed. The participants had to be actively involved in the organisations' public relations or human resources activities for them to qualify as participants in the study.

The participating organisations were randomly chosen but to minimise the scope, the random choice was based on their long-term presence (more than 10 years) in Botswana and the other reason being their mandate of providing services to the nation in general and not to a specific target market.   The organisations were private, parastatal and government departments. The three types of organisations are differentiated as follows:

- Private organisations' shares are 100% owned by individuals, they are financially dependent on the owners and profit-oriented.

- Parastatal organisations' shares are 50% owned by the Botswana government, the other 50% of shares are owned by individualsand they are also profit-oriented.

- Government departments are wholly-owned and run by the Botswana government. They are financially dependent on government and not profit-oriented.

- Non-government organisations (NGOs) are run by the community and financially dependent on donors and sponsors.

There were five private, five parastatal and six government organisations, which participated in the study which totals 16 organisations.The approached NGOs did not respond to the request for participation in the study.

3.4   Research strategy

The qualitative and quantitative research methods have distinct characteristics, making each of them valuable for uncovering a certain different view. Therefore, both qualitative and quantitative research methods are needed to properly understand public relations as a distinct phenomenon and discipline, and its role in the society (Daymon & Holloway, 2011:1).

The researcher collected the background information and the data that was analysed to obtain findings. Qualitative and quantitative research methods were used in this study, where the literature review, questionnaires and interviews were used to collect data to find satisfying answers to the research questions mentioned earlier.

3.4.1 Interviews

The purpose of the research interview is to explore the views, experiences, beliefs and/or motivations of individuals on specific matters related to public relations training, practices and employment (Gill et al*.,* 2008:292).

Three types of interviews can be conducted when carrying out a research project, namely structured, semi-structured, and unstructured interviews. For this study semi-structured and unstructured interviews were used. Semi-structured interviews are a bit more relaxed than structured interviews. The researcher is expected to cover every question in the protocol, but have some wiggle room to explore participant responses by asking for clarification or additional information.The researcher as the interviewer also has the freedom to be more friendly and sociable during the interview. Unstructured interviews have the most relaxed rules of the three with researchers only needinga checklist or "schedule" of topics to be covered during the interview. There is no order and no script andthe interaction between the participant and the researcher is more of a conversation than an interview (Santiago, 2009).

Furthermore, semi-structured interviews consist of several key questions that help to define the areas to be explored, as well as allow the interviewer or interviewee to diverge to pursue an idea or response in more detail (Gill et al., 2008:291).

As a qualitative research method, an interview guide was drafted and sent to the interviewees prior to the interview. Unfortunately only seven interviewees were available for the interviews as others were not willing to participate in the study and some of the approached interviewees opted for a self-administered questionnaire.

The participating interviewees were a PRISA-Botswana representative, who, according to the researcher, is one of the public relations experts in Botswana, a PR administrator in an academic institution, and five marketing students, because there are currently no enrolled PR students in local institutions.

3.4.2 Questionnaires and surveys

A questionnaire is a research instrument consisting of a set of questions intended to capture responses from respondents in a standardised manner. Questions may be unstructured or structured (Bhattacherjee, 2012:74).

Questionnaires were used as a quantitative research method to answer the secondary research questions of the study.

3.4.3 Questionnaire design and content

The formulation of the questions and the structure of the questionnaire are critical to the success of the survey (Eiselen & Uys, 2005:2).The respondents had to provide a response in their own words for the unstructured questions, while for the structured questions they hadto select an answer from a given set of answers (Bhattacherjee, 2012:74). All the questionnaires used in the study had structured questions and the public relations practitioners' questionnaire also had two unstructured questions.

Before the questionnaire and the interview guide were formulated, there was clarity about the research question and objectives. A well-defined research question and clearly defined objective for an intended study formed the first step towards ensuring that all the relevant questions were asked and each question was linked to the research question(s) and the objective(s) (Eiselen & Uys, 2005:2).

For the questions on the questionnaires and the interview guide, refer to Appendix 5, 6 and 7.

The two types of questions used in the questionnaires and the interview guide were open-ended and closed questions. The open-ended questions allowed the participants to express their answers as they wish, as detailed and complex, as long or as short as they feel appropriate (Bless et al.,2008:130), while closed questions are often referred to as multiple-choice questions.With close-ended questions response categories are provided and respondents only need to select a particular answer or answers (Eiselen & Uys, 2005:6).

The open-ended questions were qualitative in nature, because the respondents could say as much as they wanted and explain their answers. Any type of answer would have been considered, which makes it qualitative in nature.

The closed-ended questions are in essence all quantitative questions, because only certain responses could be considered, and the respondents did not have the option to expand, explain or digress on their answers.

3.4.4 Questionnaire distribution

Questionnaires usually form an integral part of descriptive and opinion-related surveys. The questionnaires in this study were self-administered; the respondents were requested to complete the questionnaire at their own time and in comfortable places (Eiselen & Uys, 2005:2).

The researcher did not have control over who completed the questionnaire even though it was emailed or hand-delivered to the intended participant after permission was granted.

The introduction letters and the questionnaires were hand-delivered or emailed to the participants' supervisors or officers in charge of each respective organisation. The questionnaires were collected by the researcher or emailed back by the participant after completion. The supervisor or officer in charge was given the responsibility to distribute the introduction letters and the questionnaires to the participants and the researcher took his or her contact details for follow-up purposes.

The date of collection of the completed questionnaires was discussed and agreed upon to suit the participants' work schedule. On the collection date the supervisor or officer in charge was contacted to enquire if all the questionnaires were ready for collection; if not the collection date was rescheduled, but the completed ones were collected.

3.5   Research process

The research process presents what was done by the researcher during the data collection stage.

3.5.1 Pilot

As with any research, it is encouraged to pilot the questionnaires on several respondents prior to the actual data collection.

This allows the research team to establish if the questionnaire is clear, understandable and capable of answering the research questions, and if therefore any changes are required to be made on the questionnaire (Gill et al., 2008:292).

3.5.2   Pilot findings

The pilot of the public relations practitioner's questionnaires was carried out with 12 public relations and communications lecturers and six communications lecturers from participating tertiary institutions. The total pilot sample is part of the research population and the pilot findings were used as part of the results' interpretation.

From the pilotcomments, amendmentswere made such as the removal of the personal details slot as well as the department and station name from the organisations' details.

During the pilot process the questionnaire was considered too long, because the open-ended questions were likely to discourage participation of the targeted population. The following questions were removed from the pilot questionnaire as the participants believed they were somehow addressed by some other questions in the questionnaire.

The following questions were consequently removed from the PRPs' questionnaire:

•   In your opinion, what are the roles and functions of a public relations practitioner in an organisation? (You can also attach the JED for your current post as a public relations practitioner).

•   In your opinion, are the practicing PR practitioners in organisations academically qualified for their posts and why?

•   Should a PRP be hired based on their academic qualifications, their related work experience or both? (Kindly explain your response).

•   In your understanding, if organisations have academic qualified PR practitioners within their structures, what will be the possible benefits or advantages to these organisations?

An interview guide for human resources officers was distributed to six human resources officers of an academic institution, and unfortunately none of the participants were available for an interview or self-administering of the interview guide. Only two officers from private and parastatal organisations self-administered the interview guide, because they were also not available for face-to-face interviews.

In view of the poor response from human resources officers, the researcher decided to do away with the interviews, but rather develop a close-ended questions questionnaire for human resources officers. The officers self-administered the human resources questionnaire with success, compared to the poor responses on the interviews.

3.5.3 Sample design and sampling methods

A sample is a group of people who participate in a study. A random sample is a group of peopleconstituted through random selection. To end up with a sample, each member of the population is equally likely to be chosen as part of the research sample (Jackson, 2009:16).

A sample is a subset of the population being studied.It is a research technique used by the researcher to gather information about a population without having to measure the entire population. It is almost always impossible to study the entire population that the researcher is interested in. If the researcher was to survey the entire population, it would be extremely timely and costly (Crossman, 2014).

As a result, the researcher used samples as a way to gather data. For the purpose of this research study, purposive or judgmental sampling as a type of non-probability sampling technique was used to sample the population. A purposive or judgmental sample is one that is selected based on the knowledge of a population and the purpose of the study. The participants therefore fit a specific purpose or description of the research (Crossman, 2014).

The purposive or judgmental sample was used because the sample had knowledge on the study. The public relations practitioners are hands-on on public relations daily activities in their respective organisations, while the human resources officers make the final decisions to hire and train an employee, including the public relations practitioners. Furthermore, they are the decision-makers who influence public relations activities in the organisation.

3.6 Data collection

As stated before, the data for this study was collected using qualitative and quantitative research methods. The data from the public relations practitioners and human resources officers was collected using questionnaires, data from the PRISA-Botswana representative (as a PR expert in Botswana) was collected using a telephone interview and the PR administrator and marketing students were interviewedface-to-face.

The data was collected from July 2014 to April 2015. Below is a detailed description of the research process and how the data was collected.

The public relations practitioners in the study are from parastatal, government and private organisations. From the above-mentioned organisations, the PRP participants were randomly chosen (random sample).The services rendered by the organisations and the existence period of the organisations were based on random sampling by the researcher. Most of the first randomly chosen organisations did not consent to the study for various reasons; therefore, other organisations were approached to participate in the research study.

Depending on the advice or assistance from the front desk officer, as per the policy of an organisation, the researcher approached the respective officer for research assistance. This process was carried out until the researcher met the appropriate officer for assistance.

During meetings with the officers in charge the researcher explained the research study and requested participation of the organisation. The introduction letters were availed to the officer in charge for validity purposes. The introduction letters were from the Cape Peninsula University of Technology (CPUT) Head of Public Relations Management (see Appendix 2), the research supervisor, Dr Elsabe Pepler (see Appendix 3) and from the researcher (see Appendix 4).The letters explained the study and proved the legitimacy of the research.

The consent form (see Appendix 8) and a copy of the questionnaire or interview guide (see Appendixes 4, 5 & 7) were left with the officers as in most cases they could not respond immediately before going through the consent form and consulting colleagues.A copy of the questionnaire or interview guide was used as reference for the questions.

After consent was received from an organisation, the questionnaires were hand-delivered forself-administeringand some were emailed as per the request of the participants. For both electronically and hand-delivered questionnaires, the researcher followed up on participants by telephone, emails or visits to remind them about the questionnaires. This was also to check if there were any clarifications needed that could have delayed the completion of the questionnaires.

There were two types of questionnaires distributed: one for public relations practitioners (or those assigned the PR job in their organisations) and the other one for human resources officers. The questionnaires included closed (structured) questions and a few open-ended (unstructured) questions and an opening of a demographic analysis. The open-ended questions were added to avoid fixed and similar responses from the participants.

The interview guide was emailed to the PRISA-Botswana representative and the questions were open-ended. The interview was conducted over the telephone and it was transcribed. The interviews with the PR administrator of a PR Department in an institution and the five marketing students were un-structured but transcribed.

The participants completed the questionnaires within a certain period of time that was discussed and agreed upon with the researcher. If the time elapsed before the completion of the questionnaires, the collection date was rescheduled, but if there were completed ones, they were collected for data capturing. The questionnaires were either collected by the researcher, or were emailed back to the researcher by the participants.

The participants were encouraged not to discuss or share the responses with their colleagues to avoid staged responses and to have reliable responses that will be a true reflection of the practitioners' or officers' views.

The consent forms were collected together with the completed questionnaires. Most of the consent forms were individually signed because participants completed the questionnaires out of their own willingness as it is not recognised anyhow by their respective organisations. This delayed participants to complete the questionnaires, due to time limitations. The data was collected from private and parastatal organisations and government departments.

3.6.1 Key problems encountered or shortcomings

During the data collection process the researcher experienced multiple problems and shortcomings. One of the most frustrating ones was the fact that organisations did not appreciate the importance of the study. The majority of the sampled population stated that the study was not critical to their job, though they did complete the questionnaires and a few also did not complete them. When meeting participants for research interviews or questionnaire administering, they were busy and therefore they did not have time for a research interview or to complete the questionnaires. The otherchallenge was that not all participants from the organisations completed the questionnaires for different reasons.

When working within formal organisations or with educated urban groups, one is usually confined to "research by appointment" (Van Niekerk, 2009:119).Initially some participants were to be interviewed but they preferred questionnaires or none at all. Only seven participants did consent to the interviews.

The research costs were very high and the research needed more dedication from the researcher as it was challenging and time-consuming.

Some questionnaires or interview guides were never completed nor returned. In some instances, the questionnaires were misplaced and the researcher had to resubmit. The reason for this was that the officer to whom the questionnaires were given was on leave and colleagues were not aware of the existence of the questionnaires.

Most of the organisations do not have public relations practitioners but marketing officers who are also responsible for the organisational public relations' activities. Some marketing officers did not participate in the study, because they said they were not public relations practitioners, although the PRPs questionnaires were entitled "…or those officers doing the public relations practitioners job in their organisations".

In most cases the organisations had only one public relations practitioner at the head office responsible for the whole organisation including other branches. Unfortunately these particular practitioners were mostly always out of the office and not reachable.

3.7 Data capturing

The data was manually captured, then transferred electronically into graphs with figures and percentages. After the data was captured, questionnaires and interview scripts were shredded for confidentiality and security purposes as promised to the participants.

3.7.1 Data analysis

The data analysis of the questionnaires and interviews provided answers to the secondary research questions, which were:

1. What is the general understanding and definition of public relations in organisations in Botswana with reference to their training and employment?

2. What type of outcomes and experience should ideally be included in a PR's education and training?

3. What are the relevant job effectiveness descriptions for PRPs in organisations, looking at the real on-going assignments and tasks for PRPs?

The data was captured and compiled manually before it was processed electronically into graphs. The types of questions used, namely closed questions, allowed the researcher to easily analyse the situation as each question was linked to the research problem.The open-ended questions and interview data were summarised and then analysed.

3.8   Validity and reliability

Validity refers to whether the findings of a study are true and certain – "true" in the sense that research findings accurately reflect the situation – and "certain" in the sense that research findings are supported by the evidence (Guion et al., 2013).

Reliability refers to the quality of the methods; the researcher needs to feel sure that the methods used will be consistent and not provide fluctuating measures (Denscombe, 2010:106).

Before administering the questionnaires the participants were informed by the researcher about the study details and assured about ethical principles, such as anonymity and confidentiality. This gave the participants a kind of idea of what to expect from the questionnaires and the interview (Gill et al., 2008:292).

The interview guide was emailed prior to the interview to give the interviewee time to go through the questions before the interview. The questionnaires were self-administered for participants to have time and decide on locations that are most suitable for them to complete the questionnaire.

When the participants were requested to participate in the study, they were given introduction letters from the Public Relations Management Department Head of the Cape Peninsula University of Technology (CPUT), the researcher's supervisor, Dr ElsabePepler, and from the researcher. The researcher introduced herself and provided the necessary details about the study.

A consent form was distributed together with the introduction letters, for participants to consider the terms and conditions of the study before deciding whether to participate in the study or not. The consent form was not collected immediately and the participants were given enough time to go through it and decide. The participants were given the liberty to either sign the consent form individually or have it signed by the supervisor on behalf of all the organisation's participants.

The participants were not forced to complete the questionnaires or participate as interviewees, whatever decision they made was accepted by the researcher. The participating organisations did, however, decide who and how many of their relevant staff would participate. In some organisations the relevant staff members were indeed given an option to decide.

The supervisor or officer in charge was given the questionnaires to distribute to the participants for self-administering and to collect them from the participants. At the time of collecting the questionnaires from the supervisor or officer in charge, there were no discussions or comments made on participants' responses with neither the supervisor nor the participants. The participants were free to respond to questions which they were comfortable with. Even if the questionnaire was not fully completed, it was collected by the researcher.

3.9   Report of results and findings

The results and findings of the research will be further discussed in the next chapter (Chapter Four).

3.10 Summary

This chapter addressed the research design, methodology and the research process, in which qualitative and quantitative research methods were used to collect the data. The questionnaires were self-administered after going through the pilotstage. The interview was carried out over the telephone, because of the distance barrier. Throughout the research process, the researcher was conscious of the research validity and reliability for ethical purposes.

The researcher would make a few changes if the research was to be conducted again. Firstly, the research topic will be narrowed down to concentrate on one aspect such as 'public relations training in Botswana and the data collection methods will also be changed. In this research study the data collection was very costly. The researcher would therefore instead of hand-delivering the research documents, email the research letters, consent forms and questionnaires to the participants. The communication costs will also be minimised from physical visits and telephone calls to emails. For interviews, a telephone interview or Skype will be used with selected research participants. The results of the study are fully discussed in the next chapter (Chapter Four).

CHAPTER FOUR: RESEARCH FINDINGS AND RESULTS

4.1 Introduction

This chapter presents the findings and the results from the questionnaires and the interviews. The focus of this study is on public relations practitioners and human resources officers of private and parastatal organisations and government departments in Botswana.

The reason that the PR practitioners and HR officers have been chosen as participants is based on the fact that PR practitioners are the ones who deal with public relations activities at first-hand experience and they are aware of the PR industry experiences and challenges. HR officers are responsible for recruiting, hiring and training employees for organisations.

The main challenge experienced during the data collection process, was that not all organisations approached were willing to participate in the study. As a result, the researcher had to approach other organisations which were initially not part of the planned list. The interviews were scheduled for management and all, except seven participants, were available for the interviews; the rest opted to complete the questionnaire.

The study addressed the following research questions:

4.1.1 Primary research question

How do the training, employment and the daily activities of public relations practitioners influence organisations and how is the PRPs' work in Botswana organisations in Botswana perceived?

4.1.2 Secondary research questions

1. What is the definition and perception of effective public relations in selected organisations in Botswana?

2. According to the selected organisations participating in the study, what type of outcomes and experiences should ideally be included in PRPs' training and employment?

3. According to the human resources officers and/or public relations practitioners in the selected organisations in the study, which are the relevant job effectiveness descriptions for PRPs, in view of the real, on-going assignments and tasks forPRPs that can influence an organisation?

The findings and results will be discussed and interpreted, then related to the research questions. The figures and percentages are presented in charts and tables.

4.2   Findings and results of the research study

The findings and the results are presented, discussed, interpreted and summarised in the following discussion.The results are presented in themes for easy discussion and interpretation; therefore the questions would not be in sequential order.   Each questionnaire and the interview is analysed separately under each theme. The numbering of questions would not be sequential, because the questions are categorised according to the provided themes below. The themes were derived from the literature reviewed in Chapter Two. The themes are presented below:

- Participants' personal details (see section 4.2.1) colour coded **blue**
- public relations misconceptions (see section 4.2.2) colour coded **green**
- the need for public relations in organisations (see section 4.2.3) colour coded **red**
- public relations training (see section 4.2.4) colour coded **purple**
- public relations qualifications (see section 4.2.5) colour coded **sky blue**
- job effectiveness descriptions for public relations (see section 4.2.6) colour coded **orange**

The colour codes are for easy identification when browsing through the thesis; it is a way of enhancing user-friendliness to researchers.

4.2.1 Participants personal details

The personal details of the participants in the study included their designation, the name of the organisation they worked for, the ministry for government departments, email address, qualifications and institutions where their qualifications were obtained. (Refer to Appendix 5, 6 and 7 for questionnaires and interview guide.) All the findings on the participants' qualifications and tertiary institutions where the public relations qualifications were obtained will be discussed, but the academic institutions would not be named for ethical reasons.

This part of the questionnaire was essential to establish the demographic analyses of participants, to find out if the PRPs are academically qualified and from which academic institutions their qualifications were obtained from, to address the primary research question.

Table 4.1: Designations of participants

Professions	Departments (Designations)				
	Public Relations	**Marketing**	**Administration**	**Human Resources**	**Total**
Public Relations	20	19	7		**46**
Human Resources				49	**49**
Total	**20**	**19**	**7**	**49**	**95**

Table 4.1 above indicates that 20 of the PRPswho participated in the study were from the public relations departments. Most of these 20 participants are public relations lecturers from the participating tertiary institutions. The 19 practitioners from the marketing departments were from the private and parastatal organisations.

It was found that there are no marketing departments in government organisations and therefore no PRPs. The seven practitioners from administration departments were all from the government departments.

It was found that the practitioners from the marketing and administration departments respectively, perform two roles in the organisation, namely that of marketing or administration and that of public relations. This confirms secondary research question number three, on whether the JEDsfor PRPs are available and relevant in organisations.

From the private and parastatal organisations and government departments, the 49 participating human resources officers were all from the human resources department.

Table 4.2: The work experience of the public relations practitioners

Work experience		
Years	Number of PRPs	Percentage %
0	5	10.9
1- 5	9	19.6
6- 10	17	37
11- above	9	19.6
Not stated	6	13
Total	**46**	**100**

Table 4.2 above shows that five (10.9%) public relations participants have no work experience (students), nine (19.6%) have one to five years, 17 (37%) have six to 10 years' work experience and nine (19.6%) have above 11 years' work experience. Of the 46 participants, six (13%) did not state their work experience and the findings were therefore interpreted by referring to the 87% of the participants whodid state their work experience.

A total number of 16 organisations participated in the study.Botswana Government with six departments, five parastatals and five private companieshasa higher employment rate than private and parastatal organisations. The researcher, therefore, expected to have more government departments to take part in the study. The participating private and parastatal organisations are also fewer than expected, because they did have PRPs before government departments, therefore they should have better established PR offices.

For the study, 16 organisations participated. From the total number of 16 organisations, 13 organisations took part in completing the PRP questionnaire, one organisation participated in the PRP interview and 10 organisations took part in completing the HR questionnaires.

4.2.2 Misconceptions about public relations

The next section was to determine how the participants understood public relations employment and training in organisations. This section will also address the research problem and the secondary research question number one, which enquires about the general understanding and the definition of public relations in organisations. This will show how practitioners and officers understand public relations and the PR industry in general.

Presented below are the findings and the results of how participants understand public relations according to their work experience and academic training.

4.2.2.1 The public relations practitioner's questionnaires

Question 1

This section tried to establish in which capacity the PRPs are employed in their organisations. Presented below are the responses as they appear in the questionnaires, they would be labelled alphabetically from A to E inFigure 4.1.

Table 4.3: Capacity of employment

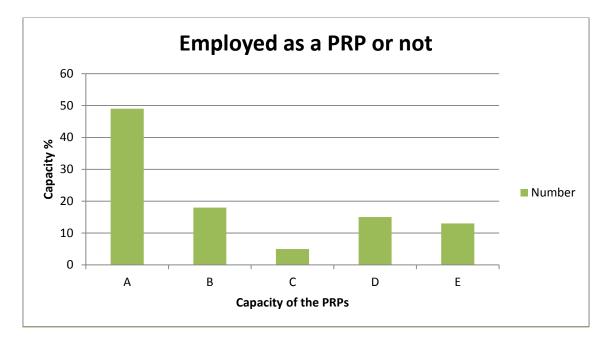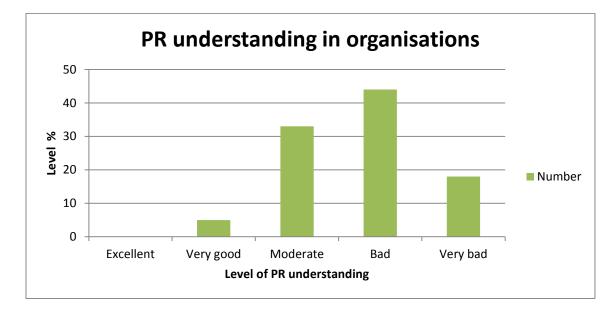| Responses as they are from the questionnaire	Labelled as:
Yes, I am employed as a full-time PR practitioner	A
No, I am not employed as a full-time PR practitioner, I have other duties outside PR	B
No, I am the spokesperson within the organisation, PR is done by the executives of the organisation	C
No, PR is done by an outside agency/consultancy	D
No, I sometimes do PR because I head the organisation/station	E

Figure 4.1: Employed as a PRP or not

Figure 4.1indicates that 49% of the participants are employed as full-time PR practitioners while 18% are not, because they have other duties outside public relations. Furthermore, five per cent are employed as spokespersons of the organisation while some of the PR activities are done by the executives of the organisations. Fifteen per cent of the participants engage consultancies to do PR activities in their organisations while they just oversee the project on behalf of the organisation. Lastly 13% are hired for different professions, but because of the positions they hold in their organisations or stations they are also responsible for PR activities.

Question 4

Rating the understanding of public relations in organisations.

PR understanding in organisations

Level % (y-axis: 0, 10, 20, 30, 40, 50)

Level of PR understanding (x-axis: Excellent, Very good, Moderate, Bad, Very bad)

Legend: ■ Number

Figure 4.2: Level of PR understanding

Figure 4.2 above shows that none (0%) of the participants have rated public relations understanding in their organisations as excellent, with five per cent rating the understanding as very good, 33% as moderate, 44% as bad and 18% as very bad. This indicates that PR understanding is generally poor in organisations, which confirms the research problem. In this case, long-term or short course training is necessary as per the need of the practitioner or officer. These findings explain the resultsin Figure 4.1, on why 51% of PR participants are not full-time PRPs. The misconceptions of PR employment and training are because of the poor understanding of public relations.

Question 6

The participants were asked to define public relations according to their understanding. The following is a summary of the findings:

- Coordinates communication in organisations
- Assist marketing with events organising and disseminating the message to the customers
- Coordinates organisational image and communication
- Spokesperson of the organisation/disseminate information to stakeholders
- Advises management and write speeches for public speaking
- Maintains the internal and external relationships in an organisation.

Question 8

The understanding of public relations roles and functions by HR officers and management in organisations.
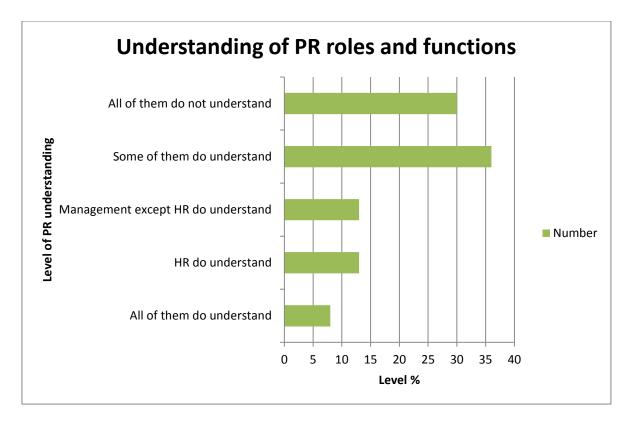

Figure 4.3: Understanding of PR roles and functions

Figure 4.3 above shows that eight per cent of participants think that all HR officers and management understand public relations roles and functions while 13% reasonthat only HR officers understand the roles of PR. Furthermore, 13% think that management except HR officers understands, 36% reasonthat some members ofmanagement and HR officers understand and 30% think none of them understand public relations. We can therefore conclude that PRPs believe that HR officers do not understand PR, although they are responsible for recruiting, hiring and training in organisations. This therefore explains the fewer number of academic qualified PRPs and the multitasking of PRPs in organisations.

4.2.2.2 PRISA-Botswana representative interview

The interviewee (9, 2014) defined PR as it is defined by PRISA. The following is Keikothae's (2014) experiences and opinions on how public relations are understood in organisations:

> *Public relations are still at a developmental stage in Botswana. Most of those who are leading public relations divisions or departments in Botswana do not have the necessary qualifications. Only the young ones have relevant qualifications and majority at the technical level. As a result, the profession is not taken seriously by those at the top especially in government where the profession is relegated to the technical operations level. The field of public relations started to grow in the last four to six years ago as a result of graduates from the University of Botswana and South African universities. However, there is still no professional association that regulates and advance the profession. PRISA has just started to form the Botswana branch.*

He further said:

> *I would say that the understanding of PR in Botswana as compared to the global arena is still rudimentary for decision-makers, hence its potential is not yet fully utilised.*

This shows that PR is still new in Botswana, which is another reason it is not well understood in most organisations. PRPs are hired at technical level because of the misconceptions of PR. Therefore PR awareness training is necessary for HR officers to be able to facilitate PRPs in organisations.

4.2.2.3 The marketing students' interviews

The students were asked to share their understanding and definition of public relations; their responses showed poor understanding of public relations because none of them could define public relations. They understood public relations as spokespersons of organisations and those dealing with media interviews.

4.2.2.4 The PR administrator interview

The PR administrator's (2015) response was that:

> *There is poor understanding of public relations in Botswana, as much as the PR graduates from the institution are unemployed although there are so many organisations that do have PRPs in their organisational structures. The institution needs at least a minimum of 15 pupils to form a class, but since government seized to sponsor students for a public relations course in the institution, the institution had not had an intake since the last group of 2010. There are a very minimum number of private students who applies for the course but does not make the minimum required number to make a class. The institution had an incident of training one student until he completed his studies because he was registered with a hope that more students will register for the course, which was costly in terms of labour and equipment.*

> *Organisations need more awareness on the importance of PR because they do not appreciate public relations. Some organisations engage the media and marketing graduates from the institution on internship programmes for public relations activities.*

4.2.2.5 The Human Resources officers' questionnaires

Question 1

This entails Human Resources officers' understanding of the definition of PR. Some of the participants chose more than one answer and therefore there is a higher total number of participants recorded than participating ones.
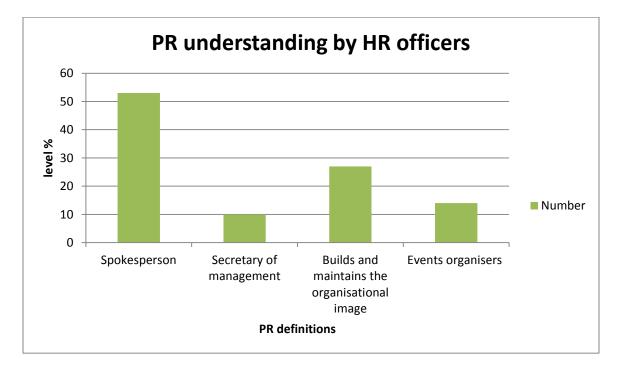

Figure 4.4: PR definition understanding by HR officers

Figure 4.4 above shows that 53% of the participants understand public relations officers as spokespersons of the organisation, 10% understand it as secretaries tomanagement, while 27% recognise it as employees who build and maintain the image of the organisation. Finally, 14% of the participants understand it as event's organisers in the organisation.

This confirms that there is a poor understanding of PR in organisations. The HR officers draft the JEDs, and taking into account their poor understanding of PR, this explains why the JEDs are neither available nor relevant to the PR activities in organisations (see Figure 4.17 and Figure 4.18).
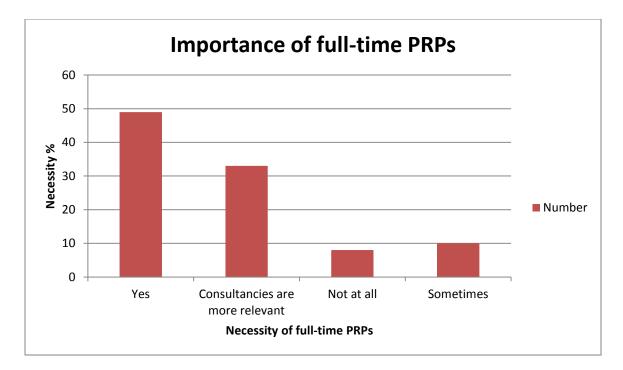
4.2.3 The need for public relations in organisations

The purpose of this section was to determine the necessity of PR in organisations, according to participants' perceptions. It will address the primary research question, on determining the perceptions of participants about PR in organisations in Botswana and will show how much participants value PR in organisations.

Presented below are the responses from participants on whether public relations are important or needed in organisations.

4.2.3.1 Public relations practitioners' questionnaires

Question 5

This question shows whether full-timePRPs are a necessity in organisations.

Importance of full-time PRPs

Figure 4.5: Necessity of full-timePRPs

Figure 4.5 above shows that 49% of the participants think full-time public relations practitioners are a necessity in organisations, 33% reason consultancies are more relevant, whileeight per cent think that they are totally not necessary. A further 10% think that they are sometimes a necessity, where there is a need within the organisation.

The participants agree that PR is important in organisations; therefore academically qualified PRPs have to be hired in organisations. The strategic and technical posts should be recruited for, for the practitioners to be able to share and communicate the PR plan and budget to management.

Question 7

This shows the opinions of PRPs andwhether they think thePRPsare well-represented in numbers in their organisations.
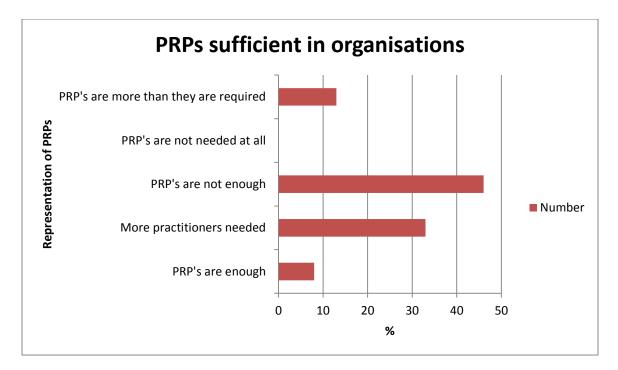

Figure 4.6: PRPs sufficient in organisations

According to Figure 4.6, eight per cent of the participants believe PRPs are well-represented in numbers in their organisations, 33% feel that more practitioners are needed and 46% believe they are not sufficient while 0% or none of the participants said thatPRPs are not needed at all. However, 13% believe thatPRPsin their organisations are more than the required number, therefore more PRPs are not needed.

The findings confirm the lack of PRPs in organisations, especially at the strategic level. Keikothae (2014) said most PR posts are at technical level (see section 4.2.2.2), which also supports the need of PRPs in organisations and according to the findings more PRPs are needed in organisations.

4.2.3.2 PRISA-Botswana representative interview

When the interviewee (Keikothae, 2014) was asked to comment on how public relations practitioners influence organisational goals, this was his response:

The profession is still regarded as more technical than strategic hence the majority of practitioners operate at that level. But ideally, the Public Relations Manager should be operating at the strategic level aligning strategic issues with communication goals for the strategic positioning of the organisation by capturing and measuring stakeholder needs including their profiling through research and evaluation. However, the impact of the profession on Botswana's economy cannot be overemphasised.

Keikothae (2014) emphasises the need for PRPs, especially at strategic level, and he agrees with other PRPsthat there are not sufficientPRPsin organisations (see Figure 4.6). He said that PR in Botswana is still at a developmental stage (see section 4.2.2.2), which means that the employment and training of PRPs will improve as organisations start to learn and understand public relations.
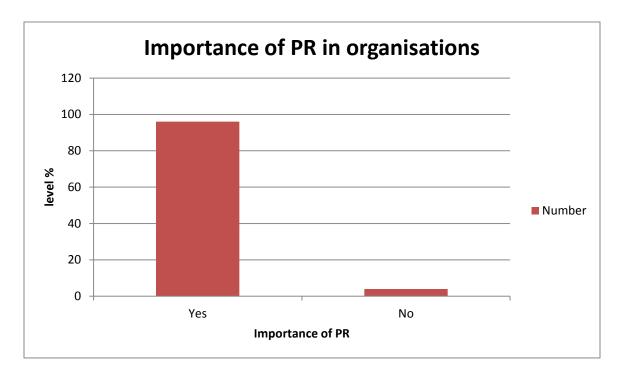
4.2.3.3 Marketing students' interviews

The marketing students (2015) do appreciate the importance of a spokesperson (according to their understanding of a PRP as a spokesperson) in an organisation, but not necessarily that it could be done by a public relations qualifications holder only. They pointed out that the qualified marketers are also capable to perform public relations activities.

4.2.3.4 The PR administrator interview

If organisations can employ PR graduates, they will appreciate the importance of public relations in organisations. The hindering factor here may be the poor understanding of public relations by local organisations and especially the leadership personnel.

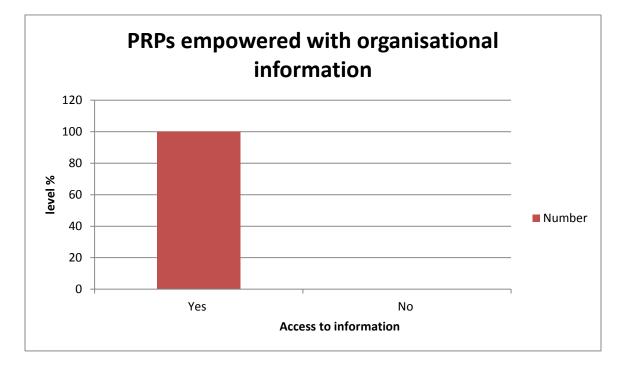### 4.2.3.5 Human resources officers' questionnaires

Question 2

The importance of public relations in organisations:

Figure 4.7: The importance of PR in organisations

Figure 4.7 above shows that 96% of the participants believe that public relations is important, while four per cent believe it is not important in organisations.

The above findings show in no doubt that PR is important in organisations. Referring to Figure 4.5 this also confirms the need, importance and value of PR in organisations.

Question 6

ThePRPs should be empowered with organisational information.

PRPs empowered with organisational information

Figure 4.8: Organisational information

Figure 4.8 above shows that 100%, that is, all the participants believe that public relations practitioners should be empowered with organisational information.

This corresponds with the importance of PR in organisations, because they are the 'face and gate' of an organisation and that is why they should be equipped with organisational information for communication purposes to the public.

4.2.4 Public relations training

This section was meant to determine the current situation of PR training from the local academic institutions. It will address secondary research question number two, determining the qualifications and availability of PR training at local institutions.

Presented below is the current situation of public relations training in Botswana.

4.2.4.1 Public relations practitioners' questionnaire
Question 10

Theparticipants' opinions on whether there are sufficientand relevant local academic PR training.
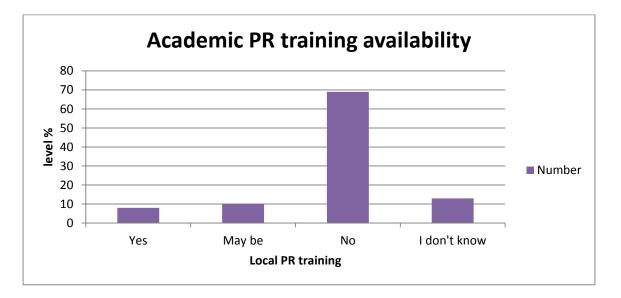

Figure 4.9: Academic PR training

According to Figure 4.9eight per centof the participants believe there is academic PR training in Botswana, 10% are not sure if the training is available or not, 69% believe there is no PR academic training and 13% do not know if it is offered or not.

According to these findings, there is no academic PR training locally, though from the literature review there is one institution that offers a PR long-term (fully-fledged) course (see section 1.4.1). Currently, most of the PR qualifications are obtained from international academic institutions.

From personal details

This shows the percentage of where the PR qualifications were obtained, either from international or local institutions.
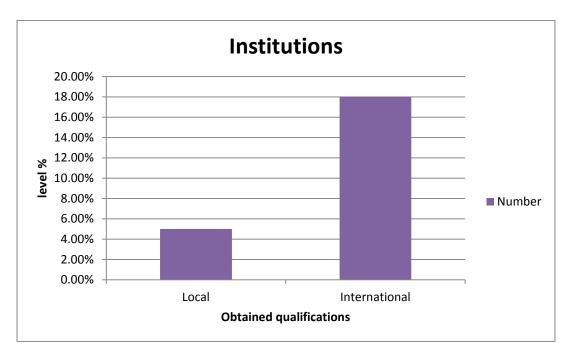

Figure 4.10: Institutions

From the study sample of public relations practitioners, only 23% of them have public relations qualifications, 77% hold other qualifications (refer to Table 4.5 above in this chapter). Figure 4.10 shows that from the 23% of participants who hold public relations qualifications, five per centwere obtained from local institutions and 18% from international institutions.

The majority of the findings from Figure 4.9 show that there is no academic PR training in Botswana, though eight per cent believes that there is PR training. Figure 4.10 confirms that the majority of the PR academic qualifications are obtained from international institutions, with only a few obtained locally. This shows that PR is indeed still at a developmental stage in Botswana, hence the misconceptions and the irrelevant JEDs for PRPs in organisations.

4.2.4.2 PRISA-Botswana representative interview

The response for public relations training in Botswana is presented below:

> *For the last four to six years many PR graduates from South African universities and the new privately owned Limkokwing University of Creative Technology in Botswana have entered the job market. Thus, since that time, we have been seeing a steady inflow of graduates from these universities and colleges. However, due to the profession's developmental stage, evidenced by the absence of a strong association, continuous professional development to bring practitioners to the current best practice is behind (*Keikothae, 2014*).*

In support of the above quote, the interviewee also mentioned that the new practitioners in the market are academically qualified, but those in public relations management are not academically qualified except through short courses. Beside the importance of PR in organisations, some practitioners are not academically qualified and they rather opt for short course training than long-term PR training. The unavailability of long-term PR training from local institutions is considered to be one of the reasons PRPs in organisations are not academically qualified, which is a challenge to the image and communication strategy of any organisation.

4.2.4.3 The marketing students' interviews

According to the marketing students interviewed public relations training is not available locally. One of the student participants, for example, was interested in pursuing a career in PR, but this was not possible because of a lack of PR long-term (fully-fledged) training (though Figure 4.10 shows that there are few PR training institutions). She was interested, because she was planning to pursue a career in media, especially news reading on broadcast media, so that she can gain work experience to pave her way to be hired in one of the local mines as a PRP. This further shows the misconceptions of PR in the country.

> *The PR training should include public relations, marketing, communication skills, photography and videology including other modules. The public relations JEDs are media relations and good communications skills, especially writing and presentation skills (Marketing students, 2015).*
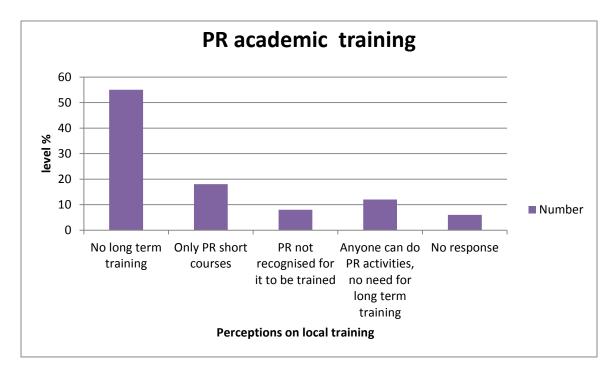
4.2.4.4 The PR administrator interview

The response of the PR administrator (2015):

> *The institution has a public relations course, but unfortunately it has not been running since the last intake in the year 2010. The university has trained 6000 public relations graduates and unfortunately most of them are unemployed. Organisations are taking advantage of the Botswana government internship programme; they resort to cheap labourrather than to hire the graduates on permanent basis and pay them market value salaries (PR Administrator, 2015).*

4.2.4.5 Human resources officers' questionnaire

Question 9

Perceptions on public relations academic training in Botswana:

PR academic training

Figure 4.11: PR academic training

Figure 4.11 shows that 55% of the participants' perception is that there is no long-term public relations training in Botswana, 18% say there are only PR short courses training, whileeight per cent are of the opinionthat PR is not recognised in Botswana as a field needing training. A further 12% say anyone can do PR activities, therefore there is no need for long-term training and six per cent of the participants did not respond to the question.

With no sufficientlong-term (fully-fledged) PR academic training locally, short courses are used to substitute the long-term training, since short courses are locally offered by different institutions.

4.2.5 Public relations qualifications

This section was to determine the qualifications held by PRPs, whether the qualifications are relevant to PR and where the qualification was obtained. This section addresses secondary research question two, which focuses on the training and employment of PRPs. This will show if the PRPs in organisations are academically qualified or not and also the current situation regarding public relations practitioners'qualifications in organisations.

4.2.5.1 Public relations practitioner's questionnaire
From personal details: Qualifications and institutions

Table 4.4   PRPs'qualifications

Qualifications	Number of participants	International institutions	Local institutions
Diploma in Journalism	6	1	5
Diploma in Marketing	5		5
Associate Degree in Public Relations	2		2
BA Marketing	7	3	4
BA Media Studies	4	3	1
BTech In Public Relations Management	6	6	
BA Humanities	7		7
MALanguage and Linguistics	1		1
MSc Public Relations	1	1	
MSc, BA Honours Degree (Media Theory and Practice), PGDE, BA Humanities (English and History)	1		1
Total	40	14	26

Key: ● Non PR courses

● PR courses

Table 4.4 above shows that most (77%) of the public relations participants are not academically qualified as public relations practitioners, even though they implement public relations activities in their respective organisations, whereas a much smaller number of 23% of the participants show that they are academically PR qualified.

In the case of the qualified PRPs, 78% of their PR qualifications are obtained from international institutions with 22% from local institutions. This confirms the lack of long-term PR training from local institutions, and this is one of the reasons PRPs with PR-related qualifications are hired instead of the academically qualified ones.

This shows the total percentage of non-PR qualifications and PR qualifications from the PRPs questionnaires.
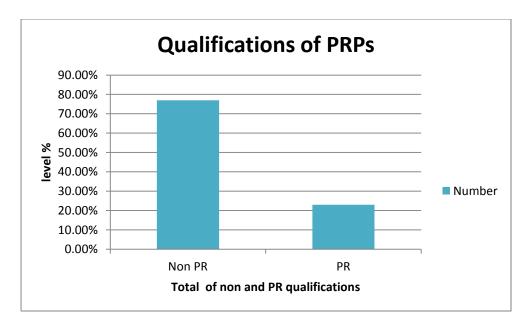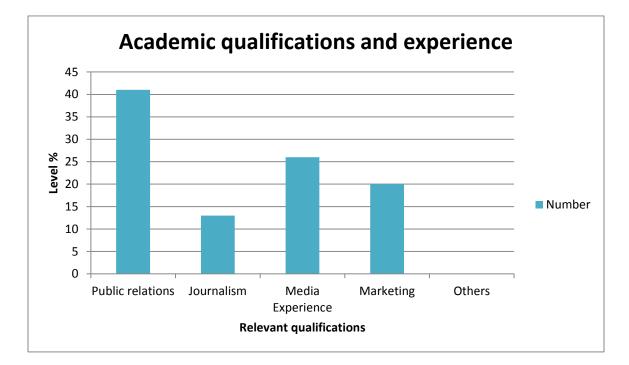

Figure 4.12: PR qualifications

Figure 4.12 above shows that 77% of the participants are non-public relations qualification holders and 23% hold a public relations qualification.The findings show that only a handful of PRPs in organisations are academically qualified.

This further highlights the PR misconceptions in organisations because PR-related qualification holders are hired for PR posts, beside the reason that there is a lack of PR long-term training in Botswana.

Question 9

This entails the relevant academic qualifications and experience to be held by a PRP.

Figure 4.13: Academic qualifications and experience

Figure 4.13 shows that 41% of the participants believe that public relations qualifications are the relevant ones forPRPs, 13% feel that journalism qualifications are relevant and26% believe that an experience in media is essential regardless of the qualifications held. Furthermore, 20% believe that qualifications in marketing are the most relevant, but none of the participants added any other qualification besides those mentioned above.

From Figure 4.12 it shows that 77% of PRPs are not academically qualified for their positions, and Figure 4.13 confirms this, because the participants' perception is that even PR-related qualifications are suitable for a PR post. This confirms the statement of the research problem that PRPs are not academically qualified in organisations and that rather PRPs with media work experience and PR-related qualifications are mostly occupying these posts in organisations.

4.2.5.2 PRISA-Botswana representative interview

The interviewee is not academically qualified in public relations although he holds a senior public relations post. He attended several professional courses in corporate brand communications, media relations, strategic communication, public relations and others. He will soon complete the public relations management course with Provox Centre for Public Relations and Communication (PRISA).The following is what he said about public relations in Botswana:

> *Most of those who are leading public relations divisions or departments in Botswana do not have the necessary qualifications. Only the young ones have relevant qualifications and majority at the technical level. The field of public relations only increased in the last four to six years ago as a result of graduates from the South African universities (Keikothae, 2014).*

He further stated that many less experienced public relations practitioners in organisations are academically qualified. The majority of those who have more work experience are the ones in public relations management positions, but they are not academically qualified, except for the public relations short courses attendance certificates.

To a certain extent the interviewee (Keikothae, 2014) agrees that the public relations practitioners are media work experienced, but not academically qualified. He said that:

> *Most of our senior journalists are BA Humanities (English and another major from humanities) graduates from the University of Botswana and these are the same people that later on join public relations as practitioners.*

4.2.5.3 The Human resources officer's questionnaire

From personal details: the academic qualifications for human resources officers

Table 4.5: HR participants' qualifications

Qualifications	Number of participants	% number
Bachelor of Social Sciences (organisational psychology & industrial sociology)	3	6%
Degree in Political Science & Public Administration	8	16%
BSc in HR & Marketing	1	2%
Bachelor of Social Sciences (Economics & Public Admin)	3	6%
Degree in HRM & Media Studies	2	4%
BTech in HRM	4	8%
Diploma in HRM	8	16%
BA in HRM	8	16%
Certificate in HRM	5	10%
Bachelor of Law (LLB)	1	2%
Diploma in Secretarial Studies	2	4%
BSc (Hons) Occupational Therapy	4	8%
Total	**49**	**100%**

Key: ● HR qualifications

○ Non HR qualifications

Table 4.5 above shows that most of the human resources officer respondents are academically qualified as 86% of them have human resources academic qualifications. Fourteen per cent of the participants do not have human resources related qualifications, although they implement human resources activities in their respective organisations.

The total percentages of non-HR qualifications and HR qualifications from the HR questionnaires appear below.

Figure 4.14: HR qualifications

Figure 4.14 shows that 14% of the participants have non-human resources qualifications and 86% do hold human resources qualifications.

This indicates that, compared to the PRPs, most of the HR officers are academically qualified for their HR posts. This means that HR qualifications are taken into consideration and given priority during the recruiting and hiring process for posts in human resources.

Question 3

This shows the participants' observations on whether the hired PRPs in organisations are academically qualified for the posts or not.
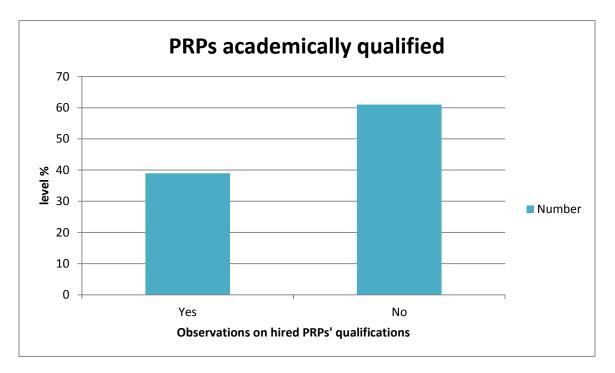

Figure4.15: PRPs academically qualified

Figure 4.15 presents HR participants' observations with 39% of the participants observing that the employed public relations practitioners are academically qualified, while 61% are saying that they are not academically qualified.

The findings above confirm the statement of the research problem, namely that PRPs are not academically qualified and that candidates with media work experience and other PR-related qualifications are employed in PRP posts (see Figure 4.16).

Question 3a

The supporting answer to Figure 4.15 is indicated here. The question was asked whether the PRPs are academically qualified and 61% of the PRPs participants' response was negative. This leads to the question about whether this happens in other professions as well.
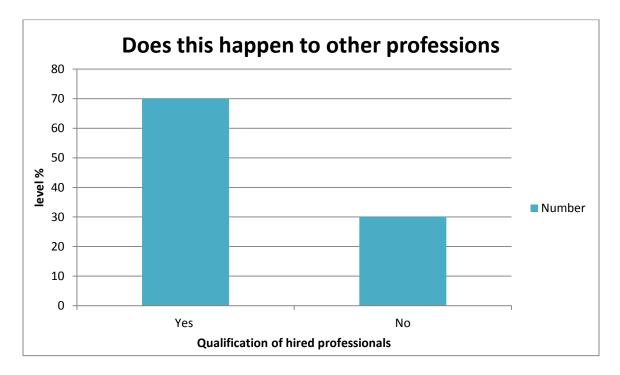
Does this happen to other professions

Figure 4.15a: Do professionals academically qualify

Figure 4.15a, shows that 70% of the participants believe that even in other professions as in public relations, people are hired even if they do not qualify academically, while 30% believe that people are hired because they are indeed academically qualified for the posts.

The challenge is faced by most professions, although, Figure 4.15 indicates that there is a challenge to the PR profession as HR participants observed that most PRPs are not academically qualified.

Question 8

The people working in the media or with media work experience are given priority to work as PRPs compared to the academically qualified ones.
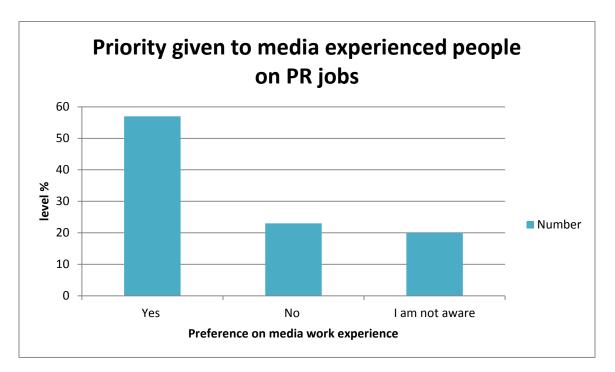

Figure 4.16: Priority to media experienced people for PR jobs

Figure 4.16 above shows that 57% of HR participants observed that people working in the media or with media work experience are given priority for PRP posts compared to those with public relations qualifications. Twenty-three per cent do not believe this and 20% are not aware of it. This supports Figure 4.15 indicating that most of the PRPs are not academically qualified.
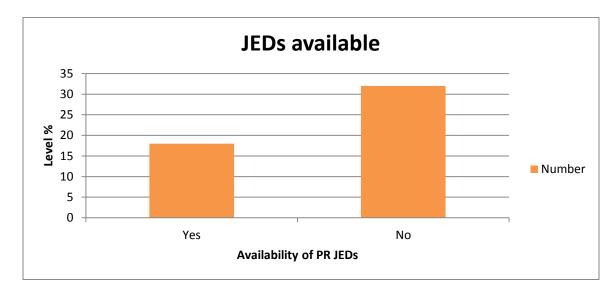
4.2.6 Job effectiveness descriptions for public relations

The purpose of this section was to determine whether the PRPs have JEDs in organisations and whether the available JEDs are relevant to the PR activities in organisations. It addresses secondary research question number three. The section will indicate if the PRPs are practising relevant PR activities in organisations.

The data presented below shows the availability and relevance of job effectiveness descriptions for public relations in organisations.

4.2.6.1 Public relations practitioner's questionnaire

Question 2

PRPs have job effectiveness descriptions in their organisations.

Figure 4.17: The availability of JEDs for PRPs

Figure 4.17 above indicates that in the participating organisations, 18% of the participants have job effectiveness descriptions for public relations practitioners, while 82% do not have these.

InTable 4.1 most of the PRPsdo not reside under PR departments, but they fall are under marketing or administration departments with multiple tasks. The PRPs who do not fall under the PR department do have JEDs in relation to their respective departments.

Question 3

The implementation of the JEDs and the relevancy of PRPs' roles and functions in organisations:
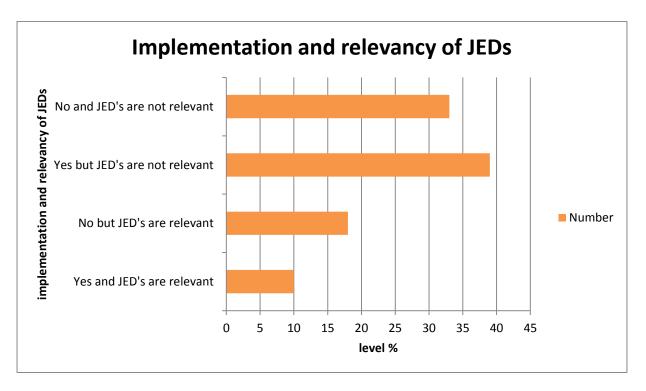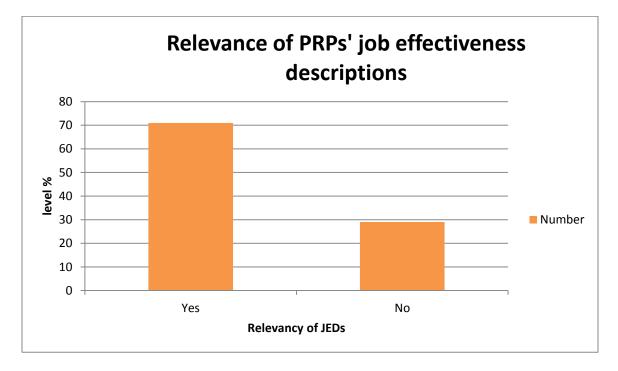

Figure 4.18: Implementation and relevancy of JEDs

Figure 4.18 above shows that 10% of the participants have relevant job effectiveness descriptions for PRPs and they fully implement them, while 18% do not fully implement the JEDs, but they are relevant. Furthermore, 39% fully implement the JEDs, but they are not relevant to the PR industry and 33% do not fully implement the JEDs and neither are they relevant to PR activities.

This means that the JEDsfor PRPs in organisations need to be revisited and redrafted to be relevant JEDs.

4.2.6.2 PRISA-Botswana representative interview

The interviewee has relevant job effectiveness descriptionsfor public relations, the only challenge is the misconceptions of public relations by organisational leadership, hence the difficulty for practitioners to implement the JEDs.

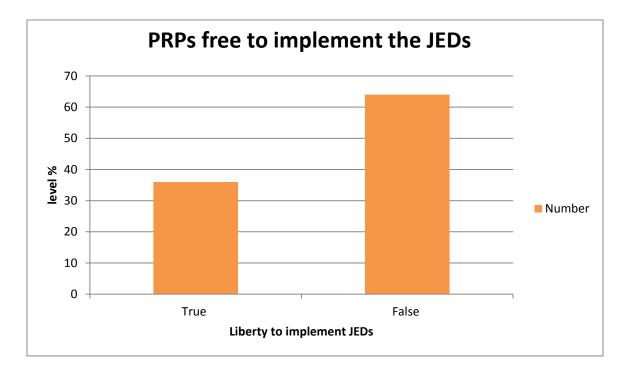### 4.2.6.3 Human resources officer's questionnaire
Question 4

The relevancy of job effectiveness descriptions forPRPs in organisations:

Figure 4.19: Relevance of JEDs for PRPs

Figure 4.19 above indicates that according to 71% of the participants the job effectiveness descriptions for PRPs are relevant, while 29% believe they are not relevant to the public relations post.

Although the PRP participants' findings show that the JEDs for PRPs are not relevant (see Figure 4.18), the HR participants' findings above indicate that the JEDs for PRPs are relevant to the PR activities in organisations. This shows the on-going PR misconceptions between the two professions.
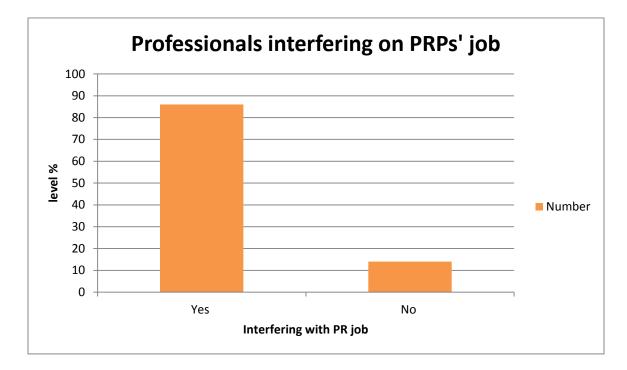
Question 5

The PRPs have the liberty to implement the relevant job effectiveness descriptions.

Figure 4.20: PRPs have liberty to JEDs' implementation

Figure 4.20 above indicates that 36% of the participants believe that it is true that public relations practitioners have the liberty to implement the job effectiveness public relations in organisations, while 64% believe that PRPs do not have this liberty, because of the misconceptions by management.

The PR posts are also situated more at the technical than at the strategic level in organisations. If there were sufficient PRPs at the strategic level, they would be able to assist the management team to understand the roles and functions of PRPs in organisations and the PRPs could be given a chance to implement the relevant JEDs.

Question 7

Do PRPs feel that other professions are interfering with their job?

Figure 4.21: Professionals interfering with thePRPs' job

Figure 4.21 above shows that 86% of the participants believe that other professionals are interfering with the public relations practitioners' job, while 14% believe there is no interference.

According to Figure 4.20, PRPs are not free to implement the JEDs for PRPs. From the above findings, it indicates that other professionals are indeed interfering with the PRPs work. This means that the job effectiveness descriptions for PRPs are not clear and relevant to the PR activities.

4.3 Discussion and interpretation of the findings

This chapter interprets the findings to show how they link and address the research question(s).

The research population is made up of public relations practitioners, marketing students and human resources officers. Human resources officers were part of the research population because some of their responsibilities in organisations are to recruit, hire, draft job effectiveness descriptions and oversee the training of employees. It is also expected that they should have some knowledge about public relations. The findings are first interpreted and discussed in themes (see section 4.2) before they are summarised.

A total number of 88 participants out of the targeted 110 participants responded to the questionnaires, and seven participants were interviewed, which forms an 80% research response rate.

4.3.1 Findings on participants' personal details

A total number of 16 organisations from the private, parastatal and government sectors respectively participated in the study. A comparison of the designations of the participating public relations practitioners and human resources officers indicates that the least percentage of public relations practitioners reside under public relations departments and most of them fall under different departments, such as marketing and administration. All the participating human resources officers reside under the human resources departments. The results show that most of the organisations do not have public relations departments, but they have marketing or administration departments responsible for public relations activities.

This information confirms the statement of the research problem, namely that candidates with PR-related qualifications are hired as PRPs in organisations and that organisations depend on marketing departments for PR activities. The secondary research question number two is answered as to what should be looked for when a PRP is employed.

This means that organisations have to appreciate the importance of PR and send their practitioners for training as well as develop PR departments in their respective organisations. It should be appreciated and understood that marketing is not PR and should therefore not substitute PR in an organisation.

Indeed, public relations is one of the relatively new professions in Botswana as indicated in the literature review. Although some of the participating practitioners did not share their work experience, most practitioners have less than 10 years public relations work experience and only a few more than 10 years.The majority of the participants who have more than 10 years' work experience do not reside under the public relations departments. Those practitioners with more than 10 years' work experience in the public relations departmentare mostly at management level.

If long-termtraining and short courses are implemented, PR will ultimately grow in Botswana and more organisations will appreciate the discipline and provide an opportunity for PRPs at strategic level posts.

4.3.2 Findings on misconceptions of public relations

The findings indicate that public relations is still at a developmental stage in Botswana. Most of the organisations appoint one full-time public relations practitioner whose other responsibility is to coordinate public relations activities assigned to consultancies. Some organisations do not have full-time practitioners and the officers in administration or marketing departments are responsible for public relations activities. These administration or marketing officers prioritise activities in their job effectiveness descriptions which do not include public relations activities, which mean that these activities are compromised.

The personal development plans (PDPs) assessments of the participants are based on their JEDs, which is why public relations activities are not prioritised since they do not form part of the JEDs. According to the findings, this is due to the misconceptions of public relations that management and human resources officers have. The public relations activities are considered a once-off activity and that is why they are mostly delegated to other professionals or consultants instead of having a full-time public relations practitioner in the organisation.

The full-timePRPs perform the spokesperson role instead of all the roles and functions of public relations referred to in the literature review (see section 2.4.1) or as per the public relations training in academic institutions. The majority of the participating full-timePRPs are public relations lecturers at academic institutions.

Some employees perform public relations activities by virtue of being the most senior officers in the organisation or department, the fact that they might not have any public relations academic qualifications or work experience does not matter much. Public relations and organisational communication were discussed in the study and according to the findings the profession is not effectively mobilised by organisations. Furthermore, public relations is not differentiated from related courses such as marketing, journalism, advertising and publicity, it is considered similar, though it is different (see section 2.2).

According to the study findings, the overall level of understanding of public relations in organisations in Botswana is low with only a few people within the public relations industry who are knowledgeable about public relations. The findings also reveal that, public relations officers are viewed as spokespersons and event's organisers in the organisation. This proves a lack of understanding of the roles and functions of public relations departments in organisations. When the roles are compared to the ones discussed in the literature review (see section 2.4.1) only two roles from all those discussed in the literature review are practised by practitioners in organisations.

The human resources officers have showed a fair understanding of the public relations practitioner's roles and functions and they consider public relations important in organisations.The human resources officers understand public relations practitioners as spokespersons, event's organisers, secretaries and only a few know about the organisation's image responsibility.

The PRP participants are of the view that most people at the management level and human resources officers do not understand public relations. The public relations practitioners' argument is based on the study findings that the majority of PRPsin organisations are not academically qualified as expected by the practitioners. The JEDs for public relations in organisations are irrelevant or either not documented, which is due to a lack of understanding of public relations by appointing officers in organisations.

4.3.3 Findings on the need for public relations in organisations

Public relations is one of the professions that plays a key role in organisations, and participants confirm that public relations is indeed important to organisations. According to the participants, public relations practitioners are considered only necessary when there is a need for public relations activities and that is why most organisations do not have full-time public relations practitioners but prefer to engage consultants. From the participants' point of view, full-time public relations practitioners are not necessary in organisational structures.The literature review and the findings suggest that most public relations activities are assigned to consultants and the public relations practitioners just oversee the projects and are held accountable for the final product.

Keikothae (2014) argues that public relations as a profession is regarded as more technical than strategic and realistically the public relations practitioners are at the technical level. Ideally at least one of the public relations practitioners should be on the management team in any organisation.

Some of the reasons organisations do not consider to hire full-time and academically qualified public relations practitioners, are based on the misconceptions associated with PR and organisations preferring to engage consultancies for PR activities due to a lack of understanding of PR.

According to the human resources participants, the public relations practitioners are spokespersons and they are responsible for the image of the organisation; that is why they support the empowerment of public relations practitioners with organisational information.

4.3.4 Findings on public relations training

There is generally a lack of public relations qualifications and a poor understanding of public relations in Botswana, which can be attributed to the absence of many local academic training institutions in the field. Most of the public relations qualifications are obtained from international institutions and only a few from a local institution.

Limkokwing University of Creative Technology-Botswana is currently the only institution that offers a long-term public relations training course and the participants confirm that there are notsufficientlong-term public relations training institutions in Botswana.Limkokwing University of Creative Technology-Botswana (the only institution in Botswana offering a PR full-time course)has a full-time public relations course but it has not had an intake in the course since the last intake of the year 2010. This is based on the lack of understandingof PR which results in an absence of interest from potential students and government not sponsoring the few interested students for the course.

This further illustrates a lack of understanding and knowledge of stakeholders and especially the public and training coordinators in organisations, on the importance of public relations in organisations. The institutions can also be blamed for not doing enough to educate the public about public relations and its importance in organisations, as well as marketing the public relations course to potential students.

Although there are not sufficientlong-term public relations training courses in Botswana many short courses are offered. The majority of the public relations management teams in organisations are not academically qualified except through these short courses or they have media work experience. A few human resources officers and marketing students find it irrelevant for people to be trained in public relations management because their understanding is that anyone can be a public relations practitioner.

This is exactly what is currently happening in some organisations where unqualified officers are assigned public relations activities. Graduates are enrolled on the government internship programme and it is a disadvantage to graduates, because most of the 6000 public relations graduates from Limkokwing University of Creative Technology-Botswanaare unemployed. The PR graduates compete with the public relations related courses for employment.

According to the participants, the PR training should include public relations, marketing, communication skills, photography and videology and other modules as recommended by the institution (see section 2.5 for the PR modules literature review).

4.3.5 Findings on public relations qualifications

Besides the misconceptions about public relations in organisations, the participants believe that for public relations to be effective in an organisation, an academically qualified public relations practitioner should be engaged instead of a media work experienced individual. The public relations roles and functions in organisations are compromisedbecausepublic relations practitioners are not academically qualified.

To clearly understand the differences between public relations and the related courses refer to sections 2.2.2 and 4.2.5.1 for the participating public relations practitioners' qualifications. This confirms the problem of public relations misconceptions and the lack of PR training in Botswana. Having multiple qualifications accommodated for a PRP post affects the quality of roles and functions of PRPs in organisations.

The human resources officers consider candidates with public relations, journalism and marketing qualifications or who are media work experienced suitable for public relations practitioners' posts. In organisations, most of the practitioners at strategic levels do not have the necessary qualifications except the majority of the practitioners at the technical level. This confirms that there is a challenge of not having academically qualified public relations practitioners within the structures of organisations.

In addition, the human resources officers haveindicated that people working in media or with media work experience are given priority for public relations posts opposed tothose who are academically qualified for the posts.

The public relations profession was compared to the human resources professionand appointing academically unqualified practitioners seems to be happening in the human resources profession as well. This challenge, however, is more prevalent in the public relations field than in the human resources field.

4.3.6 Findings on the job effectiveness descriptionsfor public relations

In organisations where there are no full-time public relations practitioners, officers in administration or marketing attend to public relations activities although public relations is not part of these officers'JEDs. The administration or marketing officers have relevantJEDs which they give priority to and implement on a daily basis. Public relations is considered a once-off activity which is a disadvantage to the field and the profession. The organisations prefer to engage consultancies for public relations activities or assign marketing or administration officers to public relations activities, rather than appoint full-time public relations practitioners. Other organisations delegate public relations roles to the most senior officers in the department or the station due to their seniority. This further confirms the misconceptions about public relations in organisations.

The JEDs for public relations in the case of most practitioners are not relevant to the public relations roles and functions as discussed in the literature review (see section 2.4.1). Some public relations practitioners have relevant job effectiveness descriptions, but they have difficulty in implementing the JEDs due to management's misconceptions about public relations.

Public relations practitioners do not have the freedom to implement the JEDsfor public relations, because other professionals or the management interfere with their activities. There is a lack of support for public relations practitioners, because the management does not understand public relations. The other reason is that public relations practitioners are mostly employed at the technical level and never have opportunities to attend strategic meetings to allow them to align public relations' goals with those of the organisation.

According to participants JEDsfor public relations entail media relations and good communications skills, especially writing and presentation skills.

4.4 Summary

The training, employment, roles and functions of public relations practitioners in organisations in Botswana were the focus of this study. The findings in Chapter Four, have fully addressed the research problem and the research questions have been answered.

It has been observed that public relations in Botswana is still at a developmental stage and therefore, it is not fully understood in organisations. Many organisations do not have public relations departments and therefore they rely on marketing departments to perform public relations activities. Sometimes they delegate the public relations activities to any employee they regard suitable within the company or they just engage consultants.

The job effectiveness descriptions are not relevant to PR activities and this need to be revised. A local training institution offerslong-term PR training, but only a few of the PRPs in the institutions are academically qualified in PR.

The researcher had questions on the understanding and influence of PR in organisationsin Botswana, and these questions were indeed valid because of that what the findings have revealed.

The participants shared what they think should be included in JEDs and experiences to be ideally included in the PRPs' training.

The research focussed on the need to offer PR qualifications and have PR graduates from local institutions, although it is stated in the recommendations that academic institutions need to benchmark with PR courses from international institutions (see section 5.4.6.2) to develop or improve the PR courses.The current state of public relations and communications in different businesses in Botswana is not at a satisfactory state.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study consists of four chapters that contribute towards the answering of the research questions. This chapter will bring together the literature confirmations with the findings and outline the conclusions of the study.

5.2 The research problem

The profession of public relations is still at a developmental stage in Botswana. Most of the public relations practitioners in companies are therefore employed at the technical level and the few at the strategic level are rarely academically qualified for the post. The roles and functions of public relations are not fully implemented, because of the misconceptions that exist about public relations in organisations as well as the irrelevant job effectiveness descriptions of PRPs.

Public relations training in Botswana is insufficient, as the literature review has indicated that only one academic institution offers a long-term specific course on public relations whereas the others offer public relations and related courses in one course (see section 1.4.1). Unfortunately this institution has also not enrolled any students for the course for a number of yearssince the last group in 2010. This further indicates how badly PR is understood in Botswana (see Figure 4.2).

The students are not enrolled, because the institution (Limkokwing University of Creative Technology-Botswana) does not receive adequate PR course applications to meetthe required number for a class. It is therefore too expensive for the institution to train a lower number of applicants.

As a result of the failure to fully implement the relevant roles and functions of PR in organisations (see Figure 4.18), the public does not have access to the right information at the right place and at the right time. The public is therefore disadvantaged, because there is no relationship between them and the organisations and this affects the image of the business. This practice is against the ethics of PR, because the public is not provided with the necessary information on time. This also tarnishes the image of the PR industry as it does not deliver according to the public's expectations.

5.3 Problems and research methodology

Unfortunately the public relations practitioners and the concerned academic institutions were not forthcoming in their participation in this study, although they were aware that the study relied on their participation to be successful. Their input could play a large role in the growth of the public relations profession in Botswana. The data collection process was very costly, because the researcher was practically delivering and collecting the majority of the questionnaires and only a few were emailed. Considering this for future studies, an email will be more convenient than the physical submission of questionnaires and all related material.

The researcher had initially chosen the physical submission of documents with the expectation that it would help build a kind of rapport with the participants and eventually help in gaining honest responses.The other expectation was that it would help to speed up the data collection process, but unfortunately it took a lot of time and effort. In many occasions the questionnaires were misplaced and had to be resubmitted after the researcher's enquiries on the progress. This was costly in terms of the printing and duplication charges as well as the actual physical submission because of transport and telephone costs.

The other challenge experienced was that not all the potential participants that were approached agreed to participate in the research study and similarly not all the participants who agreed to participate, completed the questionnaires. Some were indeed returned incomplete. Furthermore, the initial plan was to conduct several interviews with participants at management level. Only seven interviewees were, however, available for an interview.

The interview guides were hand-delivered to the potential interviewees, but no interview appointment was eventually secured because of the unavailability of participants. The participants opted to self-administer the questionnaires and in the end only one PRP participant was available for a telephone interview and six for a face-to-face interview.

5.4 Revisiting the research questions

The primary research question and the secondary research questions derived from the general study will be answered separately, in a sequential order as stated in Chapter One (see section 1.5). To address the research questions the qualitative and quantitative results will be collectively integrated with the background of the literature review where applicable.

The primary research question is as follows:

Primary research question

How does the training, employment and the daily activities of public relations practitioners influence organisations and how is the PRP's work in Botswana organisations perceived?

Botswana has limited experience in practical public relations and propaganda is mainly used by organisations to win the public's interest.

Public relations is still at a developmental stage in Botswana as Keikothae (2014) has confirmed. This is further confirmed by Agang (2009), when she stated that in Botswana public relations can be said to be a new phenomenon, because perusal of course contents of the various programmes offered in most of the registered tertiary institutions do not even offer public relations.

Currently only one academic institution offers the public relations course and it has not been running the PR course after the last intake in 2010. Many organisations do not understand public relations, and as a result those who are leading public relations divisions or departments in Botswana do not have the relevant qualifications (see section 4.2.5.2).

In most businesses the young practitioners have the relevant qualifications but the majority of them are employed at the technical operational level instead of the strategic level. As a result, the profession is not taken seriously by those at the strategic level, especially in government departments where the profession is relegated to the technical operational level. The understanding of public relations in Botswana as compared to the global arena is still rudimentary for decision-makers, hence its potential is not yet fully used (Keikothae, 2014).
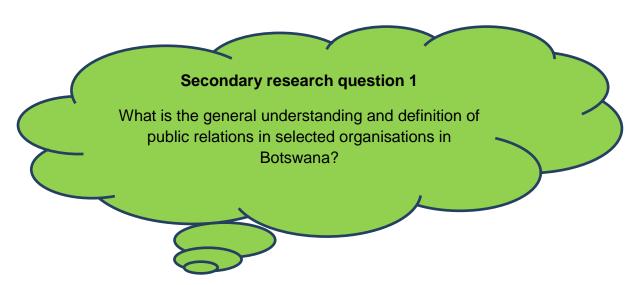
This means that PR is still at an introductory stage in Botswana because many organisations are beginning to introduce PRalthough the PR graduates are competing with PR-related course graduates and media work experienced candidates. Only a few of the PRPs in organisations are, however, academically qualified and unfortunately they enter the structure at lower levels (technical level) especially in government departments. This means that PR will not be fully appreciated if there is no PR representative in strategic meetings. The available academically qualified PRPs in Botswana can assist in the growth of PR in organisations if they are given the opportunity of being full-time employed, not on the government internship programme and being given the priority for PR posts.

The profession of public relations in Botswana was compared to that of human resources and it was discovered that most public relations practitioners especially at strategic level are not academically as well qualified compared to those in human resources. The lack of PR training in Botswana clearly contributes to the slow growth of PR in organisations.

The primary research question will further be clarified on the following secondary research questions derived from it.

5.4.1 Secondary research question one

The secondary research question one reads:

Secondary research question 1

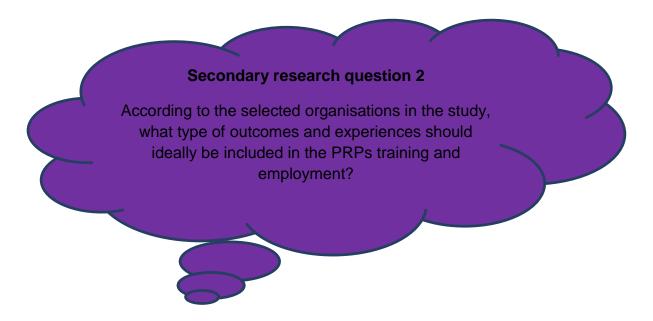What is the general understanding and definition of public relations in selected organisations in Botswana?

According to the questionnaires and the interviews, public relations practitioners and human resources officers do not have a full understanding of what public relations involves (see Figure 4.2). From the definitions, a number of misconceptions were revealed and the most common was that public relations practitioners are "spokespersons and event's organisers for businesses and companies" (see section 4.2.2, question 6). This alone reveals the poor understanding of public relations in Botswana and this is why businesses engage consultants and non-PR professionals within the organisation rather than full-time practitioners (see Figure 4.1).

The public relations practitioners were asked to rate their understanding of public relations in Botswana on a scale of one to five; one being excellent and five being very bad. Most of the practitioners (more than half of the PRP participants) rated the understanding of public relations as bad. This very negative understanding of public relations is based on the lack of PR training in Botswana and the irrelevant job effectiveness descriptions for PRPs in organisations.

Furthermore, due to the misconceptions of public relations in institutions, practitioners who are not academically qualified are employed in companies, and unfortunately media work experienced and marketing or journalism qualifications are considered as relevant work experience for a public relations practitioner.

5.4.2 Secondary research question two

The secondary research question two reads:

Secondary research question 2

According to the selected organisations in the study, what type of outcomes and experiences should ideally be included in the PRPs training and employment?

The ideal academic training and skills of public relations practitioners in organisations are discussed in the literature review (seesection 2.5). Most practitioners have indicated that public relations academic qualifications are the most relevant for a PRP and not media work experience or related courses such as marketing or journalism.Some participants believe any graduate of a PR-related course can be a PRP of acompany.

According to the participants, the core ideal PR academic training should include the following modules:

- public relations
- marketing
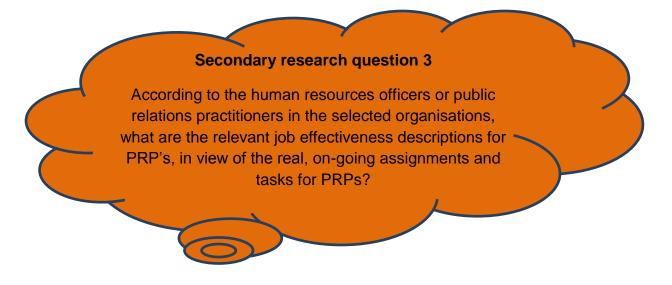- communication skills
- photography
- videology

An ideal qualification for a public relations practitioner is a university degree in public relations or communications since these qualificationsform a good foundation for PRPs in organisations (Sparks, 2013).Regarding the knowledge and skills that should be included in PR training courses, the researcher suggests the companies to refer to Chapter Two (see section 2.5) as a wayof benchmarking with international academic institutions.

The absence of academic training in Botswana is a problematic situation because the public relations industry is affected by a lack of qualified and experienced PR practitioners, hence the hiring of practitioners from media companies and those with other related qualifications. Public relations short courses alone are not fully sufficient for a public relations practitioner to deliver effectively in their work areas and therefore the researcher discouragesthe current practice in Botswana. The short courses are meant to bridge the gap between skills already acquired from formal academic training and not to be used as formal qualifications.

Some participants think anyone can become a PRP and that there is no need for training as long as the candidate has media work experience. Gaps exist which could be addressed by short-term training, but long-term training is the one that determines one's career. Public relations practitioners have to be academically qualified to know their role in a company or organisation when they have been appointed as the person who has to manage the internal and external communication.

5.4.3 Secondary research question three

The secondary research question three reads:

Secondary research question 3

According to the human resources officers or public relations practitioners in the selected organisations, what are the relevant job effectiveness descriptions for PRP's, in view of the real, on-going assignments and tasks for PRPs?

According to the participants, the relevant JEDs for public relations in an organisation are media relations and good communications skills, especially writing and presentation skills.

The duties of public relations practitioners by Rawjee et al., (2011:14) are addressing the secondary research question three (see section 2.6).

Most of the public relations practitioners do not have job effectiveness descriptions. The available job effectiveness descriptions are not relevant to the on-going assignments and tasks of public relations in organisations. The available job effectiveness descriptions are more focussed on spokesperson and events-organising roles. Theroles and functions and the purpose of public relations are presented in detail in Chapter Two (see section 2.4). In some cases the practitioners are practising some PR roles and functions and in others only a few. The researcher suggests to organisations to refer to Chapter Two for PR roles and functions, because the findings show that the most practised roles and functions by the PRPs are event-organising and being the spokesperson.

Human resources officers have indicated that the job effectiveness descriptions of public relations practitioners are relevant although the PRPs are not always able to implement them, based on Keikothae's (2014) statement that the profession is not taken seriously by those at management level.

5.4.5 The overall conclusion on the research questions

The field of public relations started to show growth only in the last four to six years as a result of graduates from South African universities joining the PR field in Botswana. There is, however, still no professional association regulating and advancing the public profession in Botswana. PRISA has just started to form the Botswana branch (Keikothae, 2014) which brings hope for the growth and better understanding of public relations in Botswana. The PRISA-Botswana branch will be a point of reference as a body of knowledge for many organisations.

Since public relations is poorly understood in the country, it explains why there are irrelevant job effectiveness descriptions and the hiring of academically unqualified public relations practitioners. There is a lack of public relations academic training in Botswana, although there are public relations short courses offered by consultancies and institutions to interested individuals. Only one Botswana Qualifications Authority (BQA) registered institution currently offers a specific academic public relations long-term course.

The institution has not been running the PR course since the last group in 2010, because of students not enrolling for the course, or not meeting a required minimum number for a class. The other registered institution offers a mixed course of public relations combined with related courses all included and named as one course.

The primary research findings and the literature review proves that there was a need for this study because the findings work together to answer the research questions and objectives of the research. The literature review indicates the global understanding of public relations, and unfortunately there is little or no literature on public relations in Botswana. This proves the misconceptions of public relations industry in the country as much as the primary research findings confirmed that.

According to the findings, the understanding of public relations in Botswana is poor compared to global institutions and therefore the training, employment and job effectiveness descriptions for public relations practitioners have to be revised in local organisations.

5.4.6 Recommendations

Continuous education and training involve the gaining of recent knowledge, skills and competencies as a result of the teaching of professional or practical skills and knowledge that relate to specific useful capabilities. In addition, continuous education and training also have specific goals of improving one's capability, capacity and performance (Rarani, 2013:84).

In view of Rarani's (2013:84) statement, short courses are recommended during a career journey, but formal academic training is the qualification to start a career with. Short courses are meant to keep practitioners on board of the dynamic world around one's career, because technology and information changes. Therefore, PRPs should be hired based on their formal academic qualifications and not on attendance certificates for short courses.

Currently PRPs are hired based on so-called PR qualifications, PR-related qualifications, PRshort courses attended and media work experience. These are not relevant knowledge, skills and competencies for PR posts, beside the PR qualifications (refer to Table 2.2). According to Rarani (2013:84), the acquired knowledge, skills and competencies have to relate to specific useful capabilities, but that what is happening in organisations is different. The knowledge, skills and competencies are misplaced and that would not "improve one's capability, capacity and performance" (Rarani, 2013:84) in the public relations industry.

The following are recommendations to the public relations practitioners, institutions and human resources officers:

5.4.6.1 Recommendations to public relations practitioners

The practitioners have to be professional at all times, therefore:

- Practitioners who are not academically qualified have to be considered to enrol forlong-term academic training with local or international registered academic institutions for the applicable and current knowledge. They can also enrol in online courses.
- Short courses as refresher courses for practitioners are needed, because continuous training will enhance their skills and make them aware of any changes in their profession.
- Public relations graduates need mentors when they join the workplace to assist them to adapt to the industry.

5.4.6.2 Recommendations to academic institutions (Public Relations course)

Considering the need for academic training in public relations management, academic institutions have to:

- Start by introducing the public relations management course at lower levels (certificate and national diploma) and accredit the courses with PRISA and BQA.
- Apply benchmarking from well-established institutions in the offering of public relations management, especially in Southern Africa for the development of the course materials and the coordination of the course. In this way PRISA coordinated public relations in Southern Africa and better guidance will be assured.
- Engage experienced and academically qualified practitioners to develop and facilitate the public relations management course for quality purposes.

5.4.6.3 Recommendations to management and human resources officers in organisations

The public relations roles and functions are not fully understood, therefore, management and human resources officers have to:

- Attend (at the very least) a few days of public relations short courses. The short courses will assist them in developing relevant job effectiveness descriptions for public relations practitioners as these are currently not relevant. They may also consider employing full-time public relations practitioners and not to engage consultancies on full-time basis. They could also consider enrolling unqualified PRPs on long-term training. Full-time practitioners could be a cost saving and ensure continuity, uniformity and improvement on activities. Therefore, both the short courses and long-term training are for the benefit of organisations.

- Consider on the job training for technical level colleagues. They will appreciate the roles and functions of PR in an organisation and it will enable the PRPsto implement the JEDs without interference from other professions.

- Redraft the job effectiveness descriptions for public relations practitioners according to their relevant roles and functions (see section 2.4.1 for guidance). These descriptionsare currently not relevant to the roles and functions of public relations in organisations.

- Include public relations posts at the strategic level for better support of practitioners at the technical level and for better sharing of communication strategies and public relations programmes budgets.

- Be educated on the value and benefits of sound public relations. Once management and human resources officers understand the place and role of public relations in organisations, public relations practitioners will be able to function with management support. This is based on the fact that practitioners often have to discuss and clarify aspects of policy and sensitive issues and they should therefore have direct access to the head of the organisation (Rawjee et al., 2011:6).

5.5 Contribution of the problem to the academic field

The study identified the challenges faced by public relations practitioners and the gaps needed to be addressed by training. The study could be used by academic institutions and organisations for reference purposes in public relations in Botswana. Researchers can have background information on the understanding of public relations in Botswana as there is limited literature reviews available. Organisations may align their public relations status to the research and consider where to make changes to improve their public relations departments or to introduce one if they do not have full-time practitioners.

5.6 Assumption/hypothesis of the study

The assumption that drove the researcher to investigate the research title 'The training, employment and job effectiveness description of public relations practitioners in Botswana' has been proven right. There is a lack of PR training in the country and unqualified people are hired as public relations practitioners in organisations and some organisations indeed delegate other professions for PR activities in the organisation. The posts for PRPs have irrelevant job effectiveness descriptions, which need to be revised with reference to this study or other public relations sources. Not all PRPs are unqualified, but the majority of them are indeed.

The study has met the objectives (see sections 1.6.1 and 1.6.2) of the study.

- The recommendations were made on training, employment and on drafting the JEDs of public relations practitioners.
- The course outlines of different academic institutions were compared and suggestions were made based on ideal public relations course content.
- The roles and functions of PRPs are given for organisations to be aware of and to revise these if they are not on global standards.
- The organisations would appreciate the benefits of hiring a qualified PRP.

5.7 Recommendations for further research

Further research needs to be done to address the areas that are important, but which have not been addressed by this particular study. During the research process, many areas that need to be researched emerged.

Very few published research topics on public relations in Botswana currently exists with the only published topics on PR being "The role of public relations in the agricultural environment in Botswana" by Chaka and Agang, (2011) and "The investigation of the contribution of public relations to an agricultural institution in Botswana" by Agang (2009).

The researched topics addressed the roles and contributions of public relations to the agricultural environment. This study addresses the training, employment and job effectiveness descriptions of public relations practitioners in organisations in Botswana. Technology and public relations in Botswana need to be investigated to assist public relations practitioners on how they can use technology to their advantage, especially the social media as one of the channels through which they can reach their target public.

For data collection, as costly as it was, using technology such as email, telephone and Skype, is recommended to cut costs and speed up the process. Technology is regarded as more affordable and convenient compared to travelling and using hardcopies.

5.8 Summary

In view of the many public relations graduates from international institutions joining the job market in Botswana and with PRISA setting up a branch in Botswana, there is still hope for the growth and development of public relations as a profession in Botswana (Keikothae, 2014).

The absence of public relations training in Botswana is a challenge. This challenge contributes to the misconceptions of PR in organisations, non-qualified PR candidates being appointed and the JEDsfor public relations not being relevant, due to a lack of understanding. With relevant PR training, especially from local academic institutions, public relations can be of assistance to organisational goals through effective communication to stakeholders.

If local academic institutions could offer PR courses in the near future, it may be a welcome development for organisations to understand and appreciate the importance of PR within their structures. The practitioners with relevant PR training can be equipped with public relations knowledge and skills, to effectively perform public relations activities and create awareness of the importance of public relations in organisations in Botswana and globally. The roles and functions of public relations practitioners have to be standardised in reference to the global public relations standards and they have to be monitored by a professional body such as PRISA.

The study was informative and successful and the research problem and research questions have been confirmed. In relation to the research methods used, it has been observed that only the quantitative method could be used, because participants had challenges to avail themselves for interviews and instead they opted for questionnaires.

The study is a stepping stone to raise awareness and the need for organisations to appreciate and understand public relations. The public relations industry growth is almost stagnant when compared to other professions and it is the public relations practitioners' responsibility to raise awareness and provide the necessary information.

Public relations practitioners in organisations have to be more supportive to researchers when they need their participation or assistance. It was a challenge to receive the necessary data for research, but with the research population that did indeed participate, the research became a success and may be informative to different organisations and individuals.

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APPENDICES

APPENDIX 1   PR COURSE OUTLINE (LIMKOKWING UNIVERSITY)

APPENDIX 2   LETTER FROM PUBLIC RELATIONS HEAD OF DEPARTMENT

APPENDIX 3   LETTER FROM RESEARCH SUPERVISOR

APPENDIX 4   LETTER FROM THE RESEARCHER

APPENDIX 5   LETTER FROM THE RESEARCHER TO THE PR EXPERT

APPENDIX 6   PUBLIC RELATIONS PRACTITIONERS' QUESTIONNAIRE

APPENDIX 7   PUBLIC RELATIONS EXPERT INTERVIEW GUIDE

APPENDIX 8   HUMAN RESOURCES OFFICERS' QUESTIONNAIRE

APPENDIX 9   INTERVIEW GUIDE FOR A PRP AT LIMKOKWING UNIVERSITY

APPENDIX 10   INTERVIEW GUIDE FOR MARKETING STUDENTS

APPENDIX 11   SAMPLE OF CONSENT FORM USED

Year 1, Semester 1

1	Communication &Study Skills	(L+T)	COMM108	Core	3	None	
2	Creative and Innovation Studies	(L+T)	CRET101	Core	3	None	
3	Introduction to Computer Skills	(L+T)	COMP101	Core	3	None	
4	Human Communication	(L+T)	COMM106	Core	3	None	
5	Introduction to Management	(L+T)	MGMT101	Core	3	None	
6	Introduction to Research	(L+T)	COMM114	Core	3	None	
	Credits Semester 1				**18**		

Year 1 , Semester 2

1	Professional Communication Skills	(L+T)	COMM120	Core	3	Communication &Study Skills	
2	Media & Society	(L+T)	BROD110	Major	3	None	
3	Media Writing	(L+T)	COMM208	Major	3	None	
4	Photography 1	(L+T)	PHOT101	Major	3	None	
						None	
5	Principles of Public Relations		PUBR101	Major	3	None	
6	Industrial Relations		DLAW101	Major	3		
	Credits Semester 2				**18**		

Semester 3

1	Social Psychology	(L+T)	COMM239	Core	3	None	
2	Public Relations Writing	(L+T)	PUBR202	Major	3	None	
3	Desktop Publishing	(L+T)	GRAP202	Major	3	None	
4	English for Public Relations	(L+T)	COMM244	Major	3	None	
5	Principles of Marketing	(L+T)	MAKT101	Major	3	None	
6	Advertizing Principles	(L+T)	DADVT101	CORE	4	None	
	Credits Year 1 Semester 1				**19**		

Semester 4

1	Feature Writing		COMM317	Core	3	None	
2	Media Law		LAW101	Major	3	None	
3	Integrated Marketing Communication		MAKT312	Core	3	Principles of Marketing	
4	Managing Publicity and Media Relations		PUBR203	Core	3	None	
5	Corporate Communication		COMM312	Core	3	None	
	ELECTIVE (CHOOSE ONLY ONE)					None	
6	Introduction to Broadcasting	BROD 101		Minor		None	
	Communication in the New Economy	COMM231			2	None	
	Credits Year 1 Semester 2				**17**		

Semester 5

1	Public Relations Campaign	(L+T)	PUBR306	Core	3	Principles of Public Relations	
2	Principles of Entrepreneurship	(L+T)	BUSS201	Major	3	None	
3	Public Relations Management	(L+T)	PUBR305	Core	3	Principles of Public Relations	
4	Corporate Event Management	(L+T)	MGMT312	Major	3	None	
5	Creative Production		CRET205	Major	3	None	
6	Fundamentals of Camera Operation	(L+T)	BROD203 Major		3	None	
	Credits Semester 3				**18**		

Year 2, Semester 2

1	Practical Internship		INTR301	Major	4	None	
2	Project Report		PROJ301	Major	2	None	
	Credits Semester 6				6		
	Total Credits to Graduate				**96**		

Key

1	L= Lecture
2	S = Studio
3	T = Tutorial
4	Sp & R = supervision/Research
5	Lab = Laboratory time

Cape
Peninsula
University
of Technology

30 April 2014

TO WHOM IT MAY CONCERN

This letter serves to confirm that

MS SHODZANI TINA MOKOLWANE
STUDENT NUMBER: 202016242

is an M-Tech student in Public Relations Management in the Faculty of Informatics and Design
at **Cape Peninsula University of Technology at Cape Town campus South Africa.**

She is doing a **FULL THESIS** in the fulfillment of her M-Tech requirements with the topic;
**An investigation into the training, employment and job effectiveness description of Public
Relations practitioners in Botswana.**

We will appreciate it if this letter can serve as a means of introducing Ms. Mokolwane to your
organization and if you could kindly assist her with her research.

Yours faithfully

Ms Naomi Rice
Department of Public Relations Management
Faculty of Informatics and Design
Personal Assistant to the Head of Department: Prof. Johann van der Merwe
Contact number: 021 469 1042
Email:ricen@cput.ac.za

PUBLIC RELATIONS MANAGEMENT
INFORMATICS & DESIGN

3 0 APR 2014

Cape Peninsula
University of Technology

PO Box 1906 Bellville 7535 South Africa
086 123 2788

174

**Cape Peninsula
University of Technology**

05 May 2014

Department of Public Relations
Faculty of Informatics and Design
CPUT, Cape Town

Dear Sir/Madam.

I herewith confirm that Ms Shodzani Tina Mokolwane is a registered student at the Department of Informatics and Design at CPUT in Cape Town, and that I am a supervisor for a study into the education, employment and job description effectiveness of PRP's in Botswana Government and companies.
We would sincerely appreciate if you could see your way open to assist her with her research at your company/business, and confirm that the information would be strictly used for academic research purposes.

Yours faithfully.

pp

Dr. Elsabe Pepler
(Ph.D. Communication and Media Studies)
083 273 9183

Researcher: MOKOLWANE Shodzani.T   Cape Peninsula University of Technology
Email:shodzit@gmail.com   Cape Town Campus
Cell no. +27 (0) 604551301   Cape Town
       +267 71375481/+267 72494000   South Africa

Research Supervisor: Dr ElsabePepler
Email: elsabe.pepler@gmail.com
Cell no: +27 832739183

To: …………………………………………………………………………………

REQUEST FOR PERMISSION TO HAVE AN INTERVIEW/ COMPLETE QUESTIONNAIRE WITH YOUR DEPARTMENT FOR RESEARCH

I am a Motswana student at Cape Peninsula University of Technology (CPUT) studying M-Tech: Public Relations Management. The objective to successfully complete my studies is to conduct a research study and complete a thesis on the basis of the primary and secondary literature research. My thesis is titled: **THE TRAINING, EMPLOYMENT AND JOB EFFECTIVENESS DESCRIPTION OF PUBLIC RELATIONS PRACTITIONERS IN BOTSWANA.**

I respectfully ask your permission to include your organisation/department/ ministry in the research for the thesis that I am writing. I would be very grateful if I can get an appointment to administer the questionnaires to the respective participants which are all the full time employees of the Public Relations/ Marketing and at least three (3) employees from Human Recourses management team.

The questionnaire responses will be strictly confidential to the researcher only and the responses will be in a manner that no one will be able to identify the person or the organisation. The final product will be shared and if you are interested, I will provide the findings and conclusion after completion of my thesis.

Your participation is highly appreciated as it will help to create awareness of effective public relations and importance of having qualified Public Relations Practitioners in Botswana. In the event of any further comments or questions, you may contact the researcher on the above contact details. Thank you for your participation and willingness to take Botswana to another level in understanding public relations roles and functions and its importance as to the business and economic sector of the country.

Regards
…………………………………………..
Shodzani Tina Mokolwane (Ms)
Researcher: (M-Tech: Public Relations Management)

Researcher: MOKOLWANE Shodzani. T Cape Peninsula University of Technology
Email:shodzit@gmail.com Cape Town Campus
Cell no. +27 (0) 604551301 Cape Town
         +267 71375481/+267 72494000 South Africa

Research Supervisor: Dr ElsabePepler
Email: elsabe.pepler@gmail.com
Cell no: +27 832739183

To: Ms Faith Tuelo
       Chairperson of PRISA Botswana

REQUEST FOR AN PUBLIC RELATIONS EXPERT VIEW

I am a Motswana student at Cape Peninsula University of Technology (CPUT) studying M-Tech: Public Relations Management. The objective to successfully complete my studies is to conduct a research study and complete a thesis on the basis of the primary and secondary literature research. My thesis is titled: **THE TRAINING, EMPLOYMENT AND JOB EFFECTIVENESS DESCRIPTION OF PUBLIC RELATIONS PRACTITIONERS IN BOTSWANA.**

I respectfully ask your permission to involve you as a public relations expert in Botswana. I would be very grateful if I can be given an opportunity to interview you by phone, as I am at Cape Town.

The responses will be strictly confidential to the researcher only. The final product will be shared and if you are interested, I will provide the findings and conclusion after completion of my thesis.

Your participation is highly appreciated as it will help to create awareness of effective public relations and importance of having qualified Public Relations Practitioners in Botswana. In the event of any further comments or questions, you may contact the researcher on the above contact details.

 Thank you for your participation and willingness to take Botswana to another level in understanding public relations roles and functions and its importance to the business and economic sector of the country.

Regards

………………………………………
Shodzani Tina Mokolwane (Ms)
Researcher: (M-Tech: Public Relations Management)

QUESTIONNAIRE FOR PUBLIC RELATIONS PRACTITIONERS IN BOTSWANA OR OFFICERS DELIVERING THE DUTIES OF PUBLIC RELATIONS PRACTITIONERS IN THEIR ORGANISATIONS

INTRODUCTION TO QUESTIONNAIRE

I am doing research for my M.Tech in Public Relations Management at Cape Peninsula University of Technology at Cape Town, South Africa. My research question focuses on the training, employment and the daily activities of public relations practitioners and how they influence organisational goals. An objective is also to determine how these organisations perceive PRP's work in Botswana? I kindly request your collaboration to complete the questionnaire below. Any queries, kindly contact me on my cell phone number or e-mail address below.

Your participation is highly appreciated.

Instructions

Kindly fill the personal and organisation's details.

Personal details

Designation…………………………………………………………………………………

Qualification…………………………………………………………………………………

Institution obtained …………………………………………………………………………

Work experience as a PRP…………………………………………………………………..

Email address ………………………………………………………………………………..

Organisation details

Name of Organisation …………………………………………………………………..

Ministry/ Department (for government officers)

.......………………………………………………………………………………………

Kindly respond to questions by marking the most appropriate answer. Mark with an X on the space provided.

Questions

1. Are you employed as a public relations practitioner in your organisation? (Kindly tick only one answer.)

Yes, I am employed as a full time PR practitioner	
No, I am not employed as a full time PR practitioner, I have other duties outside PR	
No, I am the spokesperson within the organisation, PR is done by the executives of the organisation	
No, PR is done by an outside agency/ consultancy	
No, I sometimes do PR because I head the organisation/ station	

2. Do you have a PR practitioner Job Effectiveness Descriptions (JED) in your organisation?

Yes	
No	

3. According to your understanding, do you fully implement the JED's and are they relevant to your PRP roles and functions?

Yes and JED's are relevant	
No but JED's are relevant	
Yes but JED's are **not** relevant	
No and JED's are **not** relevant	

4. To the scale of 1 to 5, rate the understanding of public relations in organisations in Botswana. Mark under the most appropriate.

1- excellent	2- very good	3- moderate	3- bad	4- very bad

5. Do you think full time public relations practitioners are a necessity to organisations?

Yes	
Consultancies are more relevant	
Not at all	
Sometimes	

6. What is your understanding of public relations with reference to your training and employment?
………………………………………………………………………………………
………………………………………………………………………………………
…………………………………………………………………………………

7. In your opinion, are there enough PR practitioners in your organisation?

They are enough	
More practitioners needed	
They are not enough	
PRP are not needed at all	
They are more than required already	

8. Do you think HR department and management in organisations understand PR roles and functions?

All of them do understand	
HR department do understand	
Management except HR do understand	
Some of them do understand	
All of them do not understand	

9. In your opinion, what are the relevant academic qualifications to be held by a public relations practitioner? (Tick more than one if applicable)

Public relations	
Journalism	
Media experience	
Marketing	
All of the above	
Others (kindly specify)	……………………………………………..

10. In your opinion, does Botswana has enough and relevant local academic PR training?

Yes	
May be	
No	
I don't know	

11. Any recommendations to organisations and academic institutions on how to have effective PR in Botswana?
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
…………………………………………………………………..

12. Do you have any concluding comments or suggestions?
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………

Thank you for your participation. Le kamoso.

A QUESTIONNAIRE TO PR EXPERT- (INTERVIEW GUIDE)

<div style="border:1px solid black">

INTRODUCTION TO QUESTIONNAIRE

I am studying Masters in Public Relations Management at Cape Peninsula University of Technology at Cape Town- South Africa. My research question is "how does the training, employment and the daily activities of public relations practitioners influence organisational goals and how do these organisations perceive PRP's work in Botswana"? I do request for almost 10 minutes from your schedule for an interview. Any queries, kindly contact me on my cell phone number or e-mail address below.

Your participation is highly appreciated.

MOKOLWANE Shodzani Tina (Ms)   **Cell no.** +27 604551301

 shodzit@gmail.com   +267 71375481/ +267 72494000

</div>

This is an interview guide for your perusal before the interview.

Personal details

Designation……

Qualifications ………

PR work experience………..

Questions

1. What is your understanding of public relations with reference to your training and employment?

………
………
………
……..

2. According to your experience, how is public relations understood in Botswana?

………

………

………

……..

3. How do the daily activities of public relations practitioners influence organisational goals?

………

………

………

……..

4. Since you are one of the members of PRISA in Botswana, can you kindly compare the local PR understanding with the global understanding?

………

………

………

……..

5. How is public relations training in Botswana?

………

………

………

……..

6. From your observation, are the public relations practitioners in private and government organisations academically qualified for the posts? (Kindly elaborate your response)

………

………

………

……..

7. As a corporate communications officer, do you have relevant public relations job effectiveness descriptions in your organisation; are there any challenges on implementing the JED's?

………
………
………
………

8. Do you agree with people who believe that the local public relations practitioners are media experienced but not academically qualified? Why?

………
………
………
………

9. Do you have any concluding comments or suggestions?

………
………
………
………
………

Thank you. Ke a leboga.

A QUESTIONNAIRE TO ORGANISATION'S HUMAN RESOURCES

INTRODUCTION TO QUESTIONNAIRE

I am studying Masters in Public Relations Management at Cape Peninsula University of Technology at Cape Town- South Africa. My research question is "how does the training, employment and the daily activities of public relations practitioners influence organisational goals and how do these organisations perceive PRP's work in Botswana"? I do request for almost 10 minutes from your schedule to fill the questionnaire. Any queries, kindly contact me on my cell phone number or e-mail address below.

Your participation is highly appreciated.

Instructions

Kindly fill the personal and organisation's details.

Personal details
Designation…………………………………………………………………………………

Name of organisation………………………………………………………………………..

Ministry (for government officers)…………………………………………………………..

Email address…………………………………………………………………………………

Qualifications ………………………………………………………………………………

Instructions

Kindly respond to questions by marking the most appropriate answer. Mark with an X on the space provided.

Questions

1. What is your understanding of public relations with reference to your training and employment?

Spokesperson of the organisation	
The secretary of management in the organisation	
Building and maintaining the image of the organisation	
Events organisers in the organisation	

2. In your opinion, is public relations important in organisations?

Yes	
No	

3. In your observation in the industry, are hired public relations practitioners academically qualified for the posts?

Yes	
No	

a. Referring to the above question, if they are not qualified, does this happen to other professions in the organisation as well?

Yes	
No	

4. To your understanding, is the Job Effectiveness Description (JED) of a PRP in the organisation relevant for the post?

Yes	
No	

5. As part of management/ HR, PR practitioners have the liberty to implement the relevant JED's for their posts?

True	
False	

6. Should PR practitioners be empowered with organisational information?

Yes	
No	

7. In your experience, do PRPs maybe feel that other people are interfering in their jobs?

Yes	
No	

8. In your observation, do people working in media or with media experience, given priority to be in the PRP post than the academically qualified ones?

Yes	
No	
I am not aware	

9. Can you kindly share your perception about academic PR training in Botswana?

There is no long term PR training	
There are only PR short courses	
PR is not recognised for it to be trained	
Anyone can do PR activities, therefore no need for long term training	

Thank you for your participation. Le kamoso.

INTERVIEW GUIDE FOR A PRP AT LIMKOKWING UNIVERSITY

1. What are the challenges affecting public relations industry in Botswana?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   ……………………………………………………………………………………

2. From the past years, how many students completed the PR course in Limkokwing University- Botswana?
   ....
   ....
   ....

3. Are they currently employed in different organisations?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   ……………………………………………………………………………………

4. If there was an ideal training institution with a clear PR definition and JED, what will the person be equipped with?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   ………………………………………………………………………………………….

5. How is the PR understanding in Botswana compared to the global understanding?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   ……………………………………………………………………………………

INTERVIEW GUIDE FOR MARKETING STUDENTS

1. What is public relations?

    ……………………………………………………………………………………………………
    ……………………………………………………………………………………………………
    ……………………………………………………………………………………………

2. What are the ideal JED's of a public relations practitioner?

    ……………………………………………………………………………………………………
    ……………………………………………………………………………………………………
    ……………………………………………………………………………………………

3. What should be included in a PR course outline?

    ……………………………………………………………………………………………………
    ……………………………………………………………………………………………………
    ……………………………………………………………………………………………

FACULTY OF INFORMATICS AND DESIGN

Individual Consent for Research Participation

Title of the study: The training, employment and job effectiveness description of public relations practitioners in Botswana

Name of researcher: Shodzani Tina Mokolwane

Contact details: email: shodzit@gmail.com   **phone:** +27 604551301/ +267 71375481

Name of supervisor: Dr Elsabe Pepler

Contact details: email: elsabe.pepler@gmail.com   **phone:** +27 832739183

Duration of study: Minimum of one (1) year and maximum of three (3) years.

Procedures: I will award time for interview(s) or to fill the questionnaire. The interview(s) time will be discussed and scheduled according to my work schedule and I will honour the appointment(s) or if necessary reschedule 48 hours before the appointment. When given questionnaire (s), the collection date and time will be agreed on with the researcher, and if there are further questions or required clarifications, I will e-mail the researcher on the provided e-mail address. If the questionnaire is not yet filled by the agreed date, I will submit it in the next 24 hours.

Purpose of the Study: The purpose of the study is to conduct a study that will show the benefits of training for PR practitioners and having academically qualified PRP's in the organisation. The study will examine possible benefits, and will make recommendations to government, parastatal, NGO and private organisations.

Benefits: The benefits of this study are to be part of a team that is willing to create awareness of effective public relations roles and functions to organisations including academic institutions in Botswana. The team that will avail positive recommendations to organisations in the interest of effective public relations practitioners in organisations and students graduating with public relations long course academic certificates.

Risks: No risks available since data provided is confidential and anonymity of participants is guaranteed: and there are no other risks in anyway.

Participation: My participation will consist essentially of interviewee and answering a questionnaire.

Confidentiality: I have received assurance from the researcher that the information I will share will remain strictly confidential unless noted below. I understand that the contents will be used only for M Tech thesis and that my confidentiality will be protected by not using names or any identity of participants. The data collected will be filed and will be accessed by the researcher and the supervisor(s) only.

Anonymity: I will be protected in the following manner by not using names or any identity of participants or not even state the name of the organisation.

Conservation of data: The data collected will be kept in a secure manner; data will be filed, audio will be saved and the copy of the encrypted interviews will be filed. The researcher and the supervisor (s) of the researcher will be the only ones having access to the data. After the data analysis and has been captured, the data (questionnaires and encrypted interviews) will be shredded.

Voluntary Participation: I am under no obligation to participate and if I choose to participate, I can withdraw from the study at any time and/or refuse to answer any questions, without suffering any negative consequences. If I choose to withdraw, all data gathered until the time of withdrawal will be destroyed.

Additional consent: I make the following stipulations (please tick as appropriate):

	In thesis	**In research publications**	**Both**	**Neither**
My image may be used:				
My name may be used:				
My exact words may be used:				
Any other (stipulate):				

Acceptance: I, (print name) _____

agree to participate in the above research study conducted by Shodzani Tina Mokolwane of the Faculty of Informatics and Design at the Cape Peninsula University of Technology, which research is under the supervision of Dr Elsabe Pepler.

If I have any questions about the study, I may contact the researcher or the supervisor. If I have any questions regarding the ethical conduct of this study, I may contact the secretary of the Faculty Research Ethics Committee at +27 21 469 1012, or email naidoove@cput.ac.za.

Participant's signature: _____   Date: _____

Researcher's signature: _____   Date: _____