INTEGRATIVE COMMUNICATION FOR ORGANISATIONAL SUSTAINABILITY

by

ADRIAAN TALJAARD
14372224

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PROMOTOR: DR. E DE BEER
CO-PROMOTOR: PROF. R.S RENSBURG

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Department: Department of Business Management
Division of Communication Management

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ABSTRACT

Challenges in the socio-economic system often demand an original approach for leadership to find new solutions to existing and often recurring problems. Communicative leadership, with its focus on interaction, dialogue, conversation and engagement implies, amongst others, building the integrative communication ability of the organisation in order to contribute to a sustainable organisation. Talaulicar (2010:232) posits that "The concept of the balanced company refers to a company that is in good relationships with its internal and external constituencies".

It is argued in this study that such a function can play a significant part in achieving organisational sustainability, specifically with regards to stakeholder engagement, resource management, corporate governance and financial management.

The research examines the role that an integrative communication function plays (with the major constructs representing it being messaging, structure, management, core competencies, dynamic capabilities and co-value-creation) in organisational sustainability.

Academic and practical importance

A conceptual model was proposed in this study, which demonstrates the role of an integrative communication unit within the organisational sustainability context. A strong theoretical framework was developed, which acts as a platform for the conceptualisation and operationalisation of the study. The framework encompasses and represents several subject fields, covering financial management, business management, human resource management, communication management and law.

The Systems Theory was used as a meta-theory for the study, while the Integrative Strategic Communication Management Theory, among others, supported the arguments for the significant role communication plays in the organisational processes of stakeholder engagement, corporate governance, financial management and resource management.

Methodology

The research design includes a quantitative methodology. Qualtrics was used to develop the survey instrument for the study. The instrument was distributed electronically to a sample of employees working at different levels (CEOs, senior management and practitioners) of organisations involving small, medium and large organisations as well as private organisations, government entities and non-governmental organisations (NGOs).

Findings

The following significant findings below were disclosed in the research.

1. Integrative communication plays a significant role in private, government and non-government entities but due to the internal and external dynamics of each group, significant differences occur with regards to its relationship with messaging, structure, management, core competencies, dynamic capabilities and co-value creation.
2. In private, government and non-government entities, the communication structure, the role of the manager, and the strategic role of the communication department were constant and no significant differences occurred and one can argue that this also has a supporting role and influence on the other elements of integrative communication, namely messaging, core competencies, dynamic capabilities and co-value creation.
3. Integrative communication plays a role in small, medium and large entities but no significant differences prevailed when it came to messaging, structure, management, core competencies, dynamic capabilities and co-value creation.
4. CEOs, senior management and practitioners (all departments) of organisations see the role of messaging, leadership and dynamic capabilities (flexibility, swiftness, adaptation to challenges) differently but they do have the same expectations when it comes to strategic positioning, communication management, strategic role, core competencies, dynamic capabilities (age above 30, internal relationship network, external relationship network) and co-value creation.
5. A significant outcome from this research was the structuring of a new construct that was formulated from the statistical analysis through the Structural Equation Modelling (SEM) process that was followed. From the SEM 7, a new construct of 'strategic inclusion' was developed that was a result of the combination of the original constructs strategic positioning, integrative manager and integrative strategic (xyz = Strategic Inclusion as in SEM 7). There

is not much literature on ‘strategic inclusion’ and this could be a new area to explore in the research domain.

6. Strategic positioning had a strong significance and relationship on corporate governance and resource perspectives. A weak significance and influence exist between strategic positioning, stakeholder engagement and the financial perspectives of the organisations. This does not mean that there is no relationship but only a non-significant correlation as perceived by the respondents of the survey.
7. Core competencies of the communication function in an organisation had a weak relationship and low influence on stakeholder engagement, corporate governance, resource perspectives and financial perspectives as perceived by the respondents of the survey.
8. Dynamic capabilities of the communication function and the organisation, respectively, had a very strong relationship and influence on corporate governance. However, dynamic capabilities of the communication function and the organisation, respectively, had a weak relationship and low influence on stakeholder engagement, resource perspectives and financial perspective as perceived by the respondents of the survey.
9. Co-value creation by the communication function and by the organisation, respectively, had a very strong relationship and high influence on stakeholder engagement, corporate governance, resource perspectives and financial perspectives as perceived by the respondents of the survey.
10. The communication manager as reflective steward (leadership) had a weak relationship and low influence on the stakeholder engagement, corporate governance, resource perspectives and financial perspectives of the organisation.

Main contribution

The study contributed to the literature by demonstrating the important role that an integrative communication function can play in organisational sustainability. The integrative communication function can play a significant part in the sustainability process; as such it needs to be acknowledged as a core asset of the organisation.

The managerial implications of the study’s findings highlighted the importance of the role of the integrative communication manager and the strategic positioning of the function in the organisation. The findings indicated that integrative communication has a strategic communication function among various departments in the organisation. It, therefore, must include the right capabilities and competencies to add value to the organisation.

Key words:
Integrative communication, organisational sustainability, messaging, structure, management, core competencies, dynamic capabilities and co-value creation, stakeholder engagement, corporate governance, financial perspectives, resource perspective.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of variance
BITC	Business in the Community
BSC	Balanced Scorecard
CFI	Comparative Fit Index
CG	Corporate governance
CMM	Co-ordinated management of meaning
CSF	Critical Success Factors
CSR	Corporate social responsibility
CVC	Communication Value Circle
FSB	Financial Stability Board
GRI	Global Reporting Initiative
HC	Human capital
IC	Integrated communication
IFI	Incremental Fit Index
IIRC	International Integrated Reporting Committee
IMC	Integrated marketing communication
IoD	Institute of Directors
IoDSA	Institute of Directors in Southern Africa
IRC	Integrated Reporting Committee
IT	Information technology
IVC	Integrative Communication
KPI	Key Performance Indicators
MI	Modification Indexes
MSI	Multi-stakeholder initiatives
NBS	Network for Business Sustainability
NGO	Non-governmental organisation
OECD	Organisation for Economic Co-operation and Development
QMS	Quality management systems
RBV	Resource-based view
RDT	Resource dependence theory
RMSEA	Root mean square error of approximation
ROCE	Return on capital employed

ROI	Return on Investment
SAQA	South African Qualifications Authority
SCM	Supply chain management
SEM	Structural Equation Modelling
TBL	Triple-Bottom-Line
TLI	Tucker-Lewis index
TQM	Total Quality Management
VSA	Viable Systems Approach
WBCSD	World Business Council for Sustainable Development
WWF	World Wildlife Fund

1 CHAPTER ONE: BACKGROUND AND POSITIONING

1.1 INTRODUCTION

In ecology, sustainability refers to how biological systems remain diverse and productive. Long-lived and healthy wetlands and forests are examples of sustainable biological systems. In more general terms, more specific to this research, sustainability refers to the endurance of systems and processes. The organising principle for sustainability is sustainable development, which includes the four interconnected domains of ecology, economics, politics and culture (James, Magee, Scerri, Steger & Manfred, 2015). In this research, it is postulated that an organisation’s sustainability can be enhanced through integrative communication between the various organisational elements responsible for sustainability, in this case: stakeholder engagement, corporate governance, financial perspectives and resource perspectives.

Sustainability science is the study of sustainable development and environmental science (Kahle & Gurel-Atay, 2014). Organisational sustainability, in general, seeks to implement sustainability strategies, which provide organisations with economic and cultural benefits, attained through environmental responsibility. Recently, the natural environment has become a key strategic issue in both the business and academic communities. Through "implementing sustainability strategies, organisations can integrate long-run profitability with their efforts to protect the ecosystem, providing them with opportunities to achieve the traditional competitive advantages” (Stead, 1995:43-66).

In this study, the four fundamentals of the organisation that play a role in organisational stability, will be investigated, namely: stakeholder engagement, corporate governance, resource management and financial management. From this perspective, integrative communication affects the balance in organisational processes.

The academic and practical importance of this study posits that the integrative communication unit has an influence on organisation sustainability. The research will follow a two-dimensional approach focussing on the major constructs of integrative communication and organisational sustainability. The significant role it plays will be defined after the research data have been analysed.

The purpose of the thesis is to investigate the influence of integrative communication on the sustainability of an organisation.

The research will examine:

1. The importance and the role of the integrative communication unit within an organisation and the major pillars representing it, namely: effective messaging; strategic positioning of the communication unit in the organisation; core competencies of the communication unit; dynamic capabilities and flexibility of the communication unit; co-value-creation by the communication unit; and the role of the communication manager as a reflective steward.
2. The concept of organisational sustainability and the major pillars representing it, namely: stakeholder engagement, corporate governance, resource perspectives and financial perspectives.

The outcome of the research will endeavour to indicate whether an integrative communication unit has a part to play in stakeholder engagement, corporate governance, financial processes and resource processes as dimensions of organisational sustainability.

The study will furthermore include a theoretical foundation that will support the arguments in the research and will focus on the Systems Theory as the meta-theory. The Systems Theory plays a significant role in organisational sustainability and is seen as a holistic system, characterised by a high degree of integration between the factors intervening in the process of value creation (Grant, Shani & Krishnan, 1994).

The various academic disciplines, academic fields and applicable theories supporting the study have been analysed to derive concepts and constructs for hypotheses and the final measuring instrument. From a communication management perspective, the study will look at various theories, among them the Complexity Theory, Convergence Theory, Stakeholder Theory, Systems Theory of Organisational Communication, Integrative Strategic Communication Management Theory, as well as how these theories contribute to the research.

The study will also include the academic disciplines and fields of organisational sustainability focussing on financial administration, stakeholder management, resource management and governance.

A quantitative research methodology was followed, targeting respondents at various levels within corporate organisations to establish whether the integrative communication unit affects stakeholder engagement, corporate governance, financial perspectives and resource perspectives.

The key focus of the study reflects on the sustainability of the organisation, which is a result of the relationship between stakeholder engagement, governance, finance and resources and the role integrative communication unit plays in each of them.

1.2 INTEGRATIVE COMMUNICATION

1.2.1 Definition

Integrative communication embraces effective messaging; strategic positioning of the communication unit in the organisation; core competencies of the communication unit; dynamic capabilities and flexibility of the communication unit; co-value-creation by the communication unit; and the part that the communication manager plays as a reflective steward. All these elements contribute to an “integrative communication unit” in the organisation and support various organisational communication processes. This integrative communication unit is reflected in the Integrative Strategic Communication Management Theory developed by De Beer (2014), which include sustainability and governance perspectives in the conceptualisation of strategic communication management. According to De Beer, strategic communication management in a triple context environment should focus on co-value-creation in the form of communicative capacity development, through communicative currency, capital, equity and value.

Botan and Hazleton’s (2006:44) research furthermore focuses on the public relations function and the fact that it integrates all public relations programmes into a single department. It also provides a mechanism for coordinating programmes managed by different departments. Only in an integrated system is it possible for public relations to develop new communication programmes; to change strategic publics; and to move resources from outdated programmes designed for formerly strategic publics to new programmes (Botan & Hazleton, 2006:44-45). They also postulate that the communication unit should not be integrated into another department whose primary responsibility is a management function other than communication. This integrated system links to the Integrative Strategic Communication Management Theory developed by De Beer (2014).

For integrative communication to play a role in stakeholder engagement, resources, governance and financial aspects, an organisation's messaging, the strategic positioning of the communication unit and the role of the manager are vital aspects to consider, together with the core competencies of such a unit.

To understand what is meant by integrative communication, two approaches can be identified:

1. Process approach: This refers to the messaging where the focus is on "integrated messaging" and integrated communication.
2. Functional approach: This refers to the departmental functioning of the communication unit and the role the manager plays in the unit and in the organisation. This research will focus on the functional approach to integrative communication management and its influence on organisational sustainability.

For a communication department to deliver on an integrative function, it should have certain core competencies. This will allow communicators to understand stakeholders' perceptions of the organisation's responsibilities and sustainability strategies and will allow the organisation to perform in such a way that sustainability innovation leverages other resources along the value chain to deliver superior economic/marginal value (perceived customer benefits and cost reduction) (Katsoulakos & Katsoulacos, 2007).

The current legal and regulatory environment (King IV, Stockholm Accords, PFMA, Access to Information); overlapping stakeholder interests; organisational growth; and complexity and technology, necessitate effective communication mechanisms so that organisational stability and well-being can be achieved.

The dynamic capabilities of a communication department also play a role in organisational sustainability. Without an integrative communication unit present within an organisation, the dynamic capabilities of such an organisation will be vulnerable and at risk.

This study will endeavour to indicate if an integrative communication unit has an influence on stakeholder engagement, corporate governance, the financial processes and resource processes of an organisation for it to be sustainable.

1.2.2 Management

De Beer (2014) postulates that the communication manager operating in a triple context environment must play the reflective stewardship role (by playing the strategist, managerial and technician roles, interchangeably); must have the knowledge to work towards a good corporate reputation; and must create communicative capacity, reflecting in communicative currency, capital, equity and value in an organisation. A key quality of the outcomes of a good corporate reputation and communicative capacity, reflecting in communicative currency, capital, equity and value, is two-way communication. Part of playing the reflective stewardship role is the facilitation of core competencies, dynamic capabilities and co-value-creation in the two overlapping cycles of the business cycle and the communication cycle (Van Riel & Fombrun, 2007). Reflective stewards view stakeholders as ‘fractal stewards’ and embark on activities that benefit the people around them and that can benefit and sustain future generations. According to De Beer, steps that will enable “reflective stewardship” are influenced and conditioned by factors such as conscious internal and external communication and mutually beneficial stakeholder relationships (De Beer, 2014:421-425).

From this perspective, this research will also contribute to the triple context environment where the communication department must be integrative and must also comprise of the right capabilities and skillsets to support the communication manager.

Hamrefors’ (2010:141) research on communicative leadership indicated that communicators must develop specific knowledge and skills in order to be effective in contributing to organisational effectiveness and sustainability. He postulates that the role of communicators needs to be developed if they want to be presented in leadership.

1.2.3 Core competencies

For a communication department to deliver on integrative communication it must have certain core competencies to make sure the organisation is sustainable in the long-run. This will allow communicators to understand the organisation's responsibilities and sustainability strategies and will allow the organisation to perform in such a way that sustainability innovation leverages other resources along the value chain to deliver superior economic/marginal value (perceived customer benefits and cost reduction) (Katsoulakos & Katsoulacos, 2007).

Management and leadership also share a number of core competencies. Communication is central to the four management competencies: the management of attention, meaning, trust and self. In this environment, the communication professional's role is to support the organisation's leaders in developing their communication competence and ultimately to ensure the sustainability of the organisation (Clutterbuck & Hirst, 2002:351-354).

Katsoulakos and Katsoulacos (2007:356) looked at six theories of strategic management which they benchmarked against value, responsiveness and responsibility. The six theories are:

- industrial organisation/environmental approaches;
- resource-based view (RBV) and related theories of core competencies and dynamic capabilities;
- business networking and relational perspectives;
- knowledge view of the firm;
- corporate responsibility and sustainability; and
- stakeholder approaches.

This research on the role that effective integrative communication plays in organisational sustainability will highlight the capability of integrative processes to support stakeholders, corporate governance, finances and resources to ensure the sustainability of the organisation.

1.2.4 Dynamic capabilities

Research by Katsoulakos and Katsoulacos (2007:360) investigated dynamic strategies connected to the improvement of organisational alertness. They divided these into three distinctive strategies, namely:

- strategies associated with flexibility and agility, dealing with core competencies;
- business networking strategies; and
- strategies associated with agility and swiftness (dynamic capabilities) and learning/innovation strategies.

Management's perception of the environment to generate change and be sustainable furthermore lies in three dimensions of the competitive environment, called dynamism, complexity and munificence (Barrales-Molina, Benitez-Amado & Perez-Arostegui, 2010). For an organisation to be sustainable, competitive and to fulfil its corporate responsibility to stakeholders, it must be dynamic and flexible. There is also an increased need for knowledge on how dynamic capabilities can help business firms to realise corporate responsibility with stakeholders for achieving sustainable competitive advantage (Cui & Jiao, 2011). Management - and especially the communication manager - must be able to change and adapt with ease and speed, therefore, 'dynamic capabilities' is also a strategic tool of the highest order with regard to firm management (López, 2005).

This research postulates that without integrative communication present within an organisation, the dynamic capabilities of such an organisation will be vulnerable, therefore, influencing the sustainability of the organisation.

1.2.5 Co-value-creation

Co-value-creation can be described as creating tangible and intangible value that benefits ourselves, the people around us and the environment, currently and in the future (De Beer, 2014:313). It, therefore, enables good corporate governance, reputation and communicative capacity building (reflected in communicative currency, capital, equity and value).

Strategic communication management assists in facilitating the core competencies and dynamic capabilities of the organisation to support co-value-creation for the organisation and for society. This capacity contributes to the building of communication capital, which influences financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital and natural capital. The above is supported by integrative, reflective thinking (De Beer, 2014:505).

This research study on organisational sustainability and the influence of integrative communication on it will demonstrate that integrative communication adds value on an operational and strategic level, ensuring the sustainability of the organisation.

The triple context approach, from an "integrated thinking perspective", acknowledges the fact that the organisation has a direct influence on society and on the natural environment; acknowledges that organisations should act with economic, social and environmental responsibility; and encourages an organisation to ensure that its impact on the economy, society and the natural environment is sustainable. It also enhances the organisation's potential to create economic value; ensures that the economic, social and environmental resources that the organisation requires to remain in business are treated responsibly; and focuses beyond immediate financial gain to the protection of the organisation's reputation – its most significant asset – whilst building trust (King III/IV Report, 2009:22).

An interactive communication unit must be positioned at a strategic level to be able to coordinate the activists leading to a good reputation of the organisation and must simultaneously manage the communication processes, programmes and messages between stakeholders, the board and management on a meso- and micro-level.

Integrated organisational communication, according to Gonring (1994:47-48), assists with overall strategic management planning, change management and support for internal business sustainability. Childers and Gurning (1999) also highlight the overall value of integrated communication and public relations to the organisation. Katsoulakos and Katsoulacos (2007) furthermore identify the strategic intellectual capital of an organisation and argue that everything must function in synchronisation. From this perspective, integrative communication must be in place to support the various capital assets of the organisation. The value of integrative communication will also be highlighted in this research regarding the role it plays in the various organisational processes to ensure sustainability. In addition, multilateral demands from different stakeholders, decreasing confidence in business, and the impact of globalisation are all shifting strategic communication to the centre of corporate management (Zerfass, 2014).

The literature reviewed was not definite on how integrative communication should be achieved within an organisation and a gap, therefore, still exists in the body of knowledge on how to implement this in a practical and functional manner. The implications of this research study could indicate that integrative communication should be regarded by organisations as a strategic tool to influence stakeholder engagement, corporate governance, and financial and resource perspectives; as such to nurture the sustainability of the organisation.

The study conducted by De Beer (2014) entitled *The conceptualisation of strategic communication management in a triple context environment* primarily focused on the macro-level perspective (strategic level), also indicating the need for further research into the functional level (meso-level) to establish an integrative communication unit to improve organisational sustainability (De Beer, 2014). The Integrative Strategic Communication Management Theory developed in her research shows the various aspects that need to be considered within a communication unit in a triple context environment. From this perspective, the consideration of management and stewardship creates value by means of building an organisational reputation and communicative capacity (De Beer, 2014:16).

The assumption of this research study is that integrative communication will contribute to effective communication in stakeholder engagement, corporate governance, finance processes and resource processes, upholding the sustainability of the organisation.

1.2.6 Value-add of integrative communication

Communication must also influence decision-making – whether it pertains to policies, strategy or products – to add value and to gain support from other decision-makers. Communicators should have the ability to influence decisions about an organisation's processes, products and services, its policies and its behaviour to add value (Dozier *et al.,* in De Beer, 2014:422).

When there is a shared outlook by top management that communication adds value, it contributes to a better organisational culture that forms the outer sphere of the Excellence Theory (Dozier *et al.,* in De Beer, 2014:190). If there is an imbalance regarding communication's contribution to the goals, expectations and sustainability of the organisation, the organisational culture could be affected (Grunig *et al.,* in De Beer, 2014:414).

The managerial implications of the research indicate that integrative communication should be regarded by management as a strategic tool to improve integrated organisational processes, thereby ensuring long-term sustainability. An organisation that does not promote an integrative communication unit could run the risk of ineffective and unproductive communication messaging being distributed, creating an imbalance in processes (Holm, 2006:23).

Integrated communication is the mechanism and cornerstone in the growth and sustainability of an organisation, meaning everything must work together (Benson & Dresdow, 2009:508). This also implies that communication needs to be flexible and adapt to change and new challenges (Rowley, 2008:356). Claassen and Verwey (1998:73-89) furthermore refer to a systems approach showing the interdependency of the various subsystems, for an integrated approach.

1.2.7 Integrative communication manager

The communication manager should be positioned at a strategic level to add value so that he/she can be in touch not only with his/her business unit but also with all the other business units. They essentially should be able to function strategically and operationally to add value to the organisation. This will allow communication departments to be pro-active and reactive. The manager should thus have a certain skill set to operate on a strategic management level; to be a custodian of the reputation of the organisation; and also be capable of performing on a technical level to ensure that programmes and processes within the unit and with other units reach their goals (De Beer, 2014:414). Communication managers must not only focus on traditional communication activities but should also take on the responsibility of building the communicative ability of the organisation (Hamrefors, 2010:141).

The implications of this research study could indicate that integrative communication should be regarded by top management as a strategic tool to ensure that organisational processes are aligned, ensuring possible long-term sustainability. The concept of organisational sustainability and the major constructs or pillars representing it, namely stakeholder engagement, corporate governance, resource perspectives and financial perspectives, will be discussed in full in Chapter Four.

1.2.8 Organisational sustainability

According to Colbert and Kurucz (2007), organisational sustainability refers to “keeping the business going”, while another frequently used term in this context refers to the “future proofing” of organisations. Boudreau and Ramstad (2005) refer to “achieving success today without compromising the needs of the future”.

Corporate sustainability is a strategic approach focussing not only on the organisation's effectiveness and efficiency; but also on its productivity; and on the creation of value for the owners (on competitiveness), as they follow the principles of environmental, economic and social dimensions. The defining of sustainability relates to the concept of strategy known as "the strategy of sustainable development" (Hart, 1995:966-1014). Organisational sustainability could also be directly linked to the culture of the organisation, which is echoed by Eccles *et al.* (2011), where businesses develop sustainability policies targeted at fostering an underlying "culture of sustainability" focussing on the environmental, social and financial performance of the organisation. In order to create this culture, certain values must be instilled. The Chartered Institute of Personnel and Development (CIPD) reinforced this notion that an organisation's culture has a direct link to strategic decision-making that influences organisational sustainability.

Sustainability is also associated with competitive advantage. The strategy of competitive advantage is based on the organisation's capacity for fitness, competence and real means (Passemard & Kleiner, 2000:111-117). Competitive advantage is part of an organisation's strategic focus that enables it to be sustainable (Baaij, Greeven & Dalen, 2004:517-531). Organisations that have a strong focus on competitive advantage demonstrate a private sector outlook where financial profits are the key focal point, compared to government organisations where the focus is more on service delivery (Henderson, 2011:245-257). During an organisation's annual strategic planning process, competitive strategies are developed as part of the business model enabling the organisation to dominate the market with its products and services (Griffiths & Finlay, 2004:29-59). There are two focus areas with a competitive advantage: the one is the positioning or standing of the organisation within the industry it competes in and the other is the competitive advantage the organisation has within the competing industry due to the core competencies it has (Baaij, Greeven & Dalen, 2004:517-531). Sustainability is thus directly linked to competitive advantage as the organisation cannot dominate the market in which it operates if there is no focus on new resources, capabilities and behaviours within the organisation's business model (Rodriguez *et al.*, 2002:135-146). Henderson (2011) also supports this view that organisations can adapt more quickly to competitive factors within the marketplace if it is geared to do so internally.

The economic climate of a country will, amongst others, impact upon organisational sustainability and growth in the medium- and long-term (Guest, 2010:326-335). As such, the social and environmental performance of an organisation also influences organisational sustainability. The latter refers to stakeholder relationships with competitors, government and communities and its ability to adapt to environmental changes (Sharma & Ruud, 2003:205-214). Corporate sustainability furthermore strives to improve the economic, environmental and social performance of organisations which can be seen as pointers in the assessment of sustainability (Bos-Brouwers, 2010:417-435).

Internal factors influencing organisational sustainability include: dynamic capabilities, innovation, service information, knowledge, knowledge management, knowledge sharing, human resource management, human capital, products and services, intellectual capital, corporate social responsibility (CSR), supply chain and information technology (Journal of Management and Sustainability, 2013).

1.3 PURPOSE OF THE STUDY

The purpose of the study is to investigate the role that an integrative communication unit could play in the stakeholder engagement process, the corporate governance process, the financial perspective and the resource perspective of an organisation to warrant long-term sustainability.

There is a threefold purpose linked to the research. Firstly, the research attempts to consider, both theoretically and empirically, through a quantitative research method, whether the organisation's *integrative communication processes* influence stakeholder engagement, corporate governance, and financial and resource perspectives to ensure the long-term sustainability of the organisation. Secondly, the study will indicate the role *integrative communication unit* plays in the sustainability of the organisation. Thirdly, the study will propose a *model* for the positioning of the integrative communication unit in the organisation to support sustainability and to minimise risk.

1.4 PURPOSE STATEMENT

Organisations continuously endeavour to create a condition of balance within and between their internal and external environments, to ensure organisational sustainability (regarding stakeholder engagement, corporate governance, financial perspectives and resource perspectives).

Integrative communication could support the organisation in obtaining this outcome since it embraces: effective messaging; strategic positioning of the communication unit in the organisation; core competencies of the communication unit; dynamic capabilities and flexibility of the communication unit; co-value-creation by the communication unit; and the role of the communication manager as a reflective steward.

1.4.1 Research objectives

Several research objectives arise because of the purpose statement of the study, with the focus on the following two strategic areas below.

- Focus Area 1: Integrative communication with constructs – messaging, structure, management, core competencies, dynamic capabilities and co-value creation; and
- Focus Area 2: Organisational sustainability with constructs – stakeholder engagement, corporate governance, financial perspective and resource perspective.

The research problem translates into the primary research objective being investigated, namely:

Does integrative communication have an influence on organisational sustainability?

The secondary research objectives being investigated are listed below.

1. To determine whether there are significant differences in the perception of integrative communication between private entities, government entities and non-government entities.
2. To determine whether there are significant differences in the perception of organisational sustainability between private entities, government entities and non-government entities.
3. To determine whether there are significant differences in the perception of integrative communication between small, medium and large organisations.
4. To determine whether there are significant differences in the perception of organisational sustainability between small, medium and large organisations.
5. To determine whether there are significant differences in the perception of integrative communication between the President/CEO/executive/managing director; senior managers/managers; and practitioners in organisations.
6. To determine whether there are significant differences in the perception of organisational sustainability between the President/CEO/executive/managing director; senior managers/managers; and practitioners in organisations.
7. To determine whether there is a relationship between messaging produced by the communication unit and organisational sustainability.

8. To determine whether there is a relationship between the strategic positioning of the communication unit and organisational sustainability.
9. To determine whether there is a relationship between the core competencies of the communication unit and organisational sustainability.
10. To determine whether there is a relationship between the dynamic capabilities of the communication unit and organisational sustainability.
11. To determine whether there is a relationship between co-value-creation by the communication unit and organisational sustainability.
12. To determine whether there is a relationship between the communication manager, as reflective steward, and organisational sustainability.

The items in the survey will link up with the various hypotheses, which again will link to the research objectives, concepts and constructs.

1.4.2 Concepts

There are two primary concepts that will be analysed in the study.

1. Integrative communication (effective messaging; strategic positioning of the communication unit in the organisation; core competencies of the communication unit; dynamic capabilities and flexibility of the communication unit; co-value-creation by the communication unit; and the role of the communication manager as a reflective steward.)
2. Organisational sustainability (stakeholder engagement; corporate governance, financial perspectives, resource perspective).

1.4.3 Constructs

Each of the concepts is made up of various constructs that will be discussed in Chapters Three and Four of the research. The concepts, constructs and sub-themes are as follows:

Table 1: Concepts, constructs and sub-themes of study

Concepts	Constructs	Sub-themes

Organisational sustainability	Stakeholder engagement	Stakeholder engagement Stakeholder management Stakeholder relations Stakeholder communication Stakeholder governance
	Corporate Governance	Corporate governance principles Triple-bottom-line reporting Integrated reporting KING III/IV Stockholm accords
	Financial management	Financial performance Balanced Scorecard (BSC) Shareholder Value Strength of Balance scorecard
	Resource management	Competencies development Technology utilisation Climate for action
Integrative communication	• Messaging • Strategic positioning • Core competencies • Dynamic capabilities • Co-value-creation • Communication manager	Integrative Strategic Communication Management Theory The rational of the concepts communication and communicative From integrated communication to integrative communication Integrative thinking Strategic structural positioning Core competencies Dynamic capabilities Coherent and shared corporate culture Co-value-creation Communication capital

The following figure provides a schematic illustration of the research:

Figure 1: Schematic illustration research

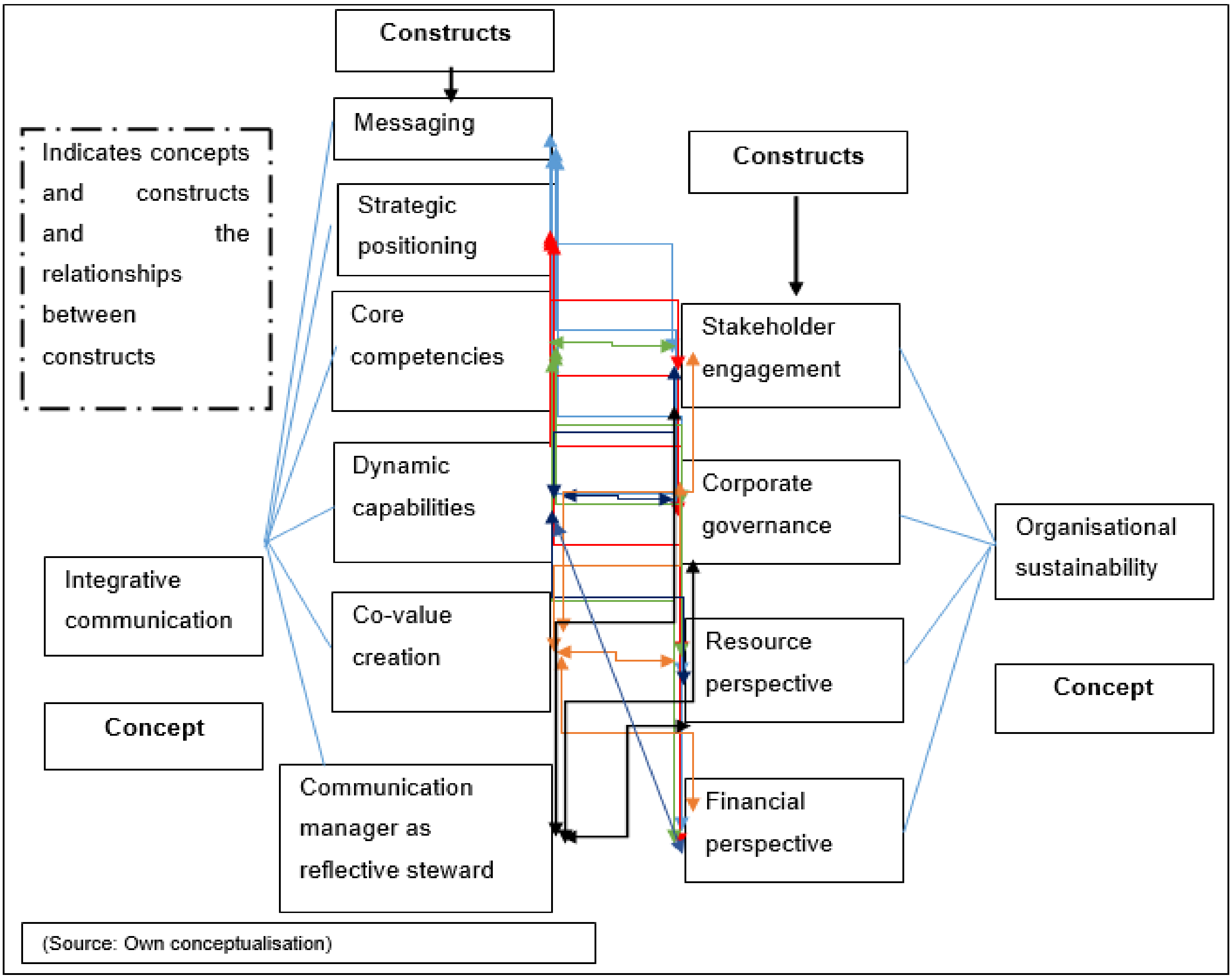


Figure 1 indicates the relationships between the different variables. The specific role that the integrative communication unit plays regarding the various variables will be determined at the end of the study through statistical analysis but will also be further explored in the literature review.

From the figure, the following have been posed, both related to an integrative communication unit:

1. the research will show if the integrative communication unit influences organisational sustainability; and
2. the specific role that the integrative communication unit can play within the organisation to create value so that sustainability of the organisation can be maintained. This will be explained

in Chapter Six and Seven when the results and findings are discussed and will indicate what the role is that integrative communication plays within the organisation, based on theory, literature and the statistical results of the hypothesis testing.

1.4.4 Hypotheses

The research hypothesis for this research (investigating the phenomenon as it should be and must be testable and measurable) are:

Table 2: Research hypotheses of this research

Research Objective 1: To determine whether there are significant differences in the perception of integrative communication between private entities, government entities and non-government entities.
H1: There is a significant difference between the perception of messaging in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of messaging in private entities, government entities and non-government entities.
H2: There is a significant difference between the perception of the strategic positioning of the communication unit in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of the strategic positioning of the communication unit in private entities, government entities and non-government entities.
H3: There is a significant difference between the perception of the manager in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of the manager role in private entities, government entities and non-government entities.
H4: There is a significant difference between the perception of the strategic role of the communication manager in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of the strategic role of the communication manager in private entities, government entities and non-government entities.
H5: There is a significant difference between the perception of the leadership role of the communication manager in private entities, government entities and non-government entities.

H0: There is no significant difference between the perception of the leadership role of the communication manager in private entities, government entities and non-government entities.
H6: There is a significant difference between the perception of the core competencies of the communication unit in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of the core competencies of the communication unit in private entities, government entities and non-government entities.
H7a: There is a significant difference between the perception of the dynamic capabilities (flexibility, swiftness, adapt to challenges) of the communication unit in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of the dynamic capabilities (flexibility, swiftness, adapt to challenges) of the communication unit in private entities, government entities and non-government entities. H7b: There is a significant difference between the perception of the dynamic capabilities (age above 30, internal relationship networks, external relationship network) of the communication unit in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of the dynamic capabilities (age above 30, internal relationship networks, external relationship network) of the communication unit in private entities, government entities and non-government entities.
H8: There is a significant difference between the perception of the co-value- creation of the communication unit in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of the co-value- creation of the communication unit in private entities, government entities and non-government entities.
Research Objective 2: To determine whether there are significant differences in the perception of organisational sustainability between private entities, government entities and non-government entities.
H9: There is a significant difference between the perception of stakeholder engagement in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of stakeholder engagement in private entities, government entities and non-government entities.

H10: There is a significant difference between the perception of corporate governance in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of corporate governance in private entities, government entities and non-government entities.
H11a: There is a significant difference between the perception of finance (performance, Balanced Scorecard) in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of finance (performance, Balanced Scorecard) in private entities, government entities and non-government entities. H11b: There is a significant difference between the perception of finance (revenue, financial productivity) in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of finance (revenue, financial productivity) in private entities, government entities and non-government entities.
H12: There is a significant difference between the perception of resource perspectives in private entities, government entities and non-government entities. H0: There is no significant difference between the perception of resource perspectives in private entities, government entities and non-government entities.
Research Objective 3: To determine whether there are significant differences in the perception of integrative communication between small, medium and large organisations.
H13: There is a significant difference between the perception of messaging in small, medium and large organisations. H0: There is no significant difference between the perception of messaging in private entities, government entities and non-government entities.
H14: There is a significant difference between the perception of the strategic positioning of the communication unit in small, medium and large organisations. H0: There is no significant difference between the perception of the strategic positioning of the communication unit in small, medium and large organisations.
H15: There is a significant difference between the perception of the role of the communication manager in private entities, government entities and non-government entities.

H0: There is no significant difference between the perception of the role of the communication manager in small, medium and large organisations.
H16: There is a significant difference between the perception of the strategic role of the communication manager in small, medium and large organisations. H0: There is no significant difference between the perception of the strategic role of the communication manager in small, medium and large organisations.
H17: There is a significant difference between the perception of the leadership role of the communication manager in small, medium and large organisations. H0: There is no significant difference between the perception of the leadership role of the communication manager in small, medium and large organisations.
H18: There is a significant difference between the perception of the core competencies of the communication unit in small, medium and large organisations. H0: There is no significant difference between the perception of the core competencies of the communication unit in small, medium and large organisations.
H19a: There is a significant difference between the perception of the dynamic capabilities (flexibility, swiftness, adapt to challenges) of the communication unit in small, medium and large organisations. H0: There is no significant difference between the perception of the dynamic capabilities (flexibility, swiftness, adapt to challenges) of the communication unit small, medium and large organisations. H19b: There is a significant difference between the perception of the dynamic capabilities (age above 30, internal relationship networks, external relationship network) of the communication unit in small, medium and large organisations. H0: There is no significant difference between the perception of the dynamic capabilities (age above 30, internal relationship networks, external relationship network) of the communication unit in small, medium and large organisations.
H20: There is a significant difference between the perception of the co-value- creation of the communication unit in small, medium and large organisations. H0: There is no significant difference between the perception of the co-value- creation of the communication unit small, medium and large organisations.

Research Objective 4: To determine whether there are significant differences in the perception of organisational sustainability between small, medium and large organisations.
H21: There is a significant difference between the perception of stakeholder engagement in small, medium and large organisations. H0: There is no significant difference between the perception of stakeholder engagement in small, medium and large organisations.
H22: There is a significant difference between the perception of corporate governance in small, medium and large organisations. H0: There is no significant difference between the perception of corporate governance in small, medium and large organisations.
H23a: There is a significant difference between the perception of finance perspective (performance, Balanced Scorecard) in small, medium and large organisations. H0: There is no significant difference between the perception of stakeholder engagement in small, medium and large organisations. H23b: There is a significant difference between the perception of finance perspective (revenue, financial productivity) in small, medium and large organisations. H0: There is no significant difference between the perception of finance perspective (revenue, financial productivity) in small, medium and large organisations.
H24: There is a significant difference between the perception of resource perspectives in small, medium and large organisations. H0: There is no significant difference between the perception of resource perspectives in small, medium and large organisations.
Research Objective 5: To determine whether there are significant differences in the perception of integrative communication between the President/CEO/executive/managing director; senior managers/managers; and practitioners in organisations.
H25: There is a significant difference between the perception of messaging among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations. H0: There is no significant difference between the perception of messaging among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H26: There is a significant difference between the perception of the strategic positioning among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations. H0: There is no significant difference between the perception of the strategic positioning among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
H27: There is a significant difference between the perception of the role of the communication manager among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations. H0: There is no significant difference between the perception of the role of the communication manager among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
H28: There is a significant difference between the perception of the strategic role of the communication manager among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations. H0: There is no significant difference between the perception of the strategic role of the communication manager among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
H29: There is a significant difference between the perception of the leadership role of the communication manager among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations. H0: There is no significant difference between the perception of the leadership role of the communication manager among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
H30: There is a significant difference between the perception of the core competencies of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations. H0: There is no significant difference between the perception of the core competencies of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H31a: There is a significant difference between the perception of the dynamic capabilities (flexibility, swiftness, adapt to challenges) of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H0: There is no significant difference between the perception of the dynamic capabilities (flexibility, swiftness, adapt to challenges) of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H32b: There is a significant difference between the perception of the dynamic capabilities (age above 30, internal relationship networks, external relationship network) of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H0: There is no significant difference between the perception of the dynamic capabilities (age above 30, internal relationship networks, external relationship network) of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H32: There is a significant difference between the perception of the co-value- creation of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H0: There is no significant difference between the perception of the co-value- creation of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

Research Objective 6: To determine whether there are significant differences in the perception of organisational sustainability between the President/CEO/executive/managing director; senior managers/managers; and practitioners in organisations.

H33: There is a significant difference between the perception of stakeholder engagement among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H0: There is no significant difference between the perception of stakeholder engagement among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H34: There is a significant difference between the perception of corporate governance among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H0: There is no significant difference between the perception of corporate governance among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H35a: There is a significant difference between the perception of finance perspective (performance, Balanced Scorecard) among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations. H0: There is no significant difference between the perception of finance perspective (performance, Balanced Scorecard) among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations. H35b: There is a significant difference between the perception of finance perspective (revenue, financial productivity) among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations. H0: There is no significant difference between the perception of finance perspective (revenue, financial productivity) among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
H36: There is a significant difference between the perception of resource perspectives among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations. H0: There is no significant difference between the perception of resource perspectives among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
Research Objective 7: To determine whether there is a relationship between messaging produced by the communication unit and organisational sustainability.
H37: There is a relationship between messaging and stakeholder engagement of the organisation. H0: There is no relationship between messaging and stakeholder engagement of the organisation.
H38: There is a relationship between messaging and corporate governance of the organisation. H0: There is no relationship between messaging and corporate governance of the organisation.
H39: There is a relationship between messaging and resource perspectives of the organisation. H0: There is no relationship between messaging and resource perspectives of the organisation.
H40: There is a relationship between messaging and financial perspectives of the organisation. H0: There is no relationship between messaging and financial perspectives of the organisation.
Research Objective 8: To determine whether there is a relationship between the strategic positioning of the communication unit and organisational sustainability.

H41: There is a relationship between the strategic positioning of the communication unit and stakeholder engagement in the organisation. H0: There is no relationship between the strategic positioning of the communication unit and stakeholder engagement in the organisation.
H42: There is a relationship between the strategic positioning of the communication unit and corporate governance in the organisation. H0: There is no relationship between the strategic positioning of the communication unit and corporate governance in the organisation.
H43: There is a relationship between the strategic positioning of the communication unit and resource perspectives in the organisation. H0: There is no relationship between the strategic positioning of the communication unit and resource perspectives in the organisation.
H44: There is a relationship between the strategic positioning of the communication unit and financial perspectives in the organisation. H0: There is no relationship between the strategic positioning of the communication unit and financial perspectives in the organisation.
Research Objective 9: To determine whether there is a relationship between the core competencies of the communication unit and organisational sustainability.
H45: There is a relationship between the core competencies of the communication unit and stakeholder engagement in the organisation. H0: There is no relationship between the core competencies of the communication unit and stakeholder engagement in the organisation.
H46: There is a relationship between the core competencies of the communication unit and corporate governance in the organisation. H0: There is no relationship between the core competencies of the communication unit and corporate governance in the organisation.
H47: There is a relationship between the core competencies of the communication unit and resource perspectives in the organisation.

H0: There is no relationship between the core competencies of the communication unit and resource perspectives in the organisation.
H48: There is a relationship between the core competencies of the communication unit and financial perspectives in the organisation. H0: There is no relationship between the core competencies of the communication unit and financial perspectives in the organisation.
Research Objective 10: To determine whether there is a relationship between the dynamic capabilities of the communication unit and organisational sustainability.
H49: There is a relationship between the dynamic capabilities of the communication unit and the organisation, and stakeholder engagement in the organisation. H0: There is no relationship between the dynamic capabilities of the communication unit and the organisation, and stakeholder engagement in the organisation.
H50: There is a relationship between the dynamic capabilities of the communication unit and the organisation, and corporate governance in the organisation. H0: There is no relationship between the dynamic capabilities of the communication unit and the organisation, and corporate governance in the organisation.
H51: There is a relationship between the dynamic capabilities of the communication unit and the organisation, and resource perspectives in the organisation H0: There is no relationship between the dynamic capabilities of the communication unit and the organisation, and resource perspectives in the organisation.
H52: There is a relationship between the dynamic capabilities of the communication unit and the organisation, and financial perspectives in the organisation. H0: There is no relationship between the dynamic capabilities of the communication unit and the organisation, and financial perspectives in the organisation.
Research Objective 11: To determine whether there is a relationship between co-value-creation by the communication unit and organisational sustainability.
H53: There is a relationship between co-value -creation by the communication unit and the organisation, and stakeholder engagement in the organisation.

H0: There is no relationship between co-value-creation by the communication unit and the organisation, and stakeholder engagement in the organisation.
H54: There is a relationship between co-value-creation by the communication unit and the organisation, and corporate governance in the organisation. H0: There is no relationship between co-value creation by the communication unit and the organisation, and corporate governance in the organisation.
H55: There is a relationship between co-value-creation by the communication unit and the organisation, and resource perspectives in the organisation. H0: There is no relationship between co-value-creation by the communication unit and the organisation, and resource perspectives in the organisation.
H56: There is a relationship between co-value- creation by the communication unit and the organisation, and financial perspectives in the organisation. H0: There is no relationship between co-value- creation by the communication unit and the organisation, and financial perspectives in the organisation.
Research Objective 12: To determine whether there is a relationship between the communication manager as reflective steward and organisational sustainability.
H57: There is a relationship between the communication manager as reflective steward and stakeholder engagement in the organisation. H0: There is no relationship between the communication manager as reflective steward and stakeholder engagement in the organisation.
H58: There is a relationship between the communication manager as reflective steward and corporate governance in the organisation. H0: There is no relationship between the communication manager as reflective steward and corporate governance in the organisation.
H59: There is a relationship between the communication manager as reflective steward and resource perspectives in the organisation. H0: There is no relationship between the communication manager as reflective steward and resource perspectives in the organisation.

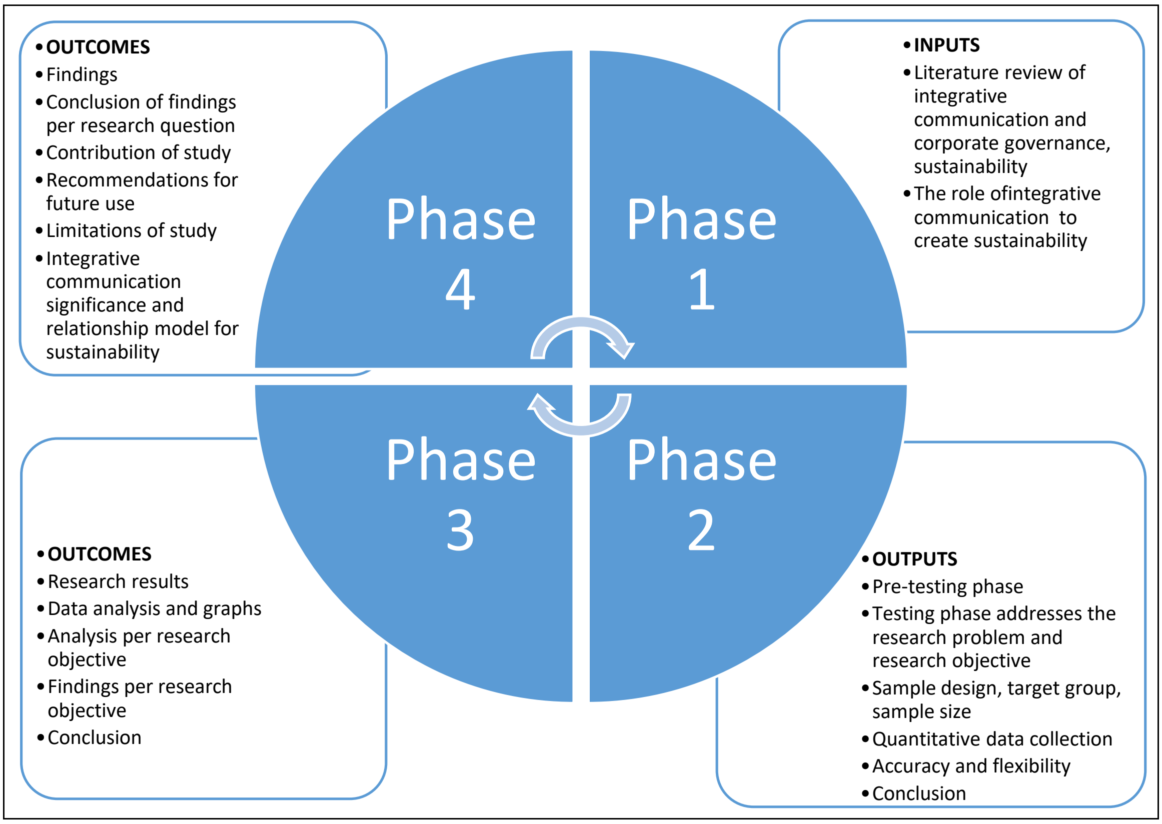
H60: There is a relationship between the communication manager as reflective steward and financial perspectives in the organisation.
H0: There is no relationship between the communication manager as reflective steward and financial perspectives in the organisation.

1.5 RESEARCH DESIGN

The research follows a quantitative design – this method makes the results quantifiable and hence more objective. Key aspects in this research are that a minimum sample size of 240 respondents must be included in the study – an electronic questionnaire will be administered.

The figure below illustrates the full research process of this study.

Figure 2: Research process of the study



Source: Own conceptualisation

Figure 2 outlines the four phases of this study as being: the literature review as Phase One; the pre-testing and information collection, Phase Two; the information analysis and interpretation, Phase Three and Phase Four being the interpretation phase and suggestions about going forward.

Getting inputs and feedback from a target audience is a fundamental first step in understanding the research design (Phase Two) better. With the research items already defined, the "What" of the study has been established. Now the Who, When, Where and How is important.

Sampling

In this study, the targeted respondents are permanently employed workers in organisations representing the private, public and Non-governmental organisation (NGO) sectors. Targeted respondents represent organisations varying in size, ranging from small (0 - 100), to medium (100 - 1 000) to large (1 000 plus). For the purpose of this research, a "private entity" means any entity that is not a unit of government, including but not limited to, a corporation, partnership, company or other legal entity or a natural person; a “government entity” means any national or local government body, tribunal, regulatory or other agency; non-government entities or NGOs refer to any non-profit, voluntary citizens' group which is organised on a local, national or international level.

Respondents represent three different levels within organisations, namely:

- Presidents/CEOs/executives/managing directors;
- senior managers/managers; and
- practitioners.

Two of the groups (senior manager/manager and practitioners) specifically represent five different business units within organisations, namely: the communication unit, stakeholder engagement unit, governance unit, finance unit and the human resource unit. Sampling respondents will, in this way, provide valuable feedback on how respondents interpret, understand and experience the items being posed.

Data collection instrument

A structured questionnaire was used and was administered through the Qualtrics platform. Qualtrics is a private research software company, based in Provo, Utah. The company was founded in 2002 by Scott M. Smith, Ryan Smith, Jared Smith and Stuart Orgill. Qualtrics software enables users to do online data collection and analysis, including: market research, customer satisfaction and loyalty, product and concept testing, employee evaluations and website feedback.

Qualtrics gives organisations complete control over their customer experience programmes and responds to customer needs and analysis trends, and makes changes in real time. Qualtrics is also easy to use, flexible, and automates processes that drive action. It can leverage 100+ question types, embedded data, branching, display logic, quotas, e-mail triggers, mobile and offline compatibility and randomisation.

All of the above steps within the research design will be discussed in detail in Chapter Five as well as the results in Chapter Six and the findings and conclusions in Chapter Seven.

Data collection

The table below illustrates the data collection timeframe.

Table 3: Data collection time lines

Design step	Date
Pre-test control collection	November 2016
Data collection	December 2916 to February 2017
Data analysis, results and findings	March 2017 to June 2017
Data interpretation	July to September 2017

1.6 IMPORTANCE OF THE STUDY

The academic and practical importance of this study will posit that a relationship can be found between integrative communication, stakeholder engagement, corporate governance, financial perspectives and resource perspectives for an organisation to be sustainable. The study investigated:

- whether integrative communication (messaging, structure, management, core competencies, dynamic capabilities and co-value-creation) plays a part in private entities, government entities and non-government entities;
- whether integrative communication (messaging, structure, management, core competencies, dynamic capabilities and co-value creation) has an influence on small, medium and large entities;
- whether integrative communication (messaging, structure, management, core competencies, dynamic capabilities and co-value-creation is perceived differently by CEOS, senior management and practitioners (all departments) of an organisation;
- whether messaging influences stakeholder engagement, corporate governance, resource perspectives and financial perspectives;
- whether the strategic positioning of the communication unit influences stakeholder engagement, corporate governance, resource perspectives and financial perspectives;
- whether the core competencies of the communication unit influence stakeholder engagement, corporate governance, resource perspectives and financial perspectives;
- whether the dynamic capabilities of the communication unit and the organisation influence stakeholder engagement, corporate governance, resource perspectives and financial perspectives; and
- whether the communication manager as reflective steward influences stakeholder engagement, corporate governance, resource perspectives and financial perspectives.

1.7 DEMARCATION OF CHAPTERS

The research covers seven chapters, beginning with the background and positioning of the research, followed by a literature review on the theoretical foundation of the research, as well as the concepts of integrative communication and organisational sustainability. In Chapter Five, the research design is discussed followed by the results in Chapter Six and the discussion of the findings in Chapter Seven.

1.7.1 Chapter, heading and content summary

The background and positioning in Chapter One focuses on integrative communication and addresses the definition and various constructs of the concept, that includes: management, dynamic capabilities, co-value-creation, value-add and the communication manager. The rest of Chapter One investigates the purpose of the study, problem statements, the research design and limitations of the study.

The literature review in Chapter Two includes the theoretical foundation and discusses the metatheoretical framework; academic disciplines and fields; as well as the various theories associated with the research.

The literature review in Chapter Three focuses on integrative communication and the various constructs representing it, namely: core competencies, dynamic capabilities, co-value-creation and the communication manager. The chapter also addresses communication management, integrated communication, integrative thinking and communication capital.

Chapter Four concentrates on organisational sustainability and covers stakeholder engagement, corporate governance, financial perspectives and resource perspective as constructs of sustainability. Under stakeholder engagement, the constructs of engagement, management, relationships, communication and governance are discussed. Under corporate governance, the various principles, triple-bottom-line, integrated reporting and KING III receive attention. The financial perspective covers performance, the Balanced Scorecard and shareholder value. Under the resource perspective, as a construct of sustainability, the elements of competencies, technology and a climate for action are discussed.

Chapter Five addresses the research problem, objectives, design and data collection method. In Chapter Six the descriptive and inferential results are disclosed and a structural equation modelling process is deliberated.

Chapter Seven continues with the conclusions of the research objectives and problem statement, as well as the importance and limitations of the study. The chapter concludes with recommendations and the posing of a sustainability model.

1.8 CONCLUSION

Challenges in the socio-economic system often demand an original approach to leadership to find new solutions to existing and regularly recurring problems. Communicative leadership, with its focus on interaction, dialogue, conversation and engagement implies, among others, building the integrative communication ability of the organisation in order to contribute to a balanced and sustainable organisation. Talaulicar (2010:232) posits that "The concept of the balanced company refers to a company that is in good relationships with its internal and external constituencies". Considering integrative communication is furthermore critical for organisational sustainability and success, it is argued in this study that such a unit can play an important role in achieving organisational sustainability, specifically with regards to stakeholder engagement, corporate governance, resource management and financial management.

The research examines the role of an integrative communication unit (with the major constructs representing it being messaging, structure, management, core competencies, dynamic capabilities and co-value creation) in obtaining organisational sustainability.

2 CHAPTER TWO: THEORETICAL FOUNDATION

2.1 INTRODUCTION

Chapter Two analyses the literature and theoretical foundation of the research and discusses the meta-theoretical framework, academic disciplines and fields as well as the various theories associated with the research.

2.2 CONCEPTUALISATION AND META-THEORETICAL FRAMEWORK

The meta-theoretical and theoretical conceptualisation of the research will be discussed under the next two headings.

2.2.1 Meta-theoretical and theoretical conceptualisation

The table below provides an easy to follow reference of the meta-theoretical and theoretical conceptualisation of the study and the four academic disciplines it represents, which include financial management, business management, communication management and law. The table also indicates each academic field that relates to this particular study; and the theories applicable to each.

Table 4: Meta-theoretical and theoretical conceptualisation

Meta-theory	Systems Theory			
Academic discipline	Financial Management	Business Management	Communication Management	Law
Academic field	Financial Administration	Sustainability & Stakeholder Management	Strategic Communication Management	Corporate Governance
Theories	Contingency Theory Chaos Theory Complexity Theory	Resource-Based Theory Configuration Theory Organisational control Theory Stakeholder Theory	Convergence Theory Co-ordinated Management of Meaning (CMM) Theory Cultural Theory of Organisational Communication Integrative Strategic Communication Management Theory Neo-classical Microeconomics Theory	Stewardship Theory Political Theory Self-Regulation and Self-Governance Theory
Constructs	Financial Perspective Co-Value- Creation	Resource perspective Stakeholder Engagement Leadership Role Core Competencies Dynamic Capabilities	Messaging Strategic structural positioning Role of Communication Manager	Corporate Governance

(Source: Own conceptualisation)

The Table above presents the meta-theoretical and theoretical conceptualisation of the study. This research encompasses and represents several academic disciplines, which include: financial management, business management, communication management and law.

Further analysis will also be done to understand each academic field, and the theories applicable to each, as they relate to this particular study. Theories associated with each academic field are as follows:

- Financial administration: contingency Theory, chaos Theory, complexity Theory;
- Sustainability and stakeholder management: Resource-Based Theory, Configuration Theory, Organisational Control Theory, Stakeholder Theory;
- Strategic communication management: convergence Theory, Co-ordinated Management of Meaning (CMM) Theory, cultural Theory of organisational communication, Integrative Strategic Communication Management Theory, Neo-Classical Microeconomics Theory; and
- Corporate governance: Stewardship Theory, Political Theory, Self-Regulation and Self-Governance Theory.

The various concepts connected to some of these theories will also be investigated, namely: financial perspectives, resource perspectives, corporate governance, stakeholder engagement and integrative communication. Each concept will be dissected into various constructs to understand the role each one plays towards the primary research objective and the secondary research objectives that originated from the problem statement.

2.3 META-THEORY

The meta-theoretical and theoretical visualisation of this study are defined in Table 4. The Systems Theory forms the basis of this study and links directly to the problem statement on whether the stakeholder engagement, corporate governance, and financial and resource perspective/processes of organisations are integrated to ensure long-term sustainability; and what the nature is of the role that communication plays as an integrative unit between the processes.

The academic disciplines of financial management, business management, communication management and law also support the various academic fields of financial administration, sustainability and stakeholder management, strategic communication management and corporate governance that form the foundation of organisational sustainability and address the role integrative communication plays in each of them.

The theories that will be analysed are: Contingency Theory, Chaos Theory, Complexity Theory, Resource-Based Theory, Configuration Theory, Organisational Control Theory, Stakeholder Theory, Convergence Theory, Co-ordinated Management of Meaning (CMM) Theory, Cultural Theory of Organisational Communication, Integrative Strategic Communication Management Theory and the Neo-Classical Microeconomics Theory, Stewardship Theory, Political Theory, Self-Regulation and Self-Governance Theory, as stated above.

Chapter Three and Chapter Four will analyse and discuss the various concepts of stakeholder engagement, financial perspective, resource perspective and corporate governance, and the various constructs in each of these domains.

The grand theory of this study is the Systems Theory. Systems Theory is an interdisciplinary theory about every system in nature, in society and in various scientific fields and provides a structure with which we can investigate experiences from a holistic approach (Capra, 1997). Skyttner (1996:16) defined the system as interacting units or elements working together as a set that form an integrated whole.

Systems Theory derives from the shift in attention from the part to the whole (Checkland, 1997; Weinberg, 2001; Jackson, 2003), considering the observed reality as an integrated and interacting concept where the individual properties of the single parts become indistinct. In contrast, the relationships between the parts themselves and the events they produce through their interaction become much more important, in order to form an interconnectivity (Luhmann, 1990) towards a shared purpose (Golinelli, 2009).

The systemic perspective debates that we are not able to fully comprehend a phenomenon by splitting it up and then later combining it again; we have to look at its holistic meaning and apply this to understand its functioning. We can study and examine the individual parts, but to fully conceptualise it, we have to view it from a higher level, a ‘holistic perspective’ (Von Bertalanffy, 1968). Systems Theory involves an extensive area of research focussing on different fields of research and areas of focus (Senge, 1990). More focused researchers have investigated the organisation as a system while exploring its relationship with the internal and external environment that it functions in (Burns & Stalker, 1961; Lawrence & Lorsch, 1967; Aldrich, 1979).

The value of Systems Theory is that it provides theoretical principles for conceptualising, operationalising, and formalising complex interrelations of time, substance, and process. It refers to how knowledge is gained from everyday actions (Thelen & Smith, 1994). The explanation by Ackoff (1981:15) is more logical in that a system is a collection of parts which have an effect on each other and thus will have an effect on the system as a whole. Skyttner (1996:20) postulates that there is agreement among researchers that the Systems Theory was created by influential researchers from the “systems movements” as reflected by research done by Von Bertalanffy (1955) and Litterer (1969).

The Systems Theory can be used on a variety of concepts in the human sciences and reflects many characteristics related to the social systems (Von Bertalanffy, 1973:196). In today’s world, cultures and communities are made up of language differences, social status, policies and laws, science, art, morals and religion, and they are governed by formalised structures (Von Bertalanffy, 1973:197). McCormick (1993:299) said “…that the firm is a ‘black box’ that behaves as if it was a human individual and, therefore, the concepts of culture and values from a systems perspective can be applied to the organisation”.

The Systems Theory plays a significant role in organisational development and sustainability - the table below reveals some of the research done in this area.

Table 5: **Systems Theory research**

Nonaka and Tacheucki, 1995	The organisation is seen as a learning system and as having a set of skills and competencies that enables it to produce its own knowledge. The organisation is a cognitive system establishing its existence, creating information and activating skills in order to produce knowledge through continuous learning processes.
Grant, Shani and Krishnan, 1994	The organisation is seen as a holistic system, characterised by a high degree of integration between the factors intervening in the process of value-creation.

Mele and Polese (2010)	Business value-creation is related both to the sub-system (through quality management, R&D activities, internal auditing, feedback, daily research, etc.) and to the supra-system (through co-operation logics and asset improvement in terms of technical, cognitive, relational and adaptive aspects).
Mele and Colurcio (2006)	In Total Quality Management (TQM), the systemic conception of the organisation is strengthened by its emphasis on the importance of the relationships of the parts to the goal to be reached.
Shiba, Graham and Walden (1993)	Explores Total Quality Management (TQM) as a system for developing individual, team, organisation and national skill.
Smircich and Stubbart (1985)	Organisations and environments interact and patterns are created. Different organisations within the 'same' environment will read different things into the same set of data about particular market conditions and circumstances.
Pfeffer and Salancik (1978)	Organisations in a similar environment are embedded in a set of inter-organisational relationships (some stronger than others) with a set of stakeholders.
Christopher (2007)	According to the system model, competitive firm behaviour is strictly linked to the ability to identify and manage functions and relationships, thereby establishing communication channels, organising information flow, and rationalising and harmonising a firm's development aligned with all external relationships.
Barile and Polese (2010)	The organisation must adapt and be able to preserve its viability and stability, creating its own internal environment that is able to respond effectively to external stimuli at all levels (viability). Organisations are considered viable systems if they are able to survive in a particular context due to continual dynamic processes and several kinds of internal changes (adaptation).
Barile (2009); Golinelli, (2010)	Networked systems can be described based on three parameters: variety (possible variance that a phenomenon may present to the observer),

	variability (variety observed over time) and indeterminacy (the ability to fully understand a phenomenon). Starting from these distinctions, it is possible to address the relative concept of complexity. Networked systems are complex in that they are diverse and made up of multiple interconnected network elements, and adaptive in that they have the capacity to change and learn from experience.
Grunig *et al*. (1992:67)	Organisational environment influences management as well as communication.
Holtzhausen (2005:408)	In an open system, managers are the link between the organisation and the relationships it has with its different stakeholders.
Witmer (2006:362-363)	Systems operate within their immediate surroundings and, therefore, are classified according to their openness: • closed systems: unresponsive, lots of internal control to change; • open-systems: interact with the environment for sustainability; and • cybernetic systems: the balance between the above two systems in that although there is internal control, it continuously assesses environmental challenges and then adapts. This system is particularly applicable to organisational sustainability.
Grof (2001:193)	Stakeholders or stakeholder groups' (social groups) expectations create certain relationship needs - organisations, therefore, have to manage this.

Implications of the Systems Theory

The above focuses on some of the underlying elements of the Systems Theory and its application in organisational sustainability. Organisations should familiarise themselves with the concept of systems and the correlated ways of thinking. Organisational factors include continued adjustments to guarantee the survival of the whole system; constantly formulating new interpretations of business scenarios in order to find an adequate positioning; and implementing (when necessary) periods of adjustment, transformation and redefining the organisational structure. This adaptive and pro-active behaviour should be based on Systems Theory's conceptual pillars in order to promote sustainable and long-lasting performance. The Systems' theories and perspectives can successfully contribute to organisational sustainability if a holistic approach is followed and focus is not just given to specific elements.

2.4 ACADEMIC DISCIPLINES

2.4.1 Financial management as a discipline

Strategic management is directly linked to the financial performance of the organisation and can be categorised as that set of managerial positions and actions that determines the long-run performance of an organisation. It includes environmental scanning (both external and internal), strategy formulation (strategic or long-range planning), strategy implementation, and evaluation and control (Wheelan & Hunger, 2008). Kaplan and Norton acknowledged the need for traditional financial data. Accurate and timely financial data are necessary for the efficient and smooth direction of the organisation. The provision of the correct and timely financial data to the right person in the organisation helps in the process of making the right decision in the right moment. Under this perspective, the most common performance measures incorporated are Return on Investment (ROI), Cashflow, Net Operating Income and Revenue Growth. The financial perspective considers how the investors or the shareholders see the firm in terms of dividend pay-out ratio, improvement on the cost structure, profit after tax, return on capital employed (ROCE) and growth in the sales volume (Etim & Agara, 2011).

2.4.2 Business management as a discipline

Business management comprises of many processes and is seen as a range of actions performed by management in a planned manner so that the organisation can reach its strategic objectives (Cronje *et al.*, 2000:110). According to Cronje, activities in this management process range from planning, organising and leading, whilst the emphasis is on teamwork and consistency**.** They also classified the key focus areas of this discipline into the scientific school, the classical school and the human relations school.

2.4.3 Communication management as a discipline

The basic function of communication management includes that specialists play a strategic role in the preparation and development process of communication and that they understand and value the impact they make on the organisation's success (Tindall & Holtzhausen, 2011:89). Communication management has an important function with regards to resolving challenges and they must be innovative and interact with internal and external stakeholders to ensure that the contribution they make remains relevant. The communication management function acts as a link between internal and external stakeholders, connecting the objectives and outcomes that each seeks to reach (Van Ruler, Verčič, Bütschi, Flodin, 2004:36). The discipline will further be discussed in Chapter Three, where communication is analysed in terms of integrated marketing communication, integrated communication and integrative communication.

2.4.4 Law as a discipline

Within an organisational context, law is associated with corporate governance and sustainable development and calls for strategic alignment adopting the best decisions. Sustainable development is based on integrating economic, social and environmental factors. The economic pillar generates profit and focuses on maintaining ordinary capital with all the business activities performed. The social pillar involves people as individuals, as well as the community. The environmental pillar focuses on environmental safeguarding of natural resources by continuous innovation of the organisation's processes (Moldan, 2001:43-58). Corporate governance in the organisation outlines the policies and procedures that the senior management team must follow and guides the relationship the organisation needs to have with stakeholders and shareholders (Bonnafous-Boucher, 2005:37). Research done by Hilb (2006:9) postulates that governance can be seen as the method that tactically guides, manages and regulates the organisation's interaction with its various stakeholders.

The discipline of corporate governance will be analysed in Chapter Four of the literature review as one of the pillars of organisational sustainability.

2.5 ACADEMIC FIELDS

2.5.1 Financial administration as academic field

In the past, managers only made use of financial evaluations to measure performance but that seems inadequate, hence the development of a tool called the Balanced Scorecard, which incorporates both the financial and non-financial measures of performance. Non-financial criteria are as important as financial criteria in measurement systems and when both measures are integrated into the system, they lead to superior results (Kairu, Wafula, Okaka, Odera & Akerele, 2013). The financial performance of the organisation can be categorised as that set of managerial positions and actions that determines the longevity of performance in an organisation. It includes environmental scanning (both external and internal), strategy formulation (strategic or long-range planning), strategy implementation, and evaluation and control (Wheelan & Hunger, 2008).

Kaplan and Norton (1992, 1993, 1996) introduced the conceptual framework of the Balanced Scorecard for the purpose of designating, evaluating and measuring factors that drive an organisation’s performance, taking external and internal factors into account. In Chapter Four, the financial perspective to sustainability will be analysed in detail.

2.5.2 Sustainability as an academic field

The informal definition of sustainability, according to Colbert and Kurucz (2007), is to “keep the business going”, while another frequently used term in this context refers to the “future proofing” of organisations. Boudreau and Ramstad (2005), refer to “achieving success today without compromising the needs of the future”. Corporate sustainability is a strategic approach, focussing, apart from the effectiveness and efficiency, also on the organisation’s productivity; and on the creation of value for the owners (on competitiveness); as they follow from the environmental, economic and social dimensions. The defining of sustainability relates to the concept of strategy, known as the strategy of sustainable development (Hart, 1995:966-1014).

According to the King III and King IV Reports on Corporate Governance for South Africa, stakeholder relationship management involves organisations taking note of the influence that stakeholders have on the organisation’s reputation and that this relationship must be managed strategically. The 75 principles contained in King III have been reduced to 17 principles under King IV. This reduction in principles has been achieved by the restructuring of the report; however, most of the substantive principles of King III have been retained, in some form, in King IV. The purpose of the reduction in principles, one assumes, is to facilitate an easier interpretation and application of King IV. King IV introduces a shift from the "apply or explain" approach contained in King III to the "apply and explain" approach contained in King IV.

The result of this is that South African organisations implementing these principles are recognised by developing economies as secure and investable (Institute of Directors, 2009:6-7). In other words, there are legal sanctions for non-compliance.

Chapter Four will address stakeholder management, corporate governance, financial perspectives and resource perspectives as key pillars to sustainability.

2.5.3 Stakeholder management as an academic field

Stakeholder management suggests the incorporation of stakeholders' interests into operational decision-making (Black & Hartel, 2003:125-144; Boutilier, 2007:121-134; Shropshire & Hillman, 2007:63-67), and ultimately leads to a combination of organisational and social learning, which is a basis for long-term change based on trust, but which is not always clearly quantifiable or predictable in the short-term (Roome & Wijen, 2006:235-263; Van Kleef & Roome, 2001:38-51). Corporate leadership should have a holistic approach to engaging with stakeholders and should acknowledge that the vital link between business and stakeholder management is *leadership* (Chow Hoi Hee, 2007:73-84).

Stakeholder management plays a key role in ensuring that the needs and demands of the organisation's stakeholders are incorporated into the strategic planning processes (Letza *et al.*, 2004:251). Stakeholder management will also be addressed in Chapter Four, with specific reference to stakeholder management, relations, communication and governance.

2.5.4 Strategic communication management as an academic field

Communication management should function on a strategic level and find a way to safeguard the affairs and interaction with its various stakeholders to ensure sustainability (Varey & White, 2000:10). From this perspective, the communication unit has to be positioned strategically within the organisational structure. Hamrefors' (2010) research on communicative leadership indicated that communicators must develop certain knowledge, skills and management qualities in order to be able to contribute to organisational effectiveness and sustainability. He postulates that the role of communicators needs to be developed if they want to be presented in leadership (Hamrefors, 2010:141).

Fleisher's (1998:164) research indicated that communication management plays an intentional and strategic role in organisational success and sustainability. According to Fleisher, communication management consists of various building blocks that include a strong focus on the operation of the organisation and its key stakeholders and that is linked to its business strategy. This must then be connected to the progress and sustainability of the organisation and also connect to its communication activities and plans.

Corporate leadership should have a holistic approach to engage with stakeholders – as the vital link between business and stakeholder management is, again, *leadership* (Chow Hoi Hee, 2007:73-84).

Corporate communication with a business focus increases the effectiveness of the business by effectively engaging and maintaining stakeholder relationships (Steyn & Puth, 2000:5) and it can, therefore, be regarded as an academic field suited to this study.

2.5.5 Governance as an academic field

Corporate governance contributes to organisational sustainability as well as corporate responsibility. With the increase in global economic competitiveness, a higher standard of responsibility, conduct and performance is needed. Opportunities outside existing markets are explored and to access these resources, organisations need to comply with internationally accepted standards of corporate governance. Organisations, therefore, need to comply and should be indirectly managed (Kavalíř, 2005). Corporate governance places importance on how strategic management handles the relationship with its stakeholders (government, financial institutions, contractors, customers, employees and the surrounding community) (Keasey, Thompson & Wright, 1999).

According to research done by Jamali, Safieddine and Rabbath (2008:444), corporate governance guides the decision-making of organisations and also protects the rights of the stakeholders it interacts with.

2.6 THEORIES ASSOCIATED WITH THE RESEARCH

Before going into the in-depth literature review for each of the theories in each academic discipline and field, as well as who the role-players were in developing these theories, the following table below will give an indication of the related theories and their relationship to this study.

Table 6: Financial theories

Financial Administration	**Areas of focus**	**Relationship to this study**
Contingency Theory	The Contingency Theory emphasises the importance of both the leader's personality and the situation in which that leader operates. Central to Contingency Theory is the concept of the situation, which is characterised by three factors: • leader-member relations; deals with the general atmosphere of the group and the feelings such as trust, loyalty and confidence that the group has for its leader; • task structure is related to task clarity and the means to task accomplishment; and	Integrative communication plays an important role in this theory as it will contribute to trust, loyalty and confidence if open communication systems are in place and it will give direction and structure to processes.

	• the position of power relates to the amount of reward-punishment authority the leader has over members of the group.	
Chaos Theory	In this context, chaos does not mean total confusion. Chaos refers to the dynamics of a system that has no, or little, order, but in which there really is an underlying order. In these systems, small changes can cause complex changes in the overall system. (In technical terms, Chaos Theory applies to complex non-linear dynamics systems.) Chaos Theory has introduced new perspectives and tools to study complex systems, such as biological, human, groups, weather, population growth and the solar system.	Integrative communication will be the balancing tool that can be utilised to create order and direction enabling better communication between departments and processes.
Complexity Theory	Complexity Theory shows that organisations adapt to their environments and cope with conditions of uncertainty. The theory treats organisations as collections of strategies and structures. They are adaptive; in that, the individual and collective behaviour mutate and self-organise corresponding to a change-initiating micro-event or collection of events.	Integrative communication as a balance to sustainability will be central in relation to this theory, as it will enable the organisation to adapt, change and redirect effectively when faced with challenges and uncertainty.

Table 7: Sustainability & Stakeholder Management theories

Sustainability & Stakeholder Management	**Areas of focus**	**Relationship to this study**
Resource-Based Theory	The Resource-Based Theory indicates that the competitive advantage of an organisation lies primarily in the application of a bundle of valuable tangible or intangible resources at the organisation’s disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile. This translates into valuable resources that are neither perfectly imitable nor substitutable without great effort.	In this research, the Resource-Based Theory will be applicable as the resource perspective is one of the pillars contributing to the sustainability of the organisation. However, it must be balanced with other competing factors within the organisation and integrative communication can be the mechanism to do this.
Configuration Theory	How should an organisation be structured to be effective? As an entrepreneurial organisation; machine organisation (bureaucracy); professional organisation; divisional (diversified) organisation; or innovative organisation ("adhocracy").	In this research, it is argued that integrative communication will play a prominent role irrespective of the type of structure the organisation has. The positioning of the integrative communication unit, however, is critical for it to be effective.
Organisational Control Theory	Examine the process by which one party attempts to influence the behaviour of another within a given system. Organisational control is an inherently communicative activity that consists of verbal and physical actions designed to overcome resistance and exercise authority over others. Supervisors	In this research, the focus will be on effective communication to all stakeholder groupings which can only take place with integrative communication functions in place. Control, therefore, will be limited.

	might rely upon verbal commands (e.g. telling someone exactly what to do), written directives (e.g. giving workers a set of rules to follow), or even peer pressure (e.g. co-workers reinforce the importance of following organisational norms) to control the actions of their subordinates. Collective effort (e.g. organising) cannot be accomplished without individuals relinquishing some degree of autonomy in order to work towards a common objective.	
Stakeholder Theory	The Stakeholder Theory is a theory of organisational management and business ethics that addresses morals and values in managing an organisation. It describes and recommends methods by which management can give due regard to the interests of the groups they interact with. In short, it attempts to address the "principle of who or what really counts".	Integrative communication and stakeholder engagement are interrelated and contribute directly to organisational sustainability.

Table 8: Communication management theories

Communication Management	**Areas of focus**	**Relationship to this study**
Convergence Theory	Convergence theory states that as nations transition from the beginning stages of industrialisation to highly industrialised nations, the same societal patterns will emerge, eventually creating a global culture.	The Convergence Theory is also known as the Catch-Up Effect. For organisations to be sustainable they need to be effective and competitive and to do that integrative communication is central within organisation sustainability.

Co-ordinated Management of Meaning (CMM) theory	CMM Theory can be seen as a multi-tool (like a 'Swiss army knife') that is useful in any situation. It is not a single theory, but rather a collection of ideas to understand how humans interact during communication. Communicators apply rules in order to understand what is going on during their social interaction. Based on the situation, different rules are applied in order to produce "better" patterns of communication.	Integrative communication is the central function that will be used to adapt and change communication rules to ensure organisational sustainability, it is the coordinating factor between all the processes.
Cultural Theory of Organisational Communication	Through symbols, we seek to reach shared meaning throughout our corporate experience. This culture could also be described as the corporate climate. The cultural approach takes a humanistic look at what occurs inside the workplace.	Integrative communication plays an important role with regards to the cultural climate in the organisation. Without integrative communication, the sustainability of an organisation hangs in the balance.
Integrative Strategic Communication Management Theory	A study conducted by De Beer (2014) with the title *The conceptualisation of strategic communication management in a triple context environment* primarily focused on the macro-level perspective (strategic level), indicating the need for further research into the functional level, meso-level, to establish the importance of an integrative function within a communication unit to improve integrative organisational communication (De Beer, 2014).	The Integrative Strategic Communication Management Theory developed in her research showed the various aspects that need to be considered within a communication unit in a triple context environment. The consideration of management and stewardship creates value by means of building organisational reputation and capacity (De Beer, 2014:16).
Neo-Classical Micro-Economics, or Neo-Classical Price Theory	The Neo-Classical Micro-Economics Theory rests on three assumptions. 1. People have rational preferences between outcomes that can be identified and associated with values. 2. Individuals maximise utility and organisations maximise profits.	This theory will also play a role in the study, as organisations need to be profitable to be sustainable. However, a focus on people values and information sharing is important and to achieve this, integrative communication is central to all business processes.

	3. People act independently on the basis of full and relevant information.	

Table 9: Corporate Governance theories

Governance	Areas of focus	Relationship to this study
Stewardship Theory	Stewardship Theory is a theory that suggests that managers, left on their own, will indeed act as responsible stewards of the assets they control. It specifies certain mechanisms that reduce agency loss, including executive compensation; levels of benefits; and also manager's incentive schemes, by rewarding them financially or offering shares that align the financial interest of executives and to motivate them for better performance.	Integrative communication, in particular by the manager, is the central element orchestrating the balance between business units to ensure organisational sustainability. Positioning the manager within the integrative communication unit is critical.
Political Theory	Political Theory, is the study of topics such as politics, liberty, justice, property, rights, law, and the enforcement of a legal code by authority: what they are, why (or even if) they are needed, what, if anything, makes a government legitimate, what rights and freedoms it should protect and why, what form it should take and why, what the law is, and what duties citizens owe to a legitimate government, if any, and when it may be legitimately overthrown, if ever.	Governance in organisations is central to sustainability and profitability. In this research integrative communication is the central balance and link to ensure that the organisation communicates all its corporate governance principles to stakeholders ensuring transparency and long-term sustainability.
Self-Regulation and Self-Governance Theory	Self-Regulation Theory or SRT is a system of conscious personal health management. Outside of health management, Self-Regulation Theory is used to explain the cognitive bias known as the illusion of control. To the extent that people are driven by internal goals concerned with the exercise of control over their environment, they	In this study, governance is not an illusion of control but a reality that rests with all the relevant stakeholders interacting with the organisation, internal and external, and the glue ensuring self-regulation is integrative communication.

	will seek to reassert control in conditions of chaos, uncertainty or stress. Failing genuine control, one coping strategy will be to fall back on defensive attributions of control – leading to illusions of control.	

2.7 CONCLUSION

From the literature review that was done on the theoretical and meta-theoretical conceptualisation of the study, as well as the various academic disciplines involved, adequate tangible evidence exists to support the research on integrative communication for organisational sustainability.

The theoretical framework will assist in guiding the entire process of the research study; explaining, predicting and guiding various relationships and research outcomes. The framework, therefore, indicates gaps within the current research being conducted on integrative communication for organisational sustainability. The research findings will also be evaluated against the theoretical framework indicating whether it contributes to the body of knowledge within the communication management field.

3 CHAPTER THREE: INTEGRATIVE COMMUNICATION

3.1 INTRODUCTION

This chapter focuses on integrative communication and the various constructs representing it, namely: core competencies, dynamic capabilities, co-value-creation and the role of the communication manager. The chapter also addresses, amongst others, communication management, integrated communication, integrative thinking and communication capital.

As an introduction to the conceptualisation of the study, the question can rightfully be asked: *What is the difference between integrated communication (IC), integrated marketing communication (IMC) and integrative communication (IC)?*

3.1.1 Integrated communication

Organisations continuously strive to improve relationships with their stakeholders so as to be competitive; integrated communication (IC) became an important tool to build these relationships (Shimp & Andrews 2013:11).

By developing strategic communication strategies organisations can interact with stakeholders in a meaningful two-way communication process to meet expectations and deliverables (Shimp & Andrews 2013:681).

To achieve communication integration within an organisation there should also be the internal integration of the organisation's culture and “soul” (Torp, 2009:190-206). Torp examined the diversity in integrated communication and demonstrates how its scope has been broadened to include everything an organisation says and does, as well as everyone who is affected by the organisation’s existence and activities.

Extensive research on IC was done by Niemann (2005), from the University of Pretoria, who postulates that the energy of communication departments in organisations must integrate marketing and communication plans that can only be successful if IC strategy is in place. She defines IC as the strategic management process of organisationally controlling or influencing all messages and encouraging purposeful, data-driven dialogue to create and nourish long-term, profitable relationships with stakeholders. She also indicates that due to the continuous change and development within the business environment, the importance of IC is inescapable to ensure that stakeholders stay loyal and committed to the organisation.

According to Niemann (2005:89), the development of IC was drastically influenced by the developments taking place within the IT industry and the changing perceptions within the communication environment towards IC. Research done by Schultz (1996) also supports this view, where he indicated that development in IT and centralised universal information systems (data sharing) is the key catalyst in integration, more specifically, IC. Today integration in communication is very sophisticated and develops on a daily basis - consider cell phone technology, laptops, software and the huge variety of social media platforms and web sites, to name but a few. Integration, according to Schultz, is thus very important, as organisations need to identify what type of technology they need to engage with to communicate with their stakeholders.

Many organisations focus on one-way communication with their customers, pushing and driving the marketing-mix, indicating that Integrated marketing communication (IMC) is central to their strategy (Keller, 1998:138). With IC, the weight distribution between internal and external communication is equal and according to Kitchen and Schultz (2000), an organisation’s internal communication strategies and focus need to be in place before any communication can be directed towards stakeholders. This focus was further acknowledged by Holm (2006:23), who indicated that an organisation that wants to be effective and sustainable must ensure that its communication is integrated internally towards the organisation, as well as externally to its stakeholders. IMC, therefore, cannot function within organisations if IC strategies are not in place. Wightman (1999:18) went so far as to state that IMC is “dead”. IMC cannot be implemented without IC.

IC, therefore, is a front-runner for IMC and its primary role is to strategically position the organisation internally and externally with its stakeholders to be more competitive, sustainable and successful. One, therefore, cannot function independently from the other and fits into the systems approach. We can, therefore, can say that integrated communication always includes integrated marketing communication but that integrated marketing communication does not always include integrated communication.

Organisations and people are reluctant to change and in most organisations there are established ‘ways of doing things’ usually associated with organisations’ structure, availability of resources, corporate culture and people being employed by the organisation for a long period of time who do things in a certain way. Within the literature review of IC, the following barriers were identified for the possible implementation of IC:

1. Duncan and Everett (1993:32) posit that teams must be deployed throughout the organisation to create an opportunity for interaction and shared responsibility.

2. Managers’ perceptions: Managers have different experiences and knowledge, and they specialise in different business units. They, therefore, will have a different view of IC and they will also instruct their employees differently in the role they have to play (Duncan and Everett, 1993:30-39). Another view is that strategic IC must be developed and implemented by top management that will be used as a model to coordinate implementation (Percy, 1997:178).

3. Short-term planning as a barrier: The concept behind IC is that it needs to be sustainable over a long period of time. When IC is focused on short-term results like growing your stakeholder base, new members might not be as loyal and committed as the organisation’s established members (Schultz, 1993:16). IC must be aligned with the organisation’s strategic vision and goals for an extended period.

4. Communication accountability: Due to corporate governance and accountability, top management continuously focus on the measurement of the return on communication investments, in other words, the “outcomes” or marketplaces or organisational results of investments made in communication programmes. Management frequently request communication units to report on the investment made in funded programmes and what the organisation gained from them (Yastrow, 1999-2000:2).

5. Inadequate communication proficiencies: When the communication unit lacks experience and competencies to roll out the IC strategy, it will lead to failure to reach the end goal and focus, which in return will have a direct impact on stakeholder perceptions (Duncan & Moriarty, 1997:29). The communication unit must also be aware of the organisational competencies in order to align communication objectives with those of the organisation.

6. Information technology barriers: Information technology includes computers, software, digital development as well as new media communication forms such as e-mail, websites, twitter, blogs, and Facebook. Without these resources in place within a fast-developing environment, and the ability of organisations to develop effective communication programmes, IC would be challenging (Duncan, 2001:17).

7. Duncan (2001:17) acknowledges this change factor and defines information technology as all the primarily electronic methods by which data or information on or about the marketplace, customers, prospects, stakeholders and the like are captured, stored, manipulated and distributed among individuals and organisations, both within and outside the organisation. Rockart *et al.* (1996:46) are, however, of the opinion that the real reason information technology is changing the way integrated communication is developed and practised, is the shifting nature of technology ownership and control.

3.1.2 Integrated marketing communication

When organisations use marketing strategies to maximise constant communication messaging to support the brands to stakeholders, it is referred to as integrated marketing communication (Kitchen & Burgmann, 2015). Marketing departments therefore need to understand the opportunities around the promotional mix elements and how they can align this with the organisation's communication messaging (Dahl, Low & Eagle, 2015: 226-240).

According to Belch and Belch, Integrated marketing communication (IMC) has become the central dominant approach within organisations to drive and implement their marketing communication programs (Belch & Belch, 2016).

Against this background, Botan and Hazleton's (2006:44) research focuses on the public relations function and the fact that it integrates all public relations programmes into a single department. It also provides a mechanism for coordinating programmes managed by different departments. Only in an integrated system is it possible for public relations to develop new communication programmes for changing strategic publics and to move resources from outdated programmes, designed for formerly strategic publics, to new programmes (Botan & Hazleton, 2006:44-45). They also postulate that the

communication unit should not be integrated into another department whose primary responsibility is a management function other than communication.
Although there is not any clear consensus on the definition of integrated communication, integrated communication, as viewed by various scholars, can only be successful if there is an integrative communication function established within the communication department. An integrative communication unit refers to the communication specialists who are clustered together/work together within a communication department and who develop and manage the communication messages for all the business units within the organisation before communicating it to its stakeholders. Without such a unit, integration in communication messaging would be ineffective and inadequate.

In today's modern society and corporate environment, workers have access to information through an abundance of electronic driven platforms; enabling them to communicate with stakeholders at any given time. The access to information makes employees active role-players in the market placing a huge responsibility on employers to manage workers. This interactive interactivity between stakeholder's forces organisations to be accountable corporate citizens – and they have to exercise social responsibility towards all their stakeholders to a greater extent than ever before. Organisations will have to make sure they build "real" relationships with stakeholders. Kitchen and Schultz (2000:7) elaborated on this by explaining that organisations must build genuine relationships that are not focused on spin, rhetoric and one-way communication but on a correct understanding of the dynamics of markets and constituencies in which organisation compete (Kitchen & Schultz, 2000:7). This thinking implies that integrated communication is central to organisational communication.

'Stakeholders' refers to all the entities an organisation interacts with. Steyn and Puth's (2000:198) research indicated that they are all affected by the decisions made by the organisation, and vice-versa. This highlights the importance of IC where two-way communication is essential. According to the authors, organisations have to take into consideration the needs and considerations of stakeholders - communication cannot be directed away from the organisation to its target audience (one-way communication). The terminology used is "stakeholder-centricity", meaning the organisation must ensure that IC is central to its strategic plans.

Major differences between IC and IMC, according to Steyn and Puth (2000) and Niemann (2005), are summarised in the following table below.

Table 10: Integrated Communication and Integrated Marketing Communication

IC	**IMC**
Holistic and focuses on all the stakeholders	Focuses on the customer
Focuses on the communication process (two-way communication)	Communication messages sent out by the organisation (one-way communication)
Internal and external messaging is central	External messaging is central
Messages are driven by the strategic goals of the whole organisation	Messages are driven by marketing and communication
Contributes to the strategic thinking of the organisation	Contributes to the technical aspects of the organisation, such as a product or service being rendered
Stakeholder-centric (outside-in approach) focuses on the needs and wants of stakeholders	Product/service centric, meaning pushing your mandate and not considering the needs and wants of the stakeholders

The question can now be asked: *What is the significance of "effective" communication in an organisation?*

To fulfil an integrative function, the communication department must also add value. Communication units must be able to influence decision-making – whether it pertains to policies, strategy or products - to add value and to gain support from other decision-makers. Communicators have to have the ability to influence decisions about an organisation's products and services, its policies, and its behaviour in order for communication departments to be valued and supported by dominant coalitions (Dozier *et al.,* in De Beer 2014:422).

When there is a shared outlook between a communication department, the other departments in the organisation and top management, it contributes to a better organisational culture that forms the outer sphere of the Excellence Theory (Dozier *et al.* in De Beer, 2014:190). If there is an imbalance regarding goals and expectations between the various departments, top management and the communication department, the organisation's culture and ultimately its sustainability could be affected (Grunig *et al.,* in De Beer, 2014:414).

Katsoulakos and Katsoulacos (2007) furthermore identified the strategic intellectual capital of an organisation and argue that everything functions in synchronisation, supporting an integrative communication unit that must be in place to support the various capital assets of the organisation.

King and Roberts (2013:40) indicated that companies must have four tools in place in order to function effectively in the 21st century. These are: stakeholder relations, integrated thinking, good corporate governance and integrated reporting. By having an integrative communication unit and mechanism in place within a communication department, the former will serve to facilitate and enhance the above areas and support the organisation’s objectives.

Grunig (2013) posed the question whether managed communication will make an organisation more effective and, if so, how? Organisations “must set up structured systems, processes, and rules for two-way symmetrical public relations. In this way, effective communication is established”. From this perspective, an integrative communication unit can add value and achieve effectiveness in messages being communicated. Effectiveness can also be improved when there is an increase in productivity, meaning, “don’t work harder but work smarter” (Joey Papa, eHow Contributor, 2013).

With integrated communication, the construction of meaningful and effective messages are part of the value proposition offered by the communication department of organisations. To control and manage all messages is not always possible, considering the number of technological and communication platforms that are available to employees and stakeholders.

Messages and media have become fractal in nature, where simple messages can go viral immediately. Message and media fractals also influence reflective stewardship - core competencies, dynamic capabilities and co-value-creation (additional dimensions that lead to integrative communication). The above communicative capacities contribute to value-creation and can also be viewed from the perspective of the Grounded Theory developed by De Beer (2014:308), which proposes that conscious internal and external communication; message and media fractals; mutually beneficial stakeholder relationships; and interaction (conversation, dialogue and listening), support the communication specialist when playing the role of the reflective steward in the management of the organisation’s core competencies, dynamic capabilities and co-creative value-creation (De Beer, 2014:388).

De Beer (2014:551) also compiled 20 propositions that were derived from a literature review and an empirical study asserting that “message and media fractals” influence “reflective stewardship: core competencies, dynamic capabilities and co-creative value-creation”. This proposition directly relates to the functional level – in other words, the suggested role played by the communication manager on a meso-level in the communication unit.

The research findings of organisational sustainability and the role that effective integrative communication plays in it contributes to the body of knowledge of strategic communication management by confirming the proposition that there is a relationship between message and media fractals and reflective stewardship - core competencies, dynamic capabilities and co-creative value-creation.

3.2 INTEGRATIVE COMMUNICATION

Now that we have a better understanding of integrated communication within an organisational communication environment, the question can be asked: *What the difference is between IC and integrative communication?* Although substantial research has been conducted on IC and Integrated marketing communication (IMC) and the differences between the two, very little research in the literature can be found with regards to integrative communication. Research done by De Beer on *Creating value through communication* and *The conceptualisation of strategic communication management in a triple context environment* gave valuable insight into integrative communication and for this reason various reference to these findings will be made in this literature review.

Integrated communication, as viewed by various scholars, can only be successful if there is an integrative communication unit established within the organisation. An integrative communication unit refers to the communication specialists who are clustered together/work together within a communication department and who develop and manage the communication messages for the various business units within the organisation before communicating them to its stakeholders. Without this unit, integration in communication messaging could be ineffective and inadequate. Important constructs of integrative communication that will be analysed as part of the literature review are:

- strategic structural positioning;
- core competencies;

- dynamic capabilities;
- coherent and shared corporate culture;
- shared values; and
- communication capital.

All the above constructs contribute holistically to an effective integrative communication unit within the organisation and directly contribute to the success of IC in the organisation. Without these constructs, organisational sustainability and success are at risk. In the literature reviewed, a direct correlation was found between integrative thinking and integrative communication. Benson and Dresdow (2009:508) explained integrative thinking as a process where opposite facts, views, ideas, issues and relationships are considered and evaluated before a decision can be made. According to them, this necessitates interdisciplinary thinking, engagement, flexibility, individual customisation, collaboration and inspiration, meaning that before a manager can make a decision, he/she must have the right experience and skillset in place. Integrative communication occurs when a communication department, manager and practitioners collectively acquire/possess and contribute to the strategic structural positioning of the unit, as well as develop core competencies and dynamic capabilities. The unit must also contribute to a coherent and shared corporate culture with shared values. Vertical integration with its stakeholders is fundamental in order to build positive relationships and to create value, not only for the external audience but also for the organisation internally. Forward integration occurs when the organisation moves closer (nearer) to its stakeholders, ensuring integrated communication (two-way communication) as well as establishing an integrative communication platform. Litschka, Markom and Schunder (2006:106) also highlighted that integrative thinking contributes to value-creation.

The literature reviewed did not clearly indicate how integrated communication should be achieved and a gap, therefore, exists on how to implement this in a practical and functional manner. This could indicate that an integrative unit should be regarded by top management as a strategic tool to improve integrated organisational communication.

In a Grounded Theory study conducted by De Beer (2014), she used the Excellence Theory as a lens through which a new substantive theory was developed, called the ‘Integrative Strategic Communication Management Theory’.

The literature review also explored the various *elements* that integrative communication consists of and how it affects processes in the organisation. The following is a summary of the review.

1. *Messaging* – Research done by De Beer (2014) indicated that messaging is a mutually beneficial process for stakeholder relationships and interaction (conversation, dialogue and listening) and further supports the communication specialist when playing the role of the reflective steward in the management of the organisation. Taylor (2017) suggested that business communication and effective messages define most organisations and result in effective campaigns, interpersonal relationships among co-workers and successful stakeholder engagement and relations. He emphasised that in most organisations, effective communication messaging is the first step in promoting an organisation's brand and values. This directly links to an organisation's sustainability.

2. *Strategic positioning* – The structural position of the communication department and the role it plays in relation to various business units are critical components for organisational sustainability. In strategic communication literature, alignment was also mentioned. Strategic positioning furthermore includes the importance of aligning image, vision, messages, corporate brands and organisational culture in the context of integrating all communication activities (Invernizzi & Romenti, 2015; Torp, 2015). Strategic orientation of communication is a key requirement for value-creation and sustainability. From this perspective, beneficial impacts on corporate success include: enhancing strategic positioning through an ongoing revision of the corporate strategy and continuous alignment with changing stakeholder expectations; identifying competitive advantages by detecting new trends in the external environment and providing critical input for corporate adjustment and finally improving the corporation's trustworthiness and credibility among stakeholders, by providing communication activities and messages that are aligned to their expectations. This may foster beneficial relationships and improve corporate reputation (Kaplan & Norton, 2004; Van Riel, 2012).

3. *Communication Manager* – According to De Beer (2014), the communication managers operate in a triple context environment assuming the role of stewardship (playing the strategist, manager and technician roles interchangeably). He/she must have the knowledge to work towards a good corporate reputation; communicative capacity; communicative currency,

capital, equity and value in an organisation. This all contributes to organisational sustainability. Research conducted by Taljaard (2014) on *An integrative communication function as a vehicle for effective integrated organisational communication messaging* further contributes to the communication manager's role within the triple context environment where the communication department must follow an integrative approach and must also have the right capabilities and skillset to support the communication manager. Communication managers furthermore have the responsibility to be informed and must not only focus on the traditional communication activities, but must also take on the responsibility of building the communicative ability of the organisation (Hamrefors, 2010:141).

4. *Strategic role* – According to Covey (1989), communication's value-added contribution must be cherished and acknowledged by management and should continuously be part of the strategic planning process, whilst contributing to achieving organisational goals. According to Van Riel (2012), the alignment of communication with corporate strategy is an important precondition for contributing to corporate value-creation. The Communication Value Circle (CVC) is a useful tool for reflecting on the strategic alignment of an existing communication strategy or in the development of a new one. The alignment process offers a visualisation of the necessary steps for the process of linking communication targets to overarching corporate goals. Aligning communication requires agglomerated managerial skill and will.

5. *Leadership* – Hamrefors' research on communicative leadership indicates that communicators must develop certain knowledge and skills in order to be sufficient in contributing to organisational effectiveness and that the role of communicators needs to be developed if they want to be presented in leadership (Hamrefors, 2010:141). Without these leadership qualities, an organisation's sustainability could be jeopardised.

6. *Core competencies* – For a communication department to deliver on integrative communication messaging, it must have certain core competencies in order to be sustainable (Katsoulakos & Katsoulacos, 2007). According to Clutterbuck and Hirst (2002:351-354) management and leadership also share a number of core competencies that ensure organisational sustainability. It is furthermore the role of communication professionals to support the organisation's leaders in developing their communication competence.

7. *Dynamic capabilities* – Quirke (2002) emphasises that communication needs to adapt and evolve in a fast-changing business environment, enabling organisations to be sustainable. For this, a dynamic communication unit needs to be in place. Management also needs to evaluate the competitive environment it operates in and, therefore, must have characteristics of dynamism, complexity and munificence (Barrales-Molina, Benitez-Amado & Perez-Arostegui, 2010). López's (2005) research expressed the ability to be able to change and adapt with ease and speed, therefore, dynamic capabilities are also a strategic tool of the highest order with regard to firm management and sustainability in the long-term. This implies that communication needs to be flexible and adapt to change and to new challenges (Rowley, 2008:356). Claassen and Verwey (1998:73-89) refer to the systems approach, showing that an interdependency of the various subsystems is needed for an integrated approach.

   New methodologies, such as agile planning with methods like the Reflective Communication Scrum (Van Ruler, 2014), offer innovative solutions for a communication function to be dynamic. They allow for the planning of communication under unpredictable conditions. Instead of prescribing strict rules and pre-designed plans, the Scrum helps to focus on some generalised objectives; to set up iterative plans and smart priorities; to adapt to change, as well as helping remain accountable with regards to staffing, budgeting and performance evaluations.

8. *Co-value creation* – Research done by De Beer (2014) show that messaging and media fractals contribute to value-creation and can also be viewed from the perspective of their Grounded Theory, which propose that conscious internal and external communication; message and media fractals; mutually beneficial stakeholder relationships; and interaction (conversation, dialogue and listening), support the communication specialist when playing the role of the reflective steward in the management of the organisation's core competencies, dynamic capabilities and co-creative value-creation (De Beer, 2014:388).

Quirke's (2002) research show that an organisation's communication must change and evolve to adapt to its environment, enabling organisations to be sustainable and by doing so to add strategic value. Childers and Grunig (1999) furthermore recognised the overall value of integrated communication to the organisation. From this perspective, Katsoulakos and Katsoulacos (2007) identified the strategic intellectual capital of an organisation and argue that everything functions in synchronisation, supporting an integrative communication unit, which must be in place to support its various capital assets.

3.2.1 Integrative strategic communication management

A study conducted by De Beer (2014) with the title *The conceptualisation of strategic communication management in a triple context environment* primarily focused on the macro-level perspective (strategic level), indicating the need for further research into the functional level (meso-level) to establish the importance of an integrative unit within a communication unit to improve integrated organisational communication (De Beer, 2014). The Integrative Strategic Communication Management Theory, developed in her research, showed the various aspects that need to be considered within a communication unit in a triple context environment. The consideration of management and stewardship creates value by means of building organisational reputation and communicative capacity (De Beer, 2014:16).

Following on the above, this research study determines whether integrated communication messaging within organisations can be developed by an integrative communication unit. What makes the study unique is that it focuses on the functional level, and, therefore, contributes to building the knowledge that already exists in this field. The research 'determined how a good corporate reputation and communicative capacity' can be built in the organisation.

The assumption of the research is that an integrative communication unit will contribute to effective communication messaging and will ultimately be recognised as a vehicle for more effective, efficient and excellent strategic communication management in the organisation. Communication units must also be able to influence decision-making – whether it pertains to policies, strategy or products – to add value and to gain support from other decision-makers. Communicators have to have the ability to influence decisions about an organisation's products and services, its policies, and its behaviour in order for communication departments to be valued and supported by dominant coalitions (Dozier *et al.*, in De Beer, 2014:422).

When there is a shared outlook between a communication department and top management, it contributes to a better organisational culture which forms the outer sphere of the Excellence Theory (Dozier *et al.*, in De Beer, 2014:190). If there is an imbalanced approach between top management and a communication department on goals and expectations, the organisational culture could be affected (Grunig *et al.* in De Beer 2014:414).

The following table indicates De Beer's research relating to the development of the *Integrative Strategic Communication Management Theory***.**

Table 11: **Development of the Integrative Strategic Communication Management Theory (De Beer, 2014)**

Focus areas
Focus on sustainability and governance perspectives in the conceptualisation of strategic communication management. Strategic communication management in a triple context environment should focus on co-value-creation in the form of communicative capacity development, through communicative currency, capital, equity and value.
Provides a new perspective on the dimensions of strategic communication management. It provides guidance for the management of communication, specifically on a societal and organisational level, but also on a functional and programme level.
The manager role in the communication department should, in a triple context environment, be reflected in a stewardship role, which balances communicative and managerial competencies, dynamic capabilities and co-value-creation. The application of strategic knowledge in the generation of communicative capacity through communicative currency, capital, equity and value, as well as of good corporate reputation management, could increase the value and support of the communication function by the dominant coalition.
The Integrative Strategic Communication Management Theory posits that the communicative capacity is the human and organisational capacity for communicative action through language (currency), communicative capability (capital) and communicative contribution (equity).
The Integrative Strategic Communication Management Theory proposes that the shared expectations between top management and communicators about strategic communication management in a triple context environment, with specific reference to the business cycle (and strategy cycle) and the communication cycle at the organisational level, should include the following attributes: • sustainability orientation; • inclusive corporate governance approach; • integrative strategic management and strategy development;

• responsible, communicative leadership; • values, ethics, authenticity and integrity; • organisational character and culture; • change and transformation management; • knowledge management; • risk, issues and crisis management; • research, measurement and evaluation; and • performance management.
The Integrative Strategic Communication Management Theory serves as an integration mechanism for the communication cycle and the business cycle – the categories of the framework can as such be considered in any corporate or corporate communication strategy.
The Integrative Strategic Communication Management Theory provides a platform for further theory development specifically in the field of personal communication, social communication, environmental communication and financial communication. When used in a triple context environment and applied in practice, this theory may contribute to improved value-creation for business and for society.
The Integrative Strategic Communication Management Theory provides a guideline for: • explaining to managers the significance of managing communication on a strategic level in a triple context environment; • auditing and evaluating communication departments and communication programmes; and • the teaching of communication management to managers and professionals.
The Integrative Strategic Communication Management Theory suggests that an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context, considering value-creation over the short-, medium- and long-term is facilitated by reflective stewards of the tangible and intangible assets of the organisation who consider and promote its interests as well as that of its stakeholders, through mutual co-operation and support (and thus quality relationships).
The Integrative Strategic Communication Management Theory suggests that an ambient representation of the organisation through its reputation could influence interests and that of its stakeholders. It could also result from and support an integrative, reflective approach to the strategic management of communication in a social, environmental and financial context.

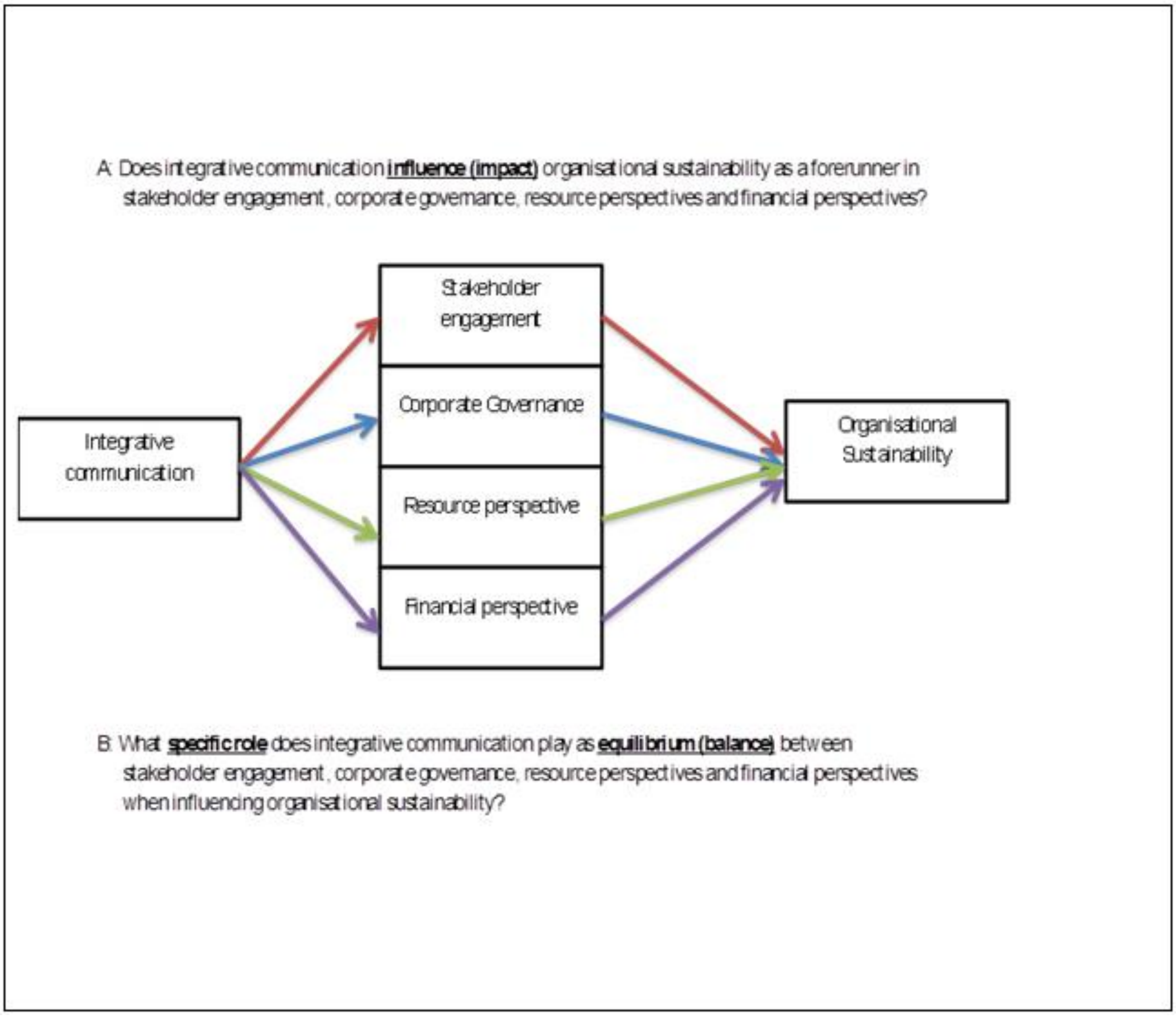
The Integrative Strategic Communication Management Theory developed in this study, indicates the way in which value can be created on a strategic level, which the researcher believes is the level on which strategic communication management should demonstrate its value creating capabilities and where the outcomes of this process should be determined. As such, the communication unit takes part in a co-creative value-creation process on a strategic level; implements a structure on a meso-level to support the communication strategy; and implements integrated and aligned communication programmes to build and maintain quality relationships with stakeholders on a micro-level.
The Integrative Strategic Communication Management Theory also demonstrates that the organisational and environmental context that Grunig *et al.* (2006:28) contend "nurtured but did not guarantee, excellent public relations" could be more important than originally postulated by the authors.
The Integrative Strategic Communication Management Theory endeavours to link the business cycle and the communication cycle in the strategic management of communication in a triple context environment.
The Integrative Strategic Communication Management Theory will only benefit communication management where managers and communication managers share a common understanding and strategic approach to communication in the organisation. These shared mental and semantic models could lead to the establishment of a communicative logic in the organisation.

The current study is based on the study by De Beer (2014) and continues to address three areas.

1. The importance and the role of integrative communication within an organisation.
2. The concept of organisational sustainability and the major pillars representing it, namely: stakeholder engagement, corporate governance, resource perspectives and financial perspectives.
3. The role integrative communication plays between the mentioned pillars for organisational sustainability.

The following figure, developed by the researcher, provides a schematic picture of the current research.

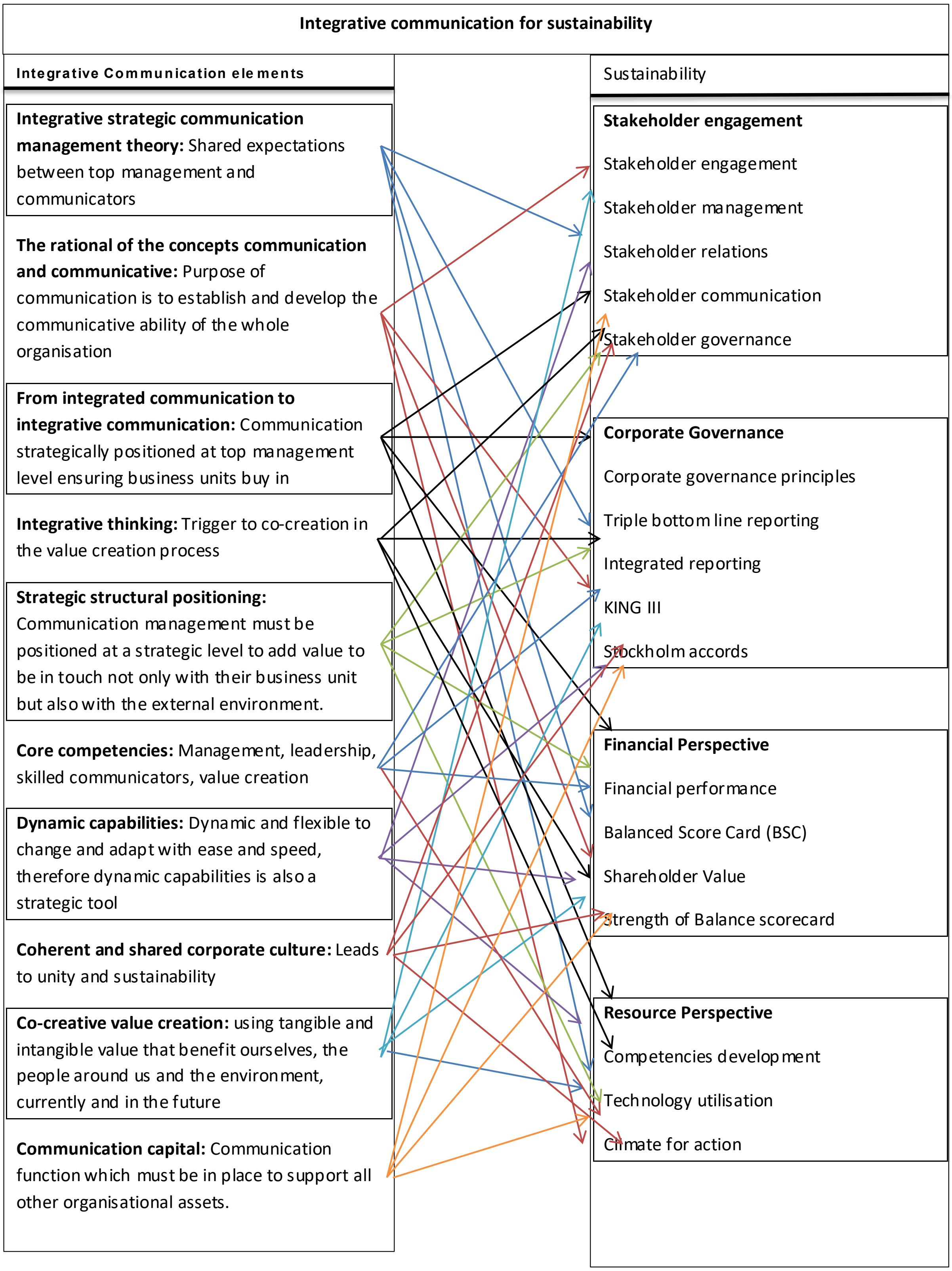
Figure 3: Schematic research approach objectives



Source: Own conceptualisation

The framework below illustrates the links between the constructs of integrative communication and those of organisational sustainability that will be measured in this study.

Figure 4: Organisational sustainability links between constructs



Source: Authors own conceptualization

From the above illustration, and based on the literature review, it can be deduced that there is a possibility of forty (40) connections (links) between integrative communication and the four pillars of sustainability, indicating the critical role it plays in the organisation. The research items and the hypotheses will link the integrative communication constructs to the sustainability constructs and will, as such, give an indication of the role it plays in organisational sustainability.

3.2.2 The rationale of the concepts communication and communicative

According to Malmelin (2007:298) communication competence is set to become a critical success factor for business, which requires a broad understanding of communication. The narrow understanding of corporate communication in terms of press releases and media relations will have to make way for a broader view of a function that cuts through and involves the whole organisation – one that comprises both internal communication within the organisation and communication with stakeholders and publics outside the organisation.

Massie and Anderson (2003:223) furthermore argue that it has become imperative for organisations to communicate effectively because of the intense and competitive nature of business in contemporary society. As such, communication is a fundamental part of management. From a communication perspective, Massie and Andersen (2003:223) identified three main forms of communication, namely: management communication, marketing communication and organisational communication. Building on the different kinds of communication, the communication strategy should determine the role of communication mechanisms and implications for operations in product performance, distribution methods, product pricing and staff training.

From the above it is clear that the communication logic is important to realise the goals and objectives of organisations. However, Hamrefors (2010:150) states that "as society is turning into a market of value networks, communication functions can no longer stay in their restricted domains and only deal with traditional communication issues. They still of course, must be proficient with the tools of the trade, but must also develop so that they can take responsibility for building the communicative abilities of their organisations."

Hamrefors (2010:43) also argues that, whereas ideological leadership develops and communicates the conceptual platform of the organisation, contextual leadership must develop the organisation's relationships with all parties relevant to the network. This kind of leadership must develop the organisation's ability to foresee coming events in the environment and create balanced relationships with many different categories of actors.

Understanding how people function cognitively in their perceptions and in perspective creation is important in a leadership role. Hamrefors (2010:143) regards the understanding of the mechanisms of human perception as a basic competence of a communicator. He concludes his research by stating that the purpose of communication is to establish and develop the communicative ability of the whole organisation rather than to deal only with traditional communication activities. Communicative ability strengthens the conceptual foundation of the organisation and stimulates a variety of activities.

O'Donnell, O'Regan and Coates (2000:188) regard the communicative relation between people as the "nexus of intellectual capital creation". As such, intellectual capital is viewed as dynamic rather than static, and as a collectivist as distinct from an individualist perspective. From a pragmatic perspective this is a talking, communicating, thinking, feeling and doing process of on-going activity that is embedded within specific communities of practice.

O'Donnell (2004:296) furthermore argues that our dialogues create social experiences in the intellectual capital field. He called it a "linguistic turn" moving away from individual action to interaction and a focus on the communicative relation between people using speech and argumentation theory.

Rose-Anderssen, Baldwin and Ridgeway (2010:193) refer to communicative interaction as an instrument for integration and co-ordination and directly support innovative solutions and competitive advantage in this regard. They posit that two-way interaction (multi-voices) between the supply chain (where the product is developed) and stakeholders contribute to a holistic approach in the development of a product where inputs can influence change and improvement within the development phases.

3.2.3 Integrative communication growth

In today's competitive environment, external factors have a dynamic impact on organisational communication processes. To integrate this, many factors need to be managed, such as the organisations stakeholder base, competitors, media and journalists (Christensen, Firat & Cornelissen, 2009:207). This implies that all internal and external stakeholders of an organisation collectively must share the corporate culture, shared values and positive relationship building of the organisation. Without this, an organisation's sustainability and success is jeopardised and the normal day-to-day planned activities are not enough to survive.

Over the years, the focus on marketing and the need to drive sales and bottom-line profitability took centre stage and Integrated marketing communication (IMC) became the primary objective immobilising communication integration to develop into an all-inclusive concept that governs communication throughout the organisation (Malmelin & Hakala, 2009:248). Communication, therefore, must be strategically positioned at the top management level to ensure that all business units buy into the importance thereof and see communication as a general managerial competency (Christensen, Firat & Cornelissen, 2009:210).

Once organisations buy into the integrated communication concept, the relationship must also be expanded outwards to its stakeholders. This creates a co-creation perspective (Johansen & Andersen, 2012:272) where the organisation, together with its stakeholders, take co-ownership to create value for the organisation. The inputs of stakeholders then play a valuable role in the competitive market positioning of the organisation.

3.2.4 Integrative thinking

Several research papers suggest that integrative thinking has a direct influence on integrative communication where it is seen as a trigger to co-creation in the value-creation process (Benson & Dresdow, 2009:510). Value-creation originates from a dynamic and complex perspective and there is no right or wrong. The selections that are made are not differentiated between one or the other. Integrative thinking, therefore, gives you the ability to process contradictory ideas and arguments.

Benson and Dresdow (2009:508) define integrative thinking as a person's aptitude to incorporate diverse facts, ideas, issues and connections into a more all-inclusive integrative thinking for decision-making. They defined several dynamics that managers need to acquire that will enable them to develop creative and integrative thinking, ranging from engagement, flexibility, individual customisation, collaboration and inspiration.

Integrative thinking was also defined as:

> "… the ability to constructively reconcile the tensions of opposing models, and instead of choosing one model at the expense of the other, generating a creative resolution and a holistic model that contains elements of the individual models, but goes beyond them. The integrative thinking model is based on four steps: salience, causality, architecture, and resolution."
>
> Karakas and Kavas (2008:8)

i. Messaging

With integrated communication, the construction of meaningful and effective messages is part of the value proposition offered by the communication department of organisations. To control and manage all messages to stakeholders is not always possible considering the number of technological and communication platforms that are available to employees and stakeholders.

Messages and media have become fractal in nature where simple messages can go viral immediately. Message and media fractals also influence reflective stewardship: core competencies, dynamic capabilities and co-creative value-creation. The above communicative capacities contribute to value-creation and can also be viewed from the perspective of the Integrative Strategic Communication Management Theory, which proposes that conscious internal and external communication; message and media fractals; mutually beneficial stakeholder relationships; and interaction (conversation, dialogue and listening), support the communication specialist when playing the role of the reflective steward in the management of the organisation's core competencies, dynamic capabilities and co-creative value-creation (De Beer, 2014:388).

Business communication and effective messages define most organisations and result in effective campaigns, interpersonal relationships among co-workers and successful stakeholder engagement

and relationships. Stakeholders require different messaging in different situations and communication professionals need to develop tailor made messages for maximum results (Taylor, 2017).
According to Taylor (2017),

> “effective business communication can take different forms, especially when aided by modern technology. In addition to speech and written text, business professionals must understand how to communicate effectively via e-mail, text messages and even social media status updates. New tools allow business professionals to combine personal messages with automated responses, such as vacation auto-responder messages, to help process large amounts of information. Many effective communicators find ways to cut through the clutter of overflowing inboxes with handwritten notes or direct phone calls”.

Messages must take on the characteristics of the medium chosen for communication, making it more challenging when team members speak, read and learn differently from each other. For instance, a manager with a highly visual learning style may not respond as intended to a dense report from an employee with strong writing skills. Likewise, a company director accustomed to highly analytical spread sheets may not appreciate the lack of density inherent in a text message.

In most organisations, effective communication messaging is the first step in promoting an organisation’s brand and values. Using powerful words, images and messages, business professionals can craft strong internal partnerships while developing the foundation of a firm-stakeholder portfolio (Taylor:2017).

In her study, De Beer (2014:551) also compiled 20 propositions that were derived from the literature review and an empirical study asserting that “message and media fractals” influences “reflective stewardship: core competencies, dynamic capabilities and co-creative value-creation’. This proposition directly relates to the functional level – in other words the suggested role played by the communication manager on a meso-level in the communication unit.

Though most casual observers of corporate behaviour focus on a company’s external marketing, business communication happens throughout every organisation, using multiple channels for many kinds of desired results. Asha Kaul of the Management Development Institute in India writes that effective business communication includes a two-way cycle of messaging and feedback designed to achieve a specific reaction. Efficient, appropriate, thoughtful messages often correlate to successful companies staffed by engaged professionals (Taylor, 2017).

3.2.5 Strategic structural positioning

The structural positioning of the communication unit in the organisation and the relationship it has with management and various business units is critical towards organisational sustainability. The buy-in from management about the importance of communication units, and that it must function at a strategic decision-making level and an operational level, is significant. All employees in the organisation should acknowledge that communication promotes the growth and success of the organisation, which should increase its value-added contribution to the organisation. The value of communication, therefore, contributes to organisational sustainability and growth.

Communication's value-added contribution must be cherished and acknowledged by management and should continuously be part of the strategic planning process (Covey, 1989). It must contribute and play a part in achieving organisational goals (be pro-active) and not only act as a reactive method to address challenges. Operational challenges, like decreasing product sales, membership loss, administration cost, employee turnover and disgruntled customers are some of the challenges that communication can address, thereby adding value from the onset of an organisation's strategy. Communication then becomes one of the 'capitals' in the organisation.

Bill Quirke (2002) furthermore emphasises that communication needs to adapt and evolve to a fast-changing business environment, enabling organisations to be sustainable and by doing so adding strategic value. 'Value-add' does not mean throwing more resources behind your organisational communication strategy, but rather refers to the role it plays in achieving organisational goals and strategies. Value-creation refers to various factors, such as creating reputation, brands, relationships and sustainability. Other contributing factors refer to top issues, such as management, internal communication consulting, mastering crisis situations or providing innovation support.

Communication is an integral part of all the processes and outcomes of the organisation and the value-add can be regarded as it being one of the capitals, as suggested by Malmelin (2007). According to De Beer (2014), communication managers operate in a triple context environment assuming the role of stewardship (playing the strategist, manager and technician roles interchangeably). They must have the knowledge to work towards a good corporate reputation and must generate communicative capacity (communicative currency, capital, equity and value) in an organisation.

Part of playing the reflective stewardship role, is the facilitation of core competencies, dynamic capabilities and co-creative value-creation in the two overlapping cycles: the business and communication cycles. Reflective stewards view stakeholders as ‘fractal stewards’ and embark on activities that benefit the people around them and that can benefit and sustain future generations. According to De Beer (2014:421-425), steps that will enable ‘reflective stewardship’ are influenced and conditioned by factors such as conscious internal and external communication and mutually beneficial stakeholder relationships.

Research conducted by Taljaard (2014) on *An integrative communication function as a vehicle for effective integrated organisational communication messaging* further contributes to the communication manager’s role within the triple context environment where the communication department must be integrative and also have the right capabilities and skillset to support the communication manager. This links to Hamrefors’ research on communicative leadership, which indicates that communicators must develop certain knowledge and skills in order to contribute to organisational effectiveness. He postulates that the role of communicators needs to be developed if they want to be presented in leadership (Hamrefors, 2010:141).

With integrated communication, the construction of meaningful and effective messages is part of the value proposition offered by the communication department. To control and manage all messages to stakeholders is not always possible considering the number of technological and communication platforms that are available to employees and stakeholders.

Communication management must be positioned at a strategic level to add value, so that communication managers can be in touch, not only with their business unit, but also with the external environment. They must also be able to function strategically and operationally to add value to the organisation. This will allow communication departments to be pro-active and reactive. The manager must thus have a certain skillset to operate on a strategic management level; to look after the reputation of the organisation; and to also perform on a technical level to ensure that programmes and processes within the unit reach their goals (De Beer, 2014:414). Communication managers must not only focus on traditional communication activities, but must also take on the responsibility of building the communicative ability of the organisation (Hamrefors, 2010:41)

3.2.6 Core competencies

For a communication department to deliver on integrative communication messaging it must have certain core competencies. This will allow communicators to understand stakeholders' perception of the organisation's responsibilities and sustainability strategies and will allow the organisation to perform in such a way that sustainability innovation leverages other resources along the value chain to deliver superior economic/marginal value (perceived customer benefits and cost reduction) (Katsoulakos & Katsoulacos, 2007).

Management and leadership also share a number of core competencies. Communication is central to the four management competencies: the management of attention, meaning, trust and self. As such, the communication professional's role is to support the organisation's leaders in developing their communication competence (Clutterbuck & Hirst, 2002:351-354). The research by Taljaard (2014) highlights inadequacies within the communication department towards competencies, skills, aptitudes, know-how and experience.

Items in the survey focussing on this domain included: *Whether the communication department outsources any of the specialised skills needed to develop key messages, such as those of a language practitioner, proof-readers, copywriters, and graphic designers*; and w*hether the communication manager and staff within the communication department have the necessary competencies (abilities, know-how and expertise) to deliver on their department's deliverables?*

3.2.7 Dynamic capabilities

Katsoulakos and Katsoulacos (2007:360) postulates that organisations that have dynamic plans and policies will be able to react faster to opportunities and challenges. Management's perception of the environment to generate change lies in three dimensions of the competitive environment called dynamism, complexity and munificence (Barrales-Molina, Benitez-Amado & Perez-Arostegui, 2010). For an organisation to be competitive and fulfil its corporate responsibility to its stakeholders, it must be dynamic and flexible.

Management and especially the communication manager must be able to change and adapt with ease and speed, therefore, dynamic capabilities is also a strategic tool of the highest order with regard to firm management (López, 2005). The research by Taljaard (2014) postulates that without an integrative communication unit present within an organisation, the dynamic capabilities of such an organisation will be vulnerable.

3.2.8 Coherent and shared corporate culture

Culture is the soul of any organisation - it is dynamic, complex and ever changing and comprises of activities driving employees' attitudes and behaviours. Without this, organisational integration as well as the outcomes to be achieved by the management strategy, are affected. In order for an organisation's culture to be healthy and dynamic, there needs to be support by management and employees for integrated communication. Without this process firmly in place, organisational culture will struggle to adapt, change and be dynamic. An integrative communication unit can integrate messages to the various business units of an organisation thereby creating a culture of unity and value-add (Niemann, 2005).

Literature analysed within this domain ranged from the posit of culture by Hofstede (1983), and Martins and Terblanche (2003); the values and acceptance of shared values by Yaz (2011); the social system in an organisation by Edgar (1996); change and adaptability by Rowley (2008); internal integration of the organisation's culture by Torp (2009); and change resistance by Carlström and Ekman (2012).

The literature indicated, amongst others, the importance of organisational culture to the success of the organisation and that management need to be part of this, driving it continuously and getting involved when change is needed. Organisational culture has two important components, namely shared values and acceptance of shared values without question (Ayaz, 2011).

Edgar's (1996:229-240) research focused on social systems in organisations and the importance of culture-shared norms, values, and assumptions. Concepts for understanding culture in organisations have value only when they derive from observation of real behaviour in organisations - when they make sense of organisational data. An organisation's culture develops over time and real behaviour and data will give one a good indication of the cultural profile of that organisation.

Heeroma, Melissen and Stierand (2012:269-277) furthermore explored the problems associated with trying to address culture as one of the key aspects in effective workplace strategies. In this kind of research there is a clear need to focus on work processes and procedures that contribute to the organisation instead of continuing to focus on culture as a predictor for success. The author of this study agrees with this approach, as effective processes and procedures create effective employees, which creates a positive workplace environment and culture.

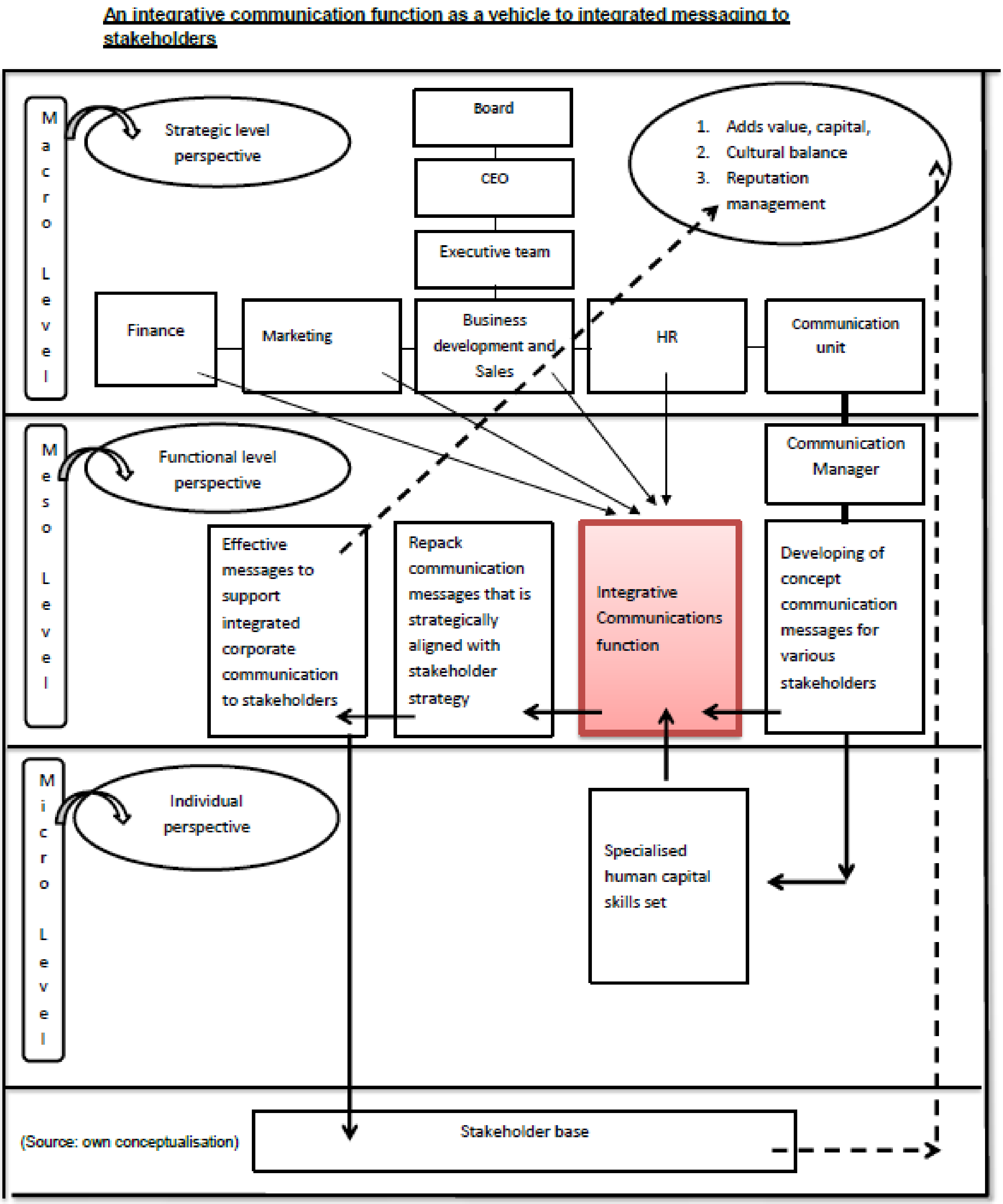
In 1979, Pondy and Mitroff (1979:3-39) advocated that the organisation theory moves "beyond the open system models of organisation" to a "cultural model" – a model that would be concerned with the higher mental functions of human behaviour, such as language and the creation of meaning. Pondy and Mitroff were suggesting that the culture metaphor replace the open-systems metaphor as an analytical framework in organisation studies.

To achieve this integrated organisational success, the communication department must mould, channel and conceptualise messages for the organisation that resemble the culture of the organisation and that have meaning for its stakeholders. By doing this, the organisation ensures that all messages being communicated to stakeholders contain the same core message, regardless of whether it is local or international. The organisation should always speak with one voice and convey one clear message.

It is also important to remember that communication within organisations needs to be flexible and adapt to change and new challenges. Rowley (2008:356) highlighted the fact that a wise organisation is a learning organisation, whose learning architecture is based on the principles of practical wisdom. Change and adaptability is, therefore, important.

The figure below illustrates that cultural unity and value-add is directly linked to integrated communication that can only occur when the communication unit has an integrative communication unit that is responsible for effective messaging. Integration can, therefore, only be achieved successfully if there is a culture of unity within the organisation.

Figure 5: Integrative communication function as a vehicle to integrated messaging to stakeholders



(Source: Own conceptualisation)

The type of organisational model that is used also influences the type of culture that is present and affects the type of communication in the organisation. Models of communication in organisations today include: The Bureaucratic Communication Model, Manipulative Communication Model, Democratic Communication Model and a Non-Proportional Communication Model. In a Democratic Communication Model there will be a more open culture and employees will have more rights and freedoms compared to a bureaucratic one, where the business is conservative and closed. Jonker and Treur (2003:50-69) conclude that organisational structure relates to the specification of the dynamics of organisational behaviour. Thus, culture influences behaviour and has a direct line to the type of structure and management style that is in place within organisations (Jonker & Treur, 2003:50-69). Culture also plays a critical role in organisational achievements and strategy. A study done by Reijenga (2006:97-106) shows that due to a negative organisational culture, employees' absence increased drastically and contributed to organisational malfunctioning and productivity.

Organisational culture requires consistent long-term strategic management. People are creatures of habit and any change or disturbance within their work environment creates animosity, fear and unwillingness to be part of the integrated organisational system. This can lead to culturally imbalanced, unsynchronised organisational communication and mistrust in management goals and strategies. Organisational culture grows over time; people are comfortable with the current culture. For people to consider a culture change, a significant event that 'rocks the boat' must occur, such as bankruptcy, a significant loss of sales and customers (Dennings, 2010).

Changing an organisation's culture is one of the most difficult leadership challenges, because it comprises an interlocking set of goals, roles, processes, values, communication practices, attitudes and assumptions. We start to realise that organisations cannot be changed according to a plan or desire - instead the best we can do is to try to build new connections and relationships so that a process of self-organisation can take place. Organisational change takes place from the bottom up, with management being part of the process and integrated communication being the driving force (Seel, 2005:82-92).

Management's capability to be culturally sensitive increases the ability of a manager or consultant to handle organisational change because of increased awareness of the significance of proposed changes on the organisation's various constituents (Potter, 1989:17-24). Flexibility, cohesion, trust and belongingness are the biggest factors that contribute to decreased change resistance (Carlström & Ekman, 2012:175-191).

This research study attempts to indicate the synergy that exists between organisational culture, integrated communication and management. Management will not be able to succeed in its strategies and goals if they do not foster a healthy organisational culture, which again can only be achieved through an integrated organisational approach where management is the centre of support and commitment. All three elements work in relationship with each other and an imbalance in one will affect the future sustainability of such an organisation.

3.2.9 Co-creative value-creation

Co-creative value-creation can be described as using tangible and intangible value that benefits ourselves, the people around us and the environment, currently and in the future (De Beer, 2014:313). It, therefore, enables good corporate reputation and communicative capacity (communicative currency, capital, equity and value).

Strategic communication management assists in facilitating the core competencies and dynamic capabilities of the organisation to support co-creative value-creation for the organisation and for society. This capacity contributes to the building of communication capital, which influences financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital and natural capital. The above is supported by integrative, reflective thinking (De Beer, 2014:505).

This research study will demonstrate that an integrative communication unit adds value on an operational and strategic level. Items focussing on this phenomenon include: *Whether the communication department contributes to the cultural development and harmony of an organisation* and w*hether the communication department can add value to the organisation's reputation and sustainability?*

The triple context approach, from an 'integrated thinking perspective', acknowledges the fact that the organisation has a direct influence on society and on the natural environment; acknowledges that organisations should act with economic, social and environmental responsibility; and encourages an organisation to ensure that its impact on the economy, society and the natural environment is sustainable. It also enhances the organisation's potential to create economic value; ensures that the economic, social and environmental resources that the organisation requires to remain in business are treated responsibly; and focusses beyond immediate financial gain to the protection of the company's reputation – its most significant asset – while building trust (King III Report, 2009:22).

An integrative communication approach can enhance such a unit and can provide guidance and map the way forward. The head of the unit must be positioned at a strategic level in order to be able to coordinate the reputation of the organisation and must simultaneously manage the processes, programmes and messages between stakeholders, the board and management on a meso- and micro-level. Integrated organisational communication, according to Gonring (1994:47-48), assists with overall strategic management planning. Multilateral demands from different stakeholders, decreasing confidence in business and the impact of globalisation are all shifting strategic communication to the centre of corporate management (Zerfass, 2014).

Integrated communication is the mechanism and corner stone in the growth and sustainability of an organisation, meaning everything must work together (Benson & Dresdow, 2009:508). This also implies that communication needs to be flexible and adapt to change and to new challenges (Rowley, 2008:356). Claassen and Verwey (1998:73-89) refer to a systems approach, showing that the interdependency of the various subsystems for an integrated approach is needed.

3.2.10 Communication capital

Historically an organisation determines its value by the revenue it generates every year and the assets it has on its books. This can be calculated, has a financial value and is audited every year to determine an organisation's growth or loss in value (financial capital).

Intellectual capital is a concept that deals with intellectual property concepts such as patents and licences, but also includes intangible assets like know-how, skills, information systems and communication (Robinson & Kleiner, 1996:36-39). It is clear that the intangible assets of an organisation, which is difficult to measure, comprise almost eighty percent of an organisation's asset value. The intangible assets of an organisation include employee and customer relations, brand and corporate reputation, supply chain, corporate governance, environment and social responsibility issues, as well as intellectual property, where communication is relevant (Sullivan & Sullivan, 2000:328-340).

Communication can be classified as one of the most important aspects when determining the value of an organisation. It refers to how information is shared and news is spread. Apart from developing and enforcing organisational policy, communication is what builds an organisation. The effects of good communication are, amongst others, a healthy and thriving corporate culture that makes a particular organisation unique. The more effective the communication, the more respected and honoured employees feel. This leads to a positive culture which motivates people to work harder and they look forward to coming to work. This also shows the importance of communication and the value it adds. The value-add of communication, however, needs further research, especially with regards to measuring communication's ROI (Zerfass & Viertmann, 2017).

Communication activities cost money and measuring all activities and messages are difficult. Childers and Grunig (1999:12-18) began to pinpoint and document the overall value of public relations to the organisation as a whole for senior management. They have found that the outcomes of an organisation's longer-term relationships with key stakeholders can best be measured by focussing on very precise elements or components of the relationships that exist. These were: mutual control, trust, satisfaction, commitment, exchange relationship and communal relationship. These relationships with stakeholders can be measured through various methods and are good sources of feedback on the value that communication adds to these relationships.

Hoffmann and Fieseler (2012) argued that equity analysts consider the following categories of non-financial information when forming an impression of a company: the stakeholder relations of an organisation, its corporate governance, its corporate social responsibility, its reputation and brand, the quality of its management, and its strategic consistency. One of the most important factors, however, is the quality of an organisation's communication, which underscores the strategic function investor relations plays in fostering positive capital market relations. Overall, the factor "Quality of communication" reaffirms the findings. Against this background, communication capital has a strategic function where it determines communication competence, is a management tool, a reporting tool and disseminating tool. Corporate communication becomes part of all business operations and strategies contributing to the management, development and planning of the business.

Brunsman, DeVore and Houston (2011:43-50) found that corporate planning and strategy can create significant value for organisations. This sometimes requires the reassessment and change of organisation structure, performance measures, processes and people's competencies and characteristics. No mention is made of the value of communication, which could be linked directly to the critical part it plays towards improving corporate strategy.

Marr, Schiuma and Neely's (2004:551-569) research indicated that for an organisation to gain a long-term competitive advantage, the knowledge assets underlying organisational capabilities must be managed effectively. They have designed a Knowledge Asset Map and Knowledge Asset Dashboard in order to provide organisations with a comprehensive tool that can help them to identify their key knowledge assets. The Knowledge Asset Map is specifically based on performance measurements of intellectual capital.

Bontis, Chua Chong Keow and Richardson (2000:85-100) showed that intellectual capital has a significant and substantive relationship with business performance regardless of industry or sector. They also identified three main constructs of intellectual capital that include human capital, structural capital and customer capital. Once again, the fact that consumer capital can only be considered as an asset if communication capital takes preference can be debated. Without communication, no value would be allocated to customer capital.

Squicciarini (2012:44) defines organisational capital as a set of tasks that would most likely affect the medium to long-term sustainability of an organisation. These include functions like strategies, organising, planning and prioritising work, building teams, matching employees to tasks, providing training, supervising, coordinating activities and communicating across and within groups.

In the literature reviewed, meaningful reference was made to organisational capital, social capital, cultural capital, human capital, financial capital (physical assets), relationship capital and structural capital. However, communication capital is not yet that well established as a stand-alone research concept. Communication capital research is mostly done from an intellectual capital framework. Malmelin (2007:298) refers to communication capital in his development of a new model, which addresses the current challenges of corporate communication within the framework of intellectual capital research. The research findings indicated that communication capital consists of four component factors, namely: juridical capital, organisational capital, human capital and relational capital; integration needs to be established between organisational communication and business operations and strategies. The model of communication capital developed by Malmelin (2007:302) indicates that communication is the glue or mechanism that adds true value to an organisation. Communication is the integrated link to organisational success. This model provides several solutions.

- It creates a framework that integrates the different units within the organisation.
- It gives direction with regards to the different communication resources that are needed.
- It gives strategic direction by analysing and developing the organisation's communication resources and the competencies that can be obtained or developed.
- It serves as a management tool with regards to reporting and data collection, and gives the organisation the analyses related to knowledge and know-how.

Organisational capital also includes an organisation's external network of suppliers and customers and is used in the analysis of joint ventures and inter-firm alliances, indicating that communication does add value because without external stakeholders it will not be considered valuable and, therefore, not add monetary value (capital) to an organisation (Gulati, 2007).

The difference between the market value and book value of an organisation is said to represent its intellectual capital (Edvinsson & Malone, 1997). Managers of cutting-edge organisations have found intellectual capital to be a multi-faceted phenomenon (Bontis, 1996). Intellectual capital is progressively well understood, and managers are shifting their strategic focus from managing tangible, visible, physical assets to exploiting intangible, often hidden, dynamic, intellectual assets.

In many organisations, corporate communication is regarded as the unit that delivers on press releases, media relations, internal communication and external relations. This changed dramatically over the past few years where more value was added with improved stakeholder relations and engagement.

According to Bertoncelj, Kovac and Bertoncel (2009:1508-1517), organisations must continuously change, redevelop and re-align to stay competitive and to add value. Communication has a direct influence on the organisation's performance and success and, therefore, needs to integrate corporate governance, organisational culture, communication systems, management styles, competence and expertise of staff and external stakeholders. Within this framework, communication capital integrates success in an organisation.

Literature on value-creation refers to numerous kinds of capitals. For the purpose of this paper, the following capitals mentioned in the International Integrated Reporting Framework (2013) are relevant:

- *Financial capital:* Refers to the pool of funds that, among others, is available to an organisation for use in the production of goods or the provision of services.
- *Manufactured capital:* Manufactured objects that are available for the production of goods or the provision of services.
- *Intellectual capital:* Specifically relevant to the communication profession and refers to organisational, knowledge-based intangibles, including intellectual property (patents, copyrights, software, rights and licences); organisational capital (tacit knowledge, systems, procedures and protocols); and intangibles (associated with the brand and corporate reputation).
- *Human capital*: Refers to people's competencies, capabilities and experience, and their motivations to innovate.
- *Social and relational capital:* Also specifically relevant to the communication profession. Refers to the institutions and the relationships within and between communities, groups of stakeholders and other networks; and to the ability to share information to enhance individual and collective well-being. Includes shared norms, and common values and behaviours; key stakeholder relationships, and the trust and willingness to engage with external stakeholders; and an organisation's social capital.
- *Natural capital:* Refers to renewable and non-renewable environmental resources and processes that provide goods or services and that support the past, current or future prosperity of an organisation.

Two kinds of capital that are of particular importance to communication practitioners are intellectual capital, and social and relational capital. O'Donnell, O'Regan and Coates (2000:187) theorise intellectual capital creation as a dynamic process of collective knowing that is capable of being leveraged into market value. They propose that interaction, as distinct from individual action, becomes the basic unit of theoretical analysis. The argument is based on the set of symmetrical and reciprocal relations presupposed in Habermas' Theory of Communicative Action. The benefit of the medium of communicative action, viewed by the authors as the nexus of intellectual capital creation, is that it consists of substantive and real phenomena, which are open to empirical investigation.

From this perspective, human interaction is the critical source of intangible value in the intellectual age that represents an increasingly knowing-intensive economy. O'Donnell, O'Regan, Coates, Kennedy, Keary and Berkery (2003:82) argue that human interaction should be placed at the centre of an enlightened economic and social equation. O'Donnell (2004:294) continues the debate by presenting some theoretical insights into how intellectual capital is created linguistically in social space. He specifically refers to the 'process' of intellectual capital creation.

Tomé (2008:499) furthermore refers to the social dimension of the phenomenon of intellectual capital and states that the latter is possessed by individuals, companies, organisations, regions and countries. From a social perspective, intellectual capital can be regarded as the sum of various phenomena: education, training, work experience, know-how, science, technology, patents, organisational routines and social relations.

In the context of the capitals, Smedlund (2008:63) furthermore defines social capital as a network of individuals with shared norms, beliefs and trust. Social capital, especially trust-based-ties, develops in interaction processes, accelerates knowledge flow, and acts as an informal governance mechanism between firms. Mu, Peng and Love (2008:86) assert that the process through which social capital facilitates knowledge flow and innovation enhances the understanding of a firm's strategic behaviour. It also provides managers with possible guidelines on how to accumulate social capital in inter-firm interaction to gain competitive advantage.

From this perspective, Alguezaui and Filieri (2010:891) posit that social capital is considered to be the facilitator of knowledge search and knowledge sharing activities, which are important to innovation outcomes. Social capital skills development could include adopting an open-systems organic mind-set, leveraging relational aspects of leadership development and building networking and story-telling skills.

In a study by Fussell, Harrison-Rexrode, Kennan and Hazleton (2006:148), the connection between social capital, transaction costs and organisational outcomes is investigated. They refer to three dimensions of social capital, namely: structure, relationships and communication; transaction cost (information exchange, problem-solving, conflict management and behaviour regulation); and organisational outcomes (quality, change, equity and fairness). Kelley's Personal Relationship Theory can be used to explain the maintenance and success of alliance outcomes and can include communication between supply chain partners as a major component of relational capital in addition to trust and commitment. Strategic alliance outcomes are regarded as being: goal, value-creation and re-evaluation orientated (Sambasivan, Siew-Phaik, Mohamed & Leong, 2011:548).

Corporate reputation also has an influence on developing relational capital from the perspective of the resource-based view. De Castro, Sáez and López (2004:575) argue that corporate reputation is considered as a triggering and moderating element for inter-organisational relations, which could lead to organisational outcome improvement. They also suggest that relational capital be included within the concept of "social capital".

3.2.11 Integrative communication manager

The communication manager must be positioned at a strategic level to add value so that he/she can be in touch not only with his/her business unit, but also with all the other business units. He/she must also be able to function strategically and operationally to add value to the organisation. This allows communication departments to be pro-active and reactive. The manager must thus have a certain skill set to operate on the strategic management level; to be the custodian of the reputation of the organisation; and to also perform on a technical level to ensure that programmes and processes within the unit and with other units reach their goals (De Beer, 2014:414).

Communication managers must not only focus on the traditional communication activities but must also take on the responsibility of building the communicative ability of the organisation (Hamrefors, 2010:141). Hamrefors' (2010:141) research on communicative leadership indicate that communicators must develop certain knowledge and skills in order to be sufficient in contributing to organisational effectiveness and sustainability. He postulates that the function of communicators needs to be developed if they want to be presented in leadership,

Against this background, De Beer (2014) postulates that the communication manager operating in a triple context environment must play the reflective stewardship role (by playing the strategist, managerial and technician roles interchangeably); must have the knowledge to work towards a good corporate reputation; and must create communicative capacity: communicative currency, capital, equity and value in an organisation. A key quality of the outcomes of a good corporate reputation and communicative capacity is two-way communication. Part of playing the reflective stewardship role is the facilitation of core competencies, dynamic capabilities and co-creative value-creation in the two overlapping cycles of the business cycle and the communication cycle (Van Riel & Fombrun, 2007). Reflective stewards view stakeholders as ‘fractal stewards’ and embark on activities that benefit the people around them and that can benefit and sustain future generations. According to De Beer (2014), steps that will enable ‘reflective stewardship’ are influenced and conditioned by factors such as conscious internal and external communication and mutually beneficial stakeholder relationships (De Beer, 2014:421-425). This research study will further contribute to the triple context environment where the communication department must be integrative and also comprise of the right capabilities and skillset to support the communication manager.

3.3 CONCLUSION

The implications of the research could indicate that the integrative communication unit should be regarded by top management as a strategic tool to improve and ensure that organisational processes are connecting, thereby ensuring long-term sustainability. Furthermore, the research could indicate the significance integrative communication has on messaging within different organisations and how leadership within these organisations perceive it. The findings can also shed light on the significance of integrative communication and the strategic positioning of the communication unit and leadership role of the communication manager within various organisations. The research could also reveal the significance of the core competencies, dynamic capabilities and co-value-creation of the communication unit as core constructs of integrative communication within different organisations. The findings could direct the strategic planning of communication management with regards to how integrative communication is perceived by CEOs, senior management and practitioners within organisations.

4 CHAPTER FOUR: ORGANISATIONAL SUSTAINABILITY

4.1 INTRODUCTION

This chapter focusses on organisational sustainability and addresses stakeholder engagement, corporate governance, financial perspectives and resource perspective as constructs of sustainability.

Stakeholder management is a critical component to the successful delivery of any communication campaign. In this chapter, stakeholders refer to any individual, group or organisation that can affect, be affected by, or perceive itself/themselves to be affected by an organisational programme. Under stakeholder engagement the constructs of engagement, management, relations, communication and governance will be discussed. Some examples of key stakeholders are: creditors, directors, employees, government (and its agencies), owners (shareholders), suppliers, unions and the community from which the business draws its resources.

The research also investigates corporate governance to facilitate effective, entrepreneurial and cautious management that can deliver the long-term success and sustainability of the organisation. It is the responsibility of an organisations leadership (board) to appoint the directors and the auditors to satisfy themselves that an appropriate governance structure is in place. The chapter explores corporate governance by unpacking the various principles of the triple-bottom-line, integrated reporting and KING IV. The leadership in organisations, therefore, must have high integrity and the appropriate competence to represent the interests of all shareholders in achieving the long-term sustainability of their organisations.

Any organisation has financial goals, and is accustomed to using financial matrices to determine their success. In this chapter, the financial perspective also explores the performance, the Balanced Scorecard and shareholder value as indicators of financial success. The financial perspective shown in the Balanced Scorecard allows organisations to analyse their financial objectives, as well as breaking-down the possible strategies and action plans necessary to achieve financial targets.

The resource perspective assist organisations with the management of projects and the resources they need and the chapter explores the elements of competencies, technology and a climate for action.

4.2 ORGANISATIONAL SUSTAINABILITY

The Chartered Institute of Personnel and Development (CIPD, 2012) posits that the essence of sustainability in an organisational context is "the principle of enhancing the societal, environmental and economic systems within which a business operates". Colbert and Kurucz (2007) argued that sustainability "implies a simultaneous focus on economic, social, and environmental performance".

Corporate sustainability is a strategic approach focussing (apart from effectiveness and efficiency) on the organisation's productivity (on the creation of value for the owners [on competitiveness], as they follow from the environmental, economic and social dimensions). The defining of sustainability relates to the concept of a strategy known as the Strategy of Sustainable Development (Hart, 1995:966-1014).

Organisational sustainability could also be directly linked to the culture of the organisation. This is echoed by Eccles *et al.* (2011), who state that businesses develop sustainability policies targeted at fostering an underlying 'culture of sustainability' focussing on the environmental, social and financial performance of the organisation. In order to create this culture, certain values must be instilled. The CIPD reinforced this notion that an organisation's culture has a direct link to strategic decision-making that directly influences organisational sustainability.

According to Dehning and Stratopoulos (2003:7-28), there are six features to sustainability.

1. *Causal uncertainty*: Competing organisations cannot duplicate another organisation's resources and capabilities because they do not understand how these relate to competitive advantage.
2. *Lead time:* A set of dynamics that determine the amount of time from the launch of the project until competitors have a practical comeback or answer in place.
3. *Path dependency:* During the early stages of project planning, specific decisions are made by the project team with regards to implementation that will determine the current options, decisions and expected outcomes.
4. *Role of history*: Special circumstances where the organisation purchases and develops resources at cost; where competitors jumping in at a later stage will have to purchase resources at a higher price.
5. *Social factors*: This refers to social circumstances that the organisations cannot control and that will be difficult for a competitor to replicate.

6. *Time compression diseconomies:* Refers to resources that are relatively easy or inexpensive to replicate, but where the process is time-consuming

Sustainability is also associated with competitive advantage and is part of an organisation's strategic focus that enables it to be sustainable (Baaij, Greeven & Dalen, 2004:517-531). Organisations that have a strong focus on competitive advantage demonstrate a private sector outlook where financial profits are the key focal point compared to government organisations, where the goals are more focused on service delivery than competition (Henderson, 2011:245-257). During an organisation's annual strategic planning process, competitive strategies are developed as part of the business model, enabling the organisation to dominate the market with its products and services (Griffiths & Finlay, 2004:29-59).

There are two focus areas with competitive advantage as core: the one is the positioning or standing of the organisations within the industry they compete in; and the other is the competitive advantage the organisations have within the competing industry due to the core competencies they have (Baaij, Greeven & Dalen, 2004:517-531). Sustainability is thus directly linked to competitive advantage as the organisation cannot dominate the market in which it operates if there is no focus on new resources, capabilities and behaviours within the organisation's business model (Rodriguez *et al.*, 2002:135-146). Henderson (2011) also supports the view that organisations can adapt more quickly to competitive factors within the marketplace if it is geared to do so internally.

The economic climate of a country will impact organisational sustainability and growth in the medium and long-term (Guest, 2010:326-335). As such, social and environmental performance of the organisation also influences organisational sustainability and this refers to stakeholder relationships with competitors', government and communities and the organisation's ability to adapt to environmental changes (Sharma & Ruud, 2003:205-214).

Internal factors influencing organisational sustainability include: dynamic capabilities, innovation, service information, knowledge, knowledge management, knowledge sharing, human resource management, human capital, products and services, intellectual capital, corporate social responsibility (CSR), supply chain and information technology (IT) (Journal of Management and Sustainability, 2013. 3(4): 925).

For the purpose of this study, the focus will be on stakeholder engagement, corporate governance, the resource perspective of the organisation and the finance perspective of the organisation.

4.3 STAKEHOLDER ENGAGEMENT

The section focuses on stakeholder engagement and how it relates to stakeholder management, stakeholder relations, stakeholder communication and stakeholder governance and the influence of stakeholder power.

Any groups, individuals or natural resources that have influence on accomplishments and operations of an organisation are corporate stakeholders and they voluntarily or involuntarily become exposed to risk from the activities of a firm (Clarkson, 1994:18-19).

Freeman and Clarkson (1995) propose a different focus to the stakeholder debate. From a Contract Theory angle, Freeman posits that organisations consist of multilateral relationships between stakeholders. As the main body, every individual involved offers special resources to the organisation, and, therefore, has equal right to negotiate. From the Property Rights Theory, Clarkson (1995) argues that the establishment of an organisation is not only contributed to by shareholders, but also by employees, suppliers, debt holders and clients, all of whom offer particular resources, such as human capital (other than physical capital). They invest and take risk, therefore, they deserve certain rights (rights of control and residual rights of claim). From this perspective, stakeholders are those groups and individuals who invest physical capital, human capital, financial capital or something valuable and take risk of doing so and/or voluntarily or involuntarily become exposed to risk from the activities of a firm.

Based on Contract Theory and Property Rights Theory, Freeman and Clarkson (1995) introduce stakeholders in a descriptive way and address the idea of taking all stakeholders' legal interests into account as the main property of stakeholder management. It is obviously not persuasive enough to introduce a general theory in this way (Key, 1999:317-328). The uncertainty of a descriptive/imaginative concept causes disorder when it is applied in practice and the environment should not be included in the definition of 'stakeholders' because it is not a group and has neither contract relationship nor property rights issues with the corporation. Furthermore, the competitors and media should be included as 'stakeholders' for the direct impact it has on organisation's goal accomplishment (Dill, 1958:409-443).

Sustainable organisations make use of a wide range of stakeholder engagement practices that are part of the organisation's strategic plans and goals. This relationship is nurtured by governance policies and procedures. According to Freeman (1984) and Freeman *et al.* (2007), for this to be effective, continuous interaction with stakeholders is needed so that a clear understanding can be developed with regards to their expectations and needs.

The financial sustainability of organisations is directly related to the long-term relationships that are developed with stakeholders, which becomes an intangible asset that gives the organisation an economic and sustainable advantage in the marketplace (Hillman & Keim, 2001:125-1126). When organisations build these long-term relationships with stakeholders on the basis of mutual understanding, trust and shared values rather than on the short-term outcomes of making a quick profit, there will be a direct reduction of fees and a better integrated communication strategy between the parties (Jones, 1995:404-437; Foo, 2007:379-387; Cheng *et al.*, 2011:11-130).

Several management theories assume that an organisation's main objective is profit maximisation, rather than capacity (or other) constraints. The key factor is the stakeholder who provides the necessary financial resources for the organisation's operations (Jensen & Meckling, 1976; Zingales, 2000). There is, however, a difference between organisations in the way they pursue profit gain and competitive advantage. Some organisations place more or less weight on the long-term versus the short-term (Brochet *et al.*, 2012); care more or less about the impact of externalities from their operations on other stakeholders (Paine, 2004); focus more or less on the ethical grounds of their decisions (Paine, 2004); and assign relatively more or less importance on shareholders compared to other stakeholders (Freeman *et al.*, 2007).

The function of management, when it comes to how an organisation behaves, and how it engages with stakeholders, is directly related to sustainable development (Gladwin, Kennelly & Krause, 1995:874-907). This behaviour has been labelled as organisational sustainability, and in effect is responsible for inserting sustainable development into all of an organisation's strategies and decisions (Van Marrewijk, 2003:95-105).

With the call for sustainability and the new role of business in society (Blowfield & Googins, 2006), and with increased expectations and new rules and tactics (Burke, 2005), leadership is bound to come into contact – and conflict – with key stakeholders in the arena of responsible business, global versus regional and local needs; and different national cultures. The concept of stakeholder engagement and communication with stakeholders is a catch-22 situation for leadership practices and corporate social responsibility (Morsing, Schultz & Nielsen, 2008:97-111). Although companies strive to engage in corporate social responsibility (CSR) together with their stakeholders, they are simultaneously struggling to understand the true relationship behind this marriage – and most of all, who their stakeholders are. In both business and academic literature, the shareholders are now renamed as one of many key stakeholders; as they are seen as competing for influence with employees, customers, consumers, suppliers, competitors, trade unions and the environment.

Two basic relationship models may help to explain how leaders can best interact with multiple and diverse stakeholders. The inside-out approach suggests that leaders can manage their corporate social responsibility (CSR) activities and achieve favourable reputations with their stakeholders by building CSR activities across boundaries and in a framework where the decision-making point resides inside the organisation; where communication with stakeholders is a means to deliver information already developed and perhaps even implemented. Corporate social responsibility reporting for stakeholders can be one such practice and has sometimes been used as a tool in the marketing communicator's toolbox (Sweeney & Coughlan, 2008:113-124).

Communication is not just a device for alignment in processes; the decision-making process in the organisation is negotiated continuously and concepts or key actions developed. The stakeholders are actors, together with the organisation, in achieving sustainable development. This differentiation is similar to that seen in other literature that focuses on the difference between stakeholder identity – the extent to which the corporations and their stakeholders' interests are linked; and stakeholder management – the incorporation of stakeholders' interests into operational decision-making (Black & Hartel, 2003:125-144; Boutilier, 2007:121-134; Shropshire & Hillman, 2007:63-67). Despite the debate, real stakeholder engagement ultimately leads to a combination of organisational and social learning, which is a basis for long-term change based on trust, but which is not always clearly quantifiable or predictable in the short-term (Roome & Wijen, 2006:235-263; Van Kleef & Roome, 2001: 38-51).

Whatever the approach to stakeholders, well-intentioned efforts sometimes produce disappointing results, or conflicting stakeholder demands cause problems (Boutilier, 2007). Leadership efforts to deal rationally with stakeholders, with uncertainty, and with constraints lead to agreater potential for sustainability in terms of culture, structure, and output. Corporations need to engage with stakeholders to develop valuable corporate social responsibility related actions. Stakeholders that face challenges and threats are more likely to partner with corporations on corporate social responsibility related issues; and corporations and stakeholders are more likely to succeed when a long-term vision is embraced.

4.3.1 Stakeholder engagement

Organisations can no longer choose if they want to engage with stakeholders or not; the only decision they need to take is when and how to engage successfully. From this perspective, stakeholders can be seen as the various external and internal groups that have a direct or indirect outcome on the organisation's sustainability and successes (Freeman, 1984).

Meaningful engagement occurs when organisations, aware of the changes in society and how they relate to organisational performance, choose to establish relations with stakeholders as a means to manage the impact of those changes, such as those created as a result of global economic downturn. Organisations can seek to either mitigate risk through the use of stakeholder management, or exploit these new trends to identify and establish new opportunities through the use of meaningful stakeholder engagement; the latter is characterised by a willingness to be open to change (Jeffery, 2009:8).

According to Jeffery (2009), there is difference between crisis management, stakeholder engagement and stakeholder management as illustrated below.

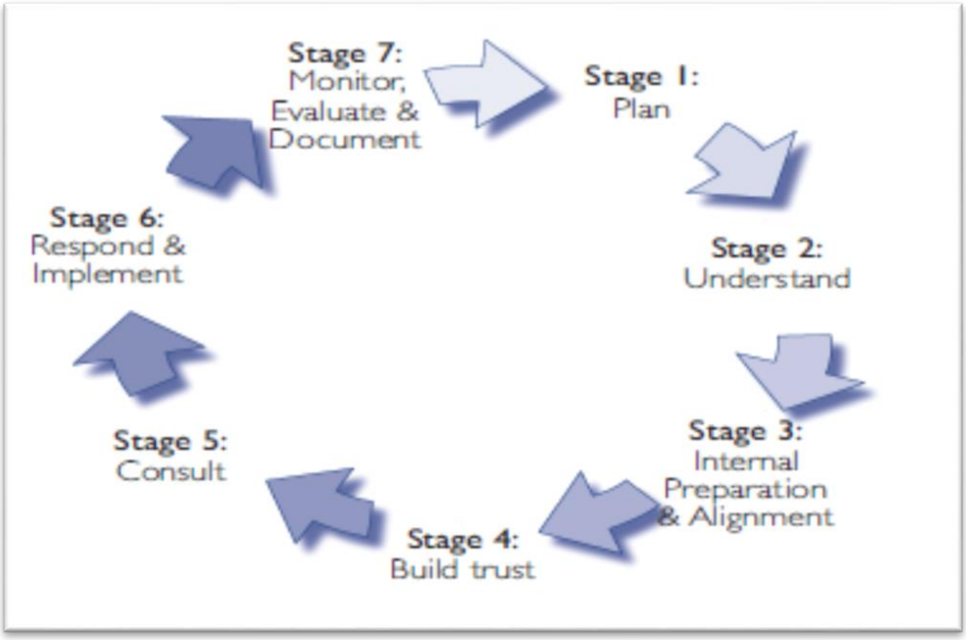
Table 12: **Difference between crisis management, stakeholder engagement and stakeholder management**

Crisis Management	**Stakeholders Management**	**Stakeholders Engagement**
Reactive	Pro-active	Interactive
Vulnerable	Anticipate	Encourage
Episodic	Regular	Inclusive

Source: Jeffrey (2009)

Stakeholder engagement is not linear; rather it is an interactive process in which an organisation learns and improves its ability to perform meaningful stakeholder engagement, while developing relationships of mutual respect, in place of once-off consultations. The following stakeholder engagement process figure and explanation developed by Jeffery (2009), is a useful check-sheet to use in practice.

Figure 6: Stakeholder engagement process



Source: Jeffery (2009)

- *Stage 1 - Planning:* Identify your basic objectives, issues to address and the stakeholders you prioritise as critical to your organisation.
- *Stage 2 - Understand your stakeholders:* Identify the urgency they feel for their issues, the legitimacy of their interest and the power they have to influence your organisation. Understand their wants and needs and how this correlates with your wants and needs from them. Having an understanding of their motivation, objectives and issues (and which of those are your issues) will help with profiling the priority stakeholders. (Profiling will help later on when designing engagement and consultation tactics.)
- *Stage 3 - Preparing internally to engage:* Dedicate appropriate time and resources to identify possible commonalities between your organisation and your stakeholders – to identify possible ways in to conversations and win-win situations. Agree to the commitment your organisation will give to stakeholder engagement and the process, which may mean building the business case and identifying internal advocates.

- *Stage 4 - Building trust:* Different stakeholders will come with different levels of trust and willingness to trust - recognise this. How you interact with them will have to be adapted to the level of trust present and needed.
- *Stage 5 - Consultation:* For overall success it is important to achieve the following during consultation:
    - Fair representation of all stakeholders, not just the easy ones.
    - Be responsive by providing information and proposals that respond directly to their expectations and interest previously identified; not just information responding to your internal objectives and activities.
    - Contextualise information so that stakeholders get a detailed, holistic picture.
    - Provide complete background information that stakeholders will need to draw fair and reasonable conclusions.
    - Be realistic in negotiations with possible trade-offs of expectations, needs and objectives. This will help achieve agreement and build trust.
    - The consultation process should be material to your organisation’s key economic, social and environmental risks. The mechanism of consultation includes: personal interviews, workshops, focus groups, public meetings, surveys, participatory tools and stakeholder panels. Choose relevant mechanisms for each stakeholder group as one template will not fit all. Prioritise issues from your and the stakeholders’ viewpoint, understanding the stakeholders’ issues of importance.
- *Stage 6 - Respond and implement:* Decide on a course of action for each issue agreed upon – understanding possible stakeholder reactions to your proposal will help you to develop a more successful proposal of action. How you respond is critical and a perception of fairness can drive success. A process is provided, offering guidance on how to implement measures for the agreed issues identified.
- *Stage 7 - Monitor, evaluate and document:* Knowledge management is critical for capturing information and sharing what is learned. Transparency of the process is greatly aided by accurate documentation, especially if your organisation reports on stakeholder engagement or submits to external scrutiny. Remember to report back to stakeholders on progress, in a form and language appropriate to them. Collect a wide range of views to assess success and learning points of the engagement process, especially to understand cost-benefit – including benefits such as reputation, risk-management and new business models.

Apart from the above stages in the process, as posited by Jeffery (2009), there are also a few "Golden Rules" or conditions within an organisation that will encourage and foster meaningful engagement.

- Internal alignment of the stakeholder engagement unit and other business units in expectations, functions and outcomes. This will ensure that different views from all parties are considered.
- Building stakeholder's confidence and trust by assessing all possible outcomes.
- Transparency and good governance by stakeholders and the organisation will minimise differences and improve engagement activities.
- Management and personnel of organisations must value stakeholder views and engagement and understand that the relationship contributes to business success and sustainability and is not just an add-on.
- Plan all engagement activities and consider all standpoints from parties involved, such as the role gender can play (how women interact vs. men).
- The 'tone from the top'; the role that leaders play is fundamental in building meaningful engagement. An appropriate role for the CEO may be to be actively involved in the initiation of the development of the stakeholder engagement strategy and involved in engagement with key global stakeholders.
- The organisation's culture will have an influence on how stakeholder engagement occurs (i.e. autonomy for local adaptation and local relevance). Therefore, assessing its culture is important for identifying enablers and barriers to your stakeholder engagement activities.
- Assessing past non-productive engagement behaviour will help the organisation to learn from past experiences. It is important to collate this information from both the organisation and stakeholder viewpoints.
- Recognise the interplay, and therefore influences, between leadership, organisational behaviour and capabilities in creating strategies, processes and procedures.
- In conclusion, consider four vital influences on stakeholder engagement efforts: organisational culture, structure, human resources and learning.

Sloan (2009:26) describes stakeholder engagement as the process of "involving" or connecting with stakeholders. For this to work, organisations must evaluate the current level of interaction they have with stakeholders. He postulated that there are various indicators on how to evaluate an organisation's stakeholders. He considered policies governing stakeholders and also the volume of activities taking place, as well as the final results and success thereof.

Stakeholder engagement must be part of the strategic planning process of the organisation (Wheeler & Sillanpää, 1998:204-208); it must ultimately contribute to improving the relationships with the various stakeholders, thus adding value (Hillman & Keim, 2001:128); and it must potentially contribute to the sustainability and financial well-being of the organisation (Kaplan & Norton, 1996:75).

4.3.2 Stakeholder management

Stakeholder management – the incorporation of stakeholders' interests into operational decision-making (Black & Hartel, 2003:125-144; Boutilier, 2007:121-134; Shropshire & Hillman, 2007:63-67). It ultimately leads to a combination of organisational and social learning, which is a basis for long-term change based on trust but which is not always clearly quantifiable or predictable in the short-term (Roome & Wijen, 2006:235-263; Van Kleef & Roome, 2001:38-51). Corporate leadership should have a holistic approach to engage with stakeholders - the vital link between business and stakeholder management is leadership (Chow Hoi Hee, 2007:73-84).

Stakeholder management is a critical component to the successful delivery of any project, programme or activity. Effective stakeholder management creates positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives. Stakeholder management is a process, that must be planned and guided by underlying principles. Stakeholder management within businesses, organisations, or projects prepares for the development of a strategy, utilising information (or intelligence) gathered during common processes.

One of the most critical aspects of project management is, for example, doing what is necessary to develop and control relationships with all individuals that the project influences. There are techniques for identifying stakeholders, analysing their influence on the project, and developing strategies to communicate, set boundaries, and manage competing expectations. By successfully managing stakeholders, one will be better able to keep a lid on scope creep, ensure project requirements are aligned, understand the tolerance for risk, and mitigate issues that would otherwise delay the project.

Stakeholder management and corporate governance also have certain differences and similarities. Organisations have stakeholders that influence and are influenced by the organisations they deal with directly and indirectly (Freeman, 1984). It is the responsibility of the organisation to manage this relationship for the sustainability of the organisation; and for the benefit of the stakeholders they want to interact with. By doing this, value and interest are created, ensuring a good sustainable relationship. Part of managing this process is to ensure that each stakeholder is treated according to a set of standards and ethical principles, which includes honesty, respect, and the various agreements or contracts between parties (Donaldson & Preston, 1995).

Donaldson (1995) argues that Stakeholder Theory is a general management concept; a combination of stakeholders' identification, classification and application is referred to as Corporate Stakeholder Management (CSHM). The ultimate goal of Stakeholder Theory in management is to remind managers of the effectiveness of multiple stakeholders' interests and to introduce a way for managers to make the right decisions. Quinn and Jones (1995) maintain that CSHM is just part of corporate strategy.

Due to the stakeholders' strategy value, CSHM is part of the corporate strategy-making process. Mahoney (2006) argues that, with the importance of property rights and knowledge being explored, corporations are losing their advantages of using physical resources to get scale and scope economy, meanwhile, specific human capital and organisational capital are becoming more and more important and potential property issues and distribution conflicts are becoming prominent. This fundamental economy change induces the reconsideration of corporate characteristics and demands the change of stakeholder's management and compensation and/or the board representation system (Hillman *et al.*, 2001).

Some scholars conduct studies on the CSHM processing model (Bourne & Walker, 2006; Zakhem, 2008). The model proposed by Olean describes the process of CSHM as: identifying stakeholders, collecting stakeholders' information, defining stakeholders' goals, analysing stakeholders' strengths and weaknesses, developing stakeholders' strategy, predicting stakeholders' action, and executing CSHM strategy.

These studies present a series of CSHM measures. Jawahar and Melaughlin (2001) propose a management model based on the presumption that all organisations go through a life cycle composed of roughly the same four stages: start-up, emerging growth, maturity, and decline/transition. Therefore, managers should adopt different strategies towards different stakeholders and change strategies over time. By evaluating the influence of interactions between stakeholders and corporations, stakeholders' relationship management efforts establish a series of practical methodologies and assess CSHM's impact on performance. What can be determined from the studies is that ‘communication’ is a critical factor and a definite communication strategy is a key to success of stakeholder’s relationship management.

Corporate leadership should have a holistic approach to engage with stakeholders and the vital link between business and stakeholder management is leadership, as stated previously (Chow Hoi Hee, 2007:73-84). Leadership has a pivotal role in initiating and developing corporate social responsibility programmes and initiatives within and across organisations. Leaders in world business are the first true planetary citizens - they have worldwide capability and responsibility, and their decisions affect economies as well as societies (Pruzan & Miller, 2006:68-92).

The role of the leader in guiding business towards sustainable social responsibility is complex and vast, and it has been alleged that it requires an array of unique leadership skills and competencies. A change in management thinking has been taking place from process to people (Kennedy, 2007). Leadership styles and leadership capabilities and competencies are most prevalent among leaders whose organisations have successfully experienced changes in organisational strategy and focus; and transitioned towards, and achieved, more socially responsible behaviours.

Responsible leaders are defined as people of the highest integrity who have a deep understanding of difficult concepts, such as sustainable development; who are committed to building enduring organisations in association with others; and who are leaders who have a deep sense of purpose and are true to their core values (Roome & Bergin, 2006:696-721). Leaders of socially responsible organisations have been associated with the charismatic leadership style; the connection between top managers and firm outcomes depends to a large extent on managers’ charismatic leadership under conditions of perceived environmental uncertainty (Waldman, Ramirez, House, Puranam, 2001:134-143). The charismatic leadership style communicates an innovation vision, energises others to innovate, and accelerates innovation processes and corporate social responsibility (CSR); interactive leadership characteristically empowers employees to innovate and to become innovation leaders themselves (Bossink, 2007:135-149). The transformational leader is able to communicate so enthusiastically that the result is pulling people to commit to the vision of the leader on sustainability (Hanson & Middleton, 2000:95-107).

Leadership competencies consistent with “responsible” leaders include: courage, business acumen, passion, having a life (‘you cannot think out of the box if you are always in the box’), compassion, sense of humour, and vision for legacy (instead of vision for activity). A leader should be remembered as a person who designed a society that is educated, environmentally friendly, safe, and economically sustainable (Giampalmi, 2004:6-13). The challenge for today's leaders is to perform effectively in an environment of uncertainty and ambiguity while reconciling the diversity of interests, needs, and demands of multiple stakeholders (Schraa-Liu & Trompenaars, 2006:138-154).

Freeman and his colleagues (Freeman, Wicks & Parmar, 2004:364) describe stakeholder management wealth creation, where economic value is created by people who voluntarily come together and cooperate to improve everyone's circumstances. They see managers developing relationships, inspire their stakeholders, and create communities where everyone strives to give their best to deliver the value the firm promises. Chapter 8 of the King III and King IV report has a strong focus on stakeholder relations specifically focussing on the functions of communication management.

4.3.3 Stakeholder relations

Freeman's work on *Strategic Management: A Stakeholder Approach* in 1984 can be seen as the founding theoretical framework on how stakeholders with similar interests or rights each form a group. The concern that Freeman wanted to explain was the relationship between the organisation and its external environment and its behaviour within this environment. He developed a model as a map in which the organisation is positioned at the centre and where it interacts with the surrounding stakeholders. In this model, organisation-stakeholder relationships are dyadic and mutually independent (Frooman, 1999).

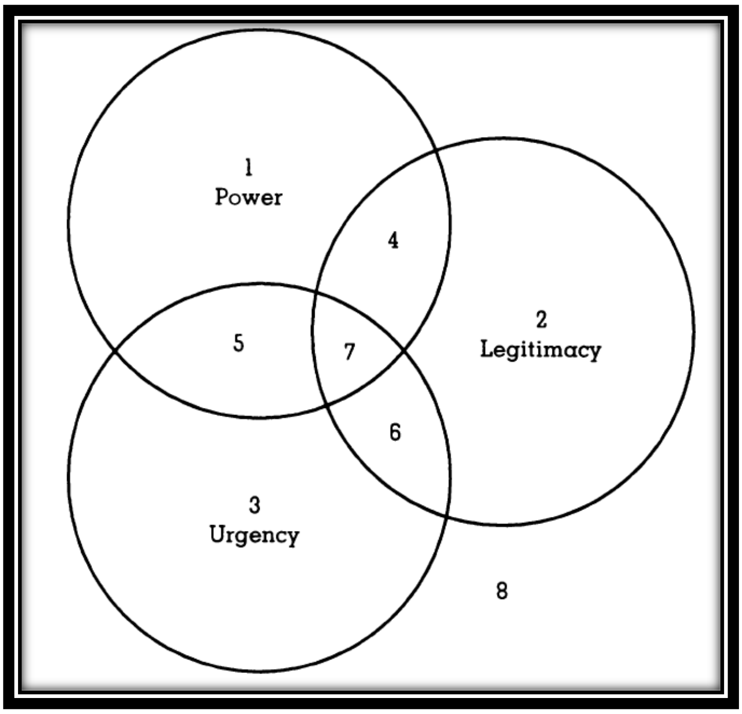
The role stakeholders play is also moving away from the organisation's outside or borders, to a more central role. Andriof *et al.* (2002) explain that the concept of stakeholders, as well as their involvement and relationship with the organisation, are all contemporary characteristics of more modern companies.

Clarkson (1995:92-117) identified two stakeholder groups that impact on the organisation: the primary, those which have formal or official contractual relationships with the organisation, such as clients, suppliers, employees, board, management; and the secondary, those not holding such contracts, such as governments and the local community. The organisation, therefore, consists of a network of specific and indirect relationships spanning both the internal and external environments.

Organisations must respond to the relationships they have with stakeholders due to the influence they have and the contribution they make to the organisation's sustainability (Clement, 2005:255-264). Organisations, therefore, must continuously analyse and evaluate stakeholder relationships and interests and also identify the stakeholders that are most important to organisational survival, as well as meet their respective needs and expectations (Hill & Jones, 1998; Helm & Mauroner, 2007).

Freeman (1984) classifies corporate stakeholders from three different angles (which are ownership, economy-dependent and social interest): shareholders as the stakeholders who have ownership of the corporation, managers, debt holders, employees, customers, suppliers, competitors, communities, etc.; as the stakeholders who are economy dependent on the corporation; and government and media as stakeholders who contribute social interest to the corporation. Mitchell, Agle and Wood (1997) categorise stakeholders according to three attributes, namely legitimacy, power and urgency.

Figure 7: Stakeholder categorisation



Source: Mitchell, Agle & Wood (1997)

4.3.4 Stakeholder communication

The value-add of communication starts with the recognition by management that it is part of the planning process towards achieving organisational goals and not just a last-minute process to get messages out. Problems such as declining product sales, loss in membership, high administration costs, high staff turnover and dissatisfied customers are some of the problems that communication can identify, address and focus on, thereby adding value from the onset of an organisation's strategy. As such, communication becomes one of the "capitals" in the organisation.

In his book, *Making the Connections: Using Internal Communication to Turn Strategy into Action*, Bill Quirke (2002) suggests that organisations need to transform their communication efforts to be competitive and to stay on top. The value of communication, therefore, lies in the fact that it must adapt to changing environments which can only happen if it is part of the strategic management process.

Therefore, to add value does not mean expanding on communication tools and networks (footprint) but rather adding value by assisting in achieving strategies and goals, linking together different components of communication so that it all adds value as a whole, rather than individual parts working against each other. To strengthen one's communication value-add in an organisation, it has to be supported by management so that it can be seen as one of the capitals.

How can one then create communication capital as a strategic management tool? The most important aspect is that an organisation must develop 'critical thinkers'. Employees must be creative, innovative, open-minded, interactive and make informed decisions that will eventually support the success and reputation of any organisation. Management must make it possible for employees to grow and excel. For this to happen, the communication unit has to play a strategic part in the organisation's planning processes and must be positioned strategically within the organisational structure (Varey & White, 2000:10).

According to Greenwood (2007:318), stakeholder engagement includes all the activities to make internal and external groups part of the organisation's planning, and which can be achieved through effective communication (Bandsuch, Pate & Thies, 2008:111). Communication between internal and external groups must be trustworthy and approved by all parties through guided policies and procedures (Kim, Halligan, Cho, Oh & Eikenberry, 2005:649).

The influence of communication in this specific research focuses on integrative communication and is covered in-depth in Chapter Three. An integrative communication unit refers to the communication specialists who are clustered together/work together within a communication department and who develop and manage the communication messages for the various business units within the organisation before communicating it to its stakeholders. Without this unit, integration in communication and messaging would be ineffective and inadequate. Important constructs of integrative communication that will be analysed as part of the literature review are: strategic structural positioning; core competencies; dynamic capabilities; coherent and shared corporate culture; shared values; and communication capital.

All these constructs contribute holistically to an effective integrative communication unit within the organisation and directly contributes to the success of IC. Without these constructs, organisational sustainability and success are at risk. Chapter Three also covers an analysis of the major differences between integrated communication (IC) and integrated marketing communication (IMC) as postulated by Steyn and Puth (2000) and Niemann (2005) and which are summarised in the following table below.

Table 13: Differences between IC and IMC

IC	**IMC**
Holistic and focus on all the stakeholders.	Focus on the customer.
Focus on the communication process (two-way communication).	Communication message sent out by the organisation (one-way communication).
Internal and external messaging is central.	External messaging is central.
Messages are driven by the strategic goals of the whole organisation.	Messages are driven by marketing and communication.
Contributes to the strategic thinking of the organisation.	Contributes to the technical aspects of the organisation such as a product or service being rendered.
Stakeholder-centric (outside-in approach) focus, the needs and wants of stakeholders.	Product/service centric meaning pushing your mandate and not considering the needs and wants of the stakeholders.

Source: Steyn & Puth, (2000), Niemann, (2005)

4.3.5 Stakeholder governance

It is increasingly understood that organisations cannot have a full perspective of the issues, opportunities and threats that they face without the help of outside experts. Thus, for organisations (especially large ones) it is an increasingly common practice to engage in different forms of 'stakeholder engagement' in order to source external views and thereby improve internal decision-making. Possible examples of engagement techniques include: stakeholder surveys, stakeholder dialogue and partnerships with non-governmental organisation. However, existing research on, and the practice of, stakeholder engagement often too strongly focuses on mere 'engagement', whereas the actual links to internal decision-making remain vague. In other words, there exists a gap between stakeholder engagement and governance.

Very limited research has evaluated how stakeholder input is taken into account in relation to internal decision-making (Hansen & Spitzeck, 2010:378-391). Hansen and Spitzeck's research focused on the voluntary mechanisms of stakeholder engagement with a focus on how stakeholders can indeed influence corporate decision-making – this they then called "stakeholder governance" because their views have an impact on how "companies are directed and controlled". In order to do this, they researched and analysed 51 organisational responses with reference to stakeholder relationships from the Business in the Community (BITC) Corporate Responsibility Index (2002). Their research considered the importance of stakeholders being involved in corporate decision-making but a gap still exists in how stakeholder input is taken into account within internal decision-making. Previous exploratory research has identified at least five dimensions as being important for stakeholder governance.

1. The type of stakeholders involved (stakeholder group and composition).
2. The scope of participation (i.e. issues areas).
3. The formal instruments (e.g. advisory panel) used to engage stakeholders.
4. Levels of engagement.
5. The stakeholder impacts (i.e. power).

An overview of the dimensions of stakeholder governance/engagement derived from literature is given in the table below.

Table 14: Dimensions of stakeholder governance/engagement

DIMENSION	POSSIBLE CHARACTERISTICS							
Stakeholder groups involved:	Employees/ trade unions	Customers	Investors	Peers/ suppliers	Communities	Experts	NGOs	Governments
Group composition:	Mono (single stakeholder group involved)				Multi (multiple stakeholder groups involved)			
Scope of participation	Operational (specific issues, e.g. health & safety)			Managerial (e.g. CR Strategy)			Strategic (General business strategy)	
Instruments:	Surveys/ polls	Focus groups/ interviews	Meetings/ workshops	Dialogue fora	Committees/ panels	Collaboration/ partnerships	Multi-stakeholder initiatives	Board (non-executive directors)
Levels of engagement	Information / communication	Consulting	Involvement	Collaborate	Empower			
Actual impacts: („stakeholder power")	None	Vague (Unspecified impact)	Low (Issues identification, guide reporting)	Medium (Guide policies & KPIs)	High (Develop policies, make decisions)			

Source: Hansen & Spitzeck (2010:378-391)

Stakeholder governance can involve a variety of stakeholder groups. Some of these groups include: customers, intermediaries, employees, suppliers, regulators, communities, NGOs and investors as major groups. More generally, we distinguish between internal (employees) vs. external stakeholders (customers, investors, communities); as well as formal (management, employees, investors, customers, suppliers) vs. informal (communities, NGOs, government) stakeholder groups. Stakeholders are connected across broader groups, usually referred to as multi-stakeholder vs. mono-stakeholder groups.

i. Scope of participation/engagement

Organisations engage stakeholders in very diverse areas of their business. Generally, the following three categories are distinguished:

1. *Operational issues:* related to selected, sometimes local, issues (e.g. local community engagement) where stakeholders are usually engaged to mitigate (local) problems that are consequences of overarching strategic decisions.
2. *Managerial issues:* a broader scope where stakeholders have influence on the development of policies and on some strategies (e.g. areas of the CR strategy).

3. *Strategic issues:* an area of influence where stakeholders are engaged to shape the overarching corporate strategy. In this ultimate stage, stakeholders have influence on the development of products and services (portfolios).

ii. Instruments and tools of engagement

Inward-orientated instruments are focused on monitoring, informing and 'managing' stakeholders in a risk-management fashion. Instruments belonging to this group are reports and formal and informal dialogue sessions. Outward-orientated instruments are more focused on collaboration and joint learning and often aim to find opportunities for service/product innovation.

- Effective engagement practices – practices that bring managers and their stakeholders together to partner and learn from one another, leading to innovation and organisational transformation.
- Outward-orientated instruments focus on non-governmental organisation collaboration, multi-stakeholder initiatives (MSIs) and consultative committees (often referred to as 'stakeholder advisory boards').

iii. Levels of engagement

Stakeholder governance concentrates on the issue of the level of engagement and participation in decision-making, or 'stakeholder power'. One of the earliest models in the area of public services is the 'Citizenship Participation Ladder' by Arnstein (1969:378-391). He distinguished citizen participation on a continuum that spreads from manipulation, information, consultation, partnership, delegated power, to citizen control.

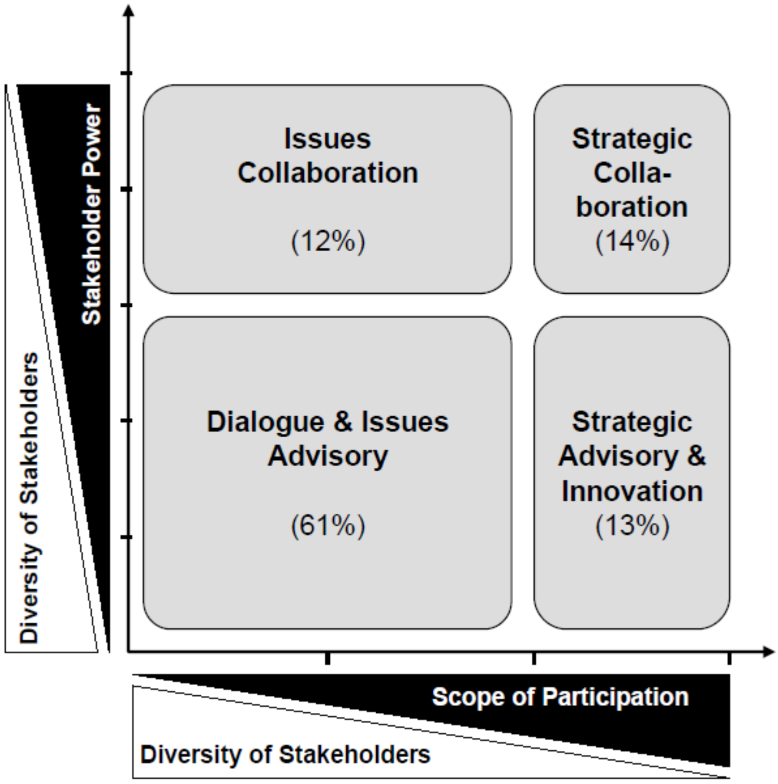
iv. Actual impacts (stakeholder power)

Hansen and Spitzeck (2010) identified the actual impact stakeholders have – which they term 'stakeholder power'. There are either no impacts, medium impacts, or high impacts.

- No impacts describe stakeholder engagement practices where the implication for management is non-existent or vague; no clear connection exists between stakeholder input and corporate decision-making.
- Medium impacts describe stages were stakeholders are consulted on areas such as materiality, risk or reporting**.**

- High impacts exist where stakeholders are involved in co-innovation (design and launch of new products) or in the creation of new policies.
- Hansen and Spitzeck (2010) used the dimensions of 'stakeholder power' and 'scope of participation' to build a two-dimensional matrix indicating that the mass (61%) of stakeholder engagement observed in the research belonged to the category of 'dialogue and issues advisory' (i.e. operational issues where stakeholders have low influence). This is in contrast to broader scopes of engagement, or higher power for stakeholders.

Figure 8: Typology of stakeholder governance



Source: Hansen & Spitzeck, (2010:81)

The King III and King IV Report (Chapter 8) outlines how stakeholder relationships must be managed and this relates to the research done by Skinner *et al.* (2008:4), which addressed the perceptions and relationship management of stakeholders, to be discussed next.

4.4 CORPORATE GOVERNANCE

In this section, the various constructs and elements of corporate governance will be examined, namely: the principles of corporate governance, triple-bottom-line, integrated reporting and KING III/IV.

Organisations that have a strategic sustainability focus will also need to measure it in order to determine if the goals that were set were achieved. This necessitates the collection, recording and analysing of data linked to the economic impact of the environmental and social activities of the organisation. The Global Reporting Initiative (GRI) is one of the best-known reporting structures aligned with sustainable development (Sustainability Report).

Corporate governance contributes to organisational sustainability as well as corporate responsibility. With the increase in global economic competitiveness, a higher standard of responsibility, conduct and performance is needed. Opportunities outside existing markets are explored and to access these resources they need to comply with internationally accepted standards of corporate governance. Organisations, therefore, need to comply and are indirectly managed through corporate governance (Kavalíř, 2005).

The strategic management team of an organisation, including its board, has the responsibility to set strategic goals and continuously reflect on achieving this by managing resources and informing stakeholders (Cadbury, 1992:61). Demb and Neubauer (1992) describe this as a process through which companies respond to the rights and requests of stakeholders.

The Organisation for Economic Co-operation and Development (OECD) (1999) states that corporate governance is a system through which business companies are managed and controlled. The structure of corporate governance defines the division of rights and duties between the individual stakeholders in an organisation; and lays down detailed rules and procedures for the decision-making on business matters of an organisation. On this basis, a structure is created that establishes the organisation's goals; the means of reaching the goals; as well as monitoring performance.

Corporate governance places a big weight on how strategic management handles the relationship with its stakeholders (government, financial institutions, contractors, customers, employees and the surrounding community) (Keasey, Thompson, Wright, 1999). Organisations who provide insufficient and incomplete information are regarded by investors as a greater risk and as a result they are disposed to invest smaller amounts in such companies (Bartes, 1994:87-89). According to Bartes, the solution lies in reporting both financial and non-financial information and it must be relevant, measurable, comparable, motivating and clearly understandable.

Although there is no direct relation between environmental performance and that of corporate governance (Salo, 2008:328-354), environmental performance and corporate governance performance individually contribute to the general performance of an organisation.

A growing number of organisations have integrated social and environmental issues into their business strategies and operational functions by implementing corporate policies, such as environmental and social issues, into the organisation's business model. By doing this, organisations differ from each other with regards to governance structure, stakeholder engagement processes, reporting systems and performance implications. This implies that organisations will perform better by doing "good" (Godfrey, 2005; Margolis *et al.*, 2007; Porter & Kramer, 2011) based on the assumption that meeting the needs of other stakeholders – e.g. employees, through investment in training – directly creates value for shareholders (Freeman *et al.*, 2010; Porter & Kramer, 2011).

It can also be postulated that by not meeting the needs of other stakeholders, organisations run the risk to damage stakeholder relationships by customers breaking ties (e.g. Sen *et al.*, 2001: 399-417), the failure to recruit high quality employees (e.g. Greening & Turban 2000: 254-280) and by paying potentially punitive fines to governments.

Studies by Friedman (1970); Navarro (1988); Galaskiewicz (1997) argue that organisations that implement environmental and social policies can damage stakeholder relationships and values affecting the financial base of the organisation. On the opposite side, organisations not implementing environmental and social policies might be more competitive and as a result, will be more successful in a highly competitive environment. This hypothesis is well captured in Jensen (2001:16), who states that companies that try to do so either will be eliminated by competitors who choose not to be so civic minded, or will survive only by consuming their economic rents in this manner.

The responsibilities of the directors of a board and the incentives provided to top management are two fundamental attributes of the corporate governance system. Boards perform a monitoring and advising role and ensure that management is making decisions in a way that is consistent with organisational objectives. Top management compensation systems align managerial incentives with the goals of the organisation by linking executive compensation to key performance indicators that are used for measuring corporate performance (Govindarajan & Gupta, 1985:51-66). Ittner, Larcker and Rajan (1997:231-255) showed that the use of non-financial metrics in annual bonus contracts is consistent with an in-formativeness hypothesis, where non-financial metrics provide incremental information regarding the manager’s action choice.

Therefore, the researcher posits that for organisations that consider environmental and social objectives as core issues for their strategy and operations, the board of directors is more likely to have direct responsibility over such issues; it is also more likely that top management compensation will be a function of sustainability metrics in addition to other traditional financial performance metrics. The increasing competition between markets and sources as well as corporate governance guidelines heightened the strategic relevance of supply chain management (SCM). It has become important for every organisation to maintain an efficient and compliant supply chain (Büyüközkan & Berkol, 2011:13730-13746), and for organisations build collective relationships with their supply chain partners to achieve this and to maintain a competitive advantage (Nyaga, Whipple, Lynch, 2010:100-115).

In today’s fast-tracked environment of competition and sustainability, the benefits of managing an organisation’s social responsibility and governance is seen as a key priority. Organisations strive towards the mutual alignment of the internal processes and culture of the organisation to address the needs and expectations of their stakeholders; to insure sustainability and reputation. To ensure this, the organisation needs to be transparent and share knowledge with its stakeholders (Dawkins, 2004:108).

Research done by Falconi (2009:5) posits that by building relationships and trust with stakeholders by means of regular and transparent interaction and communication, the organisation’s strategic focus and alignment would be more focused. This again highlights the importance of knowledge sharing that can only be achieved by planned communication.

The influence of communication departments in the modern business environment, therefore, will play a prominent and accountable role and there will be several key governance focus areas, such as return on investment (ROI), rewards programmes, communication unit structuring as well as the strategic role, skill and capability of the communication unit.

This was pointed out by Grunig, Grunig and Ehling (1992:86), who indicated that communication management will form part of an organisation's strategic team and will have a direct input upon strategic thinking processes. Communication departments interact with an organisation's stakeholder base on a daily basis and acquire strategic knowledge that is important for strategic planning and decision-making in order to be sustainable and, therefore, must be part of top management (Grunig, 2006:165). Communication managers, therefore, become the voice of its stakeholders at strategic management level.

Steyn and Niemann (2008:2) also suggested that communication management must be acknowledged for the role it plays in the organisation's performance and sustainability as it has a direct influence on corporate governance, sustainability or corporate social responsibility due to its link with stakeholders. Communication managers must be part of the strategic planning process of the organisation and must be seen by the rest of the team as key role players in decision-making (Argenti, Howell & Beck, 2005:83). Senior managers, therefore, need to have well-developed general management knowledge and skills apart from their communication capabilities and must ensure that communication strategies follow an integrated approach (Argenti *et al.*, 2005:88-89). Communication must be integrated into the strategic decision-making of the organisation.

4.4.1 Corporate governance principles

During the G20 Finance Ministers and Central Bank Governors Meeting 4-5 September 2015, Ankara, updated principles for governance were tabled and adopted as guidelines to international practices. It is seen as a means to create market confidence and business integrity, which in turn is essential for organisations that need access to equity capital for long-term investment (OECD Report, 2015).

Access to equity capital is particularly important for future orientated growth companies and to balance any increase in leveraging. The updated G20/OECD principles of corporate governance (the principles), therefore, provided a very timely and tangible contribution to the G20 priority in 2015 to support investment as a powerful driver of growth. The principles have a proven record as the international reference point and as an effective tool for implementation: they have been adopted as one of the Financial Stability Board's (FSB) Key Standards for Sound Financial Systems serving FSB, G20 and Organisation for Economic Co-operation and Development (OECD) members. They have also been used by the World Bank Group in more than 60 country reviews worldwide. They also serve as the basis for the guidelines on the corporate governance of banks issued by the Basel Committee on Banking Supervision, the OECD guidelines on Insurer and Pension Fund Governance and as a reference for reform in individual countries. The principles were originally developed by the OECD in 1999 and last updated in 2004. The current review has been carried out under the auspices of the OECD corporate governance committee with all G20 countries invited to participate in the review on an equal footing with the Organisation for Economic Co-operation and Development (OECD) member countries. While some of the principles may be more appropriate for larger than for smaller companies, it is suggested that policymakers may wish to raise awareness of good corporate governance for all organisations, including smaller and unlisted organisations. The principles provide guidance through recommendations and annotations across six areas, as stated below.

1) Ensuring the basis for an effective corporate governance framework focussing on the role of a corporate governance framework in promoting transparent and fair markets, and the efficient allocation of resources.
2) The rights and equitable treatment of shareholders and key ownership functions focussing on basic shareholder rights, including the right to information and participation through the shareholder meeting in key organisation decisions.
3) Institutional investors, stock markets and other intermediaries focus on the need for sound economic incentives throughout the investment chain, with a particular focus on institutional investors acting in a fiduciary capacity. It also highlights the need to disclose and minimise conflicts of interest that may compromise the integrity of proxy advisers, analysts, brokers, rating agencies and others that provide analysis and advice that is relevant to investors.
4) The role of stakeholders in corporate governance with a focus on the active co-operation between organisations and stakeholders; and which underlines the importance of recognising the rights of stakeholders, including the right to information on a timely and regular basis.
5) The disclosure and transparency principle focusses on disclosure of the financial and operating results, organisational objectives, major share ownership, remuneration, related party transactions, risk factors, board members, etc.
6) The responsibilities of the board as the last principle provides guidance with respect to key functions of the board of directors, including the review of corporate strategy, selecting and compensating management, overseeing major corporate acquisitions and divestitures, and ensuring the integrity of the corporation's accounting and financial reporting systems.

The Institute of Directors in Southern Africa (IoDSA) is a professional body recognised by the South African Qualifications Authority (SAQA) and is a non-profit organisation (NPO) that exists to promote corporate governance, and to maintain and enhance the credibility of directorship as a profession; according to them a perception exists that governance is about compliance. Good corporate governance entails much more than compliance and is in the first instance intended to assist and encourage entities to create value and to achieve their purpose.

Different models of corporate governance differ according to the variety of capitalism in which they are embedded. The Anglo-American "model" tends to emphasise the interests of shareholders. The co-ordinated or multi-stakeholder model associated with Continental Europe and Japan also recognises the interests of workers, managers, suppliers, customers, and the community. A related distinction can be made between market-orientated and network-orientated models of corporate governance (Douma & Schreuder, 2013).

The Continental Europe model (two-tier board system) from continental European countries like Germany, Austria, and the Netherlands, require a two-tiered board of directors as a means of improving corporate governance (Tricker, 2009). In the two-tiered board, the executive board, made up of organisation executives, generally runs day-to-day operations, while the supervisory board, made up entirely of non-executive directors who represent shareholders and employees, hires and fires the members of the executive board, determines their compensation, and reviews major business decisions.

The Securities and Exchange Board of India Committee on corporate governance defines corporate governance as the "acceptance by management of the inalienable rights of shareholders as the true owners of the corporation and of their own role as trustees on behalf of the shareholders. It is about commitment to values, about ethical business conduct and about making a distinction between personal and corporate funds in the management of an organisation (Report of the SEBI Committee on Corporate Governance, 2003).

The United States and United Kingdom (Anglo-American) model of corporate governance emphasises the interests of shareholders. It relies on a single-tiered board of directors that is normally dominated by non-executive directors elected by shareholders. Because of this, it is also known as ‘the unitary system’ (Cadbury, 1992). Within this system, many boards include some executives from the organisation (who are ex-officio members of the board). Non-executive directors are expected to outnumber executive directors and hold key posts, including audit and compensation committees. In the United Kingdom, the CEO generally does not also serve as Chairman of the Board, whereas in the US having the dual role is the norm, despite major misgivings regarding the impact on corporate governance (Bowen, 2008). In the United States, corporations are directly governed by state laws, while the exchange (offering and trading) of securities in corporations (including shares) is governed by federal legislation. Many US states have adopted the Model Business Corporation Act. The dominant state law for publicly traded corporations is Delaware, which continues to be the place of incorporation for the majority of publicly traded corporations. Individual rules for corporations are based upon the corporate charter and, less authoritatively, the corporate bylaws. Shareholders cannot initiate changes in the corporate charter, although they can initiate changes to the corporate bylaws (Bebchuck, 2004).

4.4.2 Triple-bottom-line reporting

Growing pressures from stakeholders for more extensive information about the operations and financial standing of businesses is encouraging some organisations to include information on sustainability in their annual reports. The recognition that there are restricted resources to be utilised by today's businesses, as well as future generations, supports the compelling drive behind incorporating additional reporting by organisations on sustainability factors.

With the shift in societal focus towards environmental longevity, businesses are encouraged to look at the big picture and to see their impact on the world around them. A fundamental philosophy propagated today is how imperative it is that businesses address all values in reporting in order to lessen the chance that their activities will cause harm to global resources, not only for today's population but also for future generations. This conscious awareness and modification of policies and procedures has been dubbed 'sustainable development' (Brundtland Report: World Commission on Environment and Development, 1987).

There is a global trend where more and more organisations are reporting on sustainability by not only reflecting on their financial responsibilities but other organisational factors as well. Large corporations such as Weyerhaeuser Organisation, The Boeing Organisation, PricewaterhouseCoopers, The Procter and Gamble Organisation, Sony Corporation, and Toyota Motor Corporation, have joined with many others to create the World Business Council for

Sustainable Development (WBCSD), which focuses on creating a pathway to a world that will "require fundamental changes in governance structures, economic frameworks, business and human behaviour." This council states that "the changes are necessary, feasible and offer tremendous business opportunities for companies that turn sustainability into strategy" (WBCSD, 2010).

Organisation's sustainability is a planned and a structured process whereby actions are linked to the goals and strategies of the organisation. This necessitates the optimal use of all internal and external resources, making sure it contributes to the security and health of the organisation in the long-term. To do this, organisations need to change and be innovative in order to stay relevant and comparative in the economy they operate in. Part of the organisation's strategy will also be to continuously educate and inform internal and external stakeholders to better understand the concept of sustainability. It is not only about the financial bottom-line but also the needs of the community it operates in and their concerns (Rogers, 2001:279-289). One approach to the measurement of sustainability is using triple bottom-line accounting (Elkington, 1997).

Triple-Bottom-Line (TBL) reporting is a technique used in business accounting to further expand stakeholders' 'knowledge of the organisation'. There are three pillars or focus areas apart from just looking at the financials: people, planet, and profit (Global Reporting Initiative, 2006). The organisation, therefore, considers the economic, environmental and social impacts when developing its strategies and goals (Wang & Lin, 2007:1063-1088). Reporting on this will give external stakeholders an understanding of the impact of the organisation's actions, whether it is positive or negative.

John Elkington (1990) coined the phrase 'triple-bottom-line' as a method for measuring sustainability in the following dimensions: economic, environmental, and social (Global Reporting Initiative, 2006; Wang & Lin, 2007).

Other components in literature that were used to measure performance ranged from community improvement, environment, entrepreneurship and education (Sher & Sher, 1994:2-43) to stakeholder engagement, organisational integrity, and stakeholder activism (Painter-Morland, 2006:352-364). Organisations will report in their annual reporting processes on TBL, that will communicate to stakeholders' information about the performance and impact it has on society as a whole. The results from the TBL reporting must be evaluated on a yearly basis, especially to highlight risks so that corrective processes and procedures can be developed to ensure sustainability in the long-term.

There are both positive and negative impacts of TBL on sustainability. Triple-Bottom-Line (TBL) is a collective and ecological agreement between the community and businesses. This reporting demonstrates to stakeholders that the organisation is transparent and open, showing them not only the "good" but also indicating areas that need to be improved. Apart from this, it reflects positively on the commitments of the organisation, aspiring to develop and be "better" locally and in the bigger context of "world-wide effectiveness" and sustainability (Ho & Taylor, 2007:123-150).

Organisations that create a learning environment for its employees and for external stakeholders develop their knowledge of the organisation, which in return ensures that the strategic sustainability goals are met. This collective focus to protect the environment creates a sense of belonging and pride where businesses focus on shared goals rather than just the profit margins of the organisation. By doing so, the business environment creates a perception of business purpose and identity, standing together whilst focussing on future sustainability. The TBL reporting, therefore, also creates data that organisations can use to plan and profile future scenarios and risk on resource utilisation.

Triple-Bottom-Line Reporting also has some unconstructive principles and can be summarised as stated in the table below.

Table 15: Triple-Bottom-Line Reporting principles

Principle	Response
Change	Any new process or innovation creates uncertainty with stakeholders and employees creating a resistance to buy-in.
Control	New concepts and innovations create the reaction of loss of control and responsibility making employees feel dispensable.
Over time	New processes and change can amount to extra time that needs to be worked. Apart from this, it also means that additional time needs to be spent on the reporting process. The additional time could affect the bottom-line, increasing the task complexity of operations (Skouloudis, Evangelinos, Kourmousis, 2009:298-311).
Window dressing	Some organisations might proclaim that they are all on-board, supporting TBL reporting by becoming more socially and ecologically accountable but their intent is different (Mitchell, Curtis, Davidson, 2008:67-80; Painter-Morland, 2006:352-364).
Sustainability	Continuous devotion to the guidelines of TBL can be difficult to maintain but for it to be effective, the corporate environment has to be re-organised and rebuilt (sustainable change).

Finances as core principle	Financial regulations in organisations have always been the core driver of reporting and policies and operations were structured around these requirements. To change this will create risks as organisations will venture into the unknown, placing the profitability and sustainability at risk (Rogers, 2001).
Cost implications	Change and innovation are directly linked to additional expenditure and training to prepare employees for the new tasks. This creates problems like work overload and stress (poor health, absenteeism, decreased job satisfaction).
Negative perception	During change and development, employees and stakeholders tend to be more pessimistic than optimistic to a new socially sound environmental focus and organisations tend to be reserved changing towards TBL reporting (Mish & Scammon, 2010:12-26).
Loss of control	Reporting on business success and sustainability was always in the hands of the executive team but with external stakeholders having a bigger say, the question being asked is *Whose organisation is it?* The Sustainability Committee considers input from internal and external stakeholders and determines the significant topics to report (Mitchell *et al.*, 2008:67-80)

Apart from the possible negative impacts of Triple-Bottom-Line (TBL) reporting, it can be implemented in a positive way. An organisation's board of directors can oversee the "Sustainability Committee of the Board" (Painter-Morland, 2006:278-289), creating better insight and control over what will be reported on within the TBL report. They can guide the committee on what aspects should be included and what to avoid. The report should be honest and understandable for the stakeholders, both employees and stockholders. This change in mentality implies changes in everyday operations to increase transparency. TBL reporting connects the financial reporting of the organisation with the day-to-day business operations/activities, creating a broader awareness of the impact. Information should be constantly and accurately recorded to confirm the advantages of taking the steps to become a sustainable organisation (Taback & Ramanan: 2013).

Apart from the TBL in recent years a Fourth Bottom Line (FBL) emerged and is a concept extended from the Triple bottom line. Instead of simply focusing on the three P's of people, planet and profit, this concept involves extending to a fourth factor which not only has motivation for a business but also transcends to a humanistic value and beyond by factoring in terms such as spirituality, ethics, purpose, culture and compassion. The fourth bottom line is measured by how much more loving, understanding, happy, joyful, in touch with their destiny, deeper relationship or partnership with god or higher powers the person has become, while performing their business responsibilities. And as these qualities are acquired they are infused back into one's own business activities. This definition, thus, identified spirituality as the fourth bottom line by businesses that relate it with happiness of stakeholders (Sawaf & Rowan: 2014).

4.4.3 Integrated reporting

An integrated report is a concise communication about how an organisation's strategy, governance, performance and prospects, in the context of its external environment, lead to the creation of value over the short, medium and long-term. It is a report that tells the organisation's value-creation story in a clear, concise and understandable way. It is a portal by which the organisation communicates a holistic view of its current position, where it is going, and how it intends to get there. The report enables readers to make an assessment of the organisation's ability to create value in the future, with value-creation referring to the value created for both the organisation and for others (Integrated Reporting Committee [IRC] of South Africa, 2014).

Integrated reporting emerged in 2002 for the first time by the Danish organisation Novozymes, followed by the US companies United Technologies, American Electric Power, PepsiCo, and Southwest. All of them had a strong commitment to sustainability and believed that an integrated report was the best way to communicate to shareholders and other stakeholders how well an organisation is accomplishing these objectives; and recognised that integrated reporting is an important discipline for ensuring that an organisation has a sustainable strategy (Eccles & Saltzman, 2011:58).

The original integrated reports referred to it as One Reports but the origin thereof goes as far back as John Elkington's concept of the triple-bottom-line in 1994. In 2005, Solstice Sustainability Works published a 16-page White Paper called *Integrated Reporting: Issues and Implications for Reporters*, sponsored by Vancity, Canada's largest member-owned and -directed credit union. This paper was far ahead of its time and largely unused in any assessment, not even Eccles and Michael P. Krzus were aware of it until after the publication of their 2010 book, *One Report: Integrated Reporting for a Sustainable Strategy.*

South Africa is the only country that has mandated integrated reporting although Denmark, Norway, and Sweden require sustainability reporting to varying degrees, while the Grenelle II legislation in France will require that French large listed and non-listed companies disclose in their annual reports how they take into account the environmental and social impacts of their activities, as well as their contributions to developing a sustainable society. The legislation also requires this information to be verified by an independent third party (Eccles & Saltzman, 2011:59). The concept behind this all is that all countries synchronise their reporting efforts with the International Integrated Reporting Committee (IIRC) that was formed in July 2009 and the Prince's Accounting for Sustainability Project, which in 2007 proposed the creation of a Connected Reporting Framework.

Global initiatives on sustainable development provide incentives for organisations to operate responsibly, but fail to persuade top managers to do so. In the knowledge-based economy, there is a need for innovation and new approaches to support decision-making to expand organisational development and growth. As a consequence, macro-economic growth is linked to organisations' sustainable action**.** Sustainable development is only possible if there are provided structures that encourage development, innovation, conservation, and discovery of new resources. Growth and increasing wealth through these methods, lead to improved social and environmental quality by raising demands for it and by providing the resources to meet these demands (Andersen *et al.*, 2001).

Eccles and Krzus (2010) discuss concepts and models of integrated reporting by referring to two perspectives. The first one is corporate social responsibility or sustainability reporting, originally referred to as the triple-bottom-line of economic, environmental and social metrics. The second one is the Balanced Scorecard, which includes financial and non-financial metrics. Integrated reporting establishes the best way to report sustainable strategy and present the integrated internal management of financial and non-financial performance. As the need for sustainable practices in business becomes increasingly clear, integrated reporting gives real value to those who are responsible for the assessment of the current financial state of companies and to anticipate their future performance (Caraiani *et al.*, 2009:838-843). Exploring a broader area of decision-making situations in the public and private entities in developed countries needs to involve a greater focus on stakeholders' accounting information needs (Bebbington *et al.*, 2007:224-236).

The concept of sustainability must be analysed and understood in relation to other concepts regarding the role and responsibilities of an entity and its performance. In this context, a trans-disciplinary conceptual framework is required to potentiate multidimensional understanding of the corporate role and responsibilities (Caraiani *et al.*, 2010). Sustainable actions involving entities give high importance to the impact of economic, social and environmental factors in providing added value and information to stakeholders and in reflecting sustainable performance reporting. Sustainability reporting formats help to refine the quality of integrated economic, social and environmental objectives and to intensify co-operation in the researched areas at national, and international levels. They also involve relevant communities, stakeholders, and practitioners in the sustainable development process. This reporting integrates the research and provides knowledge that will be relevant to economic, social and environmental policies and for combining them in the short and long-term (Caraiani *et al.*, 2010).

One of the steps an organisation must follow to set up a Balanced Scorecard to meet the requirements of sustainable development is the identification of an integrated reporting structure focussing on management's vision of an organisation's performance (Crawford & Scaletta, 2005).

More and more entities use integrated reporting to overcome the economic, social and environmental impact of their activities. Integrated reporting has the potential to provide information that complements financial reports with prospective data. These data help users to better understand the reports in the context of promoting corporate governance, risk-management, environment-related responsibilities and the ability to innovate. At the same time, integrated reporting challenges the reality that companies must have a real sustainable business rather than simply claiming that they do. For responding to this challenge, a collaborative and multifunctional process is required for producing integrated reports. Comparability needs to be the essence of collaboration, as the internal control and measurement systems for non-financial information are not as sophisticated as those for financial information. As the need for sustainable practices in business becomes increasingly clear, integrated reporting gives real value to those who are responsible for the assessment of the current financial state of companies and to anticipate their future performance (Caraiani *et al.*, 2009).

The Integrated Reporting Committee (IRC) of South Africa developed guidelines in 2014 on how to develop an integrated report. It provides organisations with practical suggestions for preparing an integrated report and is guided by the International <IR> Framework (Framework), released by the International Integrated Reporting Council (IIRC) in December 2013, which was subsequently endorsed by the IRC of South Africa as guidance on how to prepare an integrated report (IRC: 2014).

An integrated report is a single document that presents and explains an organisation's financial and non-financial-environmental, social and governance (ESG) performance (Eccles & Saltzman, 2011:57). The King III and IV report on Governance were unique contributors to integrated reporting, which recommended that companies and other organisations produce integrated reports connecting material financial and sustainability information. King III was written to maintain South Africa's leadership in standards and practices for corporate governance. It also reflects the country's intention to be "at the forefront of governance internationally," as the Report states (Eccles & Saltzman, 2011:57).

Eccles and Saltzman state that they

> "…believe this has been achieved because of the focus on the importance of conducting business reporting annually in an integrated manner, i.e. putting the financial results in perspective by also reporting on how an organisation has, both positively and negatively, impacted on the economic life of the community in which it operated during the year under review; and how the organisation intends to enhance those positive aspects and eradicate or ameliorate the negative aspects in the year ahead" (Eccles & Saltzman, 2011:57).

South Africa's integrated reporting requirement is an important step towards creating a more sustainable economic, social, and environmental society. King hopes it will cause a worldwide domino effect. "Companies, investors, and other stakeholders in South Africa are very supportive of integrated reporting and excited about the opportunity we have to help lay the foundation for spreading this practice on a global basis," he said. However, companies cannot be the only force behind integrated reporting. "All of us are responsible for creating a sustainable society," said King, "and I think NGOs have a critical influence as representatives of civil society (Eccles & Saltzman, 2011:57).

The benefits of an integrated report are not intended to be a compilation of every single piece of performance information of the organisation but rather it is focused on merging information relating to financial and non-financial performance in one place. It also illustrates the relationships between these material financial and non-financial performance metrics (although this is uncommon, even among the most sophisticated companies practising integrated reporting today) (Eccles & Saltzman, 2011:59).

According to Eccles and Saltzman (2011), integrated reporting has three distinct benefits for an organisation.

1. Internal benefits (better internal resource allocation decisions, greater engagement with stakeholders and lower reputational risk).

2. External market benefits (meeting the needs of mainstream investors, appearing on sustainability directories and catalogues and ensuring that data vendors report accurate non-financial information on the organisation).
3. Managing regulatory risk (being prepared for a likely wave of global regulation, responding to requests from stock exchanges, and having a seat at the table as frameworks and standards are developed).

The International <IR> Framework greatly assists an organisation in preparing its integrated report. The Framework is principles-based and sets out the fundamental concepts, guiding principles and content elements of a report. The fundamental concepts underpin the guiding principles which inform the preparation, content and presentation of the report, while the content elements give detail about the information to be reported on. Integrated reporting is based on two fundamental and interconnected concepts: value-creation and the capitals (IRC of South Africa, 2014).

The structure of an integrated report is not prescribed by the Framework; nor should the guiding principles and content elements be seen as a tick box exercise. The focus should rather be on understanding the fundamental concepts and guiding principles and why they are important. The leadership of the organisation should apply its collective mind to the organisation's unique reporting needs and telling its unique value-creation story (Patel, 2014)

Key Performance Indicators (KPIs) and other quantitative indicators are useful tools to aid comparability and tracking performance against past results and current and future targets. New preparers often ask which of the many KPIs available to the organisation should be shown in the integrated report. The organisation's core or strategic KPIs are an essential part of strategy development and will usually be set by the board to measure management's achievement of strategic objectives and will ideally be linked to management's remuneration (Marr, Schiuma & Neely, 2004).

The table below can assist new preparers in deciding which KPIs to include in the integrated report here the organisation has previously not set KPIs or has only used financial KPIs.

Table 16: Key Performance Indicators (KPIs) and integrated reporting

1. THE ORGANISATION'S STRATEGY AND PRIORITIES	**2. WHAT INFORMATION IS REQUIRED INTERNALLY?**
The following factors should be considered when setting KPIs to measure actual performance against strategic targets: • What are the organisation's strategies and priorities? • How does the board and executive team measure and monitor these? • Are they reflected in the remuneration packages of the senior management, including the chief executive officer, and is there an indication of how the leadership has performed against the strategies and priorities?	For new preparers it's important to consider the minimum information that will be required. It's easier to start on a small basis than to aim for the best in the industry (rather gradually improve on your reporting each year). The following factors should be considered when deciding what information to include: • What information does senior management require to make effective business decisions? • What information is needed to monitor achievement of strategies and priorities? • Benchmarking – what are peers doing (industry, geographic, etc)? • Best practice, for example King III, GRI, etc.
3. WHAT INFORMATION IS REQUIRED EXTERNALLY?	**4. WHAT INFORMATION IS CURRENTLY AVAILABLE?**
In considering the needs of readers the following factors should be taken into account: • What information is typically requested? • Regulatory requirements, including laws, regulations, governance standards, etc. • Industry-specific information (for example, water usage and carbon emissions) relevant to all organisations in the industry • Geography – the information that is required when operating in a geographic jurisdiction	It's important to consider what information is already available: • What financial and non-financial information is available? • What is the information used for and how often is it compiled (monthly reporting/ incentive schemes/regulatory requirements, etc.)? • What information has historically been provided in annual reports? • Is it internal or external information? • How reliable is the information?
5. DO AN INFORMATION GAP ANALYSIS	
Once a gap analysis is performed using information that already exists in the organisation and what is required, decide on how quickly you can bridge the gaps – the most critical KPIs/ information should obviously be addressed first. (The priority will be informed by the six capitals and the material matters identified for inclusion in the integrated report.) Putting the proper processes in place to ensure quality information takes time (even a number of years) – rather focus on quality not quantity of information. (Refer to page 40 for pointers on the information systems behind KPIs.)	

Source: Integrated Reporting Committee (IRC) of South Africa (2014)

Integrated reporting has the potential to provide information that complements financial reports with prospective data. These data help users to better understand the reports in the context of promoting corporate governance, risk-management, environmental-related responsibilities and the ability to innovate. To respond to this challenge, a collaborative and multifunctional process is required for producing integrated reports. Comparability needs to be the essence of collaboration, as the internal control and measurement systems for non-financial information are not as sophisticated as those for financial information. The global crisis has demonstrated the need for reporting that gives better information about how a business is performing against long-term strategy (IRC of South Africa, 2014).

4.4.4 King III and King IV

The Institute of Directors in Southern Africa (IoDSA) formally introduced the King Code of Governance Principles and the King Report on Governance (King III) at the Sandton Convention Centre in Sandton, Johannesburg, in September 2009. King III came into effect on 1 March 2010 – until then King II applied. The new code and Report also fall in line with the Companies Act no 71 of 2008, which became effective on 1 May 2011. As with its 56 commonwealth peers, King III was written in accordance to a 'comply or explain' principle-based approach of governance, but specifically the 'apply or explain' regime. This regime is currently unique in the Netherlands and now in South Africa. While this approach remains a hotly debated issue globally, the King III Committee continues to believe it should be a non-legislative code on principles and practices.

In South Africa, the King 111 Report mapped a new era in our political, social and economic environment and research done by Denton and Vloeberghs (2003:85-86) also indicated that organisations and its stakeholders must be guided by international principles. With the increase in global competitiveness and the pressure on organisations to be more translucent, a need for policies, guidelines and structural acts became the new focal point with governance taking the lead. The starting point to address this was the Cadbury Report of 1992 and in 2002, the Sarbanes-Oxley Act (SOX) was initiated as a legislative system.

In South Africa, the King Committee was inaugurated to develop principles for listed companies to comply with, as well as public sector enterprises governed by the Public Finance Management Act and the Municipal Finance Management Act (Institute of Directors, 2010). The third of these reports (King III Report on Governance) was released in 2008 and included, as a new perspective, a chapter (Chapter 8) outlining six principles for the management of stakeholder relationships. According to the King III Report on Governance, stakeholder relationship management involves organisations to take note of the influence stakeholders have on the organisation's reputation and that this relationship be managed strategically. The result of this is that South African organisations implementing these principles are recognised by developing economies as secure and investable (Institute of Directors, 2009:6-7). In other words, there are legal sanctions for non-compliance.

Corporate governance principles and practices are dynamic and thus evolve. The Code of Governance, which deals with the principles, should be studied with the Report in which recommendations of the best practices for each principle are provided. All entities should apply the principles in the Code and consider the best practice recommendations in the Report. All entities should, by way of explanation, make a positive statement about how the principles have been applied or have not been applied. This level of disclosure will allow stakeholders to comment on and challenge the board on the quality of its governance. The application will differ for each entity and is likely to change as the aspirational nature of the Code should drive entities to continuously improve governance practices. It is important to understand that the 'apply or explain' approach requires more consideration and explanation of what has actually been done to implement the principles and best practice recommendations of governance.

Each principle is of equal importance and together forms a holistic approach to governance. The key principles were mentioned and described by a report published by PriceWaterhouseCoopers (2011) as follows:

Table 17: **King III key principles**

Principle Description	**Description**
Good governance	"Good governance is essentially about effective leadership. Leaders need to define strategy, provide direction and establish the ethics and values that will influence and guide practices and behaviour with regard to sustainable performance".
Sustainability	"Sustainability is now the primary moral and economic imperative and it is one of the most important sources of both opportunities and risks for businesses. Nature, society, and business are interconnected in complex ways that need to be understood by decision-makers. Incremental changes towards sustainability are not sufficient – we need a fundamental shift in the way companies and directors act and organise themselves".
Innovation	"Innovation, fairness and collaboration are key aspects of any transition to sustainability – innovation provides new ways of doing things, including profitable responses to sustainability. Fairness is vital because social injustice is unsustainable, and collaboration is often a prerequisite for large-scale change".
Social transformation	"Social transformation and redress are important and need to be integrated within the broader transition to sustainability. Integrating sustainability and

	social transformation in a strategic and coherent manner will give rise to greater opportunities, efficiencies and benefits, for both the organisation and society”.

Source: Price-Waterhouse Coopers, (2011:1)

The King III principles-based framework gave organisations a structure to apply these principles according to how big they are and what their area of business expertise is (Price-Waterhouse Coopers, 2011:1).

The aspect of stakeholder governance will be covered under Section 4.2 of this chapter, dealing with Chapter 8 of the King III Report, entitled *Governing Stakeholder Relationships*, which includes six principles. The principles mainly revolve around stakeholders and reputation, the pro-active management of stakeholder relationships, stakeholder engagement, the treatment of shareholders, transparent and effective communication with stakeholders, and dispute or conflict resolution.

On 1 November, 2016, the King Committee published the King IV Report on corporate governance for South Africa and introduced various amendments and enhancements to its predecessor. King IV constitutes a positive step in South African corporate governance which aims to embrace a more practical approach to the governance of “organisations” which King IV defines as “a company, retirement fund, non-profit organisation, state-owned entity, municipality, municipal entity, trust, voluntary association and any other juristic person regardless of its manner of incorporation”. The 75 principles contained in King III have been reduced to 17 principles under King IV. This reduction in principles has been achieved by the restructuring of the Report; however, most of the substantive principles of King III have been retained, in some form, in King IV. The purpose of the reduction in principles, one assumes, is to facilitate an easier interpretation and application of King IV. King IV introduces a shift from the ‘apply or explain’ approach contained in King III to the ‘apply and explain’ approach contained in King IV.

More specific to this research, King IV introduced some changes to stakeholder requirements indicating that a governing body should exercise on-going oversight of stakeholder relationship management and in particular that it results in, inter alia, (i) methodologies for identifying stakeholders, (ii) formal mechanics for stakeholder engagement, and (iii) measurement of the quality of material stakeholder relationship and appropriate responses to outcomes; and the board of a company should oversee that the company encourages pro-active engagement with shareholders, including engagement at the AGM of the company and that all directors should be available at the AGM to respond to shareholders' queries on how the board executed its governance duties.

These amendments, as introduced by King IV, place an increased responsibility on the governing body to facilitate and ensure an increased level of engagement between stakeholders, in particular shareholders, and the company. King IV also recognises the need for the ability of the board, which controls the company and has access to information which shareholders do not, to explain their decisions to the shareholders and engage with the shareholders regarding certain matters affecting the company at AGMs. In this regard, King IV requires that all directors be available at AGMs to respond to shareholders' queries on how the board executed its governance duties.

4.4.5 Stockholm Accords

The Stockholm Accords is a Global Alliance initiative endorsed by Public Relations Professionals (associations, managers, consultants, educators, researchers and students) to administer its principles on a sustained basis and to affirm them throughout the profession, as well as to manage other relevant stakeholder groups. It is a call for action to public relations and communication professionals across the globe to enhance and affirm the central role that communication management plays in businesses' success.

These principles were captured in the Stockholm Accords; was compiled by a collaboration of communication specialists; and was endorsed by The World Public Relations Forum held in Stockholm, Sweden, in June 2010. The Accords' central purpose was to set guidelines and codes for the management of communication and stakeholder groups. This aligns to what is captured under the stakeholder governance section of the King III and IV.

The principles of the Stockholm Accords focused on sustainability, governance, management, internal communication, external communication and the co-ordination of internal and external communication from the perspective of the organisation. These principles link up with research done by Skoogh *et al.* (2010:12), showing that communication leadership and management have to support the overall organisational strategy through the development of the right communicative skills, competencies and tools for the organisation. The principles of the Stockholm Accords were cited in a publication by Skoogh *et al.* (2010:2-7) and are tabled below.

Table 18: The Stockholm Accords principles

Principle	**Description**
Sustainability	"Sustainability of the organisation depends on balancing the demands from the environment with the ability to meet future needs based on economic, social and environmental dimensions. The communicative organisation assumes leadership by interpreting sustainability as a transformational opportunity to improve its competitive positioning by pursuing and constantly reporting on the achievement of its sustainability policies across the economic, social and environmental 'triple-bottom-line'".
Governance	"All organisations operating under the stakeholder governance model hire their leaders to be directly responsible for deciding and implementing stakeholder relationship policies. The communicative organisation requires timely information, knowledge and understanding of economic, social, environmental and legal developments, as well as of its stakeholders' expectations. This is to promptly identify and deal with the opportunities and risks that can impact the organisation's direction, action and communication".
Management	"In an accelerated global competitive network society, the quality and effectiveness of an organisation's decisions are increasingly determined by their time of implementation. The communicative organisation acts on the principle that it is in the organisation's interest to be sensitive to the legitimate concerns of stakeholders and wider societal expectations.
Internal communication	"Internal communication enhances recruitment, retention, development of common interests and commitment to organisational goals by an increasingly diverse, extended and segmented set of internal stakeholders. The communicative organisation expands well beyond the traditional definition of full-time employees. Internal stakeholders include: full-timers, part-timers, seasonal employees, retirees, contractors, consultants, suppliers, agents, distributors and volunteers".
External communication	"Organisations must review and adjust their policies, actions and communicative behaviour to improve their relationships with increasingly influential stakeholders, as well as with society at large. The communicative organisation develops skills to continually nurture its relationships with customers, investors, communities, governments, active citizen groups, industry alliances, mainstream and digital media and other situational stakeholders".

Co-ordination of internal and external communication	"Organisational communication is a multi-faceted, multi-stakeholder, interrelation enterprise, engaging several value networks concurrently and often involving diverse legal frameworks. The communicative organisation ensures full consistency of its story-telling by balancing global transparency, finite resources and time sensitive demands dealing with fast moving inside/outside changes and new conflicts of interests that emerge from multiple stakeholder participation. Communication with internal, boundary and external stakeholders is coherent and co-ordinated with the organisation's mission, vision, values as well as its actions and behaviours".

Source: Skoogh *et al.* (2010:2-7)

Also cited in a publication by Skoogh *et al.* (2010:2-7) was the role of communication management in the organisation with regard to the above-mentioned principles and is summarised below.

Table 19: Stockholm Accords principles for communication professionals

PRINCIPLE	COMMUNICATION PROFESSIONALS
SUSTAINABILITY	• Involve and engage key stakeholders in the organisation's sustainability policies and programmes. • Interpret societal expectations for sound economic, social and environmental commitments that yield a return to the organisation and society. • Ensure stakeholder participation to identify information that should be regularly, transparently and authentically reported. • Promote and support efforts to reach an ongoing integrated. • Reporting of financial, social, economic and environmental functioning.
GOVERNANCE	• Participate in defining organisational values, principles, strategies, policies and processes. • Apply social networking, research skills and tools to interpret stakeholders' and society's expectations as a basis for decision. • Deliver timely analysis and recommendations for an effective governance of stakeholder relationships by enhancing transparency, trustworthy behaviour, authentic and verifiable representation, thus sustaining the organisation's "licence to operate". • Create an internal listening culture, an open system that allows the organisation to anticipate, adapt and respond.

MANAGEMENT	• Inform and shape the organisation's overall two-way communication abilities. • Communicate the value of the organisation's products/services and relationships with stakeholders thereby creating, consolidating and developing its financial, legal, relational and operational capital. • Participate in the solution of organisational issues, as well as lead those specifically focused on stakeholder relationships.

INTERNAL COMMUNICATION	• Seek constant feedback for a mutual understanding of:
	  • how front-line people comprehend, accept and achieve the organisation's strategy;
	  • how and how well organisational leaders collaborate and communicate with stakeholders;
	  • how knowledge and policy are being shared;
	  • how processes and structures are identified, developed and enhanced; and
	  • how the organisation's reputation depends largely on the actions taken by internal stakeholders.

EXTERNAL COMMUNICATION	• Bring the organisation's "voice" and interests into stakeholder deliberations and decisions. • Assist all organisational functions in crafting and delivering effective communication. • Contribute to the development and promotion of products, services or processes that strengthen brand loyalty and equity.
CO-ORDINATION OF COMMUNICATION	• Oversee the development and implementation of internal and external communications to assure consistency of content and accurate presentation of the organisation's identity. • Research, develop, monitor and adjust the organisation's communication behaviour. Create and nurture a knowledge base that includes social and psychological sciences. • Manage and apply research to implement evaluation and measurement programmes for continued improvement.

Source: Skoogh *et al.* (2010:2-7)

Communication management has a strategic function in connecting communication strategies with organisational strategies. Specific to this research is the impact of the integrative communication unit on organisational sustainability.

4.5 FINANCIAL PERSPECTIVE

In the past, managers made use of only the financial perspective to measure performance but this seemed not to be adequate, hence the development of a tool called the Balanced Scorecard, which incorporates both the financial and non-financial measures of performance. The non-financial criteria are as important as financial criteria in measurement systems and when both measures are integrated in the system, they lead to superior results (Kairu, Wafula, Okaka, Odera & Akerele, 2013).

4.5.1 Financial performance

Strategic management is directly linked to the financial performance of the organisation and can be categorised as that set of managerial positions and actions that determines the long-run performance of an organisation. It includes environmental scanning (both external and internal), strategy formulation (strategic or long-range planning), strategy implementation, and evaluation and control (Wheelan & Hunger, 2008). The financial perspective examines if the organisation's strategy will contribute to the bottom-line improvement of the organisation and represents the long-term strategic objectives of the organisation. It incorporates the tangible outcomes of the strategy in traditional financial terms. The financial performance is a lag indicator and provides the ultimate definition of an organisation's success and describes how to create growth in the shareholder value. Depending on strategy, leaders of the organisation follow a combination of growth strategy (i.e. to increase revenues) combined with varying emphasis on the productivity strategy (i.e. to cut costs through efficiency). Some of the most common financial measures that are incorporated in the financial perspective are revenue growth, costs, profit margins, cashflow, net operating income, etc. It is also more manageable to deal with any kind of change by systematically working through the following four phases of strategic management (Gluck, Kaufman & Walleck, 1982:417-456).

1. Phase 1 involves basic financial planning where managers initiate planning when they propose the next year's budget.
2. Phase II involves forecast-based planning where managers propose five-year plans when annual budgets become less useful and to stimulate long-term planning.
3. Phase III consists of externally orientated planning (strategic planning) where top management takes control of the process and initiates strategic planning due to political and ineffective five-year plans.

4. Phase IV involves when strategic management and top management forms planning groups from managers and key employees at many levels from various departments and work groups in order to gain commitment of lower level managers. Top management realises that for strategic plans to be effective, input and commitment from lower level managers is required.

The traditional strategic management process focused on a clearer sense of strategic vision for the organisation; sharpened focus on what is strategically important; and, improved understanding of a rapidly changing environment (Wilson, 1994:20). The impact of globalisation, electronic commerce, diversification of the workforce, the learning organisation, rapid technological advances, governmental regulations, and increasing competitive forces in the environment has, however, challenged the traditional strategic management process (Wheelan & Hunger, 2008).

4.5.2 Balanced Scorecard (BSC)

According to Al-Najjar and Kalaf (2012) financial measures convey the economic consequences for the actions already taken by the organisation, and focus on the profitability related measures on which the shareholders verify the profitability of their investment. Under this, the financial manager is required to generate measures accountable to its shareholders. Kaplan and Norton acknowledged the need for traditional financial data. Accurate and timely financial data are necessary for the efficient and smooth direction of the organisation. The provision of the right and timely financial data to the right person in the organisation helps much in the process of making the right decision in the right moment. Under this perspective, the most common performance measures incorporated are ROI, cashflow, net operating income and revenue growth. The financial perspective investigates how the investors or the shareholders see the firm in terms of dividend pay-out ratio, improvement on the cost structure, profit after tax, return on capital employed (ROCE) and growth in the sales volume (Etim & Agara, 2011).

Wood and Sangster (2002) also viewed this perspective of the Balanced Scorecard and state that accounting has long been associated with and includes the use of such measures as return on capital employed, earnings per share and other financial ratios.

Kaplan and Norton do not disregard the traditional need for financial data. Timely and accurate funding data will always be a priority, and managers will do whatever necessary to provide it. With the implementation of a corporate database, processing is centralised and automated. However, the point is that the current emphasis on the financial perspective leads to the unbalanced situation with regard to other perspectives.

The conceptual framework of the Balanced Scorecard was introduced by Kaplan and Norton (1992; 1993; 1996) for the purpose of designating, evaluating and measuring factors that drive an organisation’s performance, taking external and internal factors into account. An organisation’s strategy describes how it intends to create value for its shareholders, customers, and citizens. Kaplan and Norton have done extensive research on how to use the Balanced Scorecard (BSC) as a powerful management tool for describing and implementing strategy. The key is to design a scorecard to focus on the critical few parameters that represent a strategy for long-term value-creation. With its multiple perspectives, the Balanced Scorecard framework allows an integrated view of strategic measurement.

1. Financial performance, a pause indicator, provides the ultimate explanation of an organisation’s success. Its strategy describes how an organisation intends to create sustainable growth in shareholder value.
2. Stakeholder success provides a principal component for improved financial performance. In addition to measuring the lagging outcome indicators of customer success, such as satisfaction, retention, and growth, the customer perspective defines the value proposition for targeted customer segments. Choosing the customer value proposition is the central element of strategy.
3. Internal processes create and deliver the value proposition for customers. The performance of internal processes is a leading indicator of subsequent improvements in customer and financial outcomes.
4. Intangible assets are the ultimate source of sustainable value-creation. Learning and growth objectives describe how the people, technology, and organisational climate combine to support the strategy. Improvements in learning and growth measures are lead indicators for internal processes, customer- and financial performance. Enhancing and aligning intangible assets lead to improved process performance, which, in turn, drives success for customers and shareholders.

These four elements on the Scorecard refer to the financial perspective (strategy balances long-term and short-term objectives); customer perspective (strategy is based on a differentiated value proposition); internal perspective (value is created through internal business processes) and learning and growth (strategic alignment of intangible assets (Kaplan & Norton, 2004.)

4.5.3 Shareholder value

Profit seeking organisations attempt to increase shareholder value. This is typically done through two approaches: increasing revenue and improving productivity. The basic intent is to improve the bottom-line. In a not-for-profit organisation, the emphasis is significantly different from that of a for-profit organisation. The financial perspective might include a maximisation of funding from outside sources instead of profit, or maintenance of fiscal stability.

Other factors could also be considered. Since the introduction of the Balanced Scorecard approach by Kaplan and Norton, the methodology has been utilised in a number of for-profit and not-for-profit organisations. In the for-profit sector, organisations have recognised that financial metrics alone are inadequate for measuring and managing their performances (Kaplan, 2004). Kaplan and Norton (1992; 1996) complemented the financial perspective with the other three perspectives: the customer, the internal process, and learning and growth.

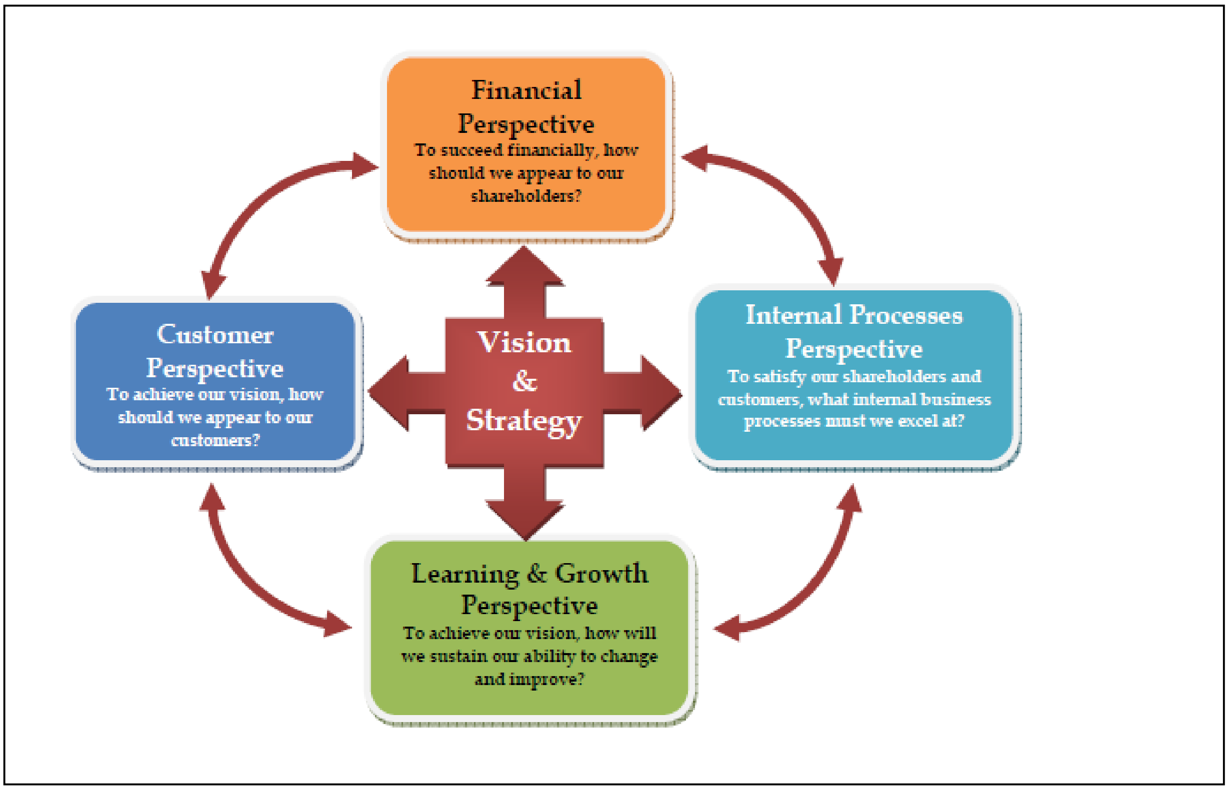
For for-profit seeking corporations, the financial perspective provides clear long-run objectives (Kaplan, 2004). On the other hand, in the not-for-profit sector, the financial perspective provides a constraint rather than an objective. While the not-for-profits monitor spending and adhere to financial budgets, their success or failure is not measured by spending in relationship to budgeted amounts. According to Kaplan, the typical not-for-profit has had difficulty placing the financial perspective at the top of the Balanced Scorecard. He suggests that the not-for-profits consider placing a mission objective at the top of their scorecard, as the mission represents the accountability between the not-for-profit and society. He also suggests that not-for-profits expand the definition of who their customer is. Kaplan observed that a growing number of not-for-profits have begun using the Balanced Scorecard model (Kaplan, 2004).

According to Kaplan and Norton (2004), financial performance measures indicate whether an organisation’s strategy is contributing to bottom-line improvement and profitability. It must drive economic value-added, operating income, or ROI. According to them, financial strategies are simple - organisations increase shareholder value by (1) selling more and (2) spending less. The organisation’s financial performance advances through two fundamental methods:

1. revenue growth by strengthening relationships with their existing stakeholders enabling sales growth; developing and selling new products and expanding to new markets; and

2. productivity improvements in direct and indirect expenses as well as improved stock and demand control.

Figure 9: Balanced Scorecard model



Source: Modified from Kaplan and Norton (1996)

4.5.4 Strength of Balanced Scorecard

A Balanced Scorecard as a performance measurement technique used by organisations has many positive contributes. Etim and Agara’s (2011) position is that the Balanced Scorecard as a strategic management system considers both tangible-financial indicators and intangible-non-financial indicators and it strengthens the processes to achieve organisational strategies. This structured approach, therefore, improves operational performance, increases profit, improves communication among staff, improves long and short-term planning processes and improves the management of intangibles, including capabilities and human capital. The implementation of the Balanced Scorecard system contributes to the improvement of resource allocation, performance enrichment, support innovation and it positions the organisation competitively to be efficient and sustainable in a competitive environment.

The Balanced Scorecard also assists in driving the reward system of organisations where it encourages hard work among staff (Kaplan & Norton, 1996a). Behery (2005), Woodley (2006) and Wongkaew (2007), in their various research of the Balanced Scorecard in organisations, noted that if the Balanced Scorecard is well implemented, it enhances the performance of the organisation and can also be adjusted in different cultural settings.

Wood and Sangster (2002) reflect on a few constructive impacts of the Balanced Scorecard on organisations.

1. It provides management with a mechanism to position its strategic focus and mobilise the organisation in a co-ordinated and transparent manner towards the achievement of its objectives. There is agreement about organisational vision and strategy.
2. It assists employees with their specific role within the organisations and the contribution they can make to achieve organisational goals. Their activities are more focused and specific.
3. The Balanced Scorecard provides a framework and process for the organisation to achieve its vision and strategy by means of performance measurements. First, the organisation's mission must be established; then its strategy to pursue its mission; then the objectives that will underpin its strategy, and then output measures must be defined so that performance can be assessed and the performance measures (or drivers) established so that it can be seen whether the organisation is moving in the right direction.

4.6 RESOURCE PERSPECTIVE

The resource perspective as a construct of organisational sustainability is discussed below by looking at competencies development, technology utilisation and creating a climate for action and support.

4.6.1 Competencies development

When referring to the resource perspective, it includes the employees of the organisation who form the culture of said organisation. To define what is meant by a culture of sustainability, it will be helpful to understand what sustainability means and also what is meant by culture. While there are many different definitions of sustainability, the most frequently cited comes from the World Council on Economic Development, which advocates operating in ways that “meet the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987).

For organisations to be competitive, they need to continuously change and evolve, meaning they need to be dynamic, energetic and vigorous. This dynamic capability can be defined as “the capability of an organisation to purposely create, extend, or revise its resource base” (Chen & Fong, 2012:13523-13535). Organisations that have the capability to build, change and expand their internal and external resources create the opportunity for them to be competitive within the changing business environment and be sustainable (Gebauer, 2011:1240-1249).

An organisation’s employee is also an important asset and resource and is referred to as human capital (HC). This is the knowledge and information employees develop and it also comprises of the skills, experiences and abilities they acquire individually and collectively within the organisation’s human resources function (Buller & McEvoy, 2012:42-57). Human capital creates an organisation’s competitive advantage and sustainability and is even more pertinent in family operated businesses as it creates the distinctiveness and complexity placing them apart from competitors (Dawson, 2012:4-12). Keeping employees educated and informed also helps with sustainability and the importance of providing information about sustainability to increase the awareness and understanding of the concept among employees. Informal education, according to Molnar and Mulvihill (2003:167-176) can inspire new sustainability initiatives, such as inviting industry leaders to speak to employees.

Another key perspective of organisation resources is talent management; by recruiting the right people, positioning them in the right work environment, as well as career path development. The human resources division of organisations must develop and maintain a core pool of employers with the same values and skills that are aligned with the strategic objectives of the organisation. Organisations with a low staff turnover and good employee satisfaction rating will also attract high profile job seekers due to the sustainability element (Goodman, 2000:202-214). Apart from recruiting new talent, it is important to ensure that the employees you have function in the right working space enabling them to be productive. Key personnel must have the right training and commitment for the organisation's sustainability (Angel del Brio, Junquera & Ordiz 2008:6029-6053). Apart from the positioning of employers, their promotion and development also contributes to the sustainability perspective. The promotion of identified employees not only places the best people in those roles but also sends a powerful message to other employees (Doppelt, 2003).

Employees in the organisation continuously develop their skills and knowledge applicable to the product and services that organisations render to stakeholders and directly links to the competitive advantage and sustainability of that organisation (Dai and Liu, 2009:370-385). Apart from developing and acquiring knowledge, the management thereof is equally important. This refers to the systems and processes that are in place within the organisations that allow employees to have access to information, allowing them to learn, be innovative and combine this with existing knowledge. By doing so, employees become an asset and contribute to the sustainability of the organisation due to its competitiveness in the marketplace (Montazemi, Pittaway, Saremi, Wei, 2012:30-59). Associated with knowledge development is the concept of competence.

4.6.2 Technology utilisation

The sustainability of an organisation is directly linked to the knowledge resources of employees, stakeholders and innovative technology that can be activated. This value-creation is referred to as intellectual property. This determines an organisation's value and thereby creates a competitive advantage and sustainability record in the marketplace (Wu, Chen & Chen, 2010:1633-1645). Organisations that are innovative will be able to adapt and change to the competitive environment (Rios-Morales & Brennan, 2009:155-169). To sustain this innovative capability, organisations' resource component must accumulate knowledge, thereby creating the platform for sustainability and competitive advantage and is regarded as a key element in entrepreneurship, as well as a source of competitive advantage (Tan, Shao & Li, 2013:83-97). Innovation within an organisation's process flow and productivity components will also improve competitiveness and sustainability and, therefore, continuous new knowledge, training and equipment are needed (Salunke, Weerawardena, McColl-Kennedy, 2011:1250-1264).

Improved stakeholder engagement between customers and providers as well as improved systems and infrastructure can improve an organisation's sustainability and success (Kohtamäki, Partanen & Möller, 2013:70-81). Innovation in the IT industry also creates new opportunities for organisations to be more accessible and competitive by improving operational effectiveness and strategic positioning. New technology cuts running costs, creating the opportunity for operational effectiveness and directly improving the value proposition to customers, which competitors cannot match (Phan & Vogel, 2010:69-77). IT can improve operational efficiency when integrated into business processes, creating a competitive advantage (Masli, Richardson, Sanchez & Smith, 2011:188-204).

4.6.3 Climate for action

McCarthy and Blumenthal (2006:165-200) indicate that a combination of practices that support the organisation's process of safety improvement also has an effect on the organisation's culture. These practices include assessing current safety levels; training employees about safety; adaptation of safety measures for each department; regular communication with senior management to enable implementation of improved safety measures; measurement and analysis of results; and organisational communication of success stories. Similarly, Benson and Ross (1998:1517-1527) found that entrenching a culture of ethical conduct requires a range of practices, including the appointment of a known and respected champion to manage the firm's ethics programme; the selection of key employees to implement the programme throughout the organisation; the creation of clear policies detailing the firm's position on ethical issues; the provision of training for all employees on these policies and how they have been integrated into firm operations; and independent verification of the success of the programme.

Instilling sustainability on an individual level also makes it more tangible and real. Linking employee actions at work to their behaviours at home and in their communities, strengthens these behaviours. One senior manager recommended encouraging staff to bring their personal sustainability behaviours into the workplace (Ethical Corporation, 2009). Goodman's (2000:202-214) research also indicated that messages about sustainability are attractive when employees can also use the knowledge in their private lives. Hart (2005) encourages organisations to allow employees to align their values with their job - research by Bansal (2003:289-299) in the area of sustainability begins to provide support for this idea. Her research demonstrates shared links between organisational and individual actions.

Support also makes it easier for employees to make choices that favour sustainability. Organisations can build a culture of sustainability by making it easier for employees to make sustainable choices at work and in their personal lives. Shrivastava's (1995:183-200) research mentions management's provision of corporate vans for employee ride-sharing as reinforcing its commitment to sustainability and building employee morale. Employees are also more likely to develop and implement creative ideas that positively affect the natural environment when they perceive supervisory encouragement for doing so (Ramus & Steger, 2000:605-626). Bansal (2003) also found that management's support of employees' sustainability activities contributes to a culture of sustainability.

In the innovation literature, Stopford and Baden-Fuller (1994:521-536) explain how chief executives of organisations in their study supported learning by removing barriers to teamwork and collaboration through the abolition of separate dining rooms for managers and teams. Another way to embed sustainability is to leverage the common efforts of your employees as a way to let employees drive positive change (Willard, 2009). Team building and joint fundraising efforts are good examples of such leverage.

Another focus point in sustainability is to achieve quick wins, where the organisation can create impact and change using achievable goals (also called 'low hanging fruit'). This builds momentum and sustainability in the organisation. The research by Dunphy, Griffiths and Benn (2003) also indicated that by achieving small, easily achievable goals, the successes can overcome barriers of resistance; they also found that after the low hanging fruits were depleted, a more organised and planned approach must be followed to reach higher valued goals.

The recognition of employees in an organisation also helps support sustainability in the long-term. Informal praise and gratitude by acknowledging achievements of employees at staff meetings and informal awards supports staff commitment and contributes to sustainability. Recognition involves informal attempts to indicate approval or appreciation for efforts to improve organisational sustainability (Doppelt, 2003). Recognition in the form of individual rewards also develops employees' responsibility towards organisational sustainability (Angel del Brio, Junquera & Ordiz, 2008:6029-6053).

An organisation's actions (signals) send strong messages regarding its position on sustainability to its employees. The role that the executive team and board of an organisation plays in speaking out when it comes to achieving goals and milestones contributes to sustainability (Network for Business Sustainability, 2010). Examples of such actions include internal communication platforms to staff, press releases and articles by top management, as well as social functions and networking. The organisation's annual report reflecting the financials, corporate governance and sustainability also creates loyalty, commitment and pride - contributing to sustainability. "If the CEO is talking about it then everyone notices" (Ethical Corporation, 2009:13). Leadership must be dedicated to communicate a clear message that sustainability programmes are creating value for the long-term.

Sustainability can also be achieved by allocating resources. This can be in the form of time, money and people. The allocation of time and money to a problem will ensure that it is prioritised as this will ensure that proper corporate governance principles and guidelines must be followed (Andersson & Bateman, 2000:548-570). Sharma (2000:681-697) suggests providing managers with the time and resources they can apply to creative problem-solving at their discretion. Senior leadership needs to both allocate resources to sustainability and communicate that they are willing to do so (Dunphy *et al.*, 2003).

Organisations also stay competitive by developing new products due to the changing needs of customers and technology, as well as competition by competitors (Mu, Peng & MacLachlan, 2009:171-180).

Another resource perspective that contributes to sustainability of the organisation is that of adhering to standards related to environmental and/or social performance. Getting certification with credible organisations like the Proudly South African campaign, SA Bureau of Standards or World-Wide Fund (WWF), or certification, such as implementing ISO 9001: 2008 that enables continuous improvement of an organisation's quality management systems (QMS) and processes, communicates a message internally and externally that the organisation is following good governance principles and is serious about sustainability and the correct processes and procedures are followed (Beske, Koplin & Seuring, 2008:63-75).

Many organisations, as part of their annual report and corporate governance initiatives, implement corporate social responsibility (CSR) programmes that contribute to the community and encourage employees on all levels to participate in community causes (Dunphy, Griffiths & Benn, 2003). CSR refers to an organisation's obligation and responsibility to be sustainable by working with employees, their families, the local community and society as a whole to improve the quality of life (Tsai, Hsu, Chen, Lin & Chen, 2010:385-397). CSR is a charitable, unpaid contribution by an organisation to environmental, social and economic development and is a source of opportunity, innovation and competitive advantage (Garay & Font, 2012:329-337).

Human resource management and human resource management systems also have an influence on the organisation's competitiveness and sustainability. Human resource management systems refer to the policies and practices of an organisation which is directed at preserving, developing and acquiring the organisation's human resources. Human resource management is the central support system that "glues" all the divisions within organisations together and is fundamental to an organisation's competitive advantage and sustainability (Munyon, Summers & Ferris, 2011:228-242).

4.7 CONCLUSION

The relationship of the various integrative communication constructs with the various sustainability constructs of organisations could inform top management, and more specifically, communication management on how to structure strategies to build and safeguard these relationships.

Weak relationships could trigger interventions and strategies by management to actively build strong relationships whilst scheduling periodic touch-base sessions. Plans with specific timelines could be developed with regular feedback. This could ensure that management continuously keep an open mind on these relationships and address issues as and when they arise.

Strong relationships between the integrative communication unit and sustainability of the organisation also need continuous management support through shared participation in the decision-making process. Open, and honest communication accommodating diverse opinions will enable strong relationships safeguarding the long term sustainability of organisations.

Chapter Five will address the research design focussing on the research problem and objectives as well as quantitative research methodology and data collection.

5 CHAPTER FIVE: RESEARCH DESIGN

5.1 INTRODUCTION

The research design discussed in this Chapter is directed by the research problem, research objectives, the sample design and data collection. The research followed a quantitative design, allowing results to be quantifiable, while contributing to improved ‘objectivity’. It also permits for the data to be generalisable to a larger population. The methodological orientation of this study is, therefore, quantitative. In this research, a minimum sample size of 240 respondents had to be obtained through an online electronic questionnaire. The self-developed questionnaire contained 32 items with varying weight indicators.

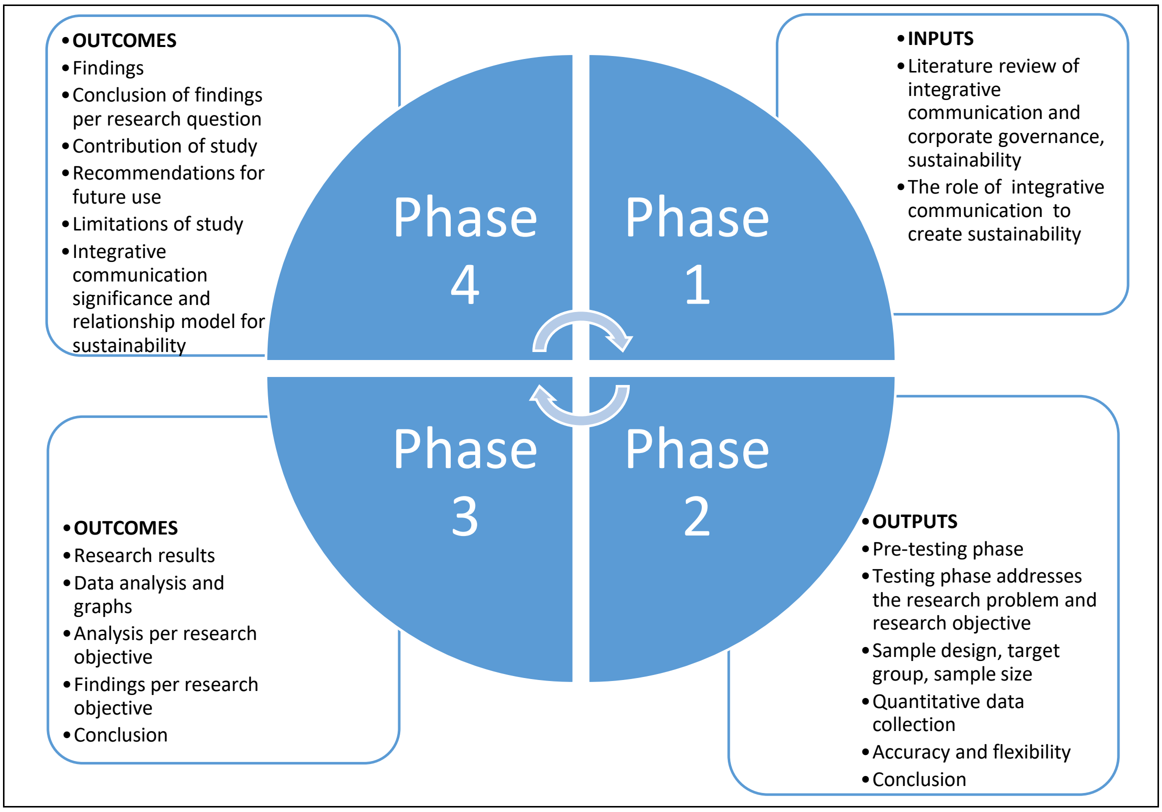
A quantitative research approach was followed to address the specific research problem. The target audience was spread throughout the nine provinces in South Africa and consisted of corporate institutions, government institutions and non-government institutions. The quantitative approach allowed for relationship testing between the various independent and dependent variables and, therefore, emphasised the objectivity about the findings of the research.

Key reasons why a quantitative research method was used for this study are:

1. it allows for a broader study, involving a greater number of subjects, and, therefore, enhances the generalisation of the results making it more reliable;
2. it allows for greater objectivity and accuracy of results due to a high volume of data that were collected;
3. it allows for the research to be replicated, and then analysed and compared with similar studies across categories and over time;
4. it allows for investigating the relationships between variables and indicates cause and effect in a controlled environment; and
5. it allows for the testing of theories and various hypotheses.

The following illustration depicts the full research process of this study.

Figure 10: Research process



Source: Own conceptualisation

Figure 10 outlines the process representing the four phases of this study as: Phase 1 - the literature review; Phase 2 - the pre-testing and information collection phase; Phase 3 - information analysis phase; and Phase 4 - the interpretation phase and suggestions going forward.

There was a threefold purpose linked to the research. Firstly, the research attempted to consider, both theoretically and empirically, through a quantitative research method, whether organisations' stakeholder engagement, corporate governance, financial perspective and resource perspective are linked to the integrative communication processes of the organisation to ensure long-term sustainability. The second purpose of the study was to offer an integrative communication model for organisational sustainability. Thirdly, the study proposed to map the relationships and significance between the various constructs of integrative communication and the constructs of sustainability so that guidelines can be developed to minimise risk where these relationships can influence organisational sustainability.

5.2 RESEARCH PROBLEM

The purpose of the study was to investigate the influence of integrative communication on stakeholder engagement processes, the corporate governance processes, the financial perspectives and the resource perspectives of organisations to ensure long-term sustainability.

This study posits that integrative communication influences stakeholder engagement, corporate governance, financial perspectives and resource perspectives for an organisation to be sustainable. Furthermore, the integration between the processes was investigated and an integrative communication model was proposed that could contribute towards understanding organisational sustainability and, specifically, the influence of integrative communication on these processes.

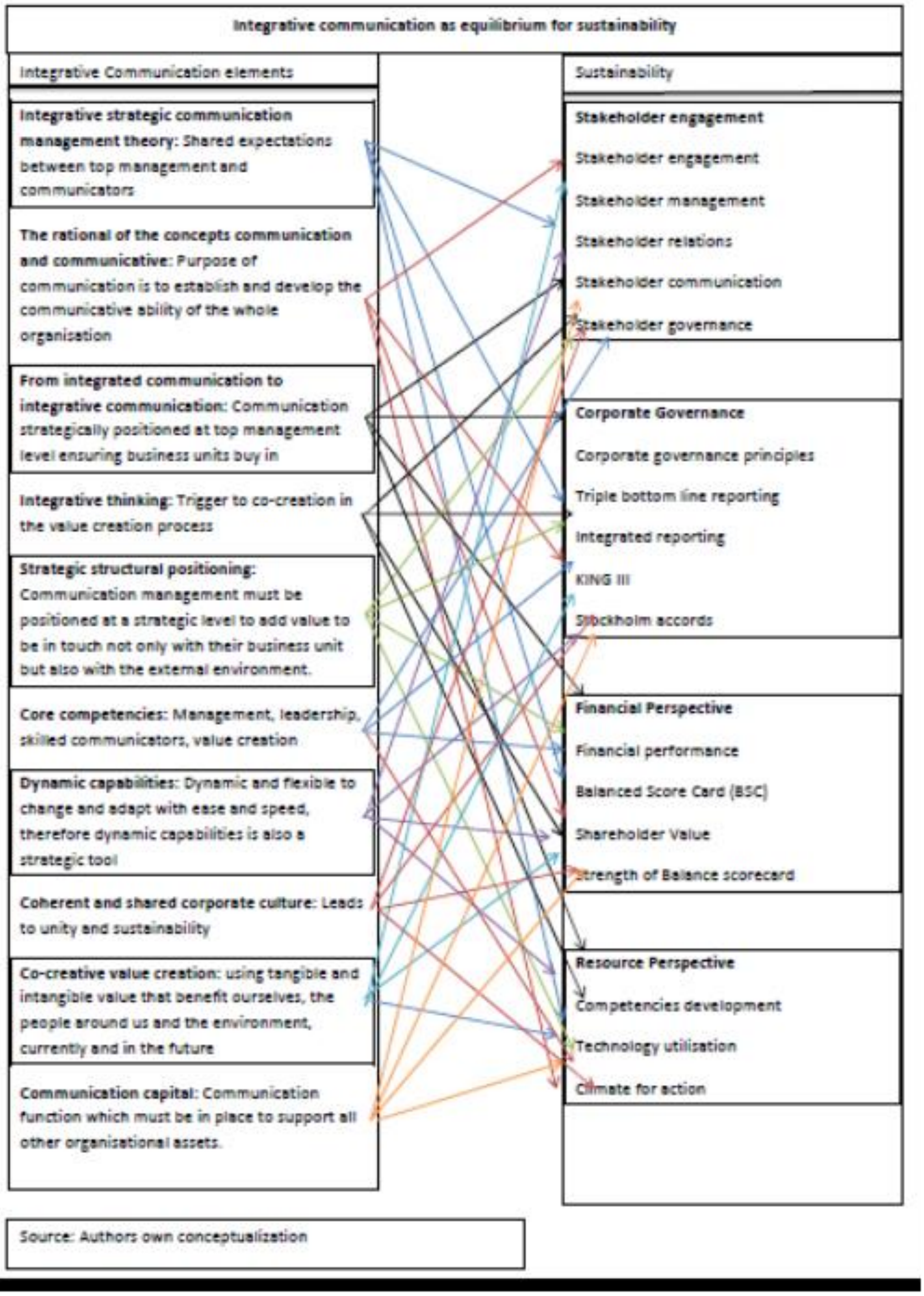
The problem statement, outlined above, translated into the primary research objective that was investigated, namely:

To determine whether integrative communication influences organisational sustainability.

Within organisations, various platforms (factors) contribute to the long-term sustainability of organisations, which were explored in more detail in Chapter Four. In this study, five foundations within the organisation were investigated that influence organisational sustainability, namely: stakeholder engagement, corporate governance, resource management, financial management and integrative communication.

The figure below illustrates the influence of integrative communication on organisational sustainability as well as the possible links and significance between the constructs.

Figure 11: Conceptual links between integrative communication and organisational sustainability



Source: Own conceptualisation

5.3 RESEARCH OBJECTIVES

A number of secondary research objectives were formulated as a result of the primary research objective, which focussed on two strategic areas, namely:

- Concept 1: Integrative communication with constructs – messaging, structure, management, core competencies, dynamic capabilities and co-value-creation; and
- Concept 2: Organisational sustainability with constructs – stakeholder engagement, corporate governance, financial perspective and resource perspective.

The following research objectives were posed in this study.

1. To determine whether there are significant differences in the perception of integrative communication between private entities, government entities and non-government entities.
2. To determine whether there are significant differences in the perception of organisational sustainability between private entities, government entities and non-government entities.
3. To determine whether there are significant differences in the perception of integrative communication between small, medium and large organisations.
4. To determine whether there are significant differences in the perception of organisational sustainability between small, medium and large organisations.
5. To determine whether there are significant differences in the perception of integrative communication between the President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
6. To determine whether there are significant differences in the perception of organisational sustainability between the President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
7. To determine whether there is a relationship between messaging produced by the communication unit and organisational sustainability.
8. To determine whether there is a relationship between the strategic positioning of the communication unit and organisational sustainability.
9. To determine whether there is a relationship between the core competencies of the communication unit and organisational sustainability.
10. To determine whether there is a relationship between the dynamic capabilities of the communication unit and organisational sustainability.

11.	To determine whether there is a relationship between co-value-creation by the communication unit and organisational sustainability.
12.	To determine whether there is a relationship between the communication manager as reflective steward and organisational sustainability.

5.4 QUANTITATIVE RESEARCH METHODOLOGY

In natural sciences and social sciences, quantitative research is the systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques. The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships. Quantitative data are any data that are in numerical form, such as statistics and percentages (Given, 2008).

With quantitative data collection, the researcher analyses the data with the help of statistics and hopes the numbers will yield an unbiased result that can be generalised to some larger population. Qualitative research, on the other hand, inquires deeply into specific experiences, with the intention of describing and exploring meaning through text, narrative, or visual-based data, by developing themes exclusive to that set of participants (Corrine, 2011). Qualitative research, therefore, produces information only on the particular case studied, and any more general conclusions are only hypotheses. Quantitative methods can be used to verify which of those hypotheses are true.

Quantitative investigation originated when researchers began to record events or objects that had been counted. The modern idea of quantitative processes has its roots in Auguste Comte's positivist framework (Kasim, 2010). Positivism emphasised the use of the scientific method through observation to empirically test hypotheses explaining and predicting what, where, why, how, and when phenomena occurred. Quantitative methods form part of the five angles of analysis, which include: qualitative methods, reviews of the literature (including scholarly), interviews with experts and computer simulations, and methods which form an extension of data triangulation (Mesly, 2015). Quantitative methods, however, have limitations: the results do not provide reasoning behind respondents' responses, they often do not reach underrepresented populations, and they may span long periods in order to collect the data (Goertzen 2017).

5.4.1 Research design

In choosing a quantitative or qualitative method, researchers apply a specific design methodology. A research design is the set of methods and procedures used in collecting and analysing measures of the variables specified in the research problem. The design of a study defines the study type (descriptive, correlation, semi-experimental, experimental, review, meta-analytic) and sub-type (e.g., descriptive-longitudinal case study), research problem, hypotheses, independent and dependent variables, experimental design, and, if applicable, data collection methods and a statistical analysis plan (Muaz, 2013).

A research design can be classified between "fixed" and "flexible" designs. In some cases, these types coincide with quantitative and qualitative research designs respectively, though this need not be the case (Robson, 1993). In fixed designs, the design of the study is fixed before the main stage of data collection takes place. Fixed designs are normally theory-driven; otherwise, it is impossible to know in advance which variables need to be controlled and measured. Often, these variables are measured quantitatively. Flexible designs allow for more freedom during the data collection process. One reason for using a flexible research design can be that the variable of interest is not quantitatively measurable, such as culture. In other cases, the theory might not be available before one starts the research.

This research study follows a quantitative method, using a descriptive design that is fixed. The quantitative information will be tabulated along a continuum in numerical form describing events and then organising, tabling, depicting, and describing the data collection. This will provide information on correlations, significances or relationships. The study, therefore, aims to determine 'what is'; a questionnaire will be used as survey method to collect the descriptive data. This method makes the results quantifiable and hence more objective. Key aspects in this research were that a minimum sample size of 240 respondents had to be included in the study. In order to accomplish this, quantitative research usually involves a number of variables and employs prescribed procedures to ensure validity and reliability so that the research can be replicated, and then analysed and compared with similar studies. Data from quantitative research (such as market size, demographics, and user preferences) provide important information for business decisions, whereas qualitative research provides more valuable data, for example, when designing a product (data about user needs, behaviour patterns and use cases).

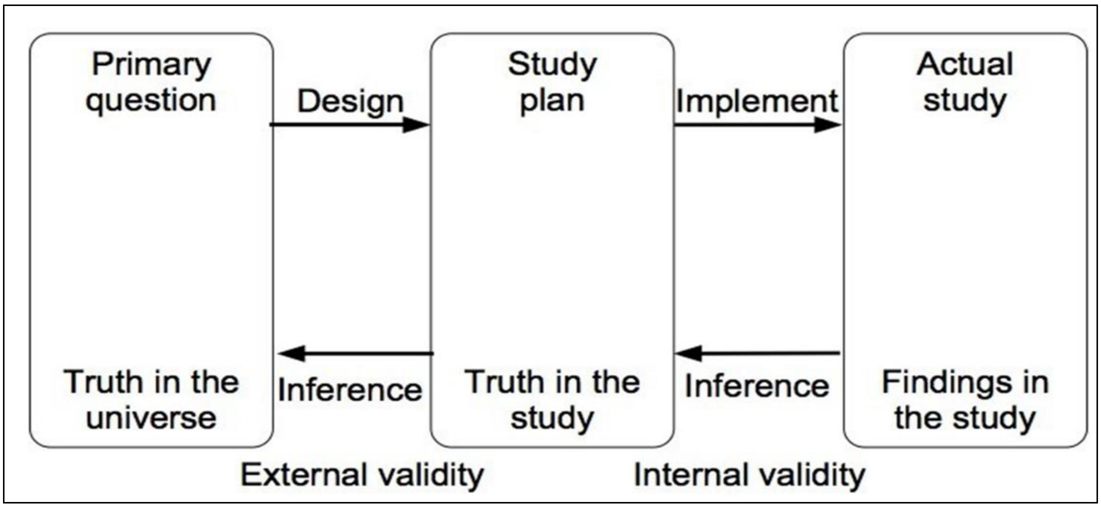
For this study, a quantitative research method was used because it provided data that were expressed in numbers. Because the data were in a numeric form, statistical tests were applied in making statements about the data. These included descriptive statistics, such as the mean, median, and standard deviation, but also included inferential statistics where a factor analysis, ANOVA testing as well as Structural Equation Modelling (SEM) were used. The statistical analysis allowed the researcher to develop important facts from the research data, including differences between groups, significance indicators, as well as strengths of relationships.

5.4.2 Questionnaire design

A questionnaire is a systematic method for gathering information from a sample of individuals for the purposes of describing the attributes of the larger population of which the individuals are members. The questionnaire is a research instrument consisting of a series of items (or other types of prompts) for the purpose of gathering information from respondents. The questionnaire is a structured technique for collecting primary data in a survey. It is a series of written or verbal items for which the respondent provides answers. A well-designed questionnaire motivates the respondent to provide complete and accurate information (Enanoria, 2005).

The process of conducting a survey is depicted in the following diagram.

Figure 12: Research process



Source: Hulley *et al.* (2007)

Important steps in the process, according to Hulley *et al.* (2007) are the research questions, background and significance, design, time frame, approach, selection criteria, sampling design, predictor variables, confounding variables as well as sample size and analytic approach.

Depending on the nature of the questions in a questionnaire, questions can be in an open-ended or close-ended format. Questions that allow the target audience to voice their feelings and notions freely are called 'open-format questions' or 'open-ended questions'. These questions are not based on pre-determined responses, giving respondents an opportunity to express what they feel is right, and often provide real, perceptive, and at times, startling proposals. Open-ended questions placed at the end of a questionnaire tend to draw accurate feedback and suggestions from respondents as well. Questions which have multiple options as answers and allow respondents to select a single option from amongst them, are called closed-format or closed-ended questions. This type of questionnaire is especially useful when conducting a preliminary analysis. As a fixed answer set is provided, these are ideal for calculation of statistical information and percentages of various types. Closed-ended questions help to arrive at opinions about a product or service, and sometimes, about a company, in a more efficient manner (Singer & Couper, 2017)

In this survey, closed-ended questions (items) were used by using the Likert scale format (degree to which respondents agree to a specific statement) and the ordinal scale format allowing for rank order (1st, 2nd, 3rd, etc.) by which data was sorted. By reducing detailed measures to a sequence of ordinal numbers, rankings make it possible to evaluate complex information according to certain criteria (Malara; Miśko & Sulich: 2016).

The items in the survey were constructed so that respondents interpret them in the same way. Only one aspect of a construct was raised in a question and positive and negatives were avoided. Special focus was placed on using clear and comprehensible wording that was easily understandable for all levels of literacy. Items were also constructed in such a way as not to be biased or even leading the respondent towards an answer. Important to note that the items in the questionnaire will test the perceptions of respondents. Respondents perceptions therefore will be based on how they interpret different sensations they have gathered from their environments and interpreting those stimuli.

Important concerns when developing a questionnaire are whether the respondent understood the question that was being asked; also, the questions are so specific to what the researchers are asking, the information gained can be minimal (Kaplan & Saccuzzo, 2009). Questionnaires also produce very low return rates, whether they are mail or online questionnaires. The other problem associated with return rates is that often the people who do return the questionnaire are those who have a really positive or a really negative viewpoint and want their opinion heard. The people who are most likely unbiased either way typically don't respond because it is not worth their time.

One key concern with questionnaires is that they may contain quite large measurement errors (Alwin, 2007). These errors can be random or systematic. The exact formulation of a survey question and its scale are crucial, since they affect the level of measurement error (Saris & Gallhofer, 2014). Different tools are available for researchers to help them decide about the exact formulation of their questions, for instance estimating the quality of a question using MTMM experiments or predicting the quality of items using the Survey Quality Predictor software (SQP). This information about the quality can also be used in order to correct for measurement errors (DeCastellarnau & Saris, 2014).

The items in the online quantitative survey were developed to support the various research objectives. The items in the questionnaire covering integrative communication focus on messaging, structure, management, core competencies, dynamic capabilities and co-value-creation and also form part of the literature review. The items in the questionnaire covering organisational sustainability focus on stakeholder engagement, corporate governance, financial perspective and resource perspective and also form part of the literature review. Based on this, the items in the questionnaire directly link to the research objectives to make sure that the outcomes contribute to the research.

The questionnaire, that was specifically designed and tested in a pilot test before dissemination, is included below.

RESEARCH QUESTIONNAIRE: INTEGRATIVE COMMUNICATION FOR ORGANISATIONAL SUSTAINABILITY

What is meant by Integrative Communication? Integrative communication embraces effective corporate messaging; the strategic positioning of the communication unit in the organisation; the role of the communication manager, core competencies of the communication unit; strategic role of the communication unit, dynamic capabilities and co-value created by the communication unit.

All of these elements contribute to an ‘integrative communication unit’ in the organisation and support all the organisational processes.

A – Demographics

INSTRUCTIONS:

Kindly circle or check the choice that most accurately reflect your view.

1.	What is the classification of your organisation?	Private entity	Government entity	NGO/NPO			
2.	What is the size of your organisation?	Small (0-100 employees)	Medium (101-1000 employees)	Large (More than 1000 employees)			
3.	Please indicate your job level in the organisation?	President/CEO /Executive/ Managing Director	Senior Manager/ Manager	Practitioner (any department)			
4.	Please indicate the unit in the organisation that you are working for?	Communication Unit	Stakeholder engagement Unit	Governance unit	Finance Unit	Human Resource Unit	Other: Please specify

B – Integrative communication (Messaging)

INSTRUCTIONS:

Kindly circle or check the choice that most accurately reflect your view.

Messaging								
		Strongly Disagree 1	**Disagree 2**	**Slightly Disagree 3**	**Slightly Agree 4**	**Agree 5**	**Strongly Agree 6**	**Don't know 7**
5	The majority of corporate messages created by your communication department are meaningful							
6	The majority of corporate messages created by your communication department are effective							
7	The majority of corporate messages in your organisation are communicated through the right channels							
8	The majority of corporate messaging in your organisation is communicated in a format that is understandable							
9	The majority of corporate messages in your organisation is aligned to the strategic goals of the organisation							
10	On a scale from 1 to 7 (with 1 being your first choice and 7 being your last choice) please rank the communication channels in your organisation, through which messages can be conveyed	**Face-to-face**						
		Publications						
		Web						
		E-mail						
		Social media						
		Web						
		Home page						
		Other						

C – Integrative communication (Structure)

INSTRUCTIONS:

Kindly click on the choice that most accurately reflects your view on the strategic positioning of the communication function.

Strategic positioning of the communication function								
		Strongly Disagree 1	**Disagree 2**	**Slightly Disagree 3**	**Slightly Agree 4**	**Agree 5**	**Strongly Agree 6**	**Don't know 7**
11	The communication function in your organisation is a unit on its own with its own head of department							
12	The communication function in your organisation is represented on a strategic decision-making level							
13	The communication function has direct access to all internal stakeholders of the organisation							
14	The communication function has direct access to all external stakeholders of the organisation							

D – Integrative communication (Management)

INSTRUCTIONS:

Kindly click on the choice that most accurately reflects your view of the communication manager as reflective steward.

		Strongly Disagree 1	**Disagree 2**	**Slightly Disagree 3**	**Slightly Agree 4**	**Agree 5**	**Strongly Agree 6**	**Don't Know 7**
Manager								
15	The most senior person in your organisation responsible for communication is responsible for the control of the unit's budget							

16	The most senior person in your organisation responsible for communication must be able to function operationally (hands on) to add value to the organisation							
17	The most senior person in your organisation responsible for communication must have the appropriate skills set to motivate a communication team							
Strategic								
18	The most senior person in your organisation responsible for communication must be positioned at a strategic level to add value to the corporate efforts of the organisation							
19	The most senior person in your organisation responsible for communication must have a qualification in communication management to operate on a strategic management level							
20	The most senior person in your organisation responsible for communication is part of the organisation's strategy development team							
Leadership								
21	The most senior person in your organisation responsible for communication has the necessary expertise to lead							
22	The most senior person in your organisation responsible for communication has the							

	ability to lead in times of uncertainty							
23	The most senior person in your organisation responsible for communication influences others' work in a way that improves the external impact of the organisation on its stakeholders							

24	Please indicate in order of importance (with 1 being your 'most important' and 7 being 'least important') which skills are important for a communication manager to have Click on the word and drag it to the position that (1-9) you want	**Organisation**	**Management**	
		Multitasking		
		Communication		
		Dealing with "grey" (fuzzy/blurry) issues	**Strategy**	
		Dual Focus		
		Change-Management		
		Negotiation	**Leadership**	
		Discrete and Ethical		
		Conflict Management and Problem-Solving		

E – Integrative communication (Core competencies of the communication function)

INSTRUCTIONS:

Kindly click on the choice that most accurately reflect your view on the core competencies of the communication function.

Core competencies of the communication function								
		Strongly Disagree 1	**Disagree 2**	**Slightly Disagree 3**	**Slightly Agree 4**	**Agree 5**	**Strongly Agree 6**	**Don't know 7**
25	The majority of the communication team has the right qualifications to deliver on the communication department's goals							

26	The majority of the communication team has the necessary experience to deliver on the communication department's goals							
27	The majority of the communication team has the necessary skills to deliver on the communication department's goals							
28	The majority of the communication team has the necessary know-how to deliver on the communication department's goals							
29	Your communication department outsources specialised skills needed to develop key messages, such as those of language practitioners, proof-readers, copywriters and graphic designers							

30	Please indicate in order of preference (with 1 being 'most important' and 7 being 'least important') which qualification fields are important for a communication unit Click on the word and drag it to the position that (1-9) you want	**Communication**		
		Marketing		
		Public relations		
		Journalism		
		Event management		
		On line media		
		Language editing		
		Graphic design		
		Management		

F – Integrative communication (Dynamic capabilities) of the communication function and of the organisation refer to the ability to reconfigure internal and external competencies to adapt to a rapidly changing environment)

INSTRUCTIONS:

Kindly click on the choice that most accurately reflects your view of the dynamic capabilities of the communication function and of the organisation.

Dynamic capabilities of the communication function and of the organisation – ability to reconfigure internal and external competences to address rapidly changing environment								
		Strongly Disagree 1	**Disagree 2**	**Slightly Disagree 3**	**Slightly Agree 4**	**Agree 5**	**Strongly Agree 6**	**Don't know 7**
31	The communication department in your organisation has the flexibility to handle excess workload							
32	The communication department in your organisation has the swiftness to handle unexpected challenges							
33	The most senior person in your organisation responsible for communication must be able to adapt to challenging situations							
34	The dynamic capabilities of the majority of older employees (above 30 years) are more developed than the majority of younger employees (below 30 years)							
35	The internal relationship network of your organisation is difficult for competitors to imitate							

36	The external relationship network of your organisation is difficult for competitors to imitate							

G – Integrative communication (Co-value-creation)

INSTRUCTIONS:

Kindly click on the choice that most accurately reflects your view on co-value-creation.

Co-value-creation by the communication function and the organisation respectively								
		Strongly Disagree 1	**Disagree 2**	**Slightly Disagree 3**	**Slightly Agree 4**	**Agree 5**	**Strongly Agree 6**	**Don't know 7**
37	External communication sent out by your communication department has a direct influence on society							
38	Communication efforts in your organisation acknowledge the triple context (economic, social and environmental) responsibility							
39	Regular dialogue contributes to the sustainability of the organisation in a triple context (economic, social and environmental) environment							
40	Communication sent out by your communication unit contributes to your organisation's cultural development							
41	The communication effort of your communication department is valued as a strategic asset							

H – Organisational sustainability

INSTRUCTIONS:

Kindly click on the choice that most accurately reflects your view.

Stakeholder engagement

		Strongly Disagree 1	**Disagree 2**	**Slightly Disagree 3**	**Slightly Agree 4**	**Agree 5**	**Strongly Agree 6**	**Don't know 7**
42	Your organisation includes stakeholder engagement initiatives in their strategic planning							
43	Effective stakeholder engagement in your organisation reduces risk							
44	Effective stakeholder engagement in your organisation creates new opportunities for growth							
45	Stakeholder engagement in your organisation involves the incorporation of stakeholders' interests into operational decision-making							
46	Stakeholder engagement in your organisation improves internal decision-making							

Corporate governance

		Strongly Disagree 1	**Disagree 2**	**Slightly Disagree 3**	**Slightly Agree 4**	**Agree 5**	**Strongly Agree 6**	**Don't know 7**
47	Corporate governance in your organisation contributes to organisational sustainability							
48	Corporate governance in your organisation directs how management must							

	handle relationships with its stakeholders							
49	Your organisation considers triple context (economic, environmental and social) impacts when developing its strategies							
50	Your organisation uses 'combined annual and sustainability' reporting to explain its financial performance							
51	Your organisation uses combined annual and sustainability reporting to explain non-financial (environmental, social, and governance) performance							

Financial perspectives								
		Strongly Disagree 1	**Disagree 2**	**Slightly Disagree 3**	**Slightly Agree 4**	**Agree 5**	**Strongly Agree 6**	**Don't know 7**
52	Your organisation's financials are the only indicators reflecting organisational performance							
53	Your organisation uses a Balanced Scorecard to measure performance, taking *external factors* (government regulations, lending conditions, competition regulations, etc.) into account							
54	Your organisation uses a Balanced Scorecard to							

	measure performance, taking *internal factors* (business' reputation, creditworthiness, management structure, staff training, etc.) into account							
55	Your organisation increases value to its shareholders by improving its *revenue*							
56	Your organisation increases value to its shareholders by improving its *financial productivity*							

Resource perspectives								
		Strongly Disagree 1	**Disagree 2**	**Slightly Disagree 3**	**Slightly Agree 4**	**Agree 5**	**Strongly Agree 6**	**Don't know 7**
57	The employees in your organisation are seen as an important asset							
58	Keeping employees educated also promotes the organisation's sustainability							
59	Your organisation practices talent management by recruiting the right people							
60	Your organisation practices talent management by positioning employees in the right work environment							
61	Your organisation practices talent management by facilitating career path development							
62	The sustainability of your organisation is not only linked to its employees, but also to the innovative							

	technologies that it implements							

5.4.3 Sample design

Selecting a sample that is representative of the general population is an important part of quantitative research. The results of a poorly selected sample that is different from the target population cannot be applied to the general population (University of Texas, 2014). A smaller than required sample size may not have the appropriate power to identify significant differences or associations that may be present in the target population.

Sampling is a means of selecting a subset of units from a target population for the purpose of collecting information. This information is used to draw inferences about the population as a whole from a smaller sample. Parasuraman, Grewal and Krishnan (2004:356) and Keyton (2011:121) emphasise that sampling is the selection of a fraction of the total number of units of interest for the ultimate purpose of being able to draw general conclusions about the entire body of units. Through sampling, conclusions can be drawn about the entire population (Cooper & Schindler, 2001:163).

During sampling, choosing the correct sample size is important so that it is representative of the study population (Schutt & Engel, 2008). A researcher can decide between nonprobability sampling and probability sampling. Nonprobability convenience sampling is where ‘all’ the available persons in the study population are selected for the study until the required sample size is reached. It relies on the subjective judgement of the researcher.

Probability sampling or "random sampling” is a more relevant sampling technique (Doherty, 1994) for this study. In order to be classified as random or probability sampling, every person in the study population must have an equal or known probability of being included in the sample (Schutt & Engel, 2008). The types of probability sampling methods include: simple random sampling, systematic random sampling, and stratified random sampling - these three methods are more relevant when a sample frame (list of the people in the study population) is available. Simple random sampling is applicable to a small study population of up to 30 to 50 people. For a larger study population, systematic random sampling is applicable when the study population is relatively large (100 or more) and a list is available of all the members, e.g., employees in a hospital, medical students in a class, or even beds in a hospital. Stratified random sampling is a form of systematic random sampling with the addition that the list is stratified (arranged by categories) according to a predetermined characteristic, e.g., gender, level of employees (Daniel, 2012).

For the purpose of this study, a probability sampling method was followed, that included a simple random sampling process. A simple random sample is an unbiased surveying technique, since it can be a component of other more complex sampling methods. The principle of simple random sampling is that every object has the same probability of being chosen (Daniel, 2012).

Respondents, emanating from the researchers LinkedIn contact base included: permanently employed workers in organisations representing private, public and the non-governmental organisation (NGO) sectors; and organisations varying in size, ranging from small (1-100), medium (100-1000) to large (1000 plus). Respondents also represented three different levels within the mentioned organisations, namely: president/CEO/executive/managing director, senior manager/manager and practitioner. Sampling respondents in this way has provided valuable feedback on how respondents interpret, understand and experience the items posed in the questionnaire.

Because of the sample size collected (296 respondents), the test outcomes had an overreliance on the p-value and sample size. The p-value is a statistic that indicates the likelihood that research findings were the result of chance. If a p-value is less than 0.05, the findings are said to be statistically significant – meaning that there is less than a 5% chance that the results were the result of chance. This will be discussed further in Chapter Six.

LinkedIn was used as the platform for the research, as it is a professional business network which can support the type of items that were developed in the research questionnaire. LinkedIn currently is the world's largest social network for business professionals. In fact, it is one of the largest social networks in general. Supporting statistics and figures that explain why this platform was targeted for the research are:

- 467 million – Total number of LinkedIn users.
- 106 million – Total number of monthly active LinkedIn users.
- 133 million – Total number of LinkedIn users from the USA.
- 1.5 Million – The total number of LinkedIn Groups.
- LinkedIn has more than 10,000 full-time employees with offices in 30 cities around the world.

- A total of 40% of users use LinkedIn daily.
- LinkedIn's reported user goal is 3 billion professionals.
- Three million LinkedIn users share content on it weekly basis.
- There are 40 million students and recent college graduates on LinkedIn.
- There are 57% of male users and 44% female users on LinkedIn.
- A total of 13% of Millennials (15-34 years old) use LinkedIn.
- One million professionals have published a post on LinkedIn.
- An average user spends 17 minutes monthly on LinkedIn.
- There are 5.5 million accountants on LinkedIn.
- The average CEO has 930 connections.
- A total of 71% of professionals feel that LinkedIn is a credible source for professional content.

For the research over 5 500 respondents emanating from the researcher own contact profile were targeted emanating from the researchers own contact profile on LinkedIn and the following time frames and plan was followed:

Table 20: Research time frame and plan

Design step	Date
Pre-test control collection	November 2016
Data collection	December 2016 to February 2017
Data analyses, results and findings	March 2017 to June 2017
Data interpretation	July to September 2017

Before the questionnaire distribution, a pre-test control survey was conducted to determine whether the respondents understand the items being posed and if the questionnaire functioned appropriately via the LinkedIn platform. A pilot study can be seen as "a small-scale test of the methods and procedures to be used on a larger scale" (Porta, 2008). The fundamental purpose of conducting a pilot study is to examine the feasibility of an approach that is intended to ultimately be used in a larger scale study.

The pilot study results assisted in guiding the design and implementation of the larger survey that was conducted. Results from the pilot study assisted in modifying the questionnaire. The size of the pilot study was limited to 50 respondents. These respondents were asked to identify specific concerns or problems they experienced while completing the survey.

5.5 QUANTITATIVE DATA COLLECTION

Data collection was in the form of an electronic quantitative questionnaire, that was sent to members of the social business networking platform LinkedIn, where they were prompted to complete the questionnaire by clicking on a link that took them to the Qualtrics platform. A structured questionnaire was used and administered through the Qualtrics platform. Qualtrics is a private research software company, and the University of Pretoria provides this service to students under a licence agreement. Qualtrics software enables users to do online data collection and analysis, including market research, customer satisfaction and loyalty surveys, product and concept testing, employee evaluations and website feedback. Qualtrics is also easy to use, flexible, and automates processes that drive action. It can leverage more than a hundred question types, embedded data, branching, display logic, quotas, e-mail triggers, mobile and offline compatibility and randomisation.

During the data collection phase, 296 successful surveys were collected through the Qualtrics platform, indicating a good sample size out of a targeted group of 5 500 respondents from the researchers own contact profile on LinkedIn, resembling a 5,4% success rate. Although the realisation was not very high, the LinkedIn platform was excellent, especially its compatibility with mobile technology, to which the survey was also uploaded. The LinkedIn business platform generally does not get daily log-in visits from its members, compared to day-to-day social media platforms such as Twitter and Facebook. Some participants only responded to the questionnaire several weeks after the survey, when it had been closed therefore these responses were not included in the data analysis.

5.6 CONCLUSION

Chapter Five addressed the reasons why a quantitative method was followed and focussed on the sampling group that was targeted. It also addressed the instruments and platforms that were used for collecting the data and the time frames in which it was done. The designing of the questionnaire was of strategic importance as it had to be accurate to test all the various concepts and constructs that appeared in the research objectives. This also allowed for the statistical analysis to be accurate and relevant. By conducting a pre-survey, it allowed for valuable changes to the questionnaire, ensuring accurate data. LinkedIn as a platform for the survey also proved to be of great value, which was reflected in the professional manner respondents participated in the survey and also in the very low rejection rate of completed questionnaires.

Chapter Six will address the data analysis, focussing on the descriptive and inferential analysis of the collected survey data.

6 CHAPTER SIX: RESULTS

6.1 INTRODUCTION

In this study, the results were analysed by using descriptive statistics, factor analysis, as well as inferential statistics. Descriptive statistics have been used to describe the basic features of the data in the study and provided simple summaries about the sample and the measurements. Descriptive statistics are typically distinguished from inferential statistics. The descriptive statistics simply described what is, or what the data show. Factor analysis was also used to determine the relationship between the items in the questionnaire; and to determine their relevance to the overall objective of the research. The chapter concludes with the results of the structural equation modelling that had been done to determine the nature of the relationships between the constructs.

6.2 DESCRIPTIVE STATISTICS

After completion of the first two sets of basic data analysis, an inferential statistical analysis was conducted. The research also came to several conclusions that extended beyond the immediate data alone. For instance, the inferential statistics from the sampled data assumed what a population might think; or assumed the probability that an observed difference between groups is a dependable one or one that might have happened by chance. Thus, the research used inferential statistics to make inferences from the data to more general conditions and descriptive statistics were used to describe what is occurring in the data. Descriptive statistics have been used to present quantitative descriptions in a manageable form.

The questionnaire targeted a sample group of 5 500 emanating from the researcher own contact profile on the well-known LinkedIn platform and were categorised into the following groups:

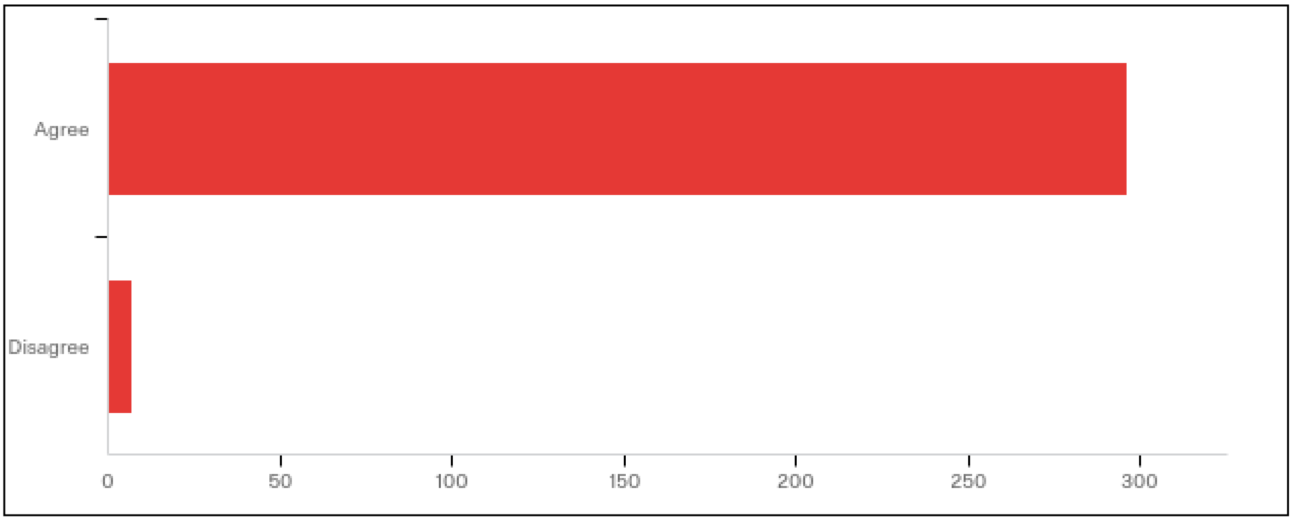
1. private entities, government entities and NGOS;
2. small, medium and large organisations; and
3. respondents from various levels of the organisation ranging from CEOs, executives, managing directors, senior managers, managers and practitioners. (Groups of employees were also included from various business units within the organisation – communication unit, stakeholder engagement unit, governance unit, finance unit and human resources unit.)

The questionnaire consisted of sixty-two (62) items that were divided into sections to address the various concepts and constructs in the research problem and the hypotheses. The Qualtrics measurement tool was used to upload the items.

Before rolling out the survey, ten random respondents on the LinkedIn platform were targeted to test the accuracy and validity of the items on the Qualtrics platform as part of the pilot study. They were requested to give feedback on their experience of the measurement tool, as well as problems they could identify. Several suggestions and comments were received, whereupon the questionnaire on Qualtrics was updated. After these improvements were made the questionnaire was sent out to 5 500 respondents emanating from the researcher own contact profile on LinkedIn. A total of 303 respondents completed the survey, while seven opted not to take part.

The 296 respondents out of a target population of 5 500 emanating from the researcher own contact profile resembles a 5,4% success rate. Although it is not very high, the choice of the LinkedIn platform was excellent, especially regarding its compatibility with the mobile application to which the survey was also uploaded. The survey was completed within two weeks and a decent sample size of 296 respondents (figure below) was reached.

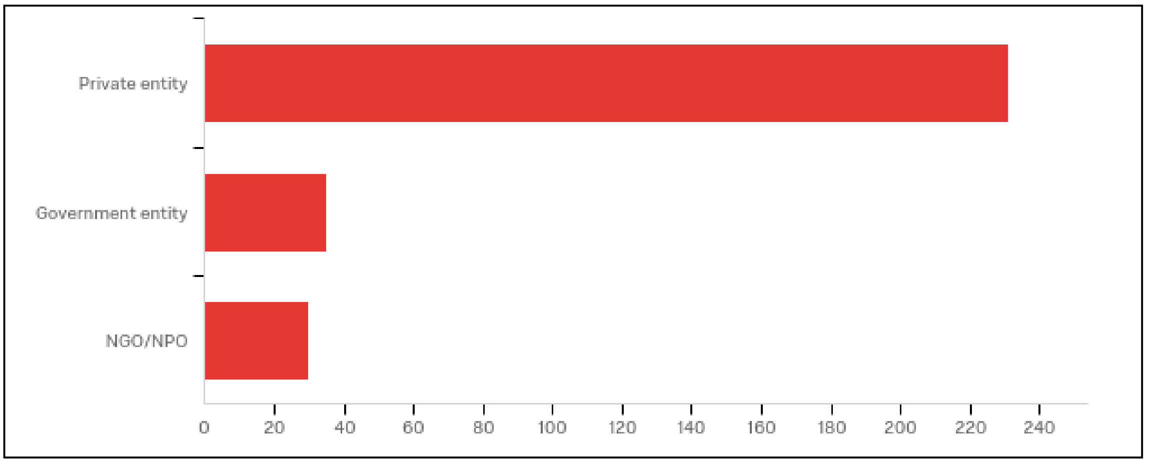
Figure 13: Sample agree vs disagree



Q1 – Classification of the organisation

The figure below illustrates that most of the respondents indicated that they work in private entities (78,04%); 11,82% of respondents represented government entities; and 10,14% worked in non-governmental organisation (NGO)s or NPOs.

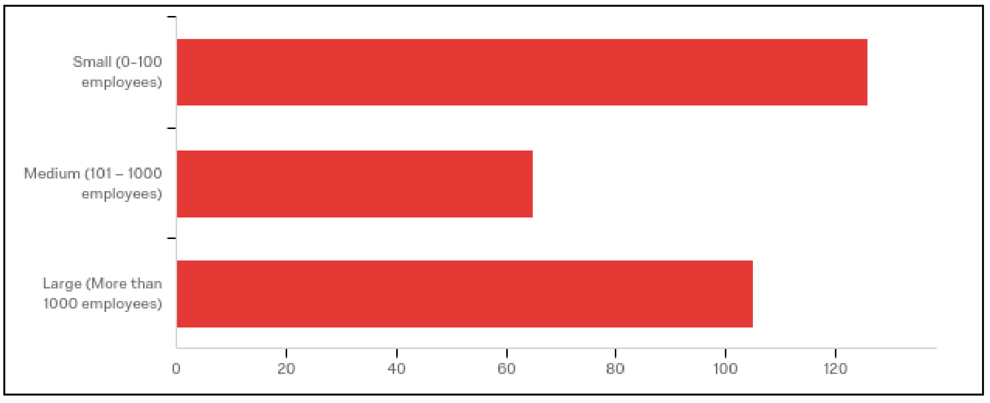
Figure 14: Classification of the organisation



Q2 – Size of the organisation

There was a very good split between respondents from different organisation sizes, with the majority of respondents representing small businesses (42,57%); 21,96% representing medium sized businesses; and 35,47% representing large organisations.

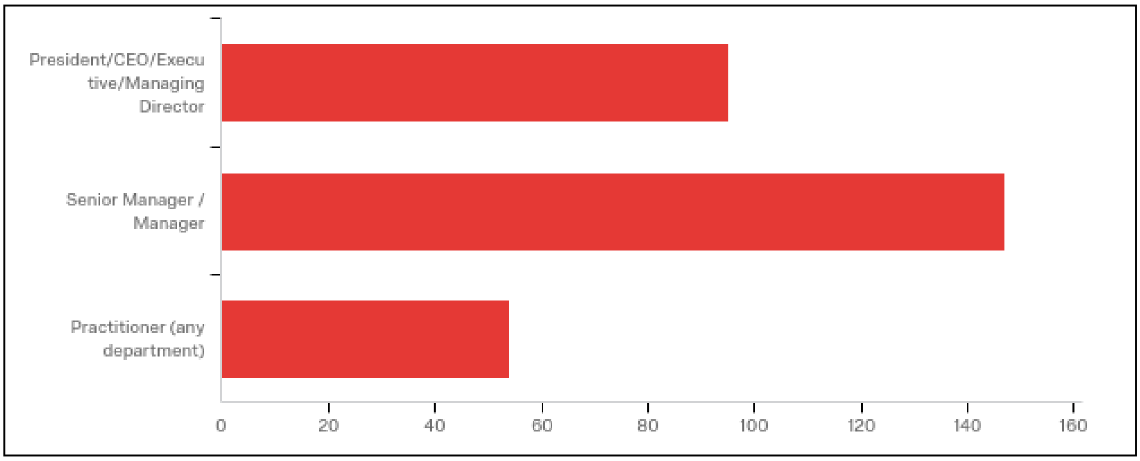
Figure 15: Size of the organisation



Q3 – Job level

The respondents indicating their job level within organisations were well balanced, with the majority indicating that they function at a president/CEO/executive/managing director level (32,09%); 49,66% indicating that they were senior managers or managers; and 18,24% functioned at a practitioner level.

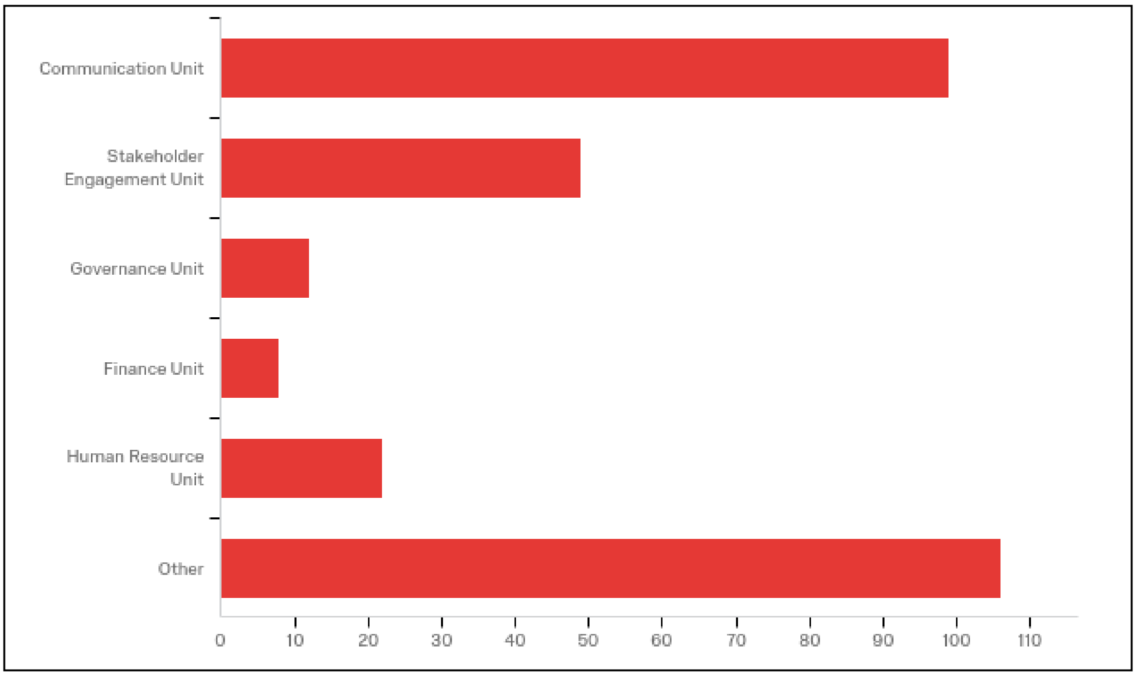
Figure 16: Job level



Q4 – Units respondents work for

For the survey, respondents had to indicate in what business unit they work. The majority (33,45%) indicated that they work in a communication unit; followed by people working in the stakeholder engagement unit (16,55%). Respondents working in a resources unit (7,43%) were the third highest, followed by respondents from a governance unit (4,05%) and then a finance unit (2,70%). The survey also gave respondents the opportunity to indicate "other" should they not fall within any of the mentioned business units - 35,81% indicated that they work in other units. Other units could be for instance learning and development, health and safety, security, wellness, logistics, administration, corporate secretary ect.

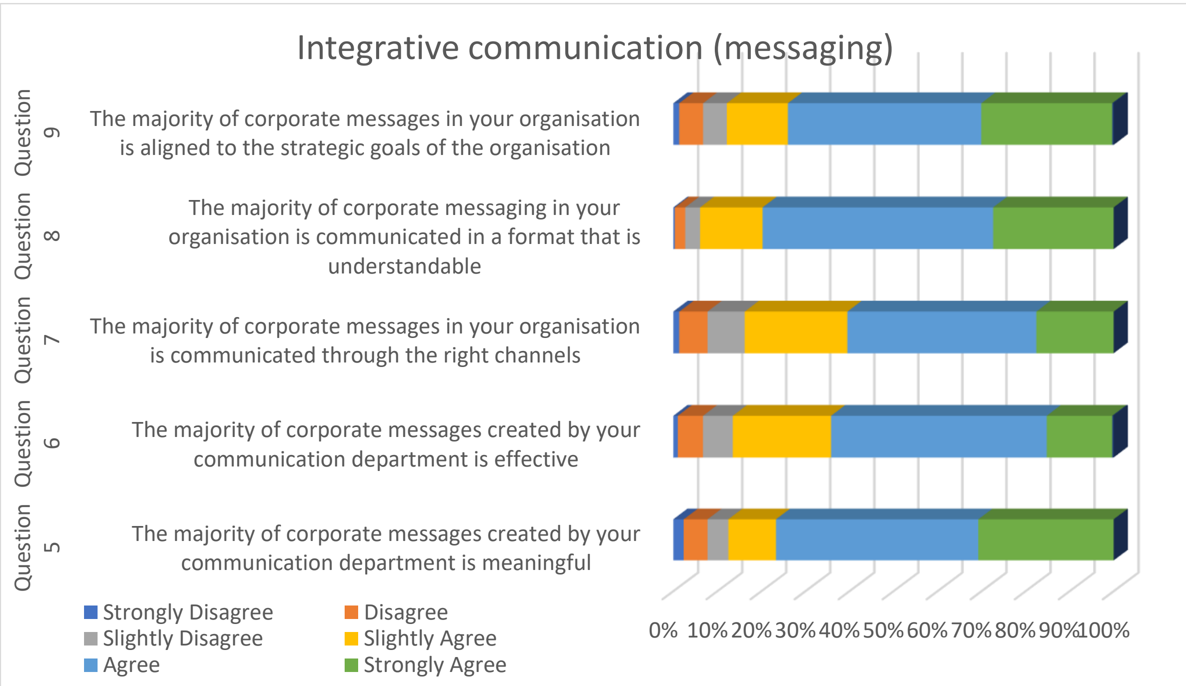
Figure 17: Business units respondents work in



Q5-Q9 – Integrative communication (messaging)

The items in this section of the questionnaire were clustered together, measuring integrative communication messaging. Descriptive and factor analyses were then conducted.

Figure 18: Integrative communication (messaging)



Descriptive analysis:

Question 5 – Most respondents (45,95%) agreed that the majority of corporate messages created by their communication department are meaningful; followed by 30,74% who strongly agreed; while 10,81% indicated that they slightly agree. On the opposite of the scale, 4,73% indicated that they slightly disagree; 5,41% disagree; while 2,36% respondents indicated that they strongly disagree.

Question 6 – The majority of respondents (48,99%) agreed that most corporate messages created by the communication department are effective. The second highest response measured 22,30%, however, were respondents only agreed slightly; followed by 14,86%, who strongly agreed. On the opposite side of the scale, 6,76% slightly disagreed; followed by 5,74% who disagreed; and only 1,01% who strongly disagreed. A total of 0,34% of the respondents indicated that they don’t know if the messages where effective.

Question 7 – The highest percentage (4,91%) of respondents agreed that the majority of corporate messages in their organisation are communicated through the right channels; followed by the second highest, who slightly agreed (23,31%). A total of 17,57% strongly agreed that the right channels were used. On the opposite side of the scale, 8,45% slightly disagreed; 6,42% disagreed; followed by 1,35% who strongly disagreed.

Question 8 – The majority of respondents (52,36%) agreed that most corporate messaging in their organisation is conveyed in a format that is understandable; followed by 27,37% who strongly agreed; and 14,19% who slightly agreed. On the opposite of the scale, 3,38% slightly disagreed; 2,36% disagreed; and 0,34 strongly disagreed that corporate messaging is in a format that is understandable.

Question 9 – A total of 43,92% of respondents agreed that the majority of corporate messages in their organisation are aligned to the strategic goals of the organisation; followed by 29,73% who strongly agreed; and 13,85% who slightly agreed. On the negative side, 5,41% slightly disagreed; followed by 5,41% who disagreed; and 1,35% who strongly disagreed.

Factor analysis Q5-Q9:

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.829, which is above the recommended threshold of 0.5; and the Bartlett's Test of Sphericity was significant ($p<0.001$) for the five items dealing with the *messaging* construct, indicating that a factor analysis was appropriate.

The analysis confirmed uni-dimensionality for the *messaging* construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1); the factor also explains 58,26% of the variance. The factor loadings are shown in the table below.

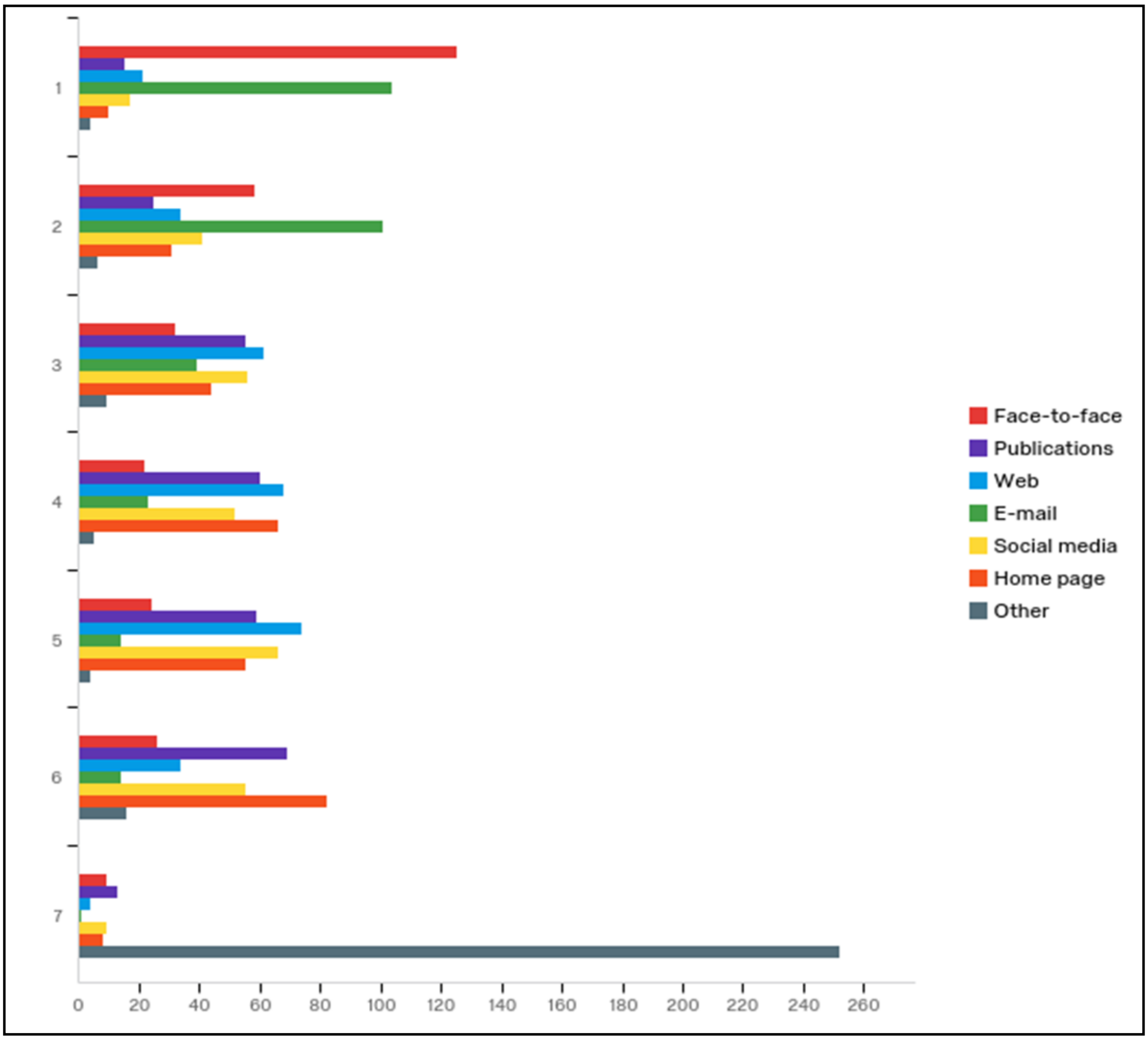
Table 21: Factor analysis (messaging)

Construct	**Items**	**Factor loadings**	**Cronbach's alpha**
Integrative communication (messaging)	Q5	0.820	0.872
	Q6	0.804	
	Q7	0.789	
	Q8	0.689	
	Q9	0.705	

Using Cronbach's alpha, the internal consistency (reliability) for *messaging* was found to be 0.872. As this value is above the acknowledged threshold of 0.7, it was deemed satisfactory. Factor-based scores were subsequently calculated as the mean score of the variables included in the factor.

Q10 – On a scale from 1 to 7 (with 1 being your first choice and 7 being your last choice) please rank the communication channels in your organisation, through which messages can be conveyed.

Figure 19: Communication channel rankings

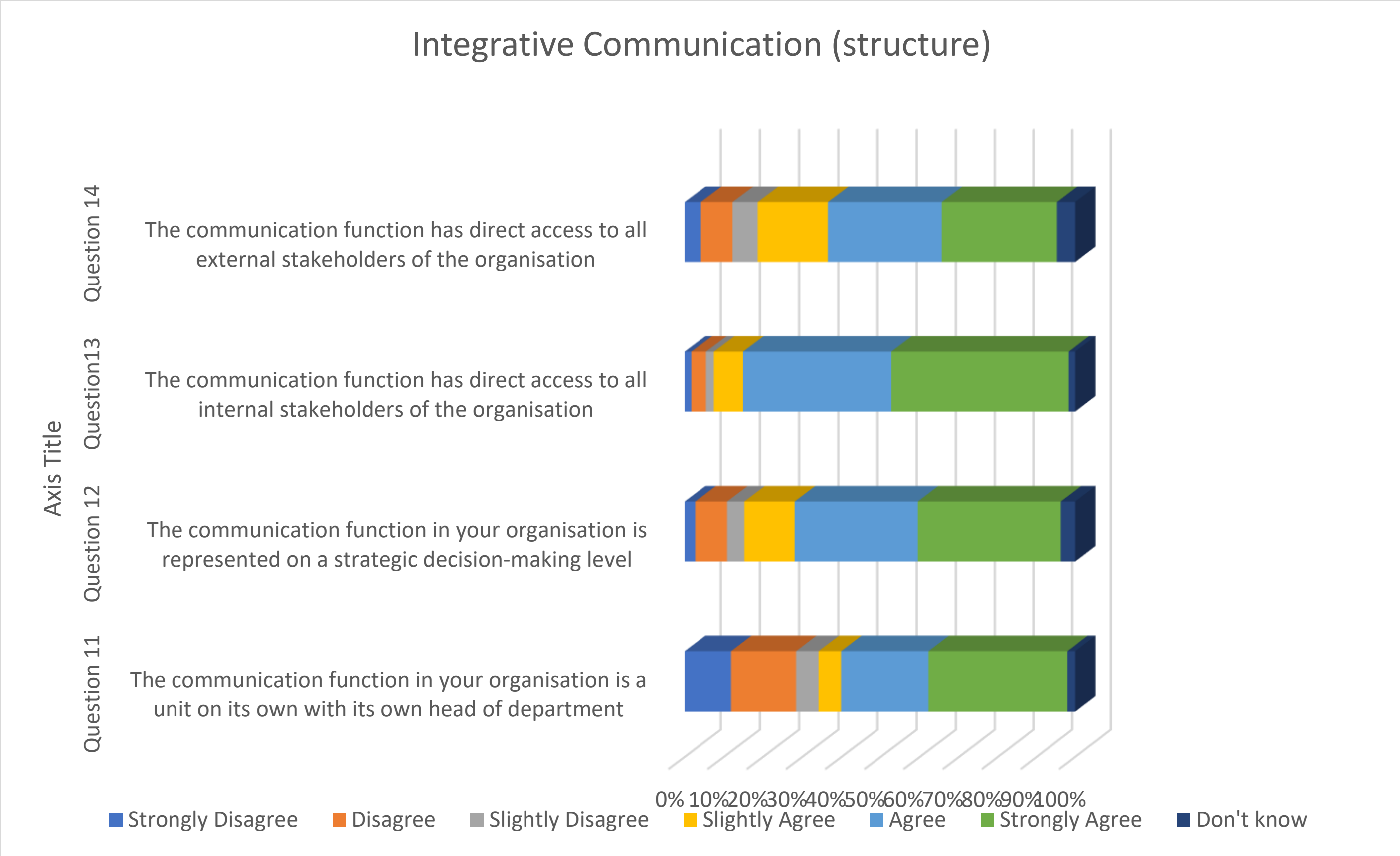


From the feedback, respondents indicated that the communication channels in their organisation, through which messages can be conveyed, with mostly face-to-face as being the first choice; second choice was emails; and third choice was the web; followed by social media and publications.

Q11-Q14 – Integrative communication (structure)

These items were clustered together, measuring the integrative communication *structure*. Descriptive and factor analyses were then conducted.

Figure 20: Integrative communication (structure)



Descriptive analysis:

Question 11 – The highest percentage of respondents (35,81%) strongly agreed that the communication unit in their organisations is a unit on its own, with its own departmental head. The second highest (22,30%) also agreed with this statement. However, a significant number of respondents (16,6%) disagreed with this statement; followed by 11,82% who strongly disagreed. Respondents who slightly agreed and slightly disagreed were 5,74% in total.

Question 12 – A total of 36,82% of respondents strongly agreed that the communication unit in their organisation is represented on a strategic decision-making level; followed by 31,42% who agreed. On the opposite side of the scale the results were more balanced, with 12,84% who slightly agreed; 4,40% who slightly disagreed; and 8,11% who disagreed. However, 2,7% strongly disagreed with this statement; and 3,72% of respondents did not know at all.

Question 13 – A very high percentage of respondents (45,61%) indicated that they strongly agree that the communication unit has access to the internal stakeholders in their organisation; followed by the second highest (37,84%) who agreed. On the opposite side of the scale, it was again more balanced, with 7,43% who slightly agreed; and 3,72 who disagreed. A total of 2,03% slightly disagreed; while 1,7% strongly disagreed. Furthermore, 1,69% of respondents did not know if this was the case.

Question 14 – There was an even split between respondents who strongly agreed (29,73%) and agreed (29,05%) that the communication unit has access to the external stakeholders of the organisation. The second highest slightly agreed (17,91%); followed by 8,11% that disagreed; 6,42% that slightly disagreed; and 4,10% indicating that they strongly disagree. Furthermore, 4,73% of respondents did not know if this was the case or not.

Factor analysis Q11-Q14:

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.739, which is above the recommended threshold of 0.5; and the Bartlett's Test of Sphericity was significant ($p<0.001$) for the four items dealing with the *structure* construct, indicating that a factor analysis was appropriate.

The analysis confirmed uni-dimensionality for this construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) - the factor explains 47.124% of the variance. The factor loadings are shown below.

Table 22: Factor analysis (structure)

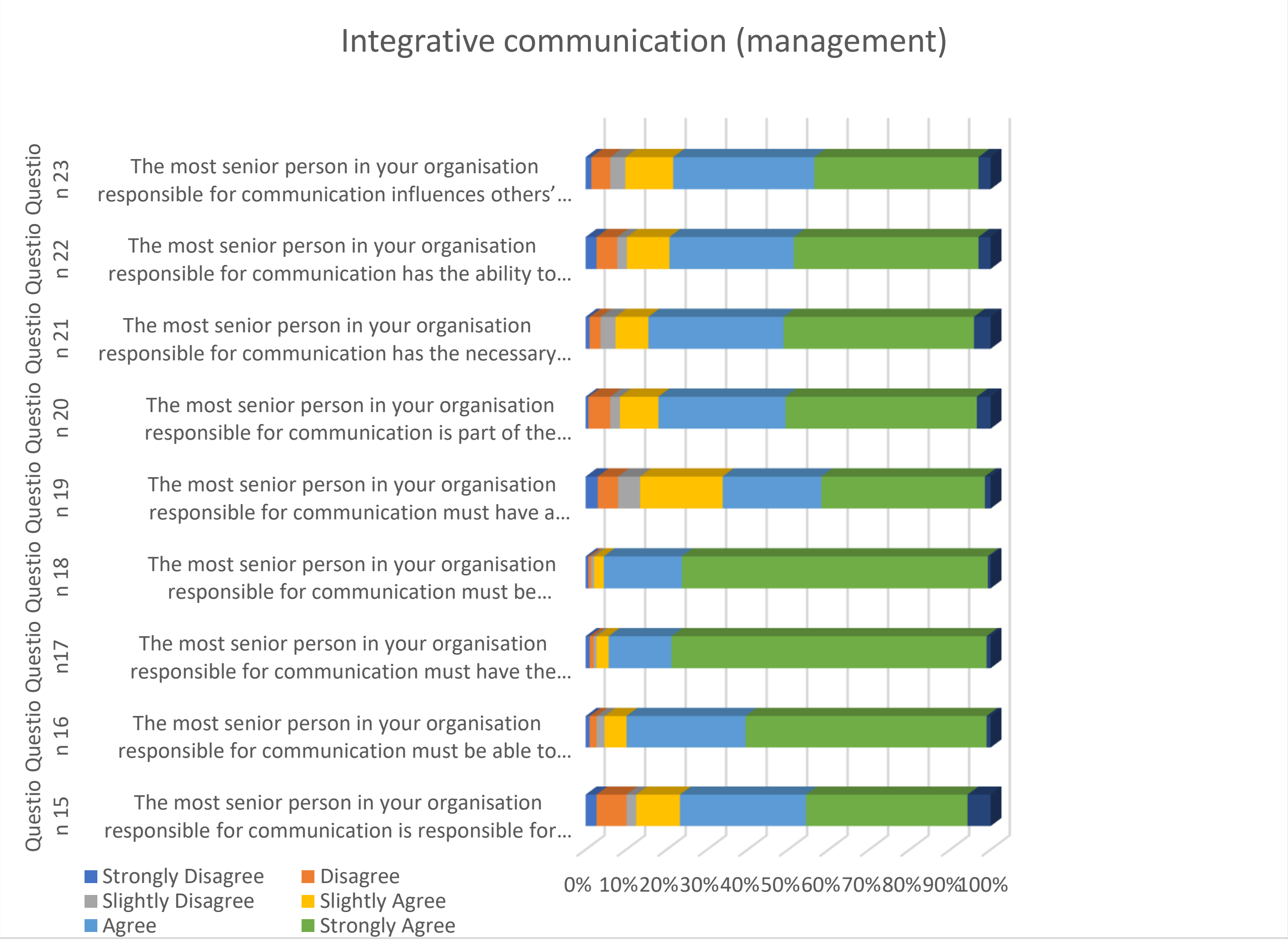
Construct	**Items**	**Factor loadings**	**Cronbach's alpha**
Integrative communication (structure)	Q11	0.514	0.744
	Q12	0.789	
	Q13	0.742	
	Q14	0.668	

Using Cronbach's alpha, the internal consistency (reliability) for *structure* was found to be 0.744. As this value is above the acknowledged threshold of 0.7, it was deemed satisfactory. Factor-based scores were subsequently calculated as the mean score of the variables included in the factor.

Q15-Q23 – Integrative communication (management)

These items were clustered together, measuring integrative communication *management.* Descriptive and factor analyses were then conducted.

Figure 21: Integrative communication (management)



Descriptive analysis

Question 15 – The highest percentage of respondents (39,9%) indicated that they strongly agree that the most senior person in their organisation responsible for communication must have the appropriate skillset to motivate a communication team. This was followed by 31,9% who agreed; and 10,8% who slightly agreed. However, 7,4% disagreed with this; followed by 2,7% who strongly disagree. Quite a significant percentage of respondents indicated that they did not know (5,7%).

Question 16 – Quite a high percentage of respondents (59,5%) strongly agreed that the most senior person in their organisation responsible for communication must be able to function operationally (hands-on) to add value to the organisation; this was followed by 29,4% who agreed; and 5,4% who slightly agreed. On the opposite side of the scale percentages were low, with 2% slightly disagreeing; 1,7% disagreeing; and 1% who strongly disagreed. Furthermore, 1% indicated that they did not know.

Question 17 – A total of 77,7% of respondents strongly agreed that the most senior person in their organisation responsible for communication must have the appropriate skillset to motivate a communication team, followed by 15,5% who agreed with this statement; and 3% that slightly agreed. On the opposite side of the scale percentages were low, with 1% that disagreed; 1% that strongly disagreed; and 0,7% who slightly disagreed. Furthermore, 1% of respondents did not know.

Question 18 – Quite a significant number of respondents (75,7%) strongly agreed that the most senior person in their organisation responsible for communication must be positioned at a strategic level to add value to the corporate efforts of the organisation; 19,3% agreed with the statement; followed by 2,4% who slightly agreed. On the opposite side of the scale, respondents who slightly disagreed, disagreed and strongly disagreed were quite low (0,7%); with 0,7% indicating that they don't know.

Question 19 – There was a high percentage (40,2%) of respondents who strongly agreed that the most senior person in their organisation responsible for communication must have a qualification in communication management to operate on a strategic management level. This was followed by 24,3% who agreed; and 20,3% who slightly agreed. Lower percentages were obtained on the opposite side of the scale, with 5,4% that slightly disagreed; 5% that disagreed; and only 3% that strongly disagreed. A total of 1,4% did not know.

Question 20 – A total of 47,3% of respondents strongly agreed that the most senior person in their organisation responsible for communication is part of the organisation's strategy development team; followed by 31,4% that agreed; and 9,5% that slightly agreed. On the opposite of the scale, lower scores were calculated with 2,4% that slightly disagreed; 5,4% that disagreed; and 0,7% that strongly disagreed. However, 3,4% did not know.

Question 21 – A total of 47% of the respondents strongly agreed that the most senior person in their organisation responsible for communication has the necessary expertise to lead; followed by the second highest of 33,4% who agreed; and 8,1% who slightly agreed. Furthermore, 3,7% of respondents slightly disagreed; 2,7% disagreed and a 1% strongly disagreed; while 3% did not know.

Question 22 – A high response rate of 45,6% strongly agreed (and 30,7% agreed; followed by 10,5% that slightly agreed) that the most senior person in their organisation responsible for communication has the ability to lead in times of uncertainty. A total of 5,1% of respondents disagreed; followed by 2,7% that strongly disagreed; and 2,4% that slightly disagreed; while 3% did not know what to answer.

Question 23 – A total of 40,5% strongly agreed; 34,8% agreed; and 11,8% slightly agreed that the most senior person in their organisation responsible for communication influences others' work in a way that improves the external impact of the organisation on its stakeholders. However, 4,7% disagreed, followed by 3,7% who slightly disagreed; 1,4% who strongly disagreed; and 3% who did not know.

Factor analysis Q15-Q17:

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.601, which is above the recommended threshold of 0.5; and the Bartlett's Test of Sphericity was significant ($p<0.001$) for the three items dealing with *management*, indicating that a factor analysis was appropriate.

The analysis confirmed uni-dimensionality for the *management* construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) - the factor explains 35.891% of the variance. The factor loadings are shown below.

Table 23: Factor analysis (management)

Construct	**Items**	**Factor Loadings**	**Cronbach's alpha**
Integrative communication (management)	Q15	0.384	0.55
	Q16	0.678	
	Q17	0.685	

Using Cronbach's alpha, the internal consistency (reliability) for *management* was found to be 0.55, which is an unacceptable value for Cronbach's alpha indicating a negative variance. As this value is below the acknowledged threshold of 0.7, it was deemed not satisfactory. Factor-based scores were subsequently calculated as the mean score of the variables included in the factor.

Factor analysis Q18-Q20

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.532, which is above the recommended threshold of 0.5; and the Bartlett's Test of Sphericity was significant (p<0.001) for the three items dealing with the *strategic* factor, indicating that a factor analysis was appropriate.

The analysis confirmed uni-dimensionality for the *strategic* construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) the factor explains 28.803% of the variance. The factor loadings are shown below.

Table 24: Factor analysis Integrative communication (strategic)

Construct	Items	Factor loadings	Cronbach's alpha
Integrative communication (strategic)	Q18	0.734	0.39
	Q19		
	Q20	0.532	

Using Cronbach's alpha, the internal consistency (reliability) for the *strategic* construct was found to be 0.39, an unacceptable value, indicating a negative variance. As this value is below the acknowledged threshold of 0.7, it was deemed not satisfactory. Factor-based scores were subsequently calculated as the mean score of the variables included in the factor.

Factor analysis Q21-Q23

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.742, which is above the recommended threshold of 0.5; and the Bartlett's Test of Sphericity was significant (p<0.001) for the three items dealing with *leadership,* indicating that a factor analysis was appropriate.

The analysis confirmed uni-dimensionality for the *leadership* construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) - the factor explains 78.739% of the variance. The factor loadings are shown below.

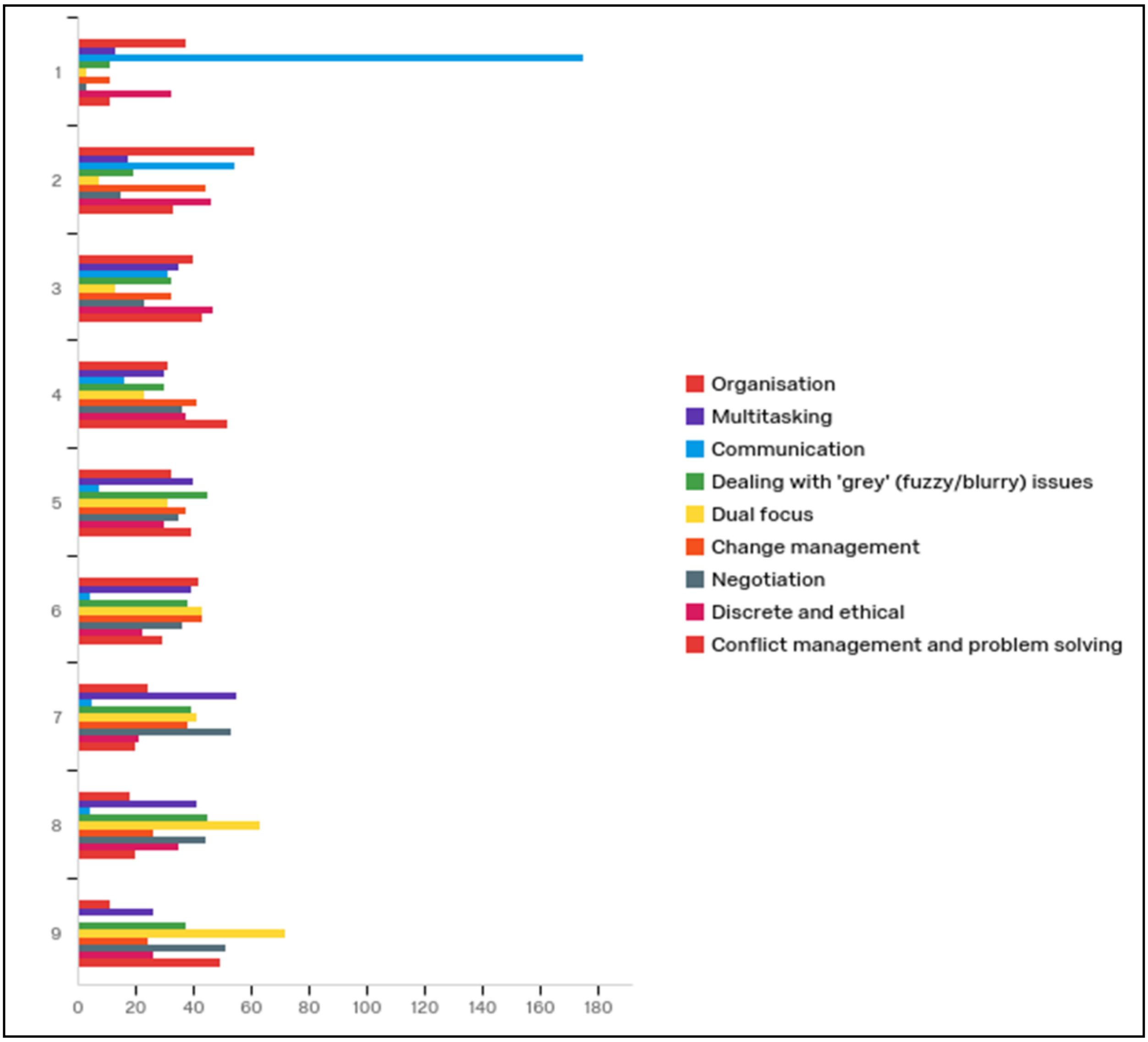
Table 25: Factor analysis Integrative communication (leadership)

Construct	**Items**	**Factor Loadings**	**Cronbach's alpha**
Integrative communication (leadership)	Q21	0.880	0.914
	Q22	0.944	
	Q23	0.835	

Using Cronbach's alpha, the internal consistency (reliability) for *leadership* was found to be 0.914. As this value is above the acknowledged threshold of 0.7, it was deemed satisfactory. Factor-based scores were subsequently calculated as the mean score of the variables included in the factor.

Q24 – Please indicate in order of importance (with 1 being most important and 7 being least important) which skills are important for a communication manager to have

Figure 22: Skills important for a communication manager

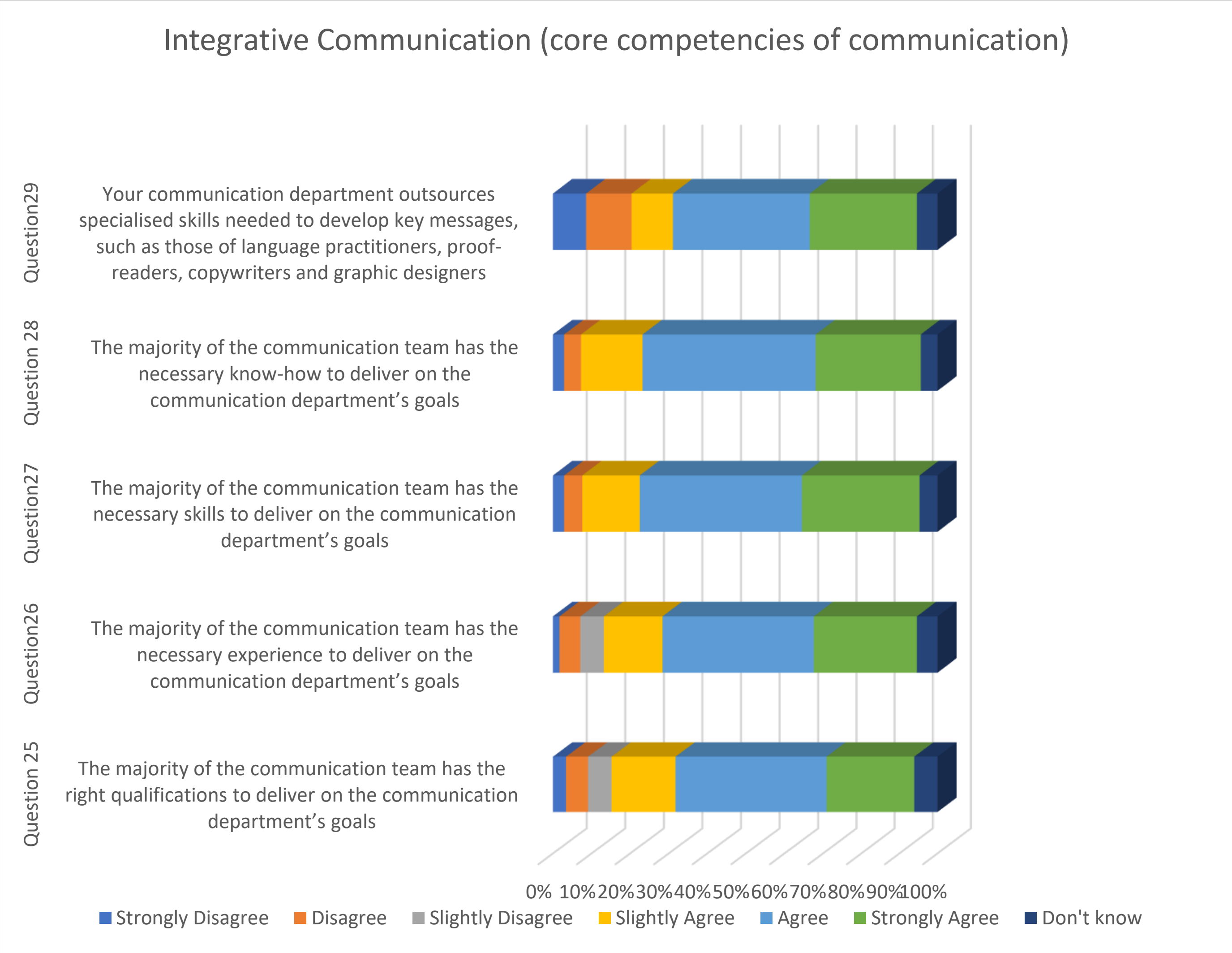


From the respondents indicating which skills are important for a communication manager to have, communication was ranked first, organisation second, discrete and ethical third followed by conflict management and dual focus as the next important factors.

Q25-Q29 Integrative communication (core competencies of the communication unit)

These items were clustered together, measuring integrative communication (*core competencies of the communication unit)***.** Descriptive and factor analyses were then conducted.

Figure 23: Integrative communication (core competencies of the communication unit)



Descriptive analysis

Question 25 – A total of 39,2% agreed; 23% strongly agreed; and 16,6% slightly agreed that the majority of the communication team in their organisations have the right qualifications to deliver on the communication department's goals. On the opposite side of the scale, 6,1% slightly disagreed; 5,7% disagreed; and 3,4% strongly disagreed. Furthermore, 6,1% indicated that they did not know.

Question 26 – The highest response of 39,2% agreed; 27% strongly agreed; and 15,2% slightly agreed that the majority of the communication team in their organisation have the necessary experience to deliver on the communication department's goals. Lower percentages on the opposite side of the scale showed that 6,1% slightly disagreed; 5,4% disagreed; and 1,7% strongly disagreed. A total of 4% indicated that they did not know.

Question 27 – A percentage of 39,2 of respondents agreed; 28,7% strongly agreed; and 13,9% slightly agreed that the majority of the communication team in their organisation have the necessary skills to deliver on the communication department's goals. Lower responses were received from respondents who slightly agreed (6,8%); disagreed (4,4%); and 2,7% that strongly disagreed. Furthermore, 5,1% did not know if the communication team has the necessary skills.

Question 28 – The majority of respondents (41,9%) agreed; 25,7% strongly agreed; and 14,9% slightly agreed that the majority of the communication team in their organisation have the necessary know-how to deliver on the communication department's goals. Lower percentages were received on the opposite side of the scale, with 6,8% slightly disagreeing; 4,1% who disagreed; and 2,7% who strongly disagreed. A total of 4,1% did not know if their communication team has the necessary know-how.

Question 29 – There was a more balanced response to the question whether the communication department outsources specialised skills needed to develop key messages, such as those of language practitioners, proof-readers, copywriters and graphic designers, with 33,4% of respondents who agreed; 26,5% who strongly agreed; and 10,1% who slightly agreed. However, a higher response was received from the opposite side of the scale, with 5,7% who slightly agreed; 11,1% who agreed; and 8,1 who strongly disagreed. A total of 5,1% did not know.

Factor analysis Q25-Q29

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.840, which is above the recommended threshold of 0.5; and the Bartlett's Test of Sphericity was significant ($p<0.001$) for the five items dealing with *core competencies of the communication unit*, indicating that a factor analysis was appropriate.

The analysis confirmed uni-dimensionality for the *core competencies of the communication unit* construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) - the factor explains 61.58% of the variance. The factor loadings are shown below.

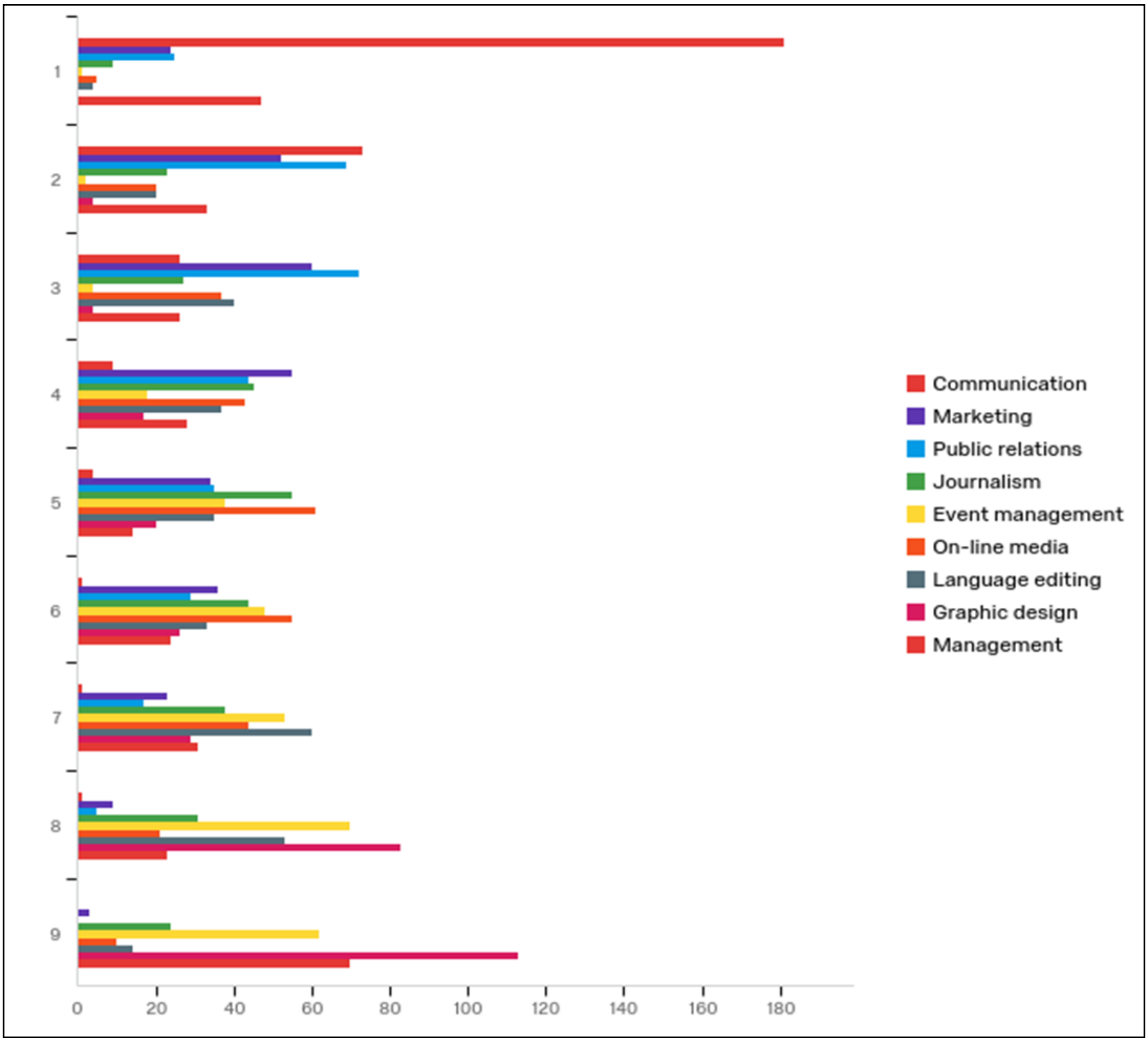
Table 26: Factor analysis Integrative communication (core competencies of the communication unit)

Construct	Items	Factor loadings	Cronbach's alpha
Integrative communication (core competencies of the communication unit)	Q25	0.706	0.79
	Q26	0.922	
	Q27	0.943	
	Q28	0.913	
	Q29		

Using Cronbach's alpha, the internal consistency (reliability) for *core competencies of the communication* was found to be 0.79. As this value is above the acknowledged threshold of 0.7, it was deemed satisfactory. Factor-based scores were subsequently calculated as the mean score of the variables included in the factor.

Q30 Please indicate in order of preference (with 1 being most important and 7 being least important) which qualification fields are important for a communication unit.

Figure 24: Qualification fields important for a communication unit

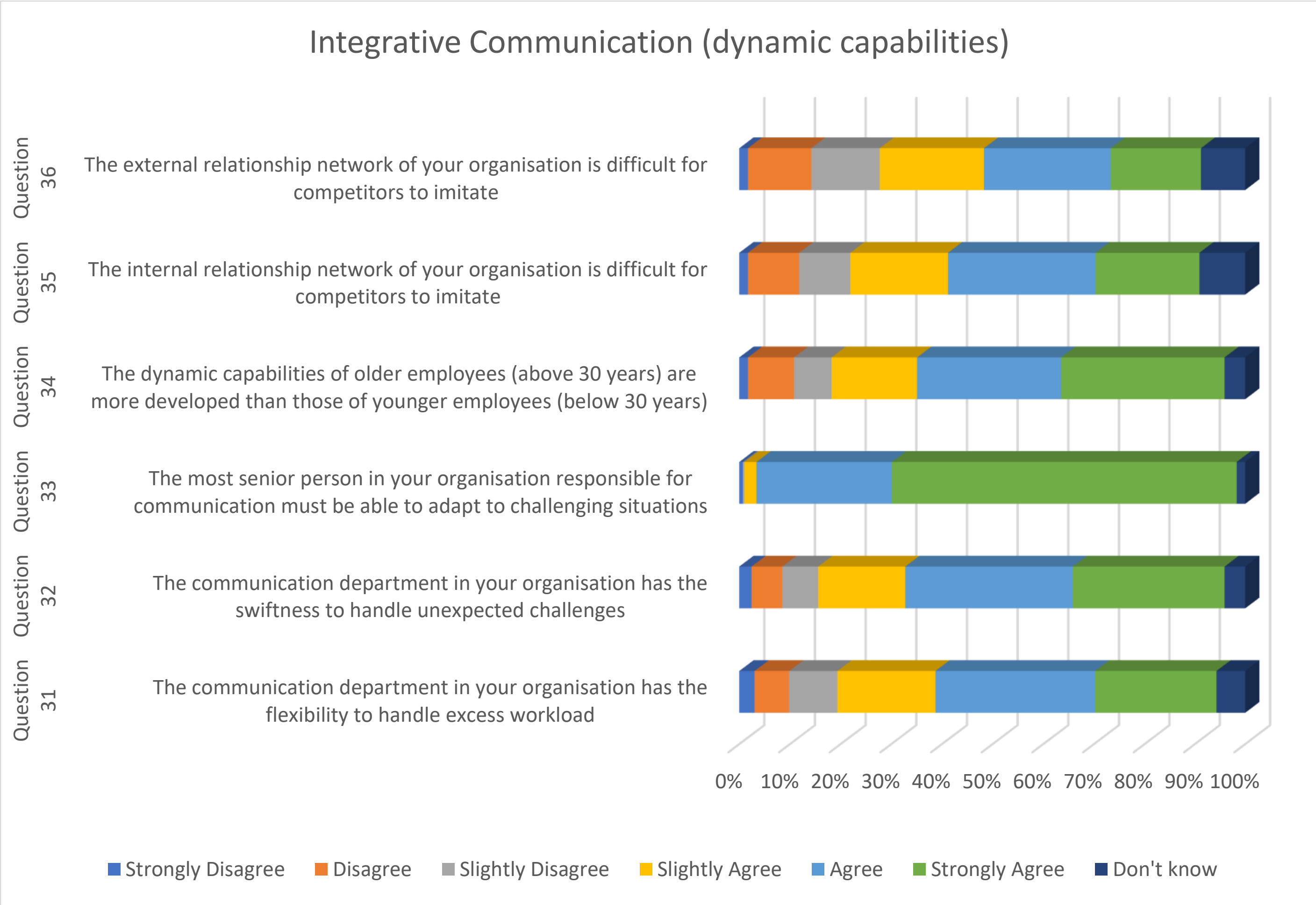


Respondents indicated that the qualification fields that are most important for a communication unit were communication first, management second, public relations third, marketing fourth, followed by on-line media, journalism and events management. Language editing and graphic design were of the lowest rankings.

Q31-Q36 Integrative communication (dynamic capabilities of the communication function)

These items were clustered together, measuring integrative communication (*dynamic capabilities*). Descriptive and factor analyses were then conducted.

Figure 25: Integrative communication (dynamic capabilities of the communication function



Descriptive analysis:

Question 31 – A total of 31,4% of respondents agreed; 24% strongly agreed; and 19,3% slightly agreed that the communication department in their organisation has the flexibility to handle excess workload. Furthermore, 9,5% slightly disagreed; 6,8% disagreed; and 3% strongly disagreed; with 5,7% indicating that they did not know.

Question 32 – A high number of respondents agreed (33,1%) that the communication department in their organisation had the swiftness to handle unexpected challenges; followed by 30,1% that strongly agreed; and 17,2% that slightly agreed. On the opposite side of the scale 7,1% slightly disagreed; 6,15% disagreed; while 2,4% strongly disagreed. Furthermore, 4,1% did not know if the communication department could handle unexpected challenges.

Question 33 – With regards to the most senior person in the organisation being responsible for communication to adapt to challenging situations, 26,7% agreed with the statement; while 68,2% strongly agreed. A lower number (2,4%) slightly agreed; followed by 0,7% that strongly disagreed; and 0% that disagreed. Furthermore, 1,7% did not know if this was the case.

Question 34 – A total of 32,4% strongly agreed and 28,4% agreed that the dynamic capabilities of older employees (above 30 years) are more developed than those of younger employees (below 30 years). Also, 16,9% slightly agreed; 9,1% disagreed; 7,4% slightly disagreed; with 1,7% strongly disagreeing with this statement. However, 4,1% did not know if this was the case.

Question 35 – Here, a more balanced outcome was received, where 29,1% agreed and 20,6% that strongly agreed that the internal relationship network of their organisation was difficult for competitors to imitate. On the opposite side of the scale respondents indicated that they slightly agreed (19,3%); 10,1% slightly disagreed and agreed; and 1,7% strongly disagreed with the statement. Furthermore, 4,1% did not know if this was so or not.

Question 36 – Here, respondents were again balanced, with 20% that agreed and 17,9% that strongly agreed that the external relationship network of their organisation was difficult for competitors to imitate. On the opposite side of the scale, 20,6% slightly agreed; 13,5% slightly disagreed; 12,5% agreed and 1,7% that strongly disagreed. A higher number of respondents (8,8%) indicated that they did not know.

Factor analysis Q31-Q36:

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.650, which is above the recommended threshold of 0.5; and the Bartlett's Test of Sphericity was significant ($p<0.001$) for the six items dealing with *dynamic capabilities,* indicating that a factor analysis was appropriate.

The analysis confirmed two factors for the *dynamic capabilities* construct, based on the eigenvalue criterion (eigenvalue greater than 1). Factor 1 explains 38.58% of the variance and Factor 2 14.36% of the variance, thus indicating that the *dynamic capabilities* is not uni-dimensional.

The items that clustered on the same factor suggested that Factor 2 represents negative stated items, which was then reversed scored and appeared to implicate *dynamic capabilities,* while the items of Factor 1 appears to implicate *dynamic capabilities* with positive stated items.

The factor loadings are shown below.

Table 27: Factor analysis Integrative communication (dynamic capabilities of the communication unit)

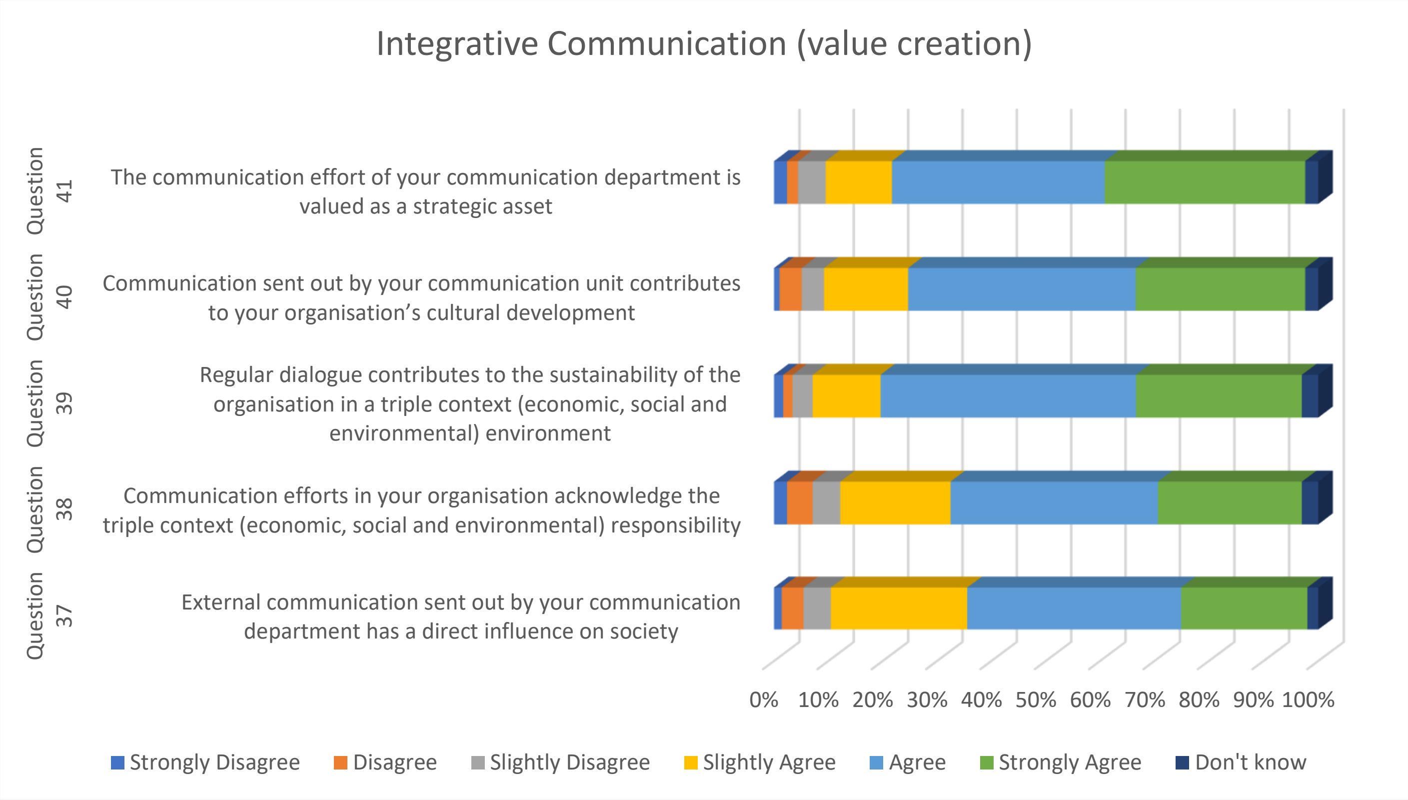
Construct	**Items**	**Factor 1 loadings**	**Factor 2 loadings**	**Cronbach's alpha**
Integrative communication (dynamic capabilities of the communication unit)	Q31	0.787	-.535	0.712
	Q32	0.698	-.32	
	Q33	0.37		
	Q34			
	Q35	0.739	0.482	0.853
	Q36	0.705	0.465	

Using Cronbach's alpha, the internal consistency (reliability) for *dynamic capabilities* was found to be 0.712 and 0.853. As these values are above the acknowledged threshold of 0.7, it was deemed satisfactory. Factor-based scores were subsequently calculated as the mean score of the variables included in the factor.

Q37-Q41 Integrative communication (value-creation)

These items were clustered together, measuring integrative communication (*value-creation*). Descriptive and factor analyses were then conducted.

Figure 26: Integrative communication (value-creation)



Descriptive analysis:

Question 37 – A total of 39,2% agreed, and 23% strongly agreed, that the external communication that is sent out by their communication department has a direct influence on society. Furthermore, 25% slightly agreed; 5% slightly disagreed; 4% disagreed; and 1,4% strongly disagreed; while 2% indicated they did not know.

Question 38 – With regards to the question whether the communication efforts in their organisation acknowledged the triple context (economic, social and environmental) responsibility, 38,2% agreed and 26,4% strongly agreed. A high percentage (20,3%) slightly agreed; followed by 5,1% that slightly disagreed; 4,7% that disagreed; and 2,4% that strongly disagreed. Furthermore, 3% did not know if this was so or not.

Question 39 – A high percentage of respondents (47%) agreed, and 30,4% strongly agreed, that regular dialogue contributes to the sustainability of their organisation in a triple context (economic, social and environmental) environment. Furthermore, 12,5% slightly agreed; 3,7% slightly disagreed; and 1,7% disagreed and strongly disagreed; while 3% did not know if this was so or not.

Question 40 – A total of 41,9% agreed, and 31,1% strongly agreed, that the communication that was sent out by their communication unit contributed to their organisation's cultural development. Furthermore, 15,5% slightly agreed; followed by 4,1% that slightly disagreed; 4,1% that disagreed; 1% that strongly disagreed; and 2,4 did not know if this was the case.

Question 41 – A significant number of respondents agreed (39,2%), and 36,8% strongly agreed, that the communication effort of their communication department was valued as a strategic asset. A total of 12,2% slightly agreed; 5,1% slightly disagreed; followed by 2% that disagreed; 2,4% that strongly disagreed; and 2,4% who did not know if the communication was an asset or not.

Factor analysis Q37-Q41:

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.778, which is above the recommended threshold of 0.5; and the Bartlett's Test of Sphericity was significant ($p<0.001$) for the five items dealing with *value-creation*, indicating that a factor analysis was appropriate.

The analysis confirmed uni-dimensionality for the *value-creation* construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) - the factor explains 42,26% of the variance. The factor loadings are shown below.

Table 28: Factor analysis Integrative communication (value-creation)

Construct	**Items**	**Factor Loadings**	**Cronbach's alpha**
Integrative communication (value-creation)	Q37	0.574	0.783
	Q38	0.737	
	Q39	0.580	
	Q40	0.673	
	Q41	0.672	

Using Cronbach's alpha, the internal consistency (reliability) for *value-creation* was found to be 0.783. As this value is above the acknowledged threshold of 0.7, it was deemed satisfactory. Factor-based scores were subsequently calculated as the mean score of the variables included in the factor.

Q42-Q46 Organisational sustainability (stakeholder engagement)

These items were clustered together, measuring organisational sustainability (*stakeholder engagement*). Descriptive and factor analyses were then conducted.

Figure 27: Organisational sustainability (stakeholder engagement)

Descriptive analysis

Question 42 – A total of 37,2% of respondents strongly agreed and 35,5% agreed, that their organisation includes stakeholder engagement initiatives in its strategic planning. Furthermore, 13% slightly agreed; followed by 4,1% that slightly disagreed; 5% that disagreed; and 1% that strongly disagreed; while 3,7% did not know if this was so or not.

Question 43 – A significant number of respondents strongly agreed (37,2%) and agreed (35,5%) that effective stakeholder engagement in their organisation reduced risk. Furthermore, 8,4% slightly agreed; 2% slightly disagreed; and 2% disagreed; followed by 1,4% that strongly disagreed; and 2,7% that did not know if this true or not.

Question 44 – A high number of respondents strongly agreed (43,6%) and agreed (40,2%) that effective stakeholder engagement in their organisation created new opportunities for growth. A lower response rate to this was achieved on the opposite side of the scale, with 7,8% that slightly agreed; 3% that slightly disagreed; 2% that disagreed; 1,4% that strongly disagreed; and 2% that did not know.

Question 45 – A total of 42,2% of the respondents agreed, and 27% strongly agreed, that stakeholder engagement in their organisation involved the incorporation of stakeholders' interests into operational decision-making. Furthermore, 16% indicated that they slightly agreed; followed by 4% that slightly disagreed; 4,1% that disagreed; 1,7% that strongly disagreed and 4,1% that did not know if stakeholder interests were part of their decision-making.

Question 46 – A significant number of respondents agreed (41,9%), and strongly agreed (29,4%) that stakeholder engagement in their organisation improved internal decision-making. Furthermore, 13,2% slightly agreed; 6,4% slightly disagreed; 3,4% disagreed; followed by 2,4% that strongly disagreed; and 3,4% that did not know if stakeholder engagement improved their organisation's decision-making.

Factor analysis Q42-Q46:

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was .867, which is above the recommended threshold of 0.5; and the Bartlett's Test of Sphericity was significant ($p<0.001$) for the five items dealing with *stakeholder engagement*, indicating that a factor analysis was appropriate.

The analysis confirmed uni-dimensionality for the *stakeholder engagement* construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) - the factor explains 63,69% of the variance. The factor loadings are shown below.

Table 29: Factor analysis Integrative communication (stakeholder engagement)

Construct	Items	Factor Loadings	Cronbach's alpha
Integrative communication (stakeholder engagement)	Q42	0.775	0.895
	Q43	0.857	
	Q44	0.826	
	Q45	0.757	
	Q46	0.771	

Using Cronbach's alpha, the internal consistency (reliability) for *stakeholder engagement* was found to be 0.895. As this value is above the acknowledged threshold of 0.7, it was deemed satisfactory. Factor-based scores were subsequently calculated as the mean score of the variables included in the factor.

Q47-Q51 Organisational sustainability (corporate governance)

These items were clustered together, measuring organisational sustainability *(corporate governance*), and a descriptive and factor analysis were conducted.

Figure 28: Organisational sustainability (corporate governance)

Descriptive analysis:

Question 47 – A total of 41,9% of respondents agreed, and 39,9% strongly agreed, that the corporate governance in their organisation contributes to organisational sustainability. Furthermore, 10,5% of respondents slightly agreed; with 2% that slightly disagreed; 1,7% that disagreed; 2% that strongly disagreed; and 2% indicated that they did not know.

Question 48 – With regards to the question of whether corporate governance in their organisation directs how management must handle relationships with its stakeholders, 43,6% agreed; and 36,1% strongly agreed. On the opposite side of the scale, 10,8% of respondents slightly disagreed; 2,4% slightly disagreed; 2,7% disagreed; 1,7% strongly disagreed; and 2,7% did not know if corporate governance directs management's relationship with stakeholders.

Question 49 – The question of whether the organisation considers triple context (economic, environmental and social) impacts when developing its strategies, had a significant number of respondents who magreed (39,53%); followed by 32,77% who strongly agreed; and 15,2% who slightly agreed. On the lower end of the scale 4,73% slightly disagreed; 3,04% disagreed; 2,36% strongly disagreed; and 2,36% of the respondents indicated they didn't know.

Question 50 – A significant number of respondents agreed (31,8%), and strongly agreed (30,7%), that their organisation uses combined annual and sustainability reporting to explain non-financial (environmental, social, and governance) performance. On the opposite side of the scale, 15,7% indicated that they slightly agree; with 4,4% that slightly disagreed; 6% that disagreed; 4,1% that strongly disagreed; and 7,4% indicating that they are not sure.

Question 51 – With regards to the question of whether their organisation uses combined annual and sustainability reporting to explain non-financial (environmental, social, and governance) performance, 32,4% agreed; 23% strongly agreed; 14,5% slightly agreed; with 8,1% that slightly disagreed; 8,4% that disagreed; and 4,1 that strongly disagree. A significant number of 9,46% also indicated they did not know if the reporting explained non-financial performance.

Factor analysis Q47-Q51:

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was .767, which is above the recommended threshold of 0.5; and the Bartlett's Test of Sphericity was significant ($p<0.001$) for the five items dealing with *corporate governance*, indicating that a factor analysis was appropriate.

The analysis confirmed uni-dimensionality for the *corporate governance* construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) - the factor explains 62,57% of the variance. The factor loadings are shown below.

Table 30: Factor analysis Integrative communication (corporate governance)

Construct	Items	Factor Loadings	Cronbach's alpha
Integrative communication (corporate governance)	Q47	0.772	0.889
	Q48	0.775	
	Q49	0.806	

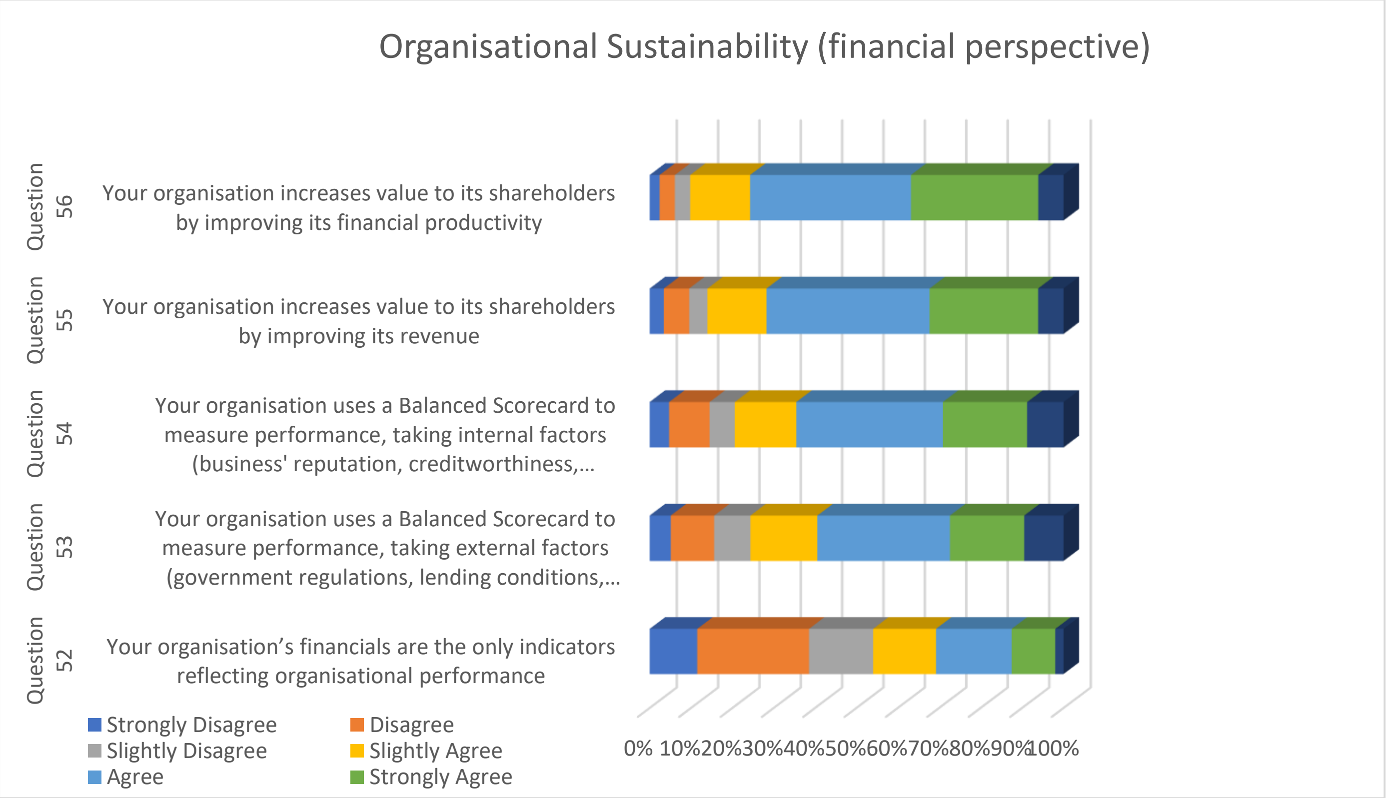
	Q50	0.799	
	Q51	0.802	

Using Cronbach's alpha, the internal consistency (reliability) for *corporate governance* was found to be 0.889. As this value is above the acknowledged threshold of 0.7, it was deemed satisfactory. Factor-based scores were subsequently calculated as the mean score of the variables included in the factor.

Q52-Q56 Organisational sustainability (financial perspectives)

These items were clustered together, measuring organisational sustainability (*financial perspectives*). Descriptive and factor analyses were then conducted.

Figure 29: Organisational sustainability (financial perspectives)



Descriptive analysis:

Question 52 – Responses were quite balanced and 18,2% agreed, and 10,5% strongly agreed, that their organisation’s financials are the only indicators reflecting organisational performance. On the opposite side of the scale a significant number of respondents indicated that they slightly agree (15,2%); with 15,5% that slightly disagreed; 27% that disagreed; 11,5% that strongly disagreed; and 2% that indicated that they did not know.

Question 53 – A total of 32,1% agreed, and 17,9% strongly agreed, that their organisation uses a Balanced Scorecard to measure performance, taking external factors (government regulations, lending conditions, competition regulations, etc.) into account. A significant number of respondents on the opposite side of the scale slightly agreed (16,2%); with 8,8% that slightly disagreed; 10,5% that disagreed; 5,1% that strongly disagreed; and 9,5% that indicated that they did not know.

Question 54 – A total of 35,5% agreed, and 20,3% strongly agreed, that their organisation uses a Balanced Scorecard to measure performance, taking internal factors (business' reputation, creditworthiness, management structure, staff training, etc.) into account. Furthermore, 14,9% slightly agreed; 6,1% slightly disagreed; 9,8% disagreed; 4,7% strongly disagreed; while 8,8% did not know if the Balanced Scorecard was used to measure performance with regards to internal factors.

Question 55 – With regards to the question whether their organisation increases value to its shareholders by improving its revenue, 39,2% of the respondents agreed; 26% strongly agreed; 14,9% slightly agreed; 4,4% slightly disagreed; 6,1% disagreed; 3,4% strongly disagreed; and 6,1% did not know.

Question 56 – A significant number of respondents (38,9%) agreed, and 30,7% strongly agreed, that their organisations increase value to its shareholders by improving its financial productivity. Furthermore, 14,5% indicated that they slightly agreed; 3,7% slightly disagreed and agreed; 2,4% strongly disagreed; while 6,1% indicated that they don’t know.

Factor analysis Q52-Q56:

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.593, which is above the recommended threshold of 0.5; and the Bartlett's Test of Sphericity was significant ($p<0.001$) for the five items dealing with *financial perspectives,* indicating that a factor analysis was appropriate.

The analysis confirmed two factors for the *financial perspectives* construct, based on the eigenvalue criterion (eigenvalue greater than 1). Factor 1 explains 45,796% of the variance and Factor 2 explains 19,822% of the variance, thus indicating that the *financial perspectives construct* is not uni-dimensional.

The items that cluster on the same factor suggest that Factor 2 represents negative stated items, which were then reversed scored and appeared to implicate *financial perspectives*, while the items of Factor 1 appeared to implicate *financial perspectives* with positive stated items. The factor loadings are shown below.

Table 31: Factor analysis Integrative communication (financial perspectives)

Construct	**Items**	**Factor 1 Loadings**	**Factor 2 Loadings**	**Cronbach's alpha**
Integrative Communication (financial perspectives)	Q52			0.899
	Q53	0.727	-.424	
	Q54	0.840	-.492	
	Q55	0.735	0.560	0.862
	Q56	0.717	0.427	

Using Cronbach's alpha, the internal consistency (reliability) for *financial perspectives* was found to be 0.899 and 0.862, and as these values are above the acknowledged threshold of 0.7, it was deemed satisfactory. Factor-based scores were subsequently calculated as the mean score of the variables included in the factor.

Q57-Q62 Organisational sustainability (resource perspective)

These items were clustered together, measuring organisational sustainability (*resource perspective*). Descriptive and factor analyses were then conducted.

Figure 30: Organisational sustainability (resource perspective)

Descriptive analysis:

Question 57 – A total of 51,4% of respondents strongly agreed, and 23,3% agreed, that the employees in their organisation are an important asset, with 11,1% that slightly agreed. On the opposite side of the scale, 4,7% slightly disagreed; 5,1% disagreed; 4,1% strongly disagreed; and 0,3% indicated that they did not know.

Question 58 – A high percentage of respondents (59,1%) strongly agreed, and 30% agreed, that keeping employees educated also promotes the organisation's sustainability. On the opposite side of the scale, 5,1% slightly agreed; 2% slightly disagreed; 1% disagreed; 1,4% strongly disagreed; and 0,7% did not know.

Question 59 – A high percentage of respondents strongly agreed (40,5%), 30,41% agreed, and 13,85% slightly agreed that their organisation practices talent management by recruiting the right people. Furthermore, 5,4% slightly disagreed; 4,4% disagreed; 4,1% strongly disagreed; and 1,4% did not know if this was the case.

Question 60 – A total of 34,8% of respondents agreed, and 34,1% strongly agreed, that their organisation practices talent management by positioning employees in the right work environment. Furthermore, 13,5% indicated that they slightly agree; 6,4% slightly disagreed; 5,7% disagreed; and 4,4% strongly disagreed; while 1% did not know.

Question 61 – A significant number of respondents agreed (32,4%), 29,7% strongly agreed, and 18,9% slightly agreed that their organisation practices talent management by facilitating career path development. Lower scores on the opposite side of the scale indicated that 6,4% slightly disagreed; 5,7% disagreed; and 5,7% strongly disagreed; while 1% indicated that they did not know.

Question 62 – A total of 42,9% of respondents strongly agreed, 34,1% agreed and 10,8% slightly agreed that the sustainability of their organisation is not only linked to its employees, but also to the innovative technologies that it implements. Furthermore, 4,4% slightly disagreed, 2,7% disagreed, and 3,4% strongly disagreed, while 1,7% indicated that they don't know.

Factor analysis Q57-Q62:

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.885, which is above the recommended threshold of 0.5; and the Bartlett's Test of Sphericity was significant ($p<0.001$) for the six items dealing with *resource perspectives,* indicating that a factor analysis was appropriate.

The analysis confirmed uni-dimensionality for the *resource perspectives* construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) - the factor explains 67,714% of the variance. The factor loadings are shown below.

Table 32: Factor analysis Integrative communication (messaging)

Construct	**Items**	**Factor Loadings**	**Cronbach's alpha**
Integrative communication (messaging)	Q57	0.836	0.922
	Q58	0.666	
	Q59	0.917	
	Q60	0.936	
	Q61	0.869	
		0.67	

Using Cronbach's alpha, the internal consistency (reliability) for *resource perspectives* was found to be 0.922. As this value is above the acknowledged threshold of 0.7, it was deemed satisfactory. Factor-based scores were subsequently calculated as the mean score of the variables included in the factor.

6.3 INFERENTIAL ANALYSIS – ANOVA

After the descriptive analysis and factor analysis were completed, the one-way analysis of variance (ANOVA) was used to determine, amongst others, whether there are statistically significant differences between the means of three or more independent (unrelated) groups. The one-way ANOVA compared the means between the groups that were targeted and determined whether any of those means are statistically significantly different from each other. Specifically, it tested the null hypotheses.

The one-way ANOVA null hypothesis (H_0) consists of μ = group mean and k = number of groups. If the one-way ANOVA returns a statistically significant result, we accept the alternative hypothesis (Ha), which states that there are at least two group means that are statistically significantly different from each other.

Hypothesis testing assesses whether data support a given hypothesis, rather than being an effect of random fluctuations or some other process described by an alternative hypothesis. The null hypothesis (H_0) in any experiment or research project suggests that the connection or conclusion suggested by the experiment is non-significant or has a weak relationship; while the alternative hypothesis (H1) is always the assertion that there is a meaningful connection to be investigated.

A p-value of 0.05 (the value customarily used to suggest that research results are statistically significant) means that there is a 5% chance that the results of the study occurred by chance alone. If the p-value is less than or equal to the alpha ($p< .05$), then the null hypothesis is rejected and the result is statistically significant. If the p-value is greater than alpha ($p > .05$), then the null hypothesis fails to be rejected and the result is statistically non-significant (n.s.). In general, a p-value of 5% or lower is considered to be statistically significant. A small p-value (typically ≤ 0.05) indicates strong evidence against the null hypothesis, so the null hypothesis is rejected. A large p-value (> 0.05) indicates weak evidence against the null hypothesis, so the null hypothesis fails to be rejected.

At this point, it is important to realise that the one-way ANOVA is an omnibus test statistic and cannot tell which specific groups were statistically significantly different from each other, only that at least two groups were. To determine which specific groups differed from each other, a post hoc test was also conducted.

For the purpose of this research, an ANOVA one-way test was used, as well as a post hoc test. The ANOVA test was conducted for three groups, namely:

1. private entity, government entity, NGO/NPO;
2. small, medium and large entities; and
3. CEOs, senior managers and consultants.

The analysis of each one of the above groups will now be discussed.

6.3.1 Private entity, government entity, NGO/NPO

H1: There is a significant difference between the perception of *messaging* in private entities, government entities and non-government entities.
H_0: There is no significant difference between the perception of *messaging* in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the “Private entity, Government entity and NGO groups with regards to their mean perception score for *messaging*.

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 33: Descriptive statistics H1

		N	**Mean**	**STD. deviation**
Integrative communication (messaging)	Private entity	231	4.8327	0.84048
	Government entity	35	4.3017	1.04474
	NGO/NPO	30	4.7200	0.95354
	Total	296	4.7585	0.89172

Table 34: ANOVA results H1

Messaging		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	8.621	2	4.311	5.590	0.004
	Within groups	225.953	293	0.771		
	Total	234.574	295			

The results indicate that *messaging* differ statistically significantly at the 1% level of significance between the “Private entity, Government entity and NGO/NPO” groups. As the p-value is 0.004 (less than 0.05), we reject the null hypothesis (H_0) and conclude that a significant difference does exist.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups are between private entities and government entities at the 1% level (Sig. 0.004).

H2: There is a significant difference between the perception of the *strategic positioning* of the communication unit in private entities, government entities and non-government entities.
H_0: There is no significant difference between the perception of the *strategic positioning* of the communication unit in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "Private entity, Government entity and NGO/NPO" groups with regards to their mean perception score for *strategic positioning*.

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 35: Descriptive statistics H2

		N	**Mean**	**STD. deviation**
Integrative communication (strategic positioning)	Private entity	231	4.6595	1.09305
	Government entity	35	4.8655	0.93321
	NGO/NPO	30	4.6287	1.07388
	Total	296	4.6808	1.07235

Table 36: ANOVA results H2

Strategic positioning		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	1.380	2	0.690	0.598	0.550

	Within groups	337.850	293	1.153		
	Total	1.380	2	0.690	0.598	0.550

The results indicate that *strategic positioning* differs statistically above the 10% level of significance between the "Private entity, Government entity and NGO/NPO" groups. As the p-value is 0.550 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H3: There is a significant difference between the perception of the *manager* in private entities, government entities and non-government entities.
H_0: There is no significant difference between the perception of the *manager* role in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "Private entity, Government entity and NGO/NPO" groups with regards to their mean perception score for *manager*.

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 37: Descriptive statistics H3

		N	**Mean**	**STD. deviation**
Integrative communication – manager	Private entity	231	5.3345	0.77304
	Government entity	35	5.1995	0.63235
	NGO/NPO	30	5.4216	0.61866
	Total	296	5.3273	0.74331

Table 38: ANOVA results H3

Manager		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**

	Between groups	.851	2	0.425	0.768	0.465
	Within groups	162.139	293	0.553		
	Total	162.990	295			

The results indicate that *manager* differs statistically above the 10% level of significance between the "Private entity, Government entity and NGO/NPO" groups. As the p-value is 0.465 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H4: There is a significant difference between the perception of the *strategic role* of the communication manager in private entities, government entities and non-government entities.
H_0: There is no significant difference between the perception of the *strategic role* of the communication manager in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "Private entity, Government entity and NGO/NPO" groups with regards to their mean perception score for *strategic role*.

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 39: Descriptive statistics H4

		N	**Mean**	**STD. deviation**
Integrative communication - strategic	Private entity	231	5.4432	0.75198
	Government entity	35	5.1378	0.98030
	NGO/NPO	30	5.4804	0.59441
	Total	296	5.4108	0.77235

Table 40: ANOVA results H4

Strategic		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	2.997	2	1.498	2.538	0.081
	Within groups	172.980	293	0.590		
	Total	175.976	295			

The results indicate that *strategic role* differs statistically significantly at the 10% level of significance between the "Private entity, Government entity and NGO/NPO" groups. As the p-value is 0.81 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H5: There is a significant difference between the perception of the *leadership role* of the communication manager in private entities, government entities and non-government entities.
H_0: There is no significant difference between the perception of the *leadership role* of the communication manager in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "Private entity, Government entity and NGO/NPO" groups with regards to their mean perception score for *leadership role*.

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 41: Descriptive statistics H5

		N	**Mean**	**STD. deviation**
Integrative communication – leadership	Private entity	231	5.2241	0.93630
	Government entity	35	4.5840	1.33693
	NGO/NPO	30	4.8481	1.11740

	Total	296	5.1103	1.03065

Table 42: ANOVA results H5

Leadership		Sum of Squares	df	Mean Square	F	Sig.
	Between groups	14.748	2	7.374	7.235	0.001
	Within groups	298.610	293	1.019		
	Total	313.358	295			

The results indicate that *leadership role* differs statistically significantly at the 1% level of significance between the "Private entity, Government entity and NGO/NPO" groups. As the p-value is 0.001 (less than 0.05), we reject the null hypothesis (H_0) that there's no difference between the means; and, therefore, conclude that a statistical significant difference does exist.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between private entities and government entities at the 1% level (Sig. 0.003).

H6: There is a significant difference between the perception of the *core competencies of the communication unit* in private entities, government entities and non-government entities.
H_0: There is no significant difference between the perception of the *core competencies of the communication unit* in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "Private entity, Government entity and NGO/NPO" groups with regards to their mean perception score for *core competencies of the communication unit*.
The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 43: Descriptive statistics H6

		N	Mean	STD. deviation
Integrative communication – core competencies	Private entity	231	4.8514	0.97233
	Government entity	35	4.0543	1.48396
	NGO/NPO	30	4.5316	1.00980
	Total	296	4.7247	1.07742

Table 44: ANOVA results H6

Core competencies		Sum of Squares	df	Mean Square	F	Sig.
	Between groups	20.558	2	10.279	9.357	0.000
	Within groups	321.890	293	1.099		
	Total	342.448	295			

The results indicate that *core competencies* differs statistically significantly at the 1% level of significance between the "Private entity, Government entity and NGO/NPO" groups. As the p-value is 0.000 (less than 0.05), we reject the null hypothesis (H_0) that there's no difference between the means; and, therefore, conclude that a statistical significant difference does exist.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between private entities and government entities at the 1% level (Sig. 0.000).

H7a: There is a significant difference between the perception of the *dynamic capabilities (flexibility, swiftness, adapt to challenges) of the communication unit* in private entities, government entities and non-government entities.
H_0: There is no significant difference between the perception of the *dynamic capabilities (flexibility, swiftness, adapt to challenges) of the communication unit* in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "Private entity, Government entity and NGO/NPO" groups with regards to their mean perception score for *dynamic capabilities of the communication unit*.

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 45: Descriptive statistics H7a

		N	**Mean**	**STD. deviation**
Integrative communication – dynamic capabilities	Private entity	231	5.0627	0.82855
	Government entity	35	4.3566	0.98463
	NGO/NPO	30	4.8064	0.83722
	Total	296	4.9532	0.87732

Table 46: ANOVA test H7a

Dynamic capabilities		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	15.876	2	7.938	11.013	0.000
	Within groups	211.183	293	0.721		
	Total	227.059	295			

The results indicate that core *dynamic capabilities* differs statistically significantly at the 1% level of significance between the "Private entity, Government entity and NGO/NPO" groups. As the p-value is 0.000 (less than 0.05), we reject the null hypothesis (H_0) that there's no difference between the means; and, therefore, conclude that a statistical significant difference does exist.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between private entities and government entities at the 1% level (Sig. 0.000).

H7b: There is a significant difference between the perception of the dynamic capabilities (age above 30, internal relationship networks, external relationship network) of the communication unit in private entities, government entities and non-government entities.
H_0: There is no significant difference between the perception of the dynamic capabilities (age above 30, internal relationship networks, external relationship network) of the communication unit in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the “Private entity, Government entity and NGO/NPO” groups with regards to their mean perception score for *dynamic capabilities*.

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 47: Descriptive statistics H7b

		N	**Mean**	**STD. deviation**
Integrative communication – dynamic capabilities	Private entity	231	4.4162	1.15619
	Government entity	35	3.6408	1.35463
	NGO/NPO	30	4.0309	1.21951
	Total	296	4.2854	1.21210

Table 48: ANOVA testing H7b

Dynamic capabilities		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	20.438	2	10.219	7.250	0.001
	Within groups	412.975	293	1.409		
	Total	433.413	295			

The results indicate that core *dynamic capabilities* differs statistically significantly at the 1% level of significance between the "Private entity, Government entity and NGO/NPO" groups. As the p-value is 0.001 (less than 0.05), we reject the null hypothesis (H_0) that there's no difference between the means; and, therefore, conclude that a statistical significant difference does exist.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between private entities and government entities at the 1% level (Sig. 0.002).

H8: There is a significant difference between the perception of the *co-value creation* of the communication unit in private entities, government entities and non-government entities.
H_0: There is no significant difference between the perception of the *co-value creation* of the communication unit in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "Private entity, Government entity and NGO/NPO" groups with regards to their mean perception score for *co- value-creation.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 49: Descriptive statistics H8

		N	Mean	STD. deviation
Integrative communication – Co-value-creation	Private entity	231	4.8981	0.77102
	Government entity	35	4.5009	0.83379
	NGO/NPO	30	5.0399	0.81720
	Total	296	4.8655	0.79307

Table 50: ANOVA testing H8

Co-value-creation		Sum of Squares	df	Mean Square	F	Sig.
	Between groups	5.811	2	2.905	4.736	0.009
	Within groups	179.731	293	0.613		
	Total	185.542	295			

The results indicate that core *co-value-creation* differs statistically significantly at the 1% level of significance between the "Private entity, Government entity and NGO/NPO" groups. As the p-value is 0.009 (less than 0.05), we reject the null hypothesis (H_0) that there's no difference between the means; and, therefore, conclude that a statistical significant difference does exist.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant differences detected between the groups are:

(i) between private entities and government entities at the 5% level (Sig. 0.021); and

(ii) between government entities and NGO/NPO entities at the 5% level (Sig. 0.023).

H9: There is a significant difference between the perception of *stakeholder engagement* in private entities, government entities and non-government entities.
H_0: There is no significant difference between the perception of *stakeholder engagement* in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "Private entity, Government entity and NGO/NPO" groups with regards to their mean perception score for *stakeholder engagement.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 51: Descriptive statistics H9

		N	**Mean**	**STD. deviation**
Organisational sustainability – stakeholder engagement	Private entity	231	5.0578	0.82963
	Government entity	35	4.6398	1.14763
	NGO/NPO	30	4.9463	0.99366
	Total	296	4.9971	0.89654

Table 52: ANOVA testing H9

Stakeholder engagement		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	5.397	2	2.698	3.412	0.034
	Within groups	231.721	293	0.791		
	Total	237.118	295			

The results indicate that core *stakeholder engagement* differs statistically significantly at the 5% level of significance between the "Private entity, Government entity and NGO/NPO" groups.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between private entities and government entities at the 5% level (Sig. 0.036).

H10: There is a significant difference between the perception of *corporate governance* in private entities, government entities and non-government entities.

H_0: There is no significant difference between the perception of *corporate governance* in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "Private entity, Government entity and NGO/NPO" groups with regards to their mean perception score for *corporate governance.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 53: Descriptive statistics H10

		N	**Mean**	**STD. deviation**
Organisational sustainability – corporate governance	Private entity	231	4.8917	0.93184
	Government entity	35	4.5898	1.19885
	NGO/NPO	30	4.8215	0.92472
	Total	296	4.8489	0.96757

Table 54: ANOVA testing H10

Corporate governance		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	2.794	2	1.397	1.497	0.225

	Within groups	273.381	293	0.933		
	Total	276.175	295			

The results indicate that *corporate governance* differs statistically above the 10% level of significance between the "Private entity, Government entity and NGO/NPO" groups.

H11a: There is a significant difference between the perception of *finance* (performance, Balanced Scorecard) in private entities, government entities and non-government entities.
H0: There is no significant difference between the perception of *finance* (performance, Balanced Scorecard) in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "Private entity, Government entity and NGO/NPO" groups with regards to their mean perception score for *finance.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 55: Descriptive statistics H11a

		N	**Mean**	**STD. deviation**
Organisational sustainability – finance	Private entity	231	4.3954	1.28090
	Government entity	35	4.2994	1.56179
	NGO/NPO	30	3.8210	1.26040
	Total	296	4.3258	1.32147

Table 56: ANOVA testing H11a

Finance		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**

	Between groups	8.790	2	4.395	2.543	0.080
	Within groups	506.362	293	1.728		
	Total	515.152	295			

The results indicate that *finance* differs statistically significantly at the 10% level of significance between the "Private entity, Government entity and NGO/NPO" groups.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between private entities and NGO/NPO entities at the 10% level (Sig. 0.081).

H11b: There is a significant difference between the perception of *finance* (revenue, financial productivity) in private entities, government entities and non-government entities.
H_0: There is no significant difference between the perception of *finance* (performance, Balanced Scorecard) in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "Private entity, Government entity and NGO/NPO" groups with regards to their mean perception score for *finance***.**

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 57: Descriptive statistics H11b

		N	**Mean**	**STD. deviation**
	Private entity	231	5.0028	0.95515

Organisational sustainability – finance	Government entity	35	3.8137	1.51172
	NGO/NPO	30	4.3462	1.06355
	Total	296	4.7956	1.12001

Table 58: ANOVA testing H11b

Finance		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	49.719	2	24.860	22.738	0.000
	Within groups	320.336	293	1.093		
	Total	515.152	295			

The results indicate that *finance* differs statistically significantly at the 1% level of significance between the "Private entity, Government entity and NGO/NPO" groups.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant differences detected between the groups are:

(i) between private entities and government entities at the 1% level (Sig. 0.000); and

(ii) between private entities and NGO/NPO entities at the 1% level (Sig. 0.004).

H12: There is a significant difference between the perception of *resource perspectives* in private entities, government entities and non-government entities.

H_0: There is no significant difference between the perception of *resource perspectives* in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the “Private entity, Government entity and NGO/NPO” groups with regards to their mean perception score for *resource perspectives.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 59: Descriptive statistics H12

		N	**Mean**	**STD. deviation**
Organisational sustainability – resource perspectives	Private entity	231	5.0982	0.91475
	Government entity	35	3.9822	1.45801
	NGO/NPO	30	4.8202	1.24307
	Total	296	4.9381	1.08592

Table 60: ANOVA testing H12

Resource perspectives		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	38.323	2	19.161	18.137	0.000
	Within groups	309.545	293	1.056		
	Total	347.868	295			

The results indicate that *resource perspectives* differ statistically significantly at the 1% level of significance between the “Private entity, Government entity and NGO/NPO” groups.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant differences detected between the groups are:

(i) between private entities and government entities at the 1% level (Sig. 0.000); and

(ii) between government entities and NGO/NPO entities at the 1% level (Sig. 0.005).

6.3.2 Small, medium and large organisations

H13: There is a significant difference between the perception of *messaging* in small, medium and large organisations.

H_0: There is no significant difference between the perception of *messaging* in private entities, government entities and non-government entities.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the “small, medium and large organisation” groups with regards to their mean perception score for *messaging*.

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 61: Descriptive statistics H13

		N	**Mean**	**STD. deviation**
Integrative communication – messaging	Small (0-100)	126	4.8556	0.85814
	Medium (101-1000)	65	4.6794	0.93855
	Large (more than 1000)	105	4.6910	0.89912
	Total	296	4.7585	0.89172

Table 62: ANOVA testing H13

Messaging		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	2.072	2	1.036	1.306	0.273

	Within groups	232.502	293	.794		
	Total	234.574	295			

The results indicate that *messaging* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups. As the p-value is 0.273 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means' and, therefore, conclude that a significant difference does not exist.

H14: There is a significant difference between the perception of the *strategic positioning* of the communication unit in small, medium and large organisations.
H_0: There is no significant difference between the perception of the *strategic positioning* of the communication unit in small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "small, medium and large organisation" groups with regards to their mean perception score for *strategic positioning.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 63: Descriptive statistics H14

		N	**Mean**	**STD. deviation**
Integrative communication – strategic positioning	Small (0-100)	126	4.5781	1.02515
	Medium (101-1000)	65	4.8007	1.11171
	Large (more than 1000)	105	4.7298	1.10179
	Total	296	4.6808	1.07235

Table 64: ANOVA testing H14

Strategic positioning		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	2.516	2	1.258	1.095	0.336
	Within groups	336.714	293	1.149		
	Total	339.230	295			

The results indicate that *strategic positioning* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups. As the p-value is 0.336 (higher than 0.05) we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H15: There is a significant difference between the perception of the *role of the communication manager* in private entities, government entities and non-government entities.
H_0: There is no significant difference between the perception of *role of the communication manager* in small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "small, medium and large organisation" groups with regards to their mean perception score for *manager*.

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 65: Descriptive statistics H15

		N	**Mean**	**STD. deviation**
Integrative communication – manager	Small (0-100)	126	5.3622	0076713
	Medium (101-1000)	65	5.3535	0.69192

	Large (more than 1000)	105	5.2693	0.74831
	Total	296	5.3273	0.74331

Table 66: ANOVA testing H15

Manager		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	.551	2	0.275	0.497	0.609
	Within groups	162.439	293	0.554		
	Total	162.990	295			

The results indicate that *manager* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups. As the p-value is 0.609 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H16: There is a significant difference between the perception of the *strategic role* of the communication manager in small, medium and large organisations.
H_0: There is no significant difference between the perception of the *strategic role* of the communication manager in small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "small, medium and large organisation" groups with regards to their mean perception score for *strategic role.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 67: Descriptive statistics H16

		N	Mean	STD. deviation
SMEAN(strategic)	Small (0-100)	126	5.4979	0.68131
	Medium (101-1000)	65	5.4343	0.72612
	Large (more than 1000)	105	5.2918	0.88650
	Total	296	5.4108	0.77235

Table 68: ANOVA testing H16

SMEAN(strategic)		Sum of Squares	df	Mean Square	F	Sig.
	Between groups	2.477	2	1.239	2.092	0.125
	Within groups	173.499	293	0.592		
	Total	175.976	295			

The results indicate that *strategic role* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups. As the p-value is 0.125 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H17: There is a significant difference between the perception of the *leadership role* of the communication manager in small, medium and large organisations.
H_0: There is no significant difference between the perception of the *leadership role* of the communication manager in small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the “small, medium and large organisation” groups with regards to their mean perception score for *leadership role.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 69: Descriptive statistics H17

		N	**Mean**	**STD. deviation**
Integrative communication – leadership role	Small (0-100)	126	5.2372	0.86790
	Medium (101-1000)	65	5.0786	1.01962
	Large (more than 1000)	105	4.9777	1.19584
	Total	296	5.1103	1.03065

Table 70: ANOVA testing H17

Leadership role		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	3.940	2	1.970	1.866	0.157
	Within groups	309.417	293	1.056		
	Total	313.358	295			

The results indicate that *leadership role* differs statistically above the 10% level of significance between the “small, medium and large organisation” groups. As the p-value is 0.157 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H18: There is a significant difference between the perception of the *core competencies* of the communication unit in small, medium and large organisations.

H_0: There is no significant difference between the perception of the *core competencies* of the communication unit in small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "small, medium and large organisation" groups with regards to their mean perception score for *core competencies.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 71: Descriptive statistics H18

		N	**Mean**	**STD. deviation**
Integrative communication – *core competencies*	Small (0-100)	126	4.6940	1.06717
	Medium (101-1000)	65	4.8831	1.04891
	Large (more than 1000)	105	4.6635	1.10739
	Total	296	4.7247	1.07742

Table 72: ANOVA testing H18

Core competencies		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	2.141	2	1.071	0.922	0.399
	Within groups	340.307	293	1.161		
	Total	342.448	295			

The results indicate that *core competencies* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups. As the p-value is 0.399 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H19a: There is a significant difference between the perception of the *dynamic capabilities* (flexibility, swiftness, adapt to challenges) of the communication unit in small, medium and large organisations.
H_0: There is no significant difference between the perception of the *dynamic capabilities* (flexibility, swiftness, adapt to challenges) of the communication unit small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "small, medium and large organisation" groups with regards to their mean perception score for *dynamic capabilities.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 73: Descriptive statistics H19a

		N	**Mean**	**STD. deviation**
Integrative communication – dynamic capabilities	Small (0-100)	126	5.0733	0.08443
	Medium (101-1000)	65	4.8997	0.94758
	Large (more than 1000)	105	4.8423	0.86153
	Total	296	4.9532	0.87732

Table 74: ANOVA testing H19a

Dynamic capabilities		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	3.296	2	1.648	2.158	0.117

	Within groups	223.762	293	0.764		
	Total	227.059	295			

The results indicate that *dynamic capabilities* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups. As the p-value is 0.117 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H19b: There is a significant difference between the perception of the *dynamic capabilities* (age above 30, internal relationship networks, external relationship network) of the communication unit in small, medium and large organisations.
H_0: There is no significant difference between the perception of the *dynamic capabilities* (age above 30, internal relationship networks, external relationship network) of the communication unit in small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "small, medium and large organisation" groups with regards to their mean perception score for *dynamic capabilities.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 75: Descriptive statistics H19b

		N	**Mean**	**STD. deviation**
Integrative communication – dynamic capabilities	Small (0-100)	126	4.4405	1.12739
	Medium (101-1000)	65	4.0296	1.27230
	Large (more than 1000)	105	4.2578	1.25413
	Total	296	4.2854	1.21210

Table 76: ANOVA testing H19b

Dynamic capabilities		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	7.361	2	3.681	2.531	0.081
	Within groups	426.052	293	1.454		
	Total	433.413	295			

The results indicate that *dynamic capabilities* differs statistically significantly at the 10% level of significance between the "small, medium and large organisation" groups. As the p-value is 0.081(higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

In order to determine which specific groups, differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between medium entities and small entities at the 10% level (Sig. 0.068).

H20: There is a significant difference between the perception of the *co-value-creation* of the communication unit in small, medium and large organisations.
H_0: There is no significant difference between the perception of the *co-value-creation* of the communication unit small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "small, medium and large organisation" groups with regards to their mean perception score for *co-value-creation.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 77: Descriptive statistics H20

		N	Mean	STD. deviation
Integrative communication – Co-value-creation	Small (0-100)	126	4.9365	0.78384
	Medium (101-1000)	65	4.7682	0.80528
	Large (more than 1000)	105	4.8406	0.79617
	Total	296	4.8655	0.79307

Table 78: ANOVA testing H20

Co-Creative value-creation		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	1.315	2	0.658	1.046	0.353
	Within groups	184.227	293	0.629		
	Total	185.542	295			

The results indicate that *co-value-creation* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups. As the p-value is 0.353 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H21: There is a significant difference between the perception of *stakeholder engagement* in small, medium and large organisations.
H_0: There is no significant difference between the perception of *stakeholder engagement* in small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "small, medium and large organisation" groups with regards to their mean perception score for *stakeholder engagement.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 79: Descriptive statistics H21

		N	**Mean**	**STD. deviation**
Organisational sustainability – stakeholder engagement	Small (0-100)	126	4.9983	.95582
	Medium (101-1000)	65	5.1137	0.63836
	Large (more than 1000)	105	4.9236	0.95769
	Total	296	4.9971	0.89654

Table 80: ANOVA testing H21

Stakeholder engagement		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	1.451	2	0.726	0.902	0.407
	Within groups	235.666	293	0.804		
	Total	237.118	295			

The results indicate that *stakeholder engagement* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups.

H22: There is a significant difference between the perception of *corporate governance* in small, medium and large organisations.
H_0: There is no significant difference between the perception of *corporate governance* in small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the “small, medium and large organisation” groups with regards to their mean perception score for *corporate governance.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 81: Descriptive statistics H22

		N	**Mean**	**STD. deviation**
Organisational sustainability – corporate governance	Small (0-100)	126	4.7368	1.00163
	Medium (101-1000)	65	4.8183	0.93472
	Large (more than 1000)	105	5.0022	0.93406
	Total	296	4.8489	0.96757

Table 82: ANOVA testing H22

Corporate governance)		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	4.113	2	2.057	2.215	0.111
	Within groups	272.061	293	0.929		
	Total	276.175	295			

The results indicate that *corporate governance* differs statistically above the 10% level of significance between the “small, medium and large organisation” groups.

H23a: There is a significant difference between the perception of *finance* (performance, Balanced Scorecard) in small, medium and large organisations.
H_0: There is no significant difference between the perception of *finance* (performance, Balanced Scorecard) in small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "small, medium and large organisation" groups with regards to their mean perception score for *finance***.**

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 83: Descriptive statistics H23a

		N	**Mean**	**STD. deviation**
Organisational sustainability – finance	Small (0-100)	126	4.1423	1.36207
	Medium (101-1000)	65	4.1351	1.39926
	Large (more than 1000)	105	4.6642	1.15740
	Total	296	4.3258	1.32147

Table 84: ANOVA testing H23a

Finance		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	18.626	2	9.313	5.496	0.005
	Within groups	496.525	293	1.695		
	Total	515.152	295			

The results indicate that *finance* differs statistically significantly at the 1% level of significance between the "small, medium and large organisation" groups.

In order to determine which specific groups, differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant differences detected between the groups are:

(i) between small entities and large entities at the 1% level (Sig. 0.011); and

(ii) between medium entities and large entities at the 1% level (Sig. 0.038).

H23b: There is a significant difference between the perception of *finance* (revenue, financial productivity) in small, medium and large organisations.

H_0: There is no significant difference between the perception of *finance* (revenue, financial productivity) in small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "small, medium and large organisation" groups with regards to their mean perception score for *finance.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 85: Descriptive statistics H23b

		N	**Mean**	**STD. deviation**
Organisational sustainability – finance	Small (0-100)	126	4.8077	1.09029
	Medium (101-1000)	65	4.6136	1.28497
	Large (more than 1000)	105	4.8937	1.04056
	Total	296	4.7956	1.12001

Table 86: ANOVA testing H23b

Finance		Sum of Squares	df	Mean Square	F	Sig.
	Between groups	3.182	2	1.591	1.271	0.282
	Within groups	366.873	293	1.252		
	Total	370.055	295			

The results indicate that *finance* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups.

H24: There is a significant difference between the perception of *resource perspectives* in small, medium and large organisations.
H_0: There is no significant difference between the perception of *resource perspectives* in small, medium and large organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "small, medium and large organisation" groups with regards to their mean perception score for *resource perspectives.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 87: Descriptive statistics H24

		N	Mean	STD. deviation
Organisational sustainability – resource perspectives	Small (0-100)	126	5.0774	1.01865
	Medium (101-1000)	65	4.8955	1.12976
	Large (more than 1000)	105	4.7972	1.12587

	Total	296	4.9381	1.08592

Table 88: ANOVA testing H24

Resource perspectives		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	4.646	2	2.323	1.983	0.139
	Within groups	343.222	293	1.171		
	Total	4.646	2	2.323	1.983	0.139

The results indicate that *resource perspectives* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups.

6.3.3 CEO/executive/managing director; senior manager/manager; practitioner

H25: There is a significant difference between the perception of *messaging* among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
H_0: There is no significant difference between the perception of *messaging* among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *messaging***.**

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 89: Descriptive statistics H25

		N	Mean	STD. deviation
Integrative communication – messaging	President/CEO/executive/managing director	95	4.9516	0.75946
	Senior manager/manager	147	4.6688	0.93821
	Practitioner	54	4.6630	0.93794
	Total	296	4.7585	0.89172

Table 90: ANOVA testing H25

Messaging		Sum of Squares	df	Mean Square	F	Sig.
	Between groups	5.217	2	2.608	3.332	0.037
	Within groups	229.357	293	.783		
	Total	234.574	295			

The results indicate that *messaging* differs statistically significantly at the 5% level of significance between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups. As the p-value is 0.037 (less than 0.05), we reject the null hypothesis (H_0) that there's no difference between the means; and, therefore, conclude that a statistical significant difference does exist.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between President/CEO/executive/managing director and senior manager/manager groups at the 1% level (Sig. 0.054).

H26: There is a significant difference between the perception of the *strategic positioning* among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
H_0: There is no significant difference between the perception of the *strategic positioning* among President/CEO/executive/managing director; senior managers/managers and practitioners

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *strategic positioning.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 91: Descriptive statistics H26

		N	**Mean**	**STD. deviation**
Integrative communication – strategic positioning	President/CEO/executive/managing director	95	4.7057	1.02860
	Senior manager/manager	147	4.6714	1.12530
	Practitioner	54	4.6623	1.01689
	Total	296	4.6808	1.07235

Table 92: ANOVA testing H26

Strategic positioning		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	.090	2	0.045	0.039	0.962
	Within groups	339.139	293	1.157		
	Total	339.230	295			

The results indicate that *strategic positioning* differs statistically above the 10% level of significance between the “small, medium and large organisation” groups. As the p-value is 0.962 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H27: There is a significant difference between the perception of the *role of the communication manager* among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
H_0: There is no significant difference between the perception of the *role of the communication manager* among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the “President/CEO/executive/managing director; senior manager/manager and practitioner” groups with regards to their mean perception score for *manager role.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 93: Descriptive statistics H27

		N	**Mean**	**STD. deviation**
Integrative communication – manager	President/CEO/executive/managing director	95	5.4456	0.66421
	Senior manager/manager	147	5.2650	0.81362
	Practitioner	54	5.2890	0.65724
	Total	296	5.3273	0.74331

Table 94: ANOVA testing H27

Manager		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	1.978	2	0.989	1.799	0.167

	Within groups	161.012	293	0.550		
	Total	162.990	295			

The results indicate that *manager role* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups. As the p-value is 0.167 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H28: There is a significant difference between the perception of the *strategic role* of the communication manager among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
H_0: There is no significant difference between the perception of the *strategic role* of the communication manager among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *strategic role.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 95: Descriptive statistics H28

		N	**Mean**	**STD. deviation**
Integrative communication – strategic	President/CEO/executive/managing director	95	5.5508	0.62545
	Senior manager/manager	147	5.3191	0.88731
	Practitioner	54	5.4144	0.63185
	Total	296	5.4108	0.77235

Table 96: ANOVA testing H28

Strategic		Sum of Squares	df	Mean Square	F	Sig.
	Between groups	3.097	2	1.549	2.624	0.074
	Within groups	172.879	293	0.590		
	Total	175.976	295			

The results indicate that *strategic role* differs statistically significantly at the 10% level of significance between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups. As the p-value is 0.074 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between President/CEO/executive/managing director and senior manager/manager groups at the 10% level (Sig. 0.074).

H29: There is a significant difference between the perception of the leadership role of the communication manager among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H_0: There is no significant difference between the perception of the *leadership role* of the communication manager among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *leadership role.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 97: Descriptive statistics H29

		N	**Mean**	**STD. deviation**
Integrative communication – leadership	President/CEO/executive/managing director	95	5.3380	0.83964
	Senior manager/manager	147	5.0393	1.05975
	Practitioner	54	4.9032	1.19064
	Total	296	5.1103	1.03065

Table 98: ANOVA testing H29

Leadership		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	7.984	2	3.992	3.830	0.023
	Within groups	305.374	293	1.042		
	Total	313.358	295			

The results indicate that *leadership role* differs statistically significantly at the 5% level of significance between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups. As the p-value is 0.023 (less than 0.05), we reject the null hypothesis (H_0) that there's no difference between the means; and, therefore, conclude that a statistical significant difference does exist.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant differences detected between the groups are:

(i) between President/CEO/executive/managing director and senior manager/manager groups at the 10% level (Sig. 0.086); and

(ii) between President/CEO/executive/managing director and practitioner groups at the 5% level (Sig. 0.045).

H30: There is a significant difference between the perception of the *core competencies* of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H_0: There is no significant difference between the perception of the *core competencies* of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *core competencies.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 99: Descriptive statistics H30

		N	**Mean**	**STD. deviation**
Integrative communication – core competencies	President/CEO/executive/managing director	95	4.8313	0.89582
	Senior manager/manager	147	4.6803	1.16209
	Practitioner	54	4.6583	1.13469
	Total	296	4.7247	1.07742

Table 100: ANOVA testing H30

Core competencies		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	1.608	2	.804	00.691	0.502

	Within groups	340.840	293	1.163		
	Total	342.448	295			

The results indicate that *core competencies* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups. As the p-value is 0.502 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H31a: There is a significant difference between the perception of the *dynamic capabilities* (flexibility, swiftness, adapt to challenges) of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
H_0: There is no significant difference between the perception of the *dynamic capabilities* (flexibility, swiftness, adapt to challenges) of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *dynamic capabilities.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 101: Descriptive statistics H31a

		N	**Mean**	**STD. deviation**
Integrative communication – dynamic capabilities	President/CEO/executive/managing director	95	5.1288	0.80104
	Senior manager/manager	147	4.8931	0.88151
	Practitioner	54	4.8079	0.95849
	Total	296	4.9532	0.87732

Table 102: ANOVA testing H31a

Dynamic capabilities		Sum of Squares	df	Mean Square	F	Sig.
	Between groups	4.601	2	2.301	3.030	0.050
	Within groups	222.458	293	0.759		
	Total	342.448	295			

The results indicate that *dynamic capabilities* differs statistically significantly at the 5% level of significance between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups. As the p-value is 0.050 (less than 0.05), we reject the null hypothesis (H_0) that there's no difference between the means; and, therefore, conclude that a statistical significant difference does exist.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between President/CEO/executive/managing director and practitioner groups at the 10% level (Sig. 0.099).

H31b: There is a significant difference between the perception of the *dynamic capabilities* (age above 30, internal relationship networks, external relationship network) of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H_0: There is no significant difference between the perception of the *dynamic capabilities* (age above 30, internal relationship networks, external relationship network) of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *dynamic capabilities.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 103: Descriptive statistics H31b

		N	**Mean**	**STD. deviation**
Integrative communication – dynamic capabilities	President/CEO/executive/managing director	95	4.3429	1.20723
	Senior manager/manager	147	4.2420	1.21266
	Practitioner	54	4.3029	1.23710
	Total	296	4.2854	1.21210

Table 104: ANOVA testing H31b

Dynamic capabilities		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	0.608	2	0.304	0.206	0.814
	Within groups	432.806	293	1.477		
	Total	433.413	295			

The results indicate that *dynamic capabilities* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups. As the p-value is 0.814 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

H32: There is a significant difference between the perception of the *co-value creation* of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H_0: There is no significant difference between the perception of the *co-value creation* of the communication unit among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *co-value-creation.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 105: Descriptive statistics H32

		N	**Mean**	**STD. deviation**
Integrative communication – Co-value-creation	President/CEO/executive/managing director	95	5.0119	0.75500
	Senior manager/manager	147	4.7850	0.81204
	Practitioner	54	4.8271	0.78449
	Total	296	4.8655	0.79307

Table 106: ANOVA testing H32

Co-value-creation		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	3.069	2	1.534	2.464	0.087
	Within groups	182.473	293	0.623		
	Total	185.542	295			

The results indicate that *co-value-creation* differs statistically significantly at the 10% level of significance between the perceptions of "President/CEO/executive/managing director; senior manager/manager and practitioner" groups. As the p-value is 0.087 (higher than 0.05), we do not reject the null hypothesis (H_0) that there is a difference between the means; and, therefore, conclude that a significant difference does not exist.

In order to determine which specific groups differ from each other with regards to the above findings the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between President/CEO/executive/managing director and senior manager/manager groups at the 10% level (Sig. 0.094).

H33: There is a significant difference between the perception of *stakeholder engagement* among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
H_0: There is no significant difference between the perception of *stakeholder engagement* among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the perceptions of "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *stakeholder engagement.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 107: Descriptive statistics H33

		N	**Mean**	**STD. deviation**
Organisational sustainability – stakeholder engagement	President/CEO/executive/managing director	95	5.1747	0.77254
	Senior manager/manager	147	4.9046	1.01070
	Practitioner	54	4.9365	0.71931
	Total	296	4.9971	0.89654

Table 108: ANOVA testing H33

Stakeholder engagement		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	4.453	2	2.227	2.804	0.062
	Within groups	232.665	293	0.794		
	Total	237.118	295			

The results indicate that *stakeholder engagement* differs statistically significantly at the 10% level of significance between the perceptions of "President/CEO/executive/managing director; senior manager/manager and practitioner" groups.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between President/CEO/executive/managing director and senior manager/manager groups at the 10% level (Sig. 0.072).

H34: There is a significant difference between the perception of *corporate governance* among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.
H_0: There is no significant difference between the perception of *corporate governance* among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *corporate governance.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 109: Descriptive statistics H34

		N	Mean	STD. deviation
Organisational sustainability – corporate governance	President/CEO/executive/managing director	95	4.9578	0.89990
	Senior manager/manager	147	4.7873	1.03904
	Practitioner	54	4.8248	0.87645
	Total	296	4.8489	0.96757

Table 110: ANOVA testing H34

Corporate governance		Sum of Squares	df	Mean Square	F	Sig.
	Between groups	1.717	2	0.859	0.917	0.401
	Within groups	274.457	293	0.937		
	Total	276.175	295			

The results indicate that *corporate governance* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups.

H35a: There is a significant difference between the perception of *finance* (performance, Balanced Scorecard) among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H0: There is no significant difference between the perception of *finance* (performance, Balanced Scorecard) among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the perceptions of "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *finance*.

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 111: Descriptive statistics H35a

		N	**Mean**	**STD. deviation**
Organisational sustainability – finance	President/CEO/executive/managing director	95	4.3734	1.36179
	Senior manager/manager	147	4.3383	1.35688
	Practitioner	54	4.2081	1.15777
	Total	296	4.3258	1.32147

Table 112: ANOVA testing H35a

Finance		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	0.987	2	0.494	0.281	0.755
	Within groups	514.164	293	1.755		
	Total	515.152	295			

The results indicate that *finance* differs statistically above the 10% level of significance between the "small, medium and large organisation" groups.

H35b: There is a significant difference between the perception of *finance* (revenue, financial productivity) among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H_0: There is no significant difference between the perception of *finance* (revenue, financial productivity) among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the perceptions of "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *finance.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 113: Descriptive statistics H35b

		N	**Mean**	**STD. deviation**
Organisational sustainability – finance	President/CEO/executive/managing director	95	5.0062	0.91431
	Senior manager/manager	147	4.7500	1.21639
	Practitioner	54	4.5493	1.12983
	Total	296	4.7956	1.12001

Table 114: ANOVA testing H35b

Finance		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	7.797	2	3.898	3.153	0.044
	Within groups	362.258	293	1.236		
	Total	370.055	295			

The results indicate that *finance* differs statistically significantly at the 5% level of significance between the perceptions of "President/CEO/executive/managing director; senior manager/manager and practitioner" groups.

In order to determine which specific groups differ from each other with regards to the above findings, the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant difference detected between the groups is:

(i) between President/CEO/executive/managing director and practitioner groups at the 10% level (Sig. 0.056).

H36: There is a significant difference between the perception of *resource perspectives* among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

H_0: There is no significant difference between the perception of *resource perspectives* among President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

A one-way analysis of variance test (ANOVA) was used to determine if there exist statistically significant differences between the perceptions of "President/CEO/executive/managing director; senior manager/manager and practitioner" groups with regards to their mean perception score for *resource perspectives.*

The descriptive statistics and the results of the ANOVA are provided in the two tables below.

Table 115: Descriptive statistics H36

		N	**Mean**	**STD. deviation**
Organisational sustainability – resource perspectives	President/CEO/executive/managing director	95	5.3800	0.75229
	Senior manager/manager	147	4.7840	1.15096
	Practitioner	54	4.5799	1.16786
	Total	296	4.9381	1.08592

Table 116: ANOVA testing H36

Resource perspectives		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
	Between groups	28.974	2	14.487	13.311	0.000

	Within groups	318.894	293	1.088		
	Total	347.868	295			

The results indicate that *resource perspectives* differs statistically significantly at the 1% level of significance between the perceptions of "President/CEO/executive/managing director; senior manager/manager and practitioner" groups.

In order to determine which specific groups differ from each other with regards to the above findings the Scheffe multiple comparison test (generally used in conjunction with an ANOVA) was used.

The only statistically significant differences detected between the groups are:

(i) between President/CEO/executive/managing director and senior manager/manager groups at the 1% level (Sig. 0.000); and

(ii) between president/CEO/executive/managing director and practitioner groups at the 1% level (Sig. 0.000).

6.4 INFERENTIAL ANALYSIS – STRUCTURAL EQUATION MODELLING

The last step of the inferential analysis process was the conducting of a Structural Equation Modelling (SEM) analysis. Structural Equation Modelling is a multivariate statistical analysis technique that is used to analyse structural relationships. This technique is the combination of factor analysis and multiple regression analysis, and is used to analyse the structural relationship between measured variables and latent constructs. This method is preferred by the researcher because it estimates multiple and interrelated dependence in a single analysis. The use of SEM is commonly justified in the social sciences because of its ability to impute relationships between unobserved constructs (latent variables) from observable variables. To provide a simple example, the concept of human intelligence cannot be measured directly as one could measure height or weight. Instead, psychologists develop a hypothesis of intelligence and write measurement instruments with items designed to measure intelligence according to their hypothesis. Researchers would then use SEM to test their hypothesis using data gathered from people who took their intelligence test. With SEM, 'intelligence' would be the latent variable and the test items would be the observed variables.

In this research, seven Structural Equation Models were used to test the statistics of the survey and the final model (SEM 7) was used for the final analysis. SEM was used to test Hypothesis 37 to Hypothesis 60.

The figure below shows the process that was followed from Structural Equation Modelling (SEM) 1 to Structural Equation Modelling (SEM) 7.

Each of the models will now be discussed.

Figure 31: SEM 1 to SEM 7 process flow

Source: Own conceptualisation

Model 1:

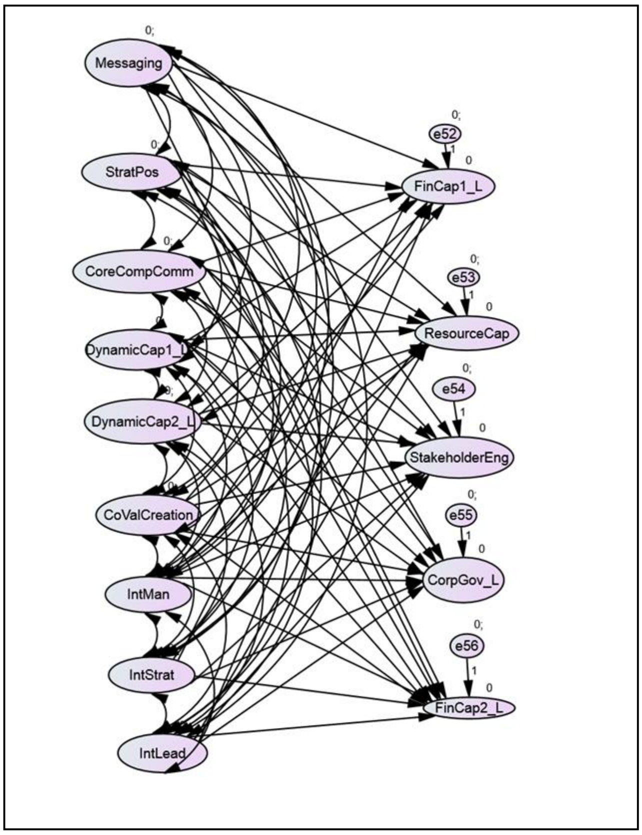
The Conceptual Model 1 was tested through the utilisation of SEM. The model adequacy was evaluated by means of goodness-of-fit measures for the overall structural model. Fit indices used were the Comparative Fit Index (CFI), Incremental Fit Index (IFI) and Tucker Lewis Index (TLI), where larger values mean better fit (> 0.9 means satisfactory fit). A root mean square error of approximation (RMSEA) was also done (<0.08 acceptable fit/<0.05 good fit).

Results were as follows:

Comparative Fit Index (CFI)	0,8550
Incremental Fit Index (IFI)	0,8575
Tucker-Lewis index (TLI)	0,8317
Root mean square error of approximation (RMSEA)	0,0661

The values in this Model indicated an inadequate fit as the values were below 0,9. The RMSEA, however, was below 0,08, indicating that the non-centrality index was an adequate fit.

Figure 32: SEM Model 1



Model 2:

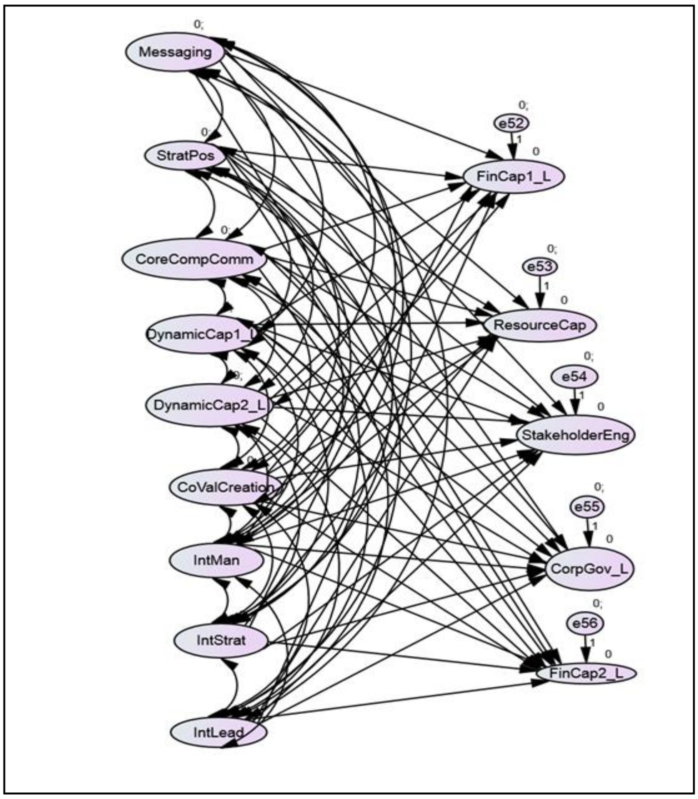
In Model 2, low factor loadings on the latent variable were considered for deletion. Conceptual Model 2 was tested through the utilisation of SEM. The model adequacy was evaluated by means of goodness-of-fit measures for the overall structural model. Fit indices used were the CFI, Incremental Fit Index (IFI) and Tucker-Lewis index (TLI) where larger values mean better fit (> 0.9 means satisfactory fit). A root mean square error of approximation (RMSEA) was also done (<0.08 acceptable fit/<0.05 good fit).

Results were as follows:

Comparative Fit Index (CFI)	0,8669
Incremental Fit Index (IFI)	0,8722
Tucker-Lewis index (TLI)	0,8468
Root mean square error of approximation (RMSEA)	0,0001

The values in this Model still indicated an inadequate fit as the values were below 0,9. The RMSEA however, was still below 0,08, indicating that the non-centrality index was an adequate fit.

Figure 33: SEM Model 2



Model 3:

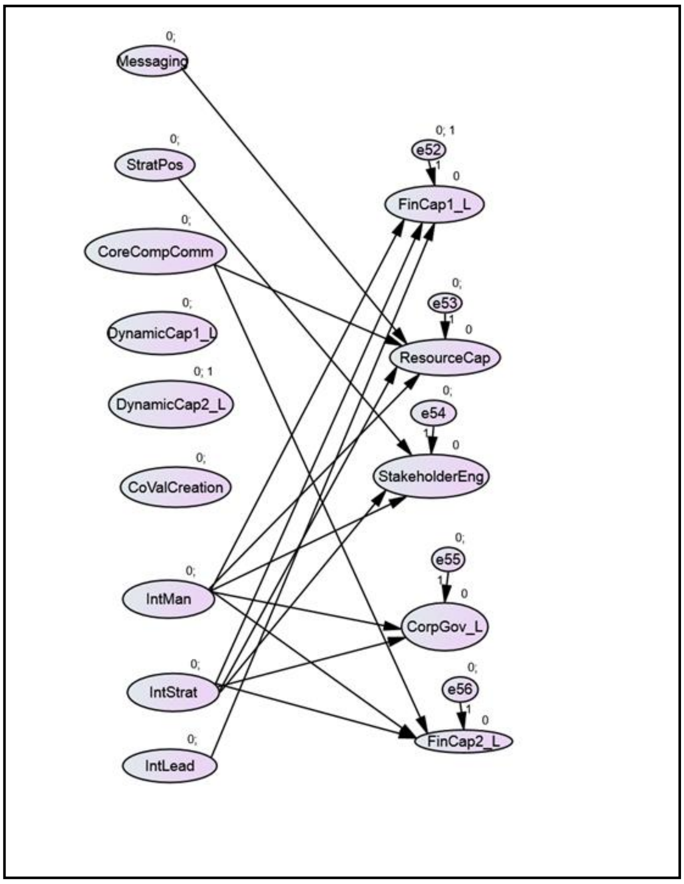
For Model 3, non-significant relationships were deleted and tested through the utilisation of SEM. The model adequacy was evaluated by means of goodness-of-fit measures for the overall structural model. Fit indices used were the CFI, IFI and Tucker-Lewis index (TLI) where larger values mean better fit (> 0.9 means satisfactory fit). A root mean square error of approximation (RMSEA) was also done (<0.08 acceptable fit/<0.05 good fit).

Results were as follows:

Comparative Fit Index (CFI)	0,7323
Incremental Fit Index (IFI)	0,7339
Tucker-Lewis index (TLI)	0,7186
Root mean square error of approximation (RMSEA)	0,0878

The values in this Model still indicated an inadequate fit as the values were below 0,9. The RMSEA in this Model was above 0,08, indicating that the non-centrality index was not an adequate fit.

Figure 34: SEM Model 3



Model 4:

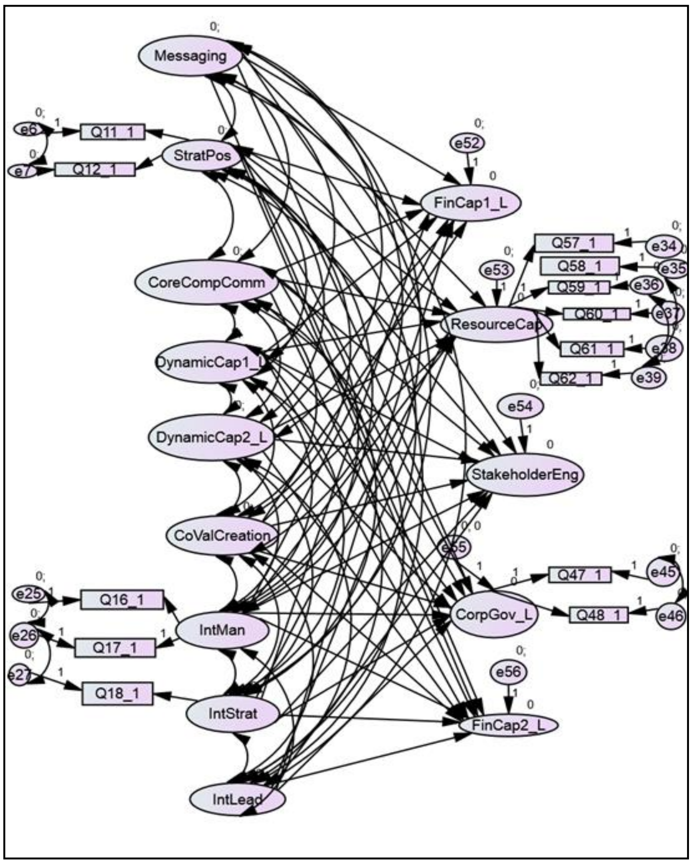
For Model 4, the modification indices were studied and a couple of covariances were considered for inclusion, based on their theoretical justification. The model adequacy was evaluated by means of goodness-of-fit measures for the overall structural model. Fit indices used were the CFI, Incremental Fit Index (IFI) and Tucker-Lewis index (TLI) where larger values mean better fit (> 0.9 means satisfactory fit). A root mean square error of approximation (RMSEA) was also done (<0.08 acceptable fit/<0.05 good fit).

Results were as follows:

Comparative Fit Index (CFI)	0,8815
Incremental Fit Index (IFI)	0,8830
Tucker-Lewis index (TLI)	0,8672
Root mean square error of approximation (RMSEA)	0,0603

The values in this Model shows an improved fit and the values were still below 0,9. The RMSEA in this Model was, however, below 0,08 indicating that the non-centrality index was an adequate fit.

Figure 35: SEM Model 4



Model 5:

Based on the results of Model 2, 3 and 4, it was decided to consider the Modification Indexes (MI) of Model 4 to see if any further co-variances that are theoretically meaningful can be added. This resulted in Model 5, which showed an adequate fit to the data. However, due to the high multi-collinearity resulting in standardised coefficient larger than one with no added co-variances, it was decided to investigate the option of a model where two constructs (x = manager; y = strategic) are combined.

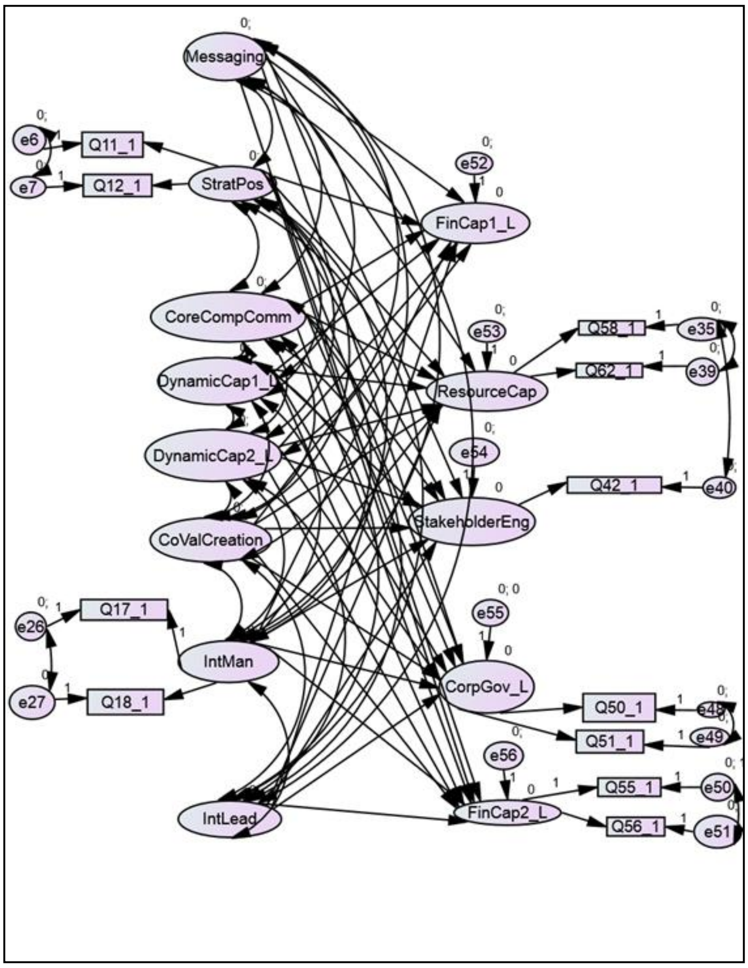
The model adequacy was evaluated by means of goodness-of-fit measures for the overall structural model. Fit indices used were the Comparative Fit Index (CFI), Incremental Fit Index (IFI) and Tucker-Lewis index (TLI) where larger values mean better fit (> 0.9 means satisfactory fit). A root mean square error of approximation (RMSEA) was also done (<0.08 acceptable fit/<0.05 good fit).

Results were as follows:

Comparative Fit Index (CFI)	0,9040
Incremental Fit Index (IFI)	0,9053
Tucker-Lewis index (TLI)	0,8918
Root mean square error of approximation (RMSEA)	0,0561

The values in this Model shows a satisfactory fit with values above 0,9 for Comparative Fit Index (CFI) and Incremental Fit Index (IFI) but not Tucker-Lewis index (TLI). The RMSEA in this Model was also below 0,08 indicating that the non-centrality index was a good fit.

Figure 36: SEM Model 5



Model 6:

In Model 6, two constructs combined due to high multi-collinearity resulting in a standardized coefficient larger than one (with no extra/additional co-variances of Model 5). Constructs that were combined were: Integrative Manager (x) and Integrative Strategic (y) to form IntegrativeManStart (xy).

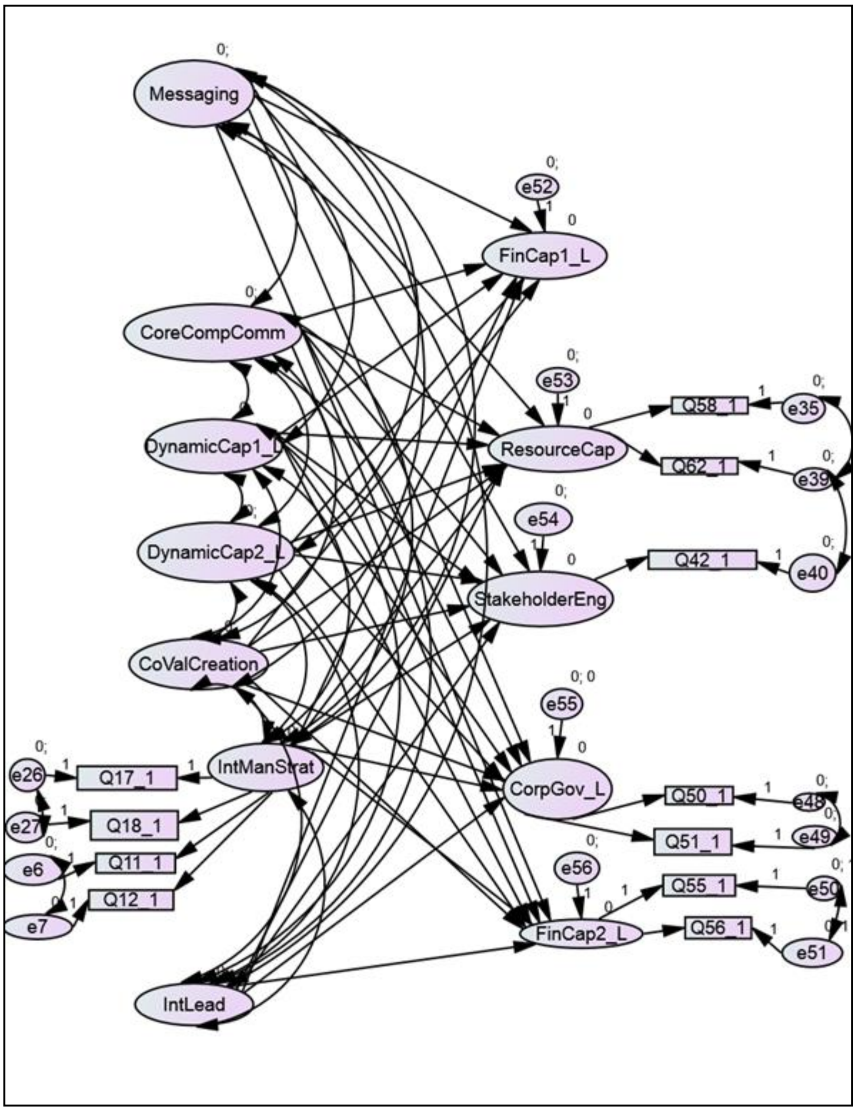
The model adequacy was evaluated by means of goodness-of-fit measures for the overall structural model. Fit indices used were the Comparative Fit Index (CFI), Incremental Fit Index (IFI) and Tucker-Lewis index (TLI) where larger values mean better fit (> 0.9 means satisfactory fit). A root mean square error of approximation (RMSEA) was also done (<0.08 acceptable fit/<0.05 good fit).

Results were as follows:

Comparative Fit Index (CFI)	0,8992
Incremental Fit Index (IFI)	0,9004
Tucker-Lewis index (TLI)	0,8878
Root mean square error of approximation (RMSEA)	0,0572

The values in this Model shows a satisfactory fit with values above 0,9 for Incremental Fit Index (IFI) but not Comparative Fit Index (CFI) and Tucker-Lewis index (TLI). The RMSEA in this Model was also below 0,08, indicating that the non-centrality index was a good fit.

Figure 37: SEM Model 6



Model 7:

In Model 7, another two constructs were combined, due to high multi-collinearity resulting in a standardised coefficient larger than 1, with added co-variances. When running Model 6, it was clear from the results, that although an adequate fit exists, two constructs, strategic positioning and integrative manager/integrative strategic, were highly correlated and a number of standardised weights were still above 1. To investigate if the multi-collinearity of the two constructs will potentially be the cause of the standard weights above 1, these two constructs were combined and labelled and tested (xyz = Strategic Inclusion). This was a result from combining integrative manager (x), integrative strategic (y) and strategic positioning (z) as constructs.

The model adequacy was evaluated by means of goodness-of-fit measures for the overall structural model. Fit indices used were the Comparative Fit Index (CFI), Incremental Fit Index (IFI) and Tucker-Lewis index (TLI) where larger values mean better fit (> 0.9 means satisfactory fit). A root mean square error of approximation (RMSEA) was also done (<0.08 acceptable fit/<0.05 good fit).

Thee regression weights for the estimated model are reported below.

Table 117: Regression weights SEM Model 7

			Estimate	S.E.	C.R.	P	Label
FinCap1_L	<---	Messaging	-,1504	,1634	-,9205	,3573	par_30
ResourceCap	<---	Messaging	-,0266	,1290	-,2066	,8364	par_31
StakeholderEng	<---	Messaging	-,1973	,1030	-1,9164	,0553	par_32
CorpGov_L	<---	Messaging	-,5832	,1743	-3,3464	***	par_33
FinCap2_L	<---	Messaging	-,0942	,1209	-,7789	,4360	par_34
FinCap1_L	<---	CoreCompComm	-,0133	,1732	-,0769	,9387	par_35
ResourceCap	<---	CoreCompComm	,1150	,1367	,8411	,4003	par_36
StakeholderEng	<---	CoreCompComm	-,1113	,1087	-1,0239	,3059	par_37
CorpGov_L	<---	CoreCompComm	-,2575	,1838	-1,4013	,1611	par_38
FinCap2_L	<---	CoreCompComm	,0050	,1279	,0391	,9688	par_39
FinCap1_L	<---	DynamicCap1_L	-,2404	,1646	-1,4607	,1441	par_40
ResourceCap	<---	DynamicCap1_L	-,0769	,1292	-,5954	,5516	par_41

			Estimate	S.E.	C.R.	P	Label
StakeholderEng	<---	DynamicCap1_L	-,1527	,1032	-1,4802	,1388	par_42
CorpGov_L	<---	DynamicCap1_L	-,4262	,1756	-2,4266	,0152	par_43
FinCap2_L	<---	DynamicCap1_L	-,1153	,1213	-,9502	,3420	par_44
FinCap1_L	<---	DynamicCap2_L	-,1085	,1100	-,9863	,3240	par_45
ResourceCap	<---	DynamicCap2_L	,0302	,0867	,3481	,7278	par_46
StakeholderEng	<---	DynamicCap2_L	-,1774	,0698	-2,5427	,0110	par_47
CorpGov_L	<---	DynamicCap2_L	-,3512	,1170	-3,0009	,0027	par_48
FinCap2_L	<---	DynamicCap2_L	-,0042	,0812	-,0513	,9591	par_49
FinCap1_L	<---	CoValCreation	2,0096	,3960	5,0742	***	par_50
ResourceCap	<---	CoValCreation	1,5090	,3123	4,8322	***	par_51
StakeholderEng	<---	CoValCreation	1,4028	,2627	5,3408	***	par_52
CorpGov_L	<---	CoValCreation	2,9744	,4480	6,6394	***	par_53
FinCap2_L	<---	CoValCreation	,9150	,2855	3,2049	,0014	par_54
FinCap1_L	<---	StratInclusion	-,4095	,5318	-,7701	,4412	par_55
ResourceCap	<---	StratInclusion	-,8607	,4383	-1,9639	,0495	par_56
StakeholderEng	<---	StratInclusion	-,3698	,3353	-1,1029	,2701	par_57
CorpGov_L	<---	StratInclusion	-1,9925	,6391	-3,1177	,0018	par_58
FinCap2_L	<---	StratInclusion	-,3011	,3931	-,7660	,4437	par_59
FinCap1_L	<---	IntLead	-,2481	,1531	-1,6212	,1050	par_60
ResourceCap	<---	IntLead	-,0065	,1204	-,0541	,9569	par_61
StakeholderEng	<---	IntLead	,1239	,0956	1,2960	,1950	par_62
CorpGov_L	<---	IntLead	,2261	,1608	1,4054	,1599	par_63
FinCap2_L	<---	IntLead	,0820	,1127	,7278	,4668	par_64

Results were as follows:

Table 118: Results SEM Model 7

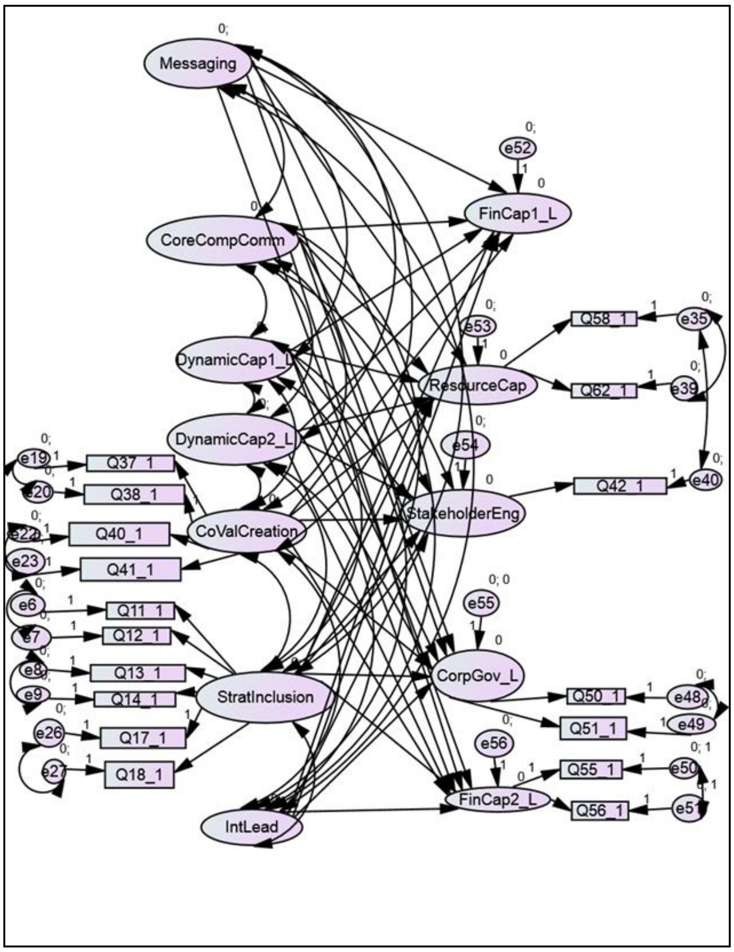
Comparative Fit Index (CFI)	0,8981	A value of 0 reflects no fit, while a value of 1 is a perfect fit. Values close to 0.90 reflect an acceptable fit.

Incremental Fit Index (IFI)	0,8992	Values that exceed .90 are regarded as acceptable, although this index can exceed 1
Tucker-Lewis index (TLI)	0,8875	Larger values mean better fit (> 0.9 means satisfactory fit)
Root mean square error of approximation (RMSEA)	0,0572	A value of 0.05 represents a close approximate fit; values between 0.05 and 0.08 suggest a reasonably approximate fit and values greater than 0.10 suggest a poor fit.

The values in this Model shows a satisfactory fit with values close to 0,9. The RMSEA in this Model was also below 0,08 indicating that the non-centrality index was a good fit.

This then forms the final SEM model analysis for the research.

Figure 38: SEM Model 7



Using Model 7 as the final structural equation model to compare relationships and testing H25 to H48, the following statistical results were analysed:

H37: There is a relationship between *messaging* and *stakeholder engagement* of the organisation.
H_0: There is no relationship between *messaging* and *stakeholder engagement* of the organisation.

The path coefficient from *messaging* to *stakeholder engagement* (0.0553) was statistically significant and indicated a strong positive relationship. The results provide a strong support for H25 that there is a strong relationship between messaging and stakeholder engagement in the organisation.

H38: There is a relationship between *messaging* and *corporate governance* of the organisation.
H_0: There is no relationship between *messaging* and *corporate governance* of the organisation.

From the results, the path coefficient from *messaging* to *corporate governance* (***) was statistically highly significant and indicated a very strong positive relationship. These results provide support for hypothesis (H26) that there is an important positive statistical relationship that indicate that messaging can influence corporate governance in the organisation.

H39: There is a relationship between *messaging* and *resource perspectives* of the organisation.
H_0: There is no relationship between *messaging* and *resource perspectives* of the organisation.

From the results, the path coefficient from *messaging* to *resource perspectives* (0.8364) was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, indicating that messaging can, therefore, not influence resource perspectives in the organisation.

H40: There is a relationship between *messaging* and *financial perspectives* of the organisation.
H_0: There is no relationship between *messaging* and *financial perspectives* of the organisation.

From the results, the path coefficient from *messaging* to *financial perspectives* (Factor 1 and 2) (0.4360 & 0.9387) was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, indicating that messaging can, therefore, not influence financial perspectives in the organisation.

H41: There is a relationship between the *strategic positioning* of the communication unit and *stakeholder engagement* in the organisation.
H_0: There is no relationship between the *strategic positioning* of the communication unit and *stakeholder engagement* in the organisation.

From the results, the path coefficient from *strategic positioning* (xyz = Strategic Inclusion as in SEM Model 7) to *stakeholder engagement* (0.2701) was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, indicating that strategic positioning (xyz = Strategic Inclusion as in SEM Model 7) can, therefore, not influence stakeholder engagement in the organisation.

H42: There is a relationship between the *strategic positioning* of the communication unit and *corporate governance* in the organisation.
H_0: There is no relationship between the *strategic positioning* of the communication unit and *corporate governance* in the organisation.

From the results, the path coefficient from *strategic positioning* (xyz = Strategic Inclusion as in SEM model 7) to *corporate governance* (0.0018) was statistically highly significant and indicated a very strong relationship. These results provide support for the (H29) that there is a positive statistical relationship and that strategic positioning (xyz = Strategic Inclusion as in SEM Model 7) of the communication unit can, therefore, influence corporate governance in the organisation.

H43: There is a relationship between the *strategic positioning* of the communication unit and *resource perspectives* in the organisation.
H_0: There is no relationship between the *strategic positioning* of the communication unit and *resource perspectives* in the organisation.

From the results the path coefficient from *strategic positioning* (xyz = Strategic Inclusion as in SEM Model 7) to *resource perspectives* (0.0495) was statistically significant and indicated a strong relationship. These results provide support for the (H30) that there is a positive statistical relationship, and indicate that strategic positioning (xyz = Strategic Inclusion as in SEM Model 7) of the communication unit can, therefore, influence resource perspectives in the organisation.

H44: There is a relationship between the *strategic positioning* of the communication unit and *financial perspectives* in the organisation.
H_0: There is no relationship between the *strategic positioning* of the communication unit and *financial perspectives* in the organisation.

From the results, the path coefficient from *strategic positioning* (xyz = Strategic Inclusion as in SEM model 7) to *financial perspectives* (0.4412 and 0.4437) was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, and indicate that strategic positioning of the communication unit does, therefore, not influence financial perspectives of the organisation.

H45: There is a relationship between the *core competencies* of the communication unit and *stakeholder engagement* in the organisation.
H_0: There is no relationship between the *core competencies* of the communication unit and *stakeholder engagement* in the organisation.

From the results, the path coefficient from the *core competencies* to *stakeholder engagement* (0.3059) was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, and indicate that core competencies of the communication unit, therefore, do not influence stakeholder engagement of the organisation.

H46: There is a relationship between the *core competencies* of the communication unit and *corporate governance* in the organisation.
H_0: There is no relationship between the *core competencies* of the communication unit and *corporate governance* in the organisation.

From the results, the path coefficient from the *core competencies* to *corporate governance* (0.1611) was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, and indicate that core competencies of the communication unit, therefore, do not influence corporate governance of the organisation.

H47: There is a relationship between the *core competencies* of the communication unit and *resource perspectives* in the organisation.
H_0: There is no relationship between the *core competencies* of the communication unit and *resource perspectives* in the organisation.

From the results, the path coefficient from the *core competencies* to *resource perspectives* (0.4003) was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H0) that there is a negative statistical relationship, and indicate that core competencies of the communication unit, therefore, do not influence resource perspectives of the organisation.

H48: There is a relationship between the *core competencies* of the communication unit and *financial perspectives* in the organisation.
H_0: There is no relationship between the *core competencies* of the communication unit and *financial perspectives* in the organisation.

From the results, the path coefficient from the *core competencies* to *financial perspectives* (Factor 1: 0.9387 and Factor 2: 0.9688) was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, and indicate that core competencies of the communication unit, therefore, do not influence financial perspectives of the organisation.

H49: There is a relationship between the *dynamic capabilities* of the communication unit and *stakeholder engagement* in the organisation
H_0: There is no relationship between the *dynamic capabilities* of the communication unit and the organisation with *stakeholder engagement* in the organisation

From the results, the path coefficient from the *dynamic capabilities* to *stakeholder engagement* (0.1388) was close to the 10% level but still statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, and indicate that dynamic capabilities of the communication unit and the organisation, therefore, do not influence stakeholder engagement of the organisation.

H50: There is a relationship between the *dynamic capabilities* of the communication unit and the organisation with *corporate governance* in the organisation.
H_0: There is no relationship between the *dynamic capabilities* of the communication unit and the organisation with *corporate governance* in the organisation.

From the results, the path coefficient from the *dynamic capabilities* to *corporate governance* (Factor 1: 0.0152 and Factor 2: 0.0027) was statistically significant at the 5% level and indicated a strong relationship. These results provide support for the (H37) that there is a positive statistical relationship, and indicate that dynamic capabilities of the communication unit and the organisation, therefore, do influence corporate governance in the organisation.

H51: There is a relationship between the *dynamic capabilities* of the communication unit and the organisation with *resource perspectives* in the organisation.
H_0: There is no relationship between the *dynamic capabilities* of the communication unit and the organisation with *resource perspectives* in the organisation.

From the results, the path coefficient from the *dynamic capabilities* to *resource perspectives* (Factor 1: 0.5516 and Factor 2: 0.7278) was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, and indicate that dynamic capabilities of the communication unit and the organisation therefore do not influence resource perspectives of the organisation.

H52: There is a relationship between the *dynamic capabilities* of the communication unit and the organisation with *financial perspectives* in the organisation.
H_0: There is no relationship between the *dynamic capabilities* of the communication unit and the organisation with *financial perspectives* in the organisation.

From the results, the path coefficient from the *dynamic capabilities* (Factor 1 and 2: 0.1441 & 0.3240) to *financial perspectives* (Factor 1 and 2: 0.3420 & 0.9591) was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, and indicate that dynamic capabilities of the communication unit and the organisation, therefore, do not influence financial perspectives of the organisation

H53: There is a relationship between *co-value-creation* by the communication unit and the organisation, and *stakeholder engagement* in the organisation.
H_0: There is no relationship between *co-value-creation* by the communication unit and the organisation, and *stakeholder engagement* in the organisation.

From the results, the path coefficient from *co-value-creation* to *stakeholder engagement* was statistically highly significant at the 1% level and indicated a very strong relationship. These results provide support for the (H40) that there is a strong positive statistical relationship, and indicate that co-value-creation by the communication unit and the organisation, therefore, do influence stakeholder engagement in the organisation.

H54: There is a relationship between *co-value-creation* by the communication unit and the organisation, and *corporate governance* in the organisation.
H_0: There is no relationship between *co-value-creation* by the communication unit and the organisation, and *corporate governance* in the organisation.

From the results, the path coefficient from *co-value-creation* to *corporate governance* was statistically highly significant at the 1% level and indicated a very strong relationship. These results provide support for the (H41) that there is a strong positive statistical relationship, and indicate that co-value-creation by the communication unit and the organisation, therefore, do influence corporate governance in the organisation.

H55: There is a relationship between *co-value-creation* by the communication unit and the organisation, and *resource perspectives* in the organisation.
H_0: There is no relationship between *co-value-creation* by the communication unit and the organisation, and *resource perspectives* in the organisation.

From the results, the path coefficient from *co-value-creation* to *resource perspectives* was statistically highly significant at the 1% level and indicated a very strong relationship. These results provide support for the (H42) that there is a strong positive statistical relationship, and indicate that co-value-creation by the communication unit and the organisation, therefore, do influence resource perspectives in the organisation.

H56: There is a relationship between *co-value-creation* by the communication unit and the organisation, and *financial perspectives* in the organisation. H_0: There is no relationship between *co-value-creation* by the communication unit and the organisation, and *financial perspectives* in the organisation.

From the results, the path coefficient from *co-value-creation* to *financial perspectives* (Factor 1 and 2) was statistically highly significant at the 1% level and indicated a very strong relationship. These results provide support for the (H43) that there is a strong positive statistical relationship, and indicate that co-value-creation by the communication unit and the organisation, therefore, do influence financial perspectives in the organisation.

H57: There is a relationship between the *communication manager as reflective steward* and *stakeholder engagement* in the organisation. H_0: There is no relationship between the *communication manager as reflective steward* and *stakeholder engagement* in the organisation.

From the results, the path coefficient from the *communication manager* to *stakeholder engagement* was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, and indicate that the communication manager as reflective steward, therefore, has a low influence on stakeholder engagement of the organisation.

H58: There is a relationship between the *communication manager as reflective steward* and *corporate governance* in the organisation. H_0: There is no relationship between the *communication manager as reflective steward* and *corporate governance* in the organisation.

From the results, the path coefficient from the *communication manager* to *corporate governance* was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, and indicate that the communication manager as reflective steward, therefore, do not influence the corporate governance of the organisation.

H59: There is a relationship between the *communication manager as reflective steward* and *resource perspectives* in the organisation.
H_0: There is no relationship between the *communication manager as reflective steward* and *resource perspectives* in the organisation.

From the results, the path coefficient from the *communication manager* to *resource perspectives* was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, and indicate that the communication manager as reflective steward, therefore, do not influence resource perspectives of the organisation.

H60: There is a relationship between the *communication manager as reflective steward* and *financial perspectives* in the organisation.
H_0: There is no relationship between the *communication manager as reflective steward* and *financial perspectives* in the organisation.

From the results, the path coefficient from the *communication manager* to *financial perspectives* (Factor 1 and 2) was statistically not significant and indicated a weak relationship. These results provide support for the null hypothesis (H_0) that there is a negative statistical relationship, and indicate that the communication manager as reflective steward, therefore, do not influence financial perspectives of the organisation.

6.5 CONCLUSION

This chapter focused on the findings based on the developed measurement instrument. The descriptive statistics, factor analysis and ANOVA testing were illustrated and explained as well as the Structural Equation Modelling (SEM) process.

From the factor analysis and ANOVA testing, the results show the significance and non-significance with regards to integrative communication constructs in private; government and non-government entities as well in small; medium and large entities. They also show the results with regards to the perceptions of top management, middle management and practitioners within these entities towards the integrative communication constructs. The results also show the significance and non-significance analysis of the organisational sustainability constructs in private, government and non-government entities; small; medium and large entities as well as top; middle and practitioner levels in the organisations.

The results from the Structural Equation Modelling (SEM) process shows the relationships strengths between the integrative communication constructs and the sustainably constructs.

The next chapter, Chapter Seven, is the final chapter for this study. The focus will be on the results from the ANOVA and Structural Equation Modelling (SEM) processes that was followed in order to determine to answer the various objectives and hypothesis. In conclusion, the importance of the study, limitations of the study and recommendations will be discussed.

7 CHAPTER SEVEN: DISCUSSION AND CONCLUSION

7.1 INTRODUCTION

This is the final chapter of the research and concludes the research project. Chapter Six addressed the descriptive statistics, factor analysis, ANOVA one-way testing and Structural Equation Modelling. Chapter Seven will cover the conclusions to the research objectives, the main purpose and problem statement of the study; and will present the results of the hypothesis testing and limitations of the study. The chapter concludes with a discussion of the recommendations for the practical application of the results and for future research studies.

Integrative communication in this study, embraces: effective messaging; strategic positioning of the communication unit in the organisation; core competencies of the communication unit; dynamic capabilities and flexibility of the communication unit; co-value-creation by the communication unit; and the role of the communication manager as a reflective steward. These elements contribute to an integrative communication unit in the organisation and support the organisation's communication processes.

The Systems Theory forms the basis of this study and links directly to the research objectives. This study also followed the same thinking, where relationships form between the various elements of integrative communication and they then have an impact on organisational sustainability.

Research done by De Beer (2014) relating to the development of the Integrative Strategic Communication Management Theory also has bearing on how the author's research on *Integrative communication for organisational sustainability* can contribute to the current body of knowledge.

7.2 MAIN PURPOSE AND PROBLEM STATEMENT OF THE STUDY

The purpose of this research was to investigate the influence of an integrative communication unit on the stakeholder engagement process, the corporate governance process, the financial perspective and the resource perspective of an organisation to warrant long-term sustainability. From the literature review and the statistical analysis that was done, it was found that integrative communication undeniably plays a role in the long-term sustainability of organisations. Through the theoretical and empirical analysis, the research also showed that the organisation’s integrative communication processes have an influence on stakeholder engagement, corporate governance, financial and resource perspectives to ensure the long-term sustainability of the organisation. The research outcomes assisted with the development of a model of the various relationships and significance factors that exist between the elements as postulated in the research objectives.

The aim of the research was to determine if evidence from the literature review, descriptive and inferential analysis addressed the research problem of whether integrative communication influences organisational sustainability. The research investigated the various constructs of integrative communication and the significance and relationships they had with the various constructs of organisational sustainability. Apart from this, the research also addressed the influence that these relationships have in private/government/non-government entities, small/medium/large entities and amongst CEOs/senior managers/practitioners.

The impact of integrative communication on organisational sustainability will be highlighted in the next section where the general findings of the research will be discussed.

7.3 GENERAL FINDINGS OF THE RESEARCH

The research indicated that significant differences exist between private entities, government entities and non-government entities with regards to integrative communication, with specific reference to messaging, leadership, core competencies, dynamic capabilities and co-value-creation. Therefore, communication managers responsible for managing communication, and more specifically the communication unit in these respective entities, should be cognisant of the importance of an integrative approach to communication management and its specific relationship with messaging, leadership, core competencies, dynamic capabilities and co-value-creation.

Communication practitioners moving from one type of entity to another need to be informed about these differences and manage it accordingly. Therefore, the communication protocols between the various entities will differ, which needs to be acknowledged when developing communication action plans. The research also showed that stakeholder engagement, the finance perspective and the resource perspective are perceived to be significantly different in the three entities; while corporate governance in the three entities were perceived to be the same.

The research results also illustrated that integrative communication had the same influence in small, medium and large entities and no significant differences between the entities prevailed when it came to messaging, strategic positioning, manager, strategic, leadership, core competencies, dynamic capabilities and co-value-creation. This indicates that the role that integrative communication plays in the three entities is perceived to be the same. The financial perspective within the three entities is perceived to be significantly different, which could mainly be attributed to the operational and funding models that differ within each entity. The stakeholder engagement, corporate governance and resource perspective in the entities were perceived to be the same.

CEOs, senior management and practitioners (all departments) of organisations saw the influence of messaging, leadership and dynamic capabilities (flexibility, swiftness, adapt to challenges) in a significantly different way; but they do have the same expectations when it comes to strategic positioning, the communication manager, strategic roles, core competencies, dynamic capabilities (age above 30, internal relationship network, external relationship network) and co-value-creation. The importance of this to the communication unit is that they need to understand how to package all communication and should ensure that the role they play in the organisation is valued by CEOs, senior management and practitioners, specifically regarding messaging, leadership and certain dynamic capabilities, since staff on different levels will have different information needs regarding these. These factors need to be evaluated on a yearly basis and should be part of the strategic planning of the communication unit. The research also showed that CEOs, senior management and practitioners had different views when it came to the resource perspective of the organisation. Areas of differences related to: employees as an important asset, employee education, talent management, work environment, career path development and innovative technologies.

The results indicated that messaging had a very strong relationship with stakeholder engagement and corporate governance. Messaging should, therefore, be part of the stakeholder engagement strategic planning process, in an effort to reduce risk. Effective stakeholder engagement through messaging also creates new opportunities for growth and improves operational decision-making. The research furthermore shows that messaging has a strong relationship with corporate governance, as it contributes to organisational sustainability, directs how management should handle relationships with its stakeholders and it considers the influence of the triple context (economic, environmental and social) when developing strategies. Messaging also played a strong role in the 'combined annual and sustainability' reporting to explain financial performance.

The research show that the strategic positioning of the communication unit in the organisation has a strong relationship with corporate governance and the resource perspectives of the organisation and that it is an important management and decision-making aspect to make sure that the communication unit is positioned correctly within the organisational structure. The influence of the communication unit and how it its positioned, therefore, will support better employee education, talent management, work environment and career path development. A weak significance and influence exist between strategic positioning, stakeholder engagement, and the financial perspectives in an organisation.

The core competencies of the communication unit in organisations has a weak relationship and low influence on stakeholder engagement, corporate governance, resource perspectives and financial perspectives as perceived by the respondents of the survey. This indicates that people in the communication unit having the right qualifications, experience, know-how and specialised skills do not necessarily have an influence on stakeholder engagement, corporate governance, the resource perspective and the financial perspective of an organisation. This relates to the Systems Theory principles that, collectively, all business units in the organisation need to work together as a whole and not in isolation.

The results illustrate that the dynamic capabilities of the communication unit have a very strong relationship and influence on corporate governance. This showed that internal and external capabilities to adapt to the rapidly changing environment were in place and were of strategic importance. Organisations, therefore, need to ensure that the communication unit has these capabilities in its structure as this will support governance in the organisation. The results furthermore showed that the communication unit had the flexibility to handle excessive workloads, the swiftness to handle unexpected challenges and was able to adapt to challenging situations. However, dynamic capabilities of the communication unit and the organisation respectively had a weak relationship and low influence on stakeholder engagement, resource perspectives and financial perspective as perceived by the respondents of the survey.

A very important outcome from the research was that co-value-creation by the communication unit had a very strong relationship and high influence on stakeholder engagement, corporate governance, resource perspectives and financial perspectives as perceived by the respondents of the survey. The researched showed that the external communication that was sent out by a communication department had a direct influence on society and that the communication efforts in the organisation acknowledged the triple context (economic, social and environmental) responsibility. The results also indicated that regular dialogue contributed to the sustainability of the organisation and to organisational cultural development. It showed that the communication efforts of the communication department were valued as a strategic asset.

The last outcome of the research shows that the communication manager as reflective steward (leadership) has a weak relationship and low influence on the stakeholder engagement, corporate governance, resource perspectives and financial perspectives of the organisation. What this indicates is that the most senior person in the organisation responsible for communication does not always have control over the unit's budget allocation and does not always function operationally (hands on) to add value to the organisation. It also shows that the most senior person in the organisation responsible for communication does not always need to have the appropriate skills set to motivate a communication team. This indicates that there are shared responsibilities within the team and that the communication manager is not the only one who has to account for all the deliverables as set out above.

7.4 RESEARCH OBJECTIVES

Each of the specific research objectives articulated in Chapter One will now be discussed in association with the theory, literature and the empirical results of the statistical analyses. For ease of navigation, content will be arranged under relevant sub-headings, which will be introduced in the opening paragraph pertaining to each research objective.

The Systems Theory aligns with integrative communication in that it can influence private entities, government entities and non-government entities. Integrative communication within the three entities, therefore, will operate differently due to the different surrounding they operate in. This also aligns with the research done by Witmer (2006:362-363), that systems operate within their immediate surroundings and, therefore, are classified according to their openness.

- Closed systems: unresponsive, lots of internal control.

- Open systems: Interacts with environment for sustainability.
- Cybernetic systems: Balance between the above two systems in that although there is internal control, environmental challenges are continuously being assessed and then adapted. This system is particularly applicable to organisational sustainability.

7.4.1 Research Objective 1

To determine whether there are significant differences in the perception of integrative communication between private entities, government entities and non-government entities.

The research results disclosed that integrative communication has an influence in private entities, government entities and non-government entities. Significant differences were observed between the three entities with regard to communication messaging, the leadership of the communication manager, the core competencies of the communication unit, the dynamic capabilities of the communication unit and the co-value-creation of the communication unit. What this indicated was that between the three entities there were differences in perception that showed that the mentioned variables will have a different significance in each entity. Communicators within the three entities will, therefore, manage communication messaging, the leadership of the communication manager, the core competencies of the communication unit, the dynamic capabilities of the communication unit and the co-value-creation of the communication unit differently.

The research results also disclosed that within the three entities there was a shared and common perception with regards to the strategic positioning of the communication unit (structure), the functional role of the communication manager and the strategic functioning of the communication manager. This indicated that no differences existed between these variables and showed that they operate and function in a matching approach in all three entities.

To address Research Objective 1, each of the relevant hypotheses pertaining to integrative communication were considered in terms of the empirical findings (Chapter Six), as well as the literature and theory associated with it. The final results of the study will now be discussed to indicate how it supports the research objective.

Results indicated that the majority of respondents disagreed that communication *messaging* in their organisations was aligned to the strategic goals of the organisation. They also varied in their perception that messaging was communicated in an understandable way by using the right channels and that it was effective and meaningful. This was predominantly the case in private entities and government entities. This indicated that the communication units in these entities will create and craft messaging differently using diverse approaches and strategies. This showed that there is no “one fits all’ solution in the two entities and that communicators will need to have the skill and expertise to understand and differentiate between different approaches to messaging. The variation in messages in these entities, therefore, creates knowledge that will differ and vary from one another which supports research done by Nonaka and Tacheucki (1995) where the organisation is seen as a learning system and as having a set of skills and competencies that enable it to produce its own knowledge. This allows the entities to form their own cognitive systems, allowing them to establish their existence, create information and activate skills to produce knowledge through continuous learning. The variation with regards to messaging in the entities also align with the research done by Taylor (2017) who indicated that stakeholders require different messaging in different situations. Communication professionals, therefore, need to develop tailor-made messages for maximum results.

As private entities and government entities engage with different stakeholders, they, therefore, also differ with regards to how they perceive messaging. The difference in the perception of messaging in the entities indicated that communicators will apply different rules in order to understand what is going on during their social interaction. Based on the situation, different rules will apply in order to produce ‘better’ patterns of communication and, therefore, this result has a strong association with the Co-ordinated Management of Meaning (CMM) Theory. The CMM theory addresses these differences through specified rules to improve communication; and communicators in the entities can, as a result, apply different rules when crafting messaging.

The research indicated that, between the three entities, there was no difference in perception regarding the *strategic positioning of the communication unit* in the respective organisations. This revealed that the communication unit in the three groupings had the same structural elements with matching views with regards to the strategic positioning of the communication unit. The results showed that the communication unit was a unit on its own with its own head of department participating in the strategic decision-making. It also showed that the communication unit had direct access to all internal and external stakeholders of the respective organisations. The results thus indicated that the communication unit is involved with organisational management processes and functions on a strategic level. There is also a good indication that the communication functions have good access to and relationships with their respective stakeholders as supported by the research done by Varey and White (2000:10). The results from the survey aligned with the literature in that "private entities, government entities and non-government entities" respectively, were in agreement with regards to the strategic positioning and role the communication unit fulfils in the organisation. Due to the shared perception of the strategic role and importance of the communication unit within the three entities, there is an innate understanding and mutual corporate experience of this unit. This finding relates to the outcomes of the cultural theory of organisational communication which states that there will be similar corporate climates due to shared symbols and shared experiences.

The research also showed that the role of the *communication manager* had the same significance in private entities, government entities and non-government entities, indicating a shared experience and awareness of this role. The results showed that the three entities have a shared insight with regards to the role that the communication manager should play and they agree that the most senior person in their organisation responsible for communication is responsible for the control of the unit's budget. Furthermore, the results showed that the communication manager is able to function operationally (hands-on) to add value and possess the appropriate skills set to motivate their respective teams. There was a perception of conformity within the three entities. Research done by De Beer (De Beer, 2014:551) on reflective stewardship that incorporated core competencies, dynamic capabilities and co-creative value-creation, aligns with the findings with regards to the role of the communication manager in the communication unit. This also relates to the Stewardship Theory which indicated that managers, left on their own, will act as responsible stewards of the assets they control. The findings within the three entities shows there is an agreement among respondents with regards to the role of the communication manager which indicates the value and accountability influence communication managers share.

With regards to the *strategic functioning of the communication manager,* all three entities concurred that the most senior person in their respective organisations responsible for communication must be positioned at a strategic level to add value and must have a qualification in communication management to operate on a strategic management level. They also agree that this person must be part of the organisation's strategy development team. This shows that the strategic role of the communication manager is valued equally in the entities. Research done by Gonring (1994:47-48) supports this outcome, indicating that communication contributes to the overall strategic management planning for internal business sustainability. This can only be possible if the communication manager plays a strategic role in the organisation. Research by Zerfass (2014) further supports this finding, emphasising that stakeholder demands thrusted strategic communication to the centre of corporate management, thereby supporting the strategic role of the communication manager. Holm (2006) posits that communication should be regarded by management as a strategic tool and, therefore, the role of the communication manager needs to be strategic. To operate on a strategic level, the communication manager must adapt to changing environments and complex dynamic networks (and the results from the research support this), which aligns with the principles of the Complexity Theory, which states that organisation structures are complex and dynamic.

The *leadership role of the communication manager* varies in private entities, government entities and non-government entities indicating dissimilarities in the findings. The survey indicates that respondents have a different belief in the role of the communication manager with regards to his/her expertise to lead, especially in times of uncertainty. They further disagree that the communication manager can influence the work of fellow employees in a way that improves the external influence of the organisation on its stakeholders. The leadership role of the communication manager in the three entities will, therefore, operate differently. Hamrefors' (2010:141) research on communicative leadership supports this, indicating that communicators develop certain knowledge, skills and management qualities in order to contribute to organisational effectiveness and sustainability. He postulates that the role of communicators needs to be developed, if they want to be presented in leadership.

This supports the research findings in that the leadership qualities in each entity will be different due to the distinctive development and skills training each entity offers. The communication managers in each entity will, therefore, have unique leadership approaches. Research by Clutterbuck and Hirst (2002) further supports this, in that communication is central to an organisation's management competencies of attention, meaning, trust and self. The leadership of the communication manager will, therefore, resemble these characteristics and will differ in the three entities. Fleisher's (1998:164) research likewise indicate that communication management plays an intentional and strategic role in organisational success and sustainability.

From the findings above, it is clear that the communication manager has a purposeful and tactical role to play in organisational sustainability and stakeholder engagement through the leadership style and qualities he/she inherits and develops within the organisation they operate in. This indicates that communication managers from each entity will not have the same leadership qualities, which supports the Convergence Theory principle. The theory posits that as organisations develop through innovation, societal patterns emerge creating a specific organisational culture. This culture will also influence the leadership style of the organisation as well as the leadership style of the communication manager, meaning that the leadership role of the communication manager will be different in all three entities. The Co-ordinated Management of Meaning (CMM) Theory also supports the research findings, indicating that various situations necessitate different rules in order to produce "better" patterns of communication. This entails that the leadership role of the communication manager will differ in the three entities as they all have different rules.

Results show that the *core competencies* (qualifications, experience, skills, know-how) of the people working in the communication unit differ in the three entities, especially between private entities and government entities. The reason for this is that the mandate, operational and governance principles of the entities differ quite substantially and, therefore, require different competencies in their business units, and as such also in the communication unit. These findings are in line with the research done by Hamrefors (2010:141) on communicative leadership, where communicators develop certain knowledge, skills and management qualities in order to contribute to organisational effectiveness and sustainability. He postulates that the role of communicators needs to be developed, if they want to become leaders. This furthermore links to the core competencies of the communication unit where communicators need to develop skills, knowledge and management qualities before they can be seen as leaders. The core competencies in private entities and government entities will, therefore, differ from one another because they promote different strategies and goals in developing these competencies. Private entities and government entities also compete in different sectors and research conducted by Baaij, Greeven and Dalen (2004) showed that the competitive advantage of an organisation is associated with the core competencies it has, meaning private and government entities will have different competencies within the space they operate in. The research findings, therefore, support the Resource-Based Theory, postulating that the competitive advantage of an organisation lies in the application of tangible or intangible resources at the organisation’s disposal. As private and government entities apply different tangible and intangible resources, they will cultivate different core competencies within their business structures, likewise within the communication unit.

The research shows that the d*ynamic capabilities* (Factor 1: flexibility, swiftness, adapt to challenges) of the communication unit are perceived to be different between the three entities, especially between private entities and government entities. This indicates that communicators in private entities and government entities have a different approach and method to flexibility and swiftness and will also adapt to challenges differently. This is most likely linked to the corporate governance principles that each entity adheres or prescribes to. Research by Katsoulakos and Katsoulacos (2007:360) postulated that dynamic organisational strategies improve organisational alertness, flexibility, agility and swiftness. Private and government entities drive different strategies to achieve their goals, which will necessitate different dynamic capabilities in their organisations and communication units.

Whether the dynamic capabilities are faster or slower in the one entity as opposed to the other is not known, as this was not measured in the survey – the only indication was that significant differences occurred. The Convergence Theory supports this research finding, in that organisations transform as they develop, creating a defined culture. This unique culture will have an influence on the dynamic capabilities of an organisation and as such also the communication unit. It, therefore, supports the fact that the dynamic capabilities in private entities and government entities will differ due to the difference in organisational cultures. Another theory underpinning the research findings is the Cultural Theory of Organisational Communication, where shared meaning creates a certain corporate climate. Organisations with different corporate climates will also have different dynamic capabilities as was supported by the research outcome.

Other dimensions of d*ynamic capabilities* (Factor 2: age above 30, internal relationship network, external relationship network) of the communication unit also varies between the three entities, especially between private and government entities. What this signifies is that there are differences with regards to the dynamic capabilities of employees older and younger than thirty in private and government entities; and differences imitating the internal and external relationship networks within these entities. Therefore, the profiling of communicators within these entities will vary; as well as their abilities to imitate relationships. Differences between private and government entities with regards to core competencies being more developed with age above or below 30; as well as internal and external relationship networking imitation, can be contributed to the following:

- age above 30 in government entities is seen as a norm for employees to be able to contribute and add value to various government acts, policies and practices, where in the private sector this is not the case and younger people are seen as knowledgeable assets;

- the imitation of internal relationship networking within the two entities will differ due to different corporate climates and cultures; and
- external relationship imitation between the two entities will differ due to a variance in stakeholder focus.

Research done by Christopher (2007) posits that, within the systems model, competitive organisational behaviour is linked to an ability to identify and manage functions and relationships through establishing communication channels and by organising information flow, considering all external relationships. Due to the dynamic capabilities between private and government entities varying with regards to its internal and external relationship networking, Christopher’s research (that organisation’s competitive behaviour would be influenced) is supported. Dynamic capabilities are also important for the sustainability of the organisation and research done by Barile and Polese (2010) furthermore indicates that the organisation must adapt and be able to preserve its viability and stability, creating its own internal environment that is able to respond effectively to external stimuli at all levels (viability).

The research findings indicate that dynamic capabilities (Factor 2) differ significantly between the private and government entities, which supports the above literature in that both entities will have different internal environments and respond differently to external stimuli. To achieve these outcomes, each entity will, therefore, differ in the requirements for the dynamic capabilities of the communication unit.

The three entities also varied with regards to *co-value-creation* by the communication unit as indicated by the research outcomes, especially between private and government entities, as well as between government entities and NGO/NPO’s. The research indicated that the three entities differ significantly with regards to the external communication that is sent out by their communication departments and the direct influence it has on society. They also differ in their views that the communication efforts and regular dialogue in their respective organisations acknowledge their triple context (economic, social and environmental) accountabilities. Further, significant differences between the entities exist with regards to the communication sent out by the communication unit in that it contributes to organisational cultural development and it is valued as a strategic asset. For a communicator working in any of the three entities, co-value-creation will have a different meaning and focus, and a “blue-print” approach cannot be applied.

The research findings also support research done by De Beer (2014) related to co-value creation in that messaging and media fractals contribute to value-creation. This means that the co-value-creation by the communication units within the three entities will differ significantly because communication specialists in these entities will be exposed to different messages, stakeholder relationships, conversations, dialogues and listening's. Also, the value-add by management and communication managers will differ in the three entities, which explains the difference in co-value-creation in the three entities.

Research done by Dozier *et al.* (in De Beer, 2014) indicate that communication units must influence decision-making through policies, strategy or products to add value. As the value proposition in each of the three entities vary, it will require that the co-value-creation by the communication unit in the three entities should vary as well. Johansen and Andersen (2012:272) postulated that organisations, together with their stakeholders, establish partnerships to create value for the organisation. As private, government and non-government entities engage with different stakeholders, a different value-add will be created for each organisation. This means that the communication units in each entity will differ in respect of co-value-creation.

Brunsman, DeVore and Houston (2011:43-50) furthermore found that corporate planning and strategy functions can create significant value for organisations. Private, government and non-government entities differ in planning and strategy, which underlines the research finding that the communication units in each entity, will have significantly different co-value-creation capabilities in order to support the organisation's values.

The research findings also link to the Integrative Strategic Communication Management Theory (De Beer, 2014) in that management and stewardship create value by means of building organisational reputation and capacity. In each of the three entities, management and stewardship will play a significantly different role, due to the fact that each has different goals, strategies and outcomes to achieve. This means that the co-value-creation of the communication unit in each entity will vary because each has different reputational and capacity outcomes.

Based on the empirical results presented in Chapter Six, as well as the literature and theoretical validation as discussed above, it can be confirmed that there are significant differences in the perception of integrative communication between private entities, government entities and non-government entities, as stated in Research Objective 1, with regards to messaging, leadership role of the communication manager, core competencies, dynamic capabilities and co-value-creation. The results, however, show non-significant differences with regards to the integrative communication constructs - strategic positioning of the communication function, role of the communication manager and strategic functioning of the communication manager.

7.4.2 Research Objective 2

To determine whether there are significant differences in the perception of organisational sustainability between private entities, government entities and non-government entities.

The research results disclosed that there are no significant differences with regards to corporate governance between the three entities - respondents perceived it to be the same in private entities, government entities and non-government entities. However, respondents significantly differ in their perception with regards to stakeholder engagement, the financial perspective and the resource perspective between private entities, government entities and non-government entities. The research results, therefore, indicate that the only constant between the three entities is corporate governance.

To address Research Objective 2, each of the relevant hypotheses pertaining to organisational sustainability were considered in terms of the empirical findings (Chapter Six), as well as the literature and theory associated with it. The final results of the study will now be discussed to indicate how it supports the research objective.

Respondents in private entities, government entities and non-government entities significantly differ in opinion with regards to *stakeholder engagement* initiatives being part of their organisation’s planning, which should reduce risk. Their opinions also differ with regards to stakeholder engagement creating new opportunities for growth and that stakeholder engagement is part of the operational decision-making process. They furthermore varied in opinion that stakeholder engagement in their organisation improved internal decision-making. A key factor contributing to this is that all three entities follow a different stakeholder mapping process and, therefore, they will have different engagement initiatives.

Sustainable organisations make use of a wide range of stakeholder engagement practices and according to Freeman (1984) and Freeman *et al.* (2007), for this to be effective, continuous interaction is needed with stakeholders, so that a clear understanding can be developed with regards to their expectations and needs. The stakeholders that private entities, government entities and non-government entities engage with differ in expectations, which supports the research results where respondents significantly differ in opinion with regard to stakeholder engagement, based on their stakeholders' needs. How management engage with stakeholders is important (Gladwin, Kennelly & Krause, 1995:874-907) as this will also support sustainability over the long-term (Van Marrewijk, 2003:95-105). The literature supports the research results in that the management style and engagement strategies of private entities, government entities and non-government entities vary, resulting in significantly different views with regards to stakeholder engagement. Each entity has a different shared value regarding its stakeholder base.

Stakeholders, together with the organisation, achieve sustainable development through shared interests and management (Black & Hartel, 2003:125-144; Boutilier, 2007:121-134; Shropshire & Hillman, 2007:63-67), which supports the research findings in that each entity will differ in shared interest and stakeholder approach. Real stakeholder engagement leads to organisational and social learning that is based on trust (Roome & Wijen, 2006:235-263; Van Kleef & Roome, 2001: 38-51), which supports the research findings where private, government and non-government entities showed different experiences with regards to organisational and social learning in their relationship with their respective stakeholders. This relates to the differences in opinion amongst respondents.

The Stakeholder Theory is a theory of organisational management and business ethics that addresses morals and values in managing an organisation. It describes and recommends methods by which management can give due regard to the interests of the groups they interact with. In short, it attempts to address the 'principle of who or what really counts'. This theory supports the research outcomes showing that private entities, government entities and non-government entities use different methods to manage their stakeholders and, therefore, respondents significantly differ in opinion on how this should be done. Within the three entities, communicators, therefore, must ensure that they use different approaches and strategies when engaging with stakeholders.

The results showed that between private, government and non-government entities, respondents agree that the difference in perception of *corporate governance* is non-significant, meaning they agree that corporate governance in their respective entities are the same. They support the fact that corporate governance within the three entities contributes to organisational sustainability, that it directs how management must handle relationships with its stakeholders, that organisations consider the triple context environment (economic, environmental and social) when developing strategies and that they use 'combined annual and sustainability' reporting to explain financial performance. Corporate governance similarities in the three entities can be linked to the fact that they mostly adhere to similar governance policies, acts and reporting as prescribed by the King IV report.

With the increase in global economic competitiveness, a higher standard of responsibility and governance is needed. Opportunities outside existing markets are explored by organisations and to access these resources, organisations need to comply with internationally accepted standards of corporate governance. Organisations, therefore, need to comply and are indirectly managed (Kavalíř, 2005). This supports the research findings where respondents share the same view that corporate governance is the same in all three entities. This also indicates that private, government and non-government entities need to comply with and observe national and internationally accepted standards of corporate governance.

Research conducted by Cadbury (1992:61) investigated the role of the management team of an organisation (including its board) and their responsibility to set strategic goals and continuously managing resources (also to inform stakeholders). Demb and Neubauer (1992) describe this as a process through which companies respond to the rights and requests of stakeholders. Within private, government and non-government entities, management implements standardised processes to engage with and respond to the rights and requests of their respective stakeholders. The research findings support the literature in that no significant differences occurred between the three entities with regards to corporate governance - respondents perceive it to be the same.

The Political Theory also has relevance to the research and focus on the study of topics such as politics, liberty, justice, property, rights, law, and the enforcement of a legal code by an authority. As governance strongly relates to justice, rights and laws, the research results show that little differences (non-significance) exist between the entities as perceived by the respondents. Communication management, therefore, needs to understand this and be aware of the fact that corporate governance in the three entities has the same application.

The research results also indicate that the respondents significantly differ in response to the *financial perspective* within private, government and non-government entities. They did not all agree that the financial indicators are the only indicators reflecting organisational performance and that they all make use of a Balanced Scorecard to measure performance, taking external factors (government regulations, lending conditions, competition regulations, etc.) into account; as well as using the Balanced Scorecard to measure performance, taking internal factors (business's reputation, creditworthiness, management structure, staff training, etc.) into account. Respondents also differed in opinion that their organisations increase value to its shareholders by improving its revenue or by improving its financial productivity. This can be explained by the fact that the three entities have different financial strategies and models in place and, therefore, respondents had a difference in opinion due to their own organisational experiences and knowledge.

The annual strategic planning of organisations becomes critical to be competitive in the marketplace (Griffiths & Finlay, 2004:29-59) and it allows the organisation to position itself (Baaij, Greeven & Dalen, 2004:517-531). The strategic planning in private, government and non-government entities differs as they focus on different goals, strategies and financial perspectives, as is clear from the research results. Financial regulations in organisations have always been the core driver of reporting, and policies and operations were structured around these requirements. To change this will create risks with regards to profitability and sustainability (Rogers, 2001). The above literature supports the research finding in that each entity will vary in financial regulation, policies and processes and, therefore, respondents in each entity have a different opinion. Furthermore, the financial perspective in the three entities differ significantly because each of them implements different Balanced Scorecards linked to objectives, strategies, business processes, learning and growth strategies (Kaplan & Norton, 2004).

The Complexity Theory supports the research findings and investigates how organisations adapt to their environments and how they cope with conditions of uncertainty. For organisations to be sustainable, they need to adapt, meaning their finance perspective must constantly be dynamic. As such, the theory supports the research finding where respondents indicated that the finance perspective in private, government and non-government entities is not the same and is significantly different. Communication managers, therefore, will apply different financial modelling principles within their units depending on the entity they work in.

The research results also show that the respondents significantly differ in their opinion with regards to the *resource perspective* of private, government and non-government entities. They differ in opinion that their organisation's resources are seen as an asset, specifically regarding employee education, talent management, the working environment, career path development and innovative technologies. Research done by Eccles, Loannou and Serafeim (2011) indicates that successful organisations will foster an internal culture of success and achievement through motivated employees, supported by sustainable policies and procedures indicating that resources are critical. The research outcomes show that respondents differ in opinion with regards to the resource perspective due to the fact that the three entities vary in organisational culture and strategic decision-making and, therefore, will differ in resource capabilities. Furthermore, sustainable organisations need to be competitive and, therefore, must have the capacity and competence (Passemard & Kleiner, 2000:111-117) to ensure that they keep a competitive advantage (Baaij, Greeven & Dalen, 2004:517-531). This supports the research finding that shows that the resource capabilities of each entity differs in capacity, competencies and competitiveness. Respondents, therefore, significantly differ in opinion due to this. To be competitive, organisations must continuously adapt and re-invent themselves (Rodriguez *et al.*, 2002:135-146) externally as well as internally. Apart from this, the national and international economic climate also influences sustainability (Guest, 2010:326-335), such as competitor relationships and the ability to adapt to environmental changes (Sharma & Ruud, 2003:205-214). Private, government and non-government entities will respond differently to their internal and external environments - this requires that they all have unique resource perspective strategies in place. The three entities furthermore differ with regards to the knowledge and information employees develop, showing a difference in skills, experiences and abilities they acquire individually and collectively within the organisations (Buller & McEvoy, 2012:42-57), which also supports the research findings indicating a difference in opinion with regards to the resource perspective.

The development of technology as a resource and innovation element within an organisation will also improve competitiveness and sustainability, as new knowledge, training and equipment are continuously needed (Salunke, Weerawardena & McColl-Kennedy, 2011:1250-1264). New technology and innovation create the opportunity for operational effectiveness and directly improve the value proposition to customers, which competitors cannot match (Phan & Vogel, 2010:69-77). Information technology can improve operational efficiency when integrated into business processes, creating a competitive advantage (Masli, Richardson, Sanchez & Smith, 2011:188-204).

The above literature supports the research findings in that private, government and non-government entities utilise different technologies and innovation strategies to engage stakeholders and to stay competitive. The research findings furthermore show that respondents significantly differ in opinion with regards to their resource perspective.

The Resource Dependence Theory (RDT) postulates that the external resources of organisations affect the behaviour of the organisation. The procurement of external resources is an important tenet of both the strategic and tactical management of any organisation. What this indicates is that the external resources of an organisation determine how management develop strategies and their deliverables. Due to the external resource base of private, government and non-government entities differing, this theory supports the research findings in that respondents significantly differ in their views with regards to the resource perspective of their respective organisations. Important to the research findings is that communication management must take cognisance of the differences within the resource environment and the principles of the resource base must be applied differently, depending on the entity that communication managers work for.

Based on the empirical results presented in Chapter Six, as well as the literature and theoretical validation as discussed above, it can be confirmed that there are significant differences in the perception of the organisational sustainability constructs of stakeholder engagement, finance perspectives and resource perspective between private entities, government entities and non-government entities, as stated in Research Objective 2. The research results, however, indicate that corporate governance as a sustainability construct is the same in all three entities, meaning that corporate governance in the three entities is perceived to be the same.

7.4.3 Research Objective 3

To determine whether there are significant differences in the perception of integrative communication between small, medium and large organisations.

The research results disclosed that integrative communication has a non-significant influence in small, medium and large entities, respectively. The communication messaging, strategic positioning of the communication unit (structure), the functional role of the communication manager, the strategic role of the communication manager, core competencies of the communication unit (qualifications, experience, skills, know-how), the dynamic capabilities of the communication function (Factor 1 - flexibility, swiftness, adapt to challenges), the dynamic capabilities of the communication unit (Factor 2 - age above 30, internal relationship network, external relationship network) and co-value-creation of the communication unit were perceived to be the same in small, medium and large entities. This indicates that the respondents perceive these integrative communication constructs to function the same in the three entities.

The reason for this could be that respondents assessed small, medium and large entities from a private sector point of view and, therefore, see them operating in the same environment. Their responses to integrative communication, therefore, would have been from the same referencing perspective. Small, medium and large organisations are seldom associated with government and non-government entities.

To address Research Objective 3, each of the relevant hypotheses pertaining to integrative communication were considered in terms of the empirical findings (Chapter Six), as well as the literature and theory associated with it. The final results of the study will now be discussed to indicate how it supports the research objective.

The research results show that the majority of respondents agree that *messaging* in small, medium and large organisations was aligned to the strategic goals of the organisation. They also agree that messaging is communicated in an understandable way by using the right channels and that it was effective and meaningful in small, medium and large organisations. The research results furthermore indicate that the communication units in these entities create and craft messaging in the same manner, using similar approaches and strategies.

Nonaka and Tacheucki’s (1995) research postulated that messaging creates knowledge that will differ and vary from one another in various types of entities. The research results of this study, however, show that respondents did not differ in opinion between small, medium and large entities when it came to messaging. Respondents see the various learning systems, skills and competencies to be the same within the three entities and, therefore, they see messaging to be the same. Within small, medium and large entities, there will be similar cognitive systems and shared information created through continuous learning processes. Taylor (2017) postulated that stakeholders require different messaging in different situations and communication professionals need to develop tailor-made messages for maximum results. The outcome of this research, however, shows the opposite, since respondents indicated that messaging within small, medium and large entities is the same, indicating that their stakeholders could have similar needs and, therefore, similar characteristics.

The Co-ordinated Management of Meaning (CMM) Theory implies that communicators apply rules in order to communicate, so that they can produce improved patterns of communication. The research findings indicate that respondents perceive messaging to be the same in small, medium and large entities and, therefore, it indicates that communicators use the same rules. The CMM theory, therefore, supports the research findings in that communicators apply the same rules and strategies when compiling messages for the three entities.

Important to note is that the findings on messaging were viewed differently in private, government and non-government entities (RO1) where respondents differ in opinion (disagree); as opposed to that of small, medium and large entities (RO3) where respondent all agree.

The research results show that there are no statistically significant differences in the perception of respondents with regards to the *strategic positioning* of the communication unit within small, medium and large entities. Respondents agree that the communication unit in each entity is an independent unit, is managed by its own departmental head, is part of strategic decision-making, has direct access to all internal stakeholders of the organisation and has direct access to all external stakeholders of the organisation.

According to Varey and White (2000:10), integrative communication functions on a strategic level and supports the management of stakeholder relations, therefore, a communication unit has to be positioned strategically within the organisational structure. The results from the survey support the above literature with regards to the strategic positioning of the communication unit within small, medium and large entities. Brunsman, DeVore and Houston (2011:43-50) address the importance of corporate planning and strategy development that creates significant value for organisations. To achieve this requires reassessment and change in organisational structure, performance measures, processes, people competencies and characteristics. The strategic positioning of the communication unit, therefore, is of utmost importance to ensure value creation. The research results support the above literature where respondents agree that the strategic positioning of the communication unit in small, medium and large entities is the same.

The research findings on the strategic positioning of the communication unit also align with principles of the Cultural Theory of Organisational Communication where a corporate culture is created through shared meaning. The results from the survey indicate that all three entities have a shared perception of the strategic role and importance of the communication unit and no significant differences occurred. There is a distinctive sharing and understanding of the strategic positioning of the communication unit in all three entities, indicating the importance of the communication unit in creating corporate culture through shared meaning.

Important to note is that the findings on the strategic positioning of the communication unit in private, government and non-government entities (RO1) were the same as that of small, medium and large entities (RO3).

The research results on the role of the *communication manager* indicate that respondents all agree that the differences in perception are non-significant and that the role is, therefore, similar in small, medium and large entities. No statistical differences were detected between the three groups and respondents all agree on the role that the communication manager plays.

Respondents agree that the most senior person in their organisations responsible for communication control the unit’s budget, functions operationally (hands-on) to add value to the organisation and has the appropriate skillset to motivate a communication team. There was a perception of conformity between the three entities.

Research done by De Beer (2014:551) on reflective stewardship that incorporated core competencies, dynamic capabilities and co-value-creation aligns with the findings with regards to the role of the communication manager in the communication unit. This also relates to the Stewardship Theory, which indicates that managers, left on their own, will act as responsible stewards of the assets they control. The findings regarding small, medium and large entities show that there is an alignment of respondents’ perception of the role the communication manager plays, which supports their value and accountability.

Important to note is that the findings with regards to the role of the communication manager were the same in private, government and non-government entities (RO1), as well as in small, medium and large entities (RO3).

The research finding with regards to the difference in perception of the *strategic functioning of the communication manager* was non-significant and shows that the respondents agree that the communication manager must be positioned at a strategic level to add value, must have a qualification in communication management to operate on a strategic management level and must be part of the organisation's strategy development team. Respondents agree that the strategic role of the communication manager is the same within small, medium and large entities.

Research by Gonring (1994:47-48) postulates that communication supports strategic management planning, change-management and internal business sustainability. This implies that the communication manager must play a strategic role in the organisation. The literature, therefore, supports the research results that relate to small, medium and large entities. Research by Zerfass (2014) further supports the research findings, where demands from different stakeholders are shifting strategic communication to the centre of corporate management, supporting the strategic role of the communication manager. Holm (2006) furthermore show that communication should be regarded by management as a strategic tool and, therefore, the role of the communication manager needs to be strategic. From a theoretical perspective the Complexity Theory supports the findings, in that the communication manager must continuously adapt to changing environments and complex dynamic networks in the organisation, which can only be achieved if the communication manager plays a strategic role.

Important to note is that the strategic functioning of the communication manager was viewed to be the same in private, government and non-government entities (RO1), as well as in small, medium and large entities (RO3).

The differences in perception of the leadership *role of the communication manager* in small, medium and large entities is seen to be non-significant and are, therefore, considered to be similar in all three entities. The survey shows that respondents have similar opinions with regards to the communication manager’s expertise to lead, his/her ability to lead in times of uncertainty and his/her influence on others’ work in a way that improves the external impact of the organisation on its stakeholders.

Hamrefors’ research on communicative leadership indicates that communicators must develop certain knowledge, skills and management qualities in order to contribute to organisational effectiveness and sustainability. He postulates that the role of communicators need to be developed if they want to be presented in leadership (Hamrefors, 2010:141). This supports the research findings of this study and shows that the leadership role of the communication manager in each entity is regarded to be the same and indicates that there is an alignment in leadership development and training between entities. The communication manager in each entity, therefore, reflects similar leadership characteristics. Fleisher's (1998:164) research furthermore indicates that communication management plays a strategic role in organisational success and sustainability. This supports the fact that the respondents agree that the role of the communication manager is similar in small, medium and large entities, indicating that they share the same perception that the communication manager can contribute to organisational success and sustainability.

From this perspective, the communication manager as a leader has a focussed role to play in organisational sustainability, reflecting the style and qualities they inherit and develop within the organisation they operate in. This indicates that communication managers in small, medium and large entities are viewed to have similar leadership qualities. The research findings align with the convergence theory, which addresses the fact that organisations develop, through innovation and change, societal patterns, creating a specific organisational culture. This culture will also influence the leadership style of the organisation as well as the leadership style of the communication manager.

Important to note is that the leadership role of the communication manager was viewed significantly differently by respondents from private, government and non-government entities; which differ (RO1) from that of small, medium and large entities (RO3) where non-significant differences were detected (agree to the role of the communication manager).

The research furthermore shows that the *core competencies* of the communication unit (qualifications, experience, skills, know-how) are similar in the three entities. Respondents also agree that qualifications, experience, skills, know-how, flexibility, swiftness and adaptation to challenges of people working in the communication unit are similar in small, medium and large entities.

Hamrefors' research postulates that communicators must develop certain knowledge, skills and management qualities in order to contribute to organisational effectiveness and sustainability. He states that the role of communicators needs to be developed, if they want to be presented in leadership forums (Hamrefors, 2010:141). This supports the research findings of this study in small, medium and large entities where the required core competencies were similar between entities and it, therefore, shows that the communicators in the communication unit promote the same strategies and goals in developing competencies.

The Resource-Based Theory addressed the fact that the competitive advantage of an organisation lies primarily in the application of a bundle of valuable tangible or intangible resources at the organisation's disposal. Small, medium and large entities compete in the same environment (each on a different scale) and share similar resources. This supports the research findings where respondents had the same view that the core competencies of the communication unit play the same role in each entity because the resource base they share is similar.

Important to note is that the research findings show that the perceptions of core competencies of the communication unit in private, government and non-government entities where significantly different (respondents disagreed) (RO1); while non-significant differences were found (respondents were in agreement) between small, medium and large entities (RO3).

The research shows that a certain set of *dynamic capabilities* (Factor 1: flexibility, swiftness, adapt to challenges) of the communication unit are the same in small, medium and large entities. This indicates that communicators in the three entities have the same approach and method to flexibility and swiftness and will also adapt to challenges in the same way. The results furthermore show that a second set of dynamic capabilities (Factor 2: age above 30, internal relationship network, external relationship network) of the communication unit are the same within the three entities. Therefore, the profiling of communicators within these entities will be the same, as well as their abilities to imitate relationships.

Research by Katsoulakos and Katsoulacos (2007:360) postulated that dynamic strategies are connected to the improvement of organisational alertness and that they are associated with flexibility and agility (core competencies). This literature supports the findings of this research study, in that business networking and strategies are associated with agility and swiftness (dynamic capabilities), learning/innovation, age above 30, internal relationship networking and external relationship networking strategies. The respondents' perceptions with regards to dynamic capabilities in small, medium and large entities were aligned (in agreement) supporting the research by Katsoulakos and Katsoulacos (2007:360) that dynamic capabilities are connected to the organisation's strategies, thus, each entity will have different strategies but their dynamic capabilities will be similar.

The research findings furthermore relate to the Cultural Theory of Organisational Communication, where shared meaning creates a certain corporate climate. The research shows that respondents perceive the dynamic capabilities within the three entities to be similar, indicating similarities in corporate climate. Co-ordinated management of meaning (CMM) postulates that communicators apply rules to produce improved patterns of communication, which supports the research findings where respondents perceive dynamic capabilities to be similar in small, medium and large entities, indicating that similar communication rules apply in all three entities.

Against this background, the Systems Theory postulates that organisations functioning in the same environment will create configurations and similarities. Research done by Smircich and Stubbart (1985) showed that organisations and environments interact and, as a result, patterns are created. Small, medium and large organisations within the 'same' environment will read different things into the same set of data about particular market conditions and circumstances. Pfeffer and Salancik (1978) also indicated that organisations in similar environments are embedded in a set of inter-organisational relationships with a set of stakeholders. The above literature supports the research findings in that respondents did not perceive any differences in dynamic capabilities between entities, indicating that they see the three entities engaging and interacting in the same environment, while not necessarily competing with one another.

Important to note is that the research findings show that the perceptions about dynamic capabilities (Factor 1) between private, government and non-government entities where significantly different (respondents disagree) (RO1) to that of small, medium and large entities (RO3) where non-significant differences in perception were found (respondents were in agreement).

Respondents' perception of *co-value-creation* by the communication unit and the organisation respectively was similar between small, medium and large entities (no significant differences were perceived by the respondents).

The research findings indicate that respondents are in agreement that the co-value-creation in the three entities are the same with regards to the external communication sent out by their communication department and that it has a direct influence on society. Respondents also agree that the communication efforts and regular dialogue in their respective organisations acknowledge the triple context (economic, social and environmental) accountabilities. Further similarities exist between the entities with regards to the communication sent out by the communication unit in that it contributes to organisational cultural development and that it is valued as a strategic asset. As a communicator working in any of the three entities, co-value-creation will have a similar meaning and focus.

Research done by Dozier *et al.* (in De Beer, 2014) indicates that communication units must influence decision-making through policies, strategy or products to add value. This supports this research study in that respondents saw co-value-creation by the communication unit in the three entities to be the same, indicating similarities with regards to how co-value-creation takes place. Johansen and Andersen (2012:272) postulate that organisations, together with their stakeholders, create partnerships to create value for the organisation. As small, medium and large entities engage with similar stakeholder profiles, the value-add for each organisation will be similar. This means that the communication units in each entity will have a shared view of co-value-creation.

Important to note is that the research findings show that the perceptions of co-value-creation between private, government and non-government entities where significantly different (respondents disagree) (RO1), while in small, medium and large entities non-significant differences were found (respondents were in agreement).

Based on the empirical results in Chapter Six, as well as the literature and theoretical validation as discussed above, it can be confirmed that there are no significant differences in the perception of integrative communication between small, medium and large entities as stated in Research Objective 3.

7.4.4 Research Objective 4

To determine whether there are significant differences in the perception of organisational sustainability between small, medium and large organisations.

The research results disclose that there are no significant differences with regards to the perceptions of stakeholder engagement, corporate governance and the resource perspective between small, medium and large entities and that respondents, therefore, perceive it to be similar in all three entities. However, respondents significantly differ in perception with regards to the financial perspective in small, medium and large entities, indicating that there are different financial principles in place in the three entities.

To address Research Objective 4, each of the relevant hypotheses pertaining to organisational sustainability were considered in terms of the empirical findings (Chapter Six), as well as the literature and theory associated with it. The final results of the study will now be discussed to indicate how it supports the research objective.

The results show that respondents within small, medium and large entities perceive *stakeholder engagement* initiatives to be the same and no significant differences exist between views. Respondents agree that stakeholder engagement is part of their organisation's planning and that it reduces risk. They also agree that stakeholder engagement creates new opportunities for growth and that it is part of the operational decision-making, and that it improves internal decision-making.

Research conducted by Freeman (1984) and Freeman *et al.* (2007) addressed the fact that for stakeholder engagement to be effective, continuous interaction is needed with stakeholders, so that a clear understanding can be developed with regards to their expectations and needs. This supports the research results of this study, in that respondents see stakeholder engagement to be the same between the three entities, indicating similar stakeholder expectations and needs. Stakeholders, together with the organisation, achieve sustainable development through shared interests and management (Black & Hartel, 2003:125-144; Boutilier, 2007:121-134; Shropshire & Hillman, 2007:63-67), which supports the research findings that indicate that perceptions about interests and management objectives between small, medium and large entities are shared.

The Stakeholder Theory describes and recommends methods by which management can support the interests of the groups they interact with; it attempts to address the 'principle of who or what really counts'. This theory supports the research outcomes that small, medium and large entities apply similar methods to manage their stakeholders (respondents significantly agree in opinion on how this should be done).

Important to note is that the research findings show that the views of respondents significantly differ between private, government and non-government entities (RO2); while with small, medium and large entities (RO4) respondents were in agreement (non-significant differences in perception) with regards to stakeholder engagement.

The results furthermore show that respondents from small, medium and large entities agree on their views of *corporate governance* (differences in perception were non-significant), meaning it functions the same in all three entities. They agree that corporate governance contributes to organisational sustainability, that it directs how management must handle relationships with its stakeholders, that organisations consider the triple context (economic, environmental and social) when developing its strategies and that they use 'combined annual and sustainability' reporting to explain financial performance. Corporate governance similarities in the three entities can be linked to the fact that they mostly adhere to similar governance policies, acts and reporting as prescribed in the King IV report.

Research done by Kavalíř (2005) addresses the fact that organisations are indirectly managed according to international standards so they can explore new markets. This conformity is aligned with standard governance principles and the literature, therefore, supports the research findings that small, medium and large entities need to comply with national and internationally accepted standards of corporate governance. This also supports the Political Theory that has a strong focus on politics, liberty, justice, property, rights, law, and the enforcement of legal codes by an authority. As governance strongly relates to justice, rights and laws, the research results show that little differences (non-significant differences in perception) exist in small, medium and large entities as perceived by the respondents.

Important to note is that the research findings show that the differences in views of respondents in private, government and non-government entities (RO2) and those in small, medium and large entities (RO4) with regards to corporate governance were non-significant, meaning they were the same in these entities.

With regards to the *financial perspective* within small, medium and large entities, the results show that significant differences occur and respondents vary in opinion that the financial perspective is the only indicator supporting organisational performance and that they all make use of a Balanced Scorecard to measure performance, taking external factors (government regulations, lending conditions, competition regulations, etc.) into account; as well as using the Balanced Scorecard to measure performance, taking internal factors (business' reputation, creditworthiness, management structure, staff training, etc.) into account. The research findings further show that the three entities have different financial strategies and models in place and, therefore, respondents have a difference in opinion due to their own organisational experiences and knowledge.

Research done by Roger (2001) addresses the fact that financial regulations in organisations have always been the core driver of policies. Operations, therefore, were structured around these requirements and changing this will create risks with regards to profitability and sustainability (Rogers, 2001). This supports the research findings, indicating that respondents differ in opinion with regards to the financial perspective in small, medium and large entities because each entity implements different financial models and policies to be sustainable. This also aligns with the Complexity Theory, which states that organisations adapt to their environments to cope with conditions of uncertainty. For small, medium and large entities to be sustainable, they need to adapt their financial perspective to stay dynamic. As such, the theory supports the research findings where respondents disagree that the finance perspective in small, medium and large entities is the same.

Important to note is that the research findings show that the differences in the views of respondents in private, government and non-government entities (RO2), as well as small, medium and large entities (RO4), with regards to their financial perspectives, were significant, meaning they were not the same in both groupings.

The research results show no significant differences in perception with regards to the *resource perspective* between small, medium and large entities. Respondents agree that the resource perspective is seen as an asset in these entities and that it contributes to employee education and talent management. The results also show they agree that working in the right environment, career path development and innovative technologies that are implemented are the same in the three entities.

Research by Eccles *et al.* (2011) shows that successful organisations foster an internal culture of success and achievement through motivated employees, supported by sustainable policies and procedures. The authors posit that an organisation's culture has a direct link to strategic decision-making that influences organisational sustainability. This supports the research findings of this study in that respondents agree that the resource perspective in their respective entities are similar and that the entities, therefore, have similar organisational cultures and strategic decision-making processes.

The Co-ordinated Management of Meaning (CMM) Theory relates to the research findings in that communicators in each entity will apply different rules in order to understand what happens during their social interaction - different rules are applied in order to produce 'better' patterns of communication. The above theory supports the research findings where respondents in the three entities have the same view with regards to the resource perspective, meaning the same rules and similar communication patterns apply in these entities.

The Political Theory also has relevance to the research, since small, medium and large entities do have similarities with regards to politics, justice, property, rights, law, and the enforcement of a legal code in South Africa and, therefore, it will imply that they have similar views with regards to resource perspectives.

Important to note is that the research findings show that the views of respondents significantly differ between private, government and non-government entities (RO2), while the views of respondents in small, medium and large entities are similar (non-significant difference in perception) with regards to the resource perspective.

Based on the empirical results in Chapter Six, as well as the literature and theoretical validation as discussed above, it can be confirmed that there are no significant differences in the perception of the organisational sustainability constructs, stakeholder engagement, corporate governance and resources perspective between small, medium and large entities as stated in Research Objective 2. The research results, however, indicate that the finance perspective as a sustainability construct is significantly different in all three entities, meaning they are perceived to be different.

7.4.5 Research Objective 5

To determine whether there are significant differences in the perception of integrative communication between the President/CEO/executive/managing director; senior managers/managers and practitioners in organisations.

The research results show that the integrative communication constructs of messaging, leadership role of the communication manager and dynamic capabilities (Factor 1 - flexibility, swiftness, adapt to challenges) are perceived significantly differently by Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners (all departments) indicating that their views and opinions are different. The results, however, show that the three groups are in agreement when it comes to strategic positioning of the communication unit, the role of the communication manager, the strategic role of the communication manager, the core competencies of the communication unit, the dynamic capabilities (Factor 2 - age above 30, internal relationship network, external relationship network) of the communication unit and the co-value-creation of the communication unit.

To address Research Objective 5, each of the relevant hypotheses pertaining to integrative communication were considered in terms of the empirical findings (Chapter Six), as well as the literature and theory associated with it. The final results of the study will now be discussed to indicate how it supports the research objective.

The research results indicate that *messaging* within the communication unit was seen differently by Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners within their respective organisations. What this shows is that between the different levels of the organisations, different perceptions exist towards messaging that is sent out by the communication unit. The statistical analysis also shows that the biggest differences are between the perceptions of Presidents/CEOs/executives/managing directors and those of senior managers/manager in the respective organisations. This indicates that there is a misalignment in thought and opinion between the levels with regards to messaging. From this perspective, top management and senior management need to align their strategies and goals, as the results indicate that there are differences in the way they think and the way they see messaging that is sent out by the communication units. The results further show that there are differences in opinion with regards to messaging being understandable, meaningful, effective with correct channels used and that it aligns to the strategic goals of the organisation.

Research done by De Beer (2014:308) on messaging and media fractals (integrated communication) indicated that it relates to reflective stewardship: core competencies, dynamic capabilities and co-value-creation (additional dimensions that lead to integrative communication). This aligns with the research findings that there will be differences in opinion with regards to how Presidents/CEOs/executives/managing directors and senior managers/managers perceive messaging in their respective organisations. These differences also impact on how each group values stakeholder engagement, as addressed by De Beer (2014), showing messaging is mutually beneficial for stakeholder relationships (conversation, dialogue and listening). Taylor’s (2017) research shows that effective messaging defines an organisation’s campaigns, interpersonal relationships and successful stakeholder engagement. As there is a difference in views between the three groupings with regards to messaging, it will also lead to the differences in perception by Presidents/CEOs/executives/managing directors and senior managers/managers with regards to effective campaigns, interpersonal relationships and stakeholder relations.

A communication department can only deliver integrated messaging if the core competencies in the organisation are aligned (Katsoulakos & Katsoulacos:2007). However, this study found that there is a difference in opinion between Presidents/CEOs/executives/managing directors and senior managers/managers with regards to messaging. There is also a difference in the perceptions of core competencies between the groups.

The Integrative Strategic Communication Management Theory developed by De Beer (2014:16) postulates that aspects of management and stewardship need to be considered within a communication unit in a triple context environment in order to build organisational reputation and capacity. The theory aligns with the findings in that the differences with regards to the perception of messaging between Presidents/CEOs/executives/managing directors and senior managers/managers can damage an organisation’s reputation due to their different views with regards to the messages being sent out to stakeholders.

The differences in opinion between Presidents/CEOs/executives/managing directors and senior managers/managers with regards to messaging sent out by communication unit is supported by the co-ordinated management of meaning theory, which indicates that ‘broken’ patterns of communication can emerge because different rules are applied.

Communicators, therefore, need to be aware of the fact that the three groupings have different views with regards to messaging within an organisation and they must ensure that when they craft messages, they take this into consideration.

Important to note is that the findings on messaging were not the same with regards to private, government and non-government entities (RO1) - Presidents/CEOs/executives/managing directors and senior managers/managers (RO5) also had different views on messaging. Views with regards to messaging in small, medium and large entities (RO3) for the same levels, were similar.

The results show that the perceptions of Presidents/CEOs/executives/managing director; senior managers/managers and practitioners regarding *strategic positioning* of the communication unit in the respective organisations are similar. They agree that the communication unit is a structure on its own with its own head of department and that it functions on a strategic decision-making level. They further agree that the communication unit has direct access to all internal and external stakeholders of the organisation.

Research conducted by Invernizzi and Romenti (2015), as well as Torp (2015), investigated the fact that the strategic positioning of the communication unit contributed to the alignment in image, vision, corporate brands and organisational culture. From this perspective, the strategic positioning of the communication units in this study can also contribute to the organisation’s vision, brand and culture.

Research by Kaplan and Norton (2004), as well as by Van Riel (2012), indicated that continuously reviewing the corporate strategy, enables the organisation to align with stakeholder expectations. To achieve this, the positioning of the communication unit must be structured strategically so that the organisation’s strategy can be aligned with stakeholder expectations. This supports the research finding that Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners agree that the strategic positioning of the communication unit in their respective organisations are the same, indicating that they have similar strategies to support stakeholder expectations.

The Contingency Theory emphasises the importance of leadership and the situation in which leaders operate with regards to task clarity and accomplishments. This relates to the research findings, in that task clarity and accomplishment can only be achieved if the Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners all have similar views with regards to the strategic positioning of the communication unit.

The research findings are supported by the Configuration Theory, which postulates that an organisation must be structured to be effective. The three groupings of respondents are in agreement about the strategic positioning of the communication unit within the three entities, resulting in the improvement of effectiveness due to the structuring.

Important to note is that the research finding with regards to the difference in perception about the strategic positioning of the communication unit was non-significant and, therefore, viewed to be the same in private, government and non-government entities (RO1); small, medium and large entities as well as Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners.

The research furthermore shows that the role of the *communication manager* is seen to be similar by Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners of their respective organisations. The three groupings have the same perception and understanding of the role of the communication manager. They agree that the most senior person in their organisations responsible for communication controls the unit's budget, functions operationally (hands-on) and has the appropriate skills set to motivate the communication team.

Research done by De Beer (2014) indicates that communication managers operate in a triple context environment assuming the role of stewardship (playing the strategist, manager and technician roles interchangeably). They must have the knowledge to work towards a good corporate reputation; communicative capacity: communicative currency, capital, equity and value in an organisation. The research findings, therefore, align with the research that was conducted by De Beer where the three groupings saw the role of the communication manager to be similar, and to also support the stewardship perspective. This links to research done by Hamrefors (2010:41) indicating that communication managers should not only focus on traditional communication activities but should also take on the responsibility of building the communicative ability of organisation leadership. The research furthermore shows that the Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners all have the same view with regards to the role of the communication manager; which aligns with the literature above that they also promote the communicative ability of communication managers as leaders.

The Stewardship Theory postulates that managers, left on their own, will indeed act as responsible stewards with regards to the assets they control. The results show that Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners were all in agreement with regards to the role of the communication manager within their respective organisations; which links to the Stewardship Theory in that they are responsible stewards within the environments they control.

Important to note is that the role of the communication manager was viewed to be the same in private, government and non-government entities (RO1); small, medium and large entities (RO3); as well as by Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners (RO5).

The research shows that the *strategic functioning of the communication manager* is seen to be the same by Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners. All three groups agree that the most senior person in their organisations responsible for communication is positioned at a strategic level to add value, has a qualification in communication management to operate on a strategic management level and is part of the organisation's strategy development team.

Research done by Katsoulakos and Katsoulacos (2007:356) looked at strategic management focusing on shared environmental approaches, shared relational perspectives and a shared knowledge view of the organisation. This strategic focus supports the research outcomes where Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners agree that the strategic functioning of the communication manager in their respective organisations are the same.

Integrated organisational communication, according to Gonring (1994:47-48), assists with overall strategic management planning, change-management and support for internal business sustainability. The results show that the three groups have a shared view with regards to the strategic functioning of the communication manager and, therefore, supports the research of Gonring with regards to shared strategic planning, change management and shared internal business sustainability. This can be achieved through a strategic communication unit.

The Integrative Strategic Communication Management Theory developed by De Beer (2014) indicated that management and stewardship creates value by means of building organisational reputation and capacity. The literature indicates that management needs to function on a strategic level in order to build reputation and capacity which supports the research results where the three groups have the same view with regards to the strategic functioning of the communication manager.

Important to note is that the research findings indicated that the strategic functioning of the communication manager was viewed to be the same in private, government and non-government entities (RO1); small, medium and large entities (RO3) as well as Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners (RO5).

The research results show that the *leadership role of the communication manager* is viewed differently by Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners in their respective organisations. The results show that the biggest differences occur between the perceptions of the Presidents/CEOs/executives/managing directors and that of senior managers/managers and practitioners. They differ with regards to views that the most senior person in their organisations responsible for communication has the necessary expertise to lead, has the ability to lead in times of uncertainty and influences others’ work in a way that improves the external impact of the organisation on its stakeholders.

Research by Hamrefors (2010:43) indicated that when ideological leadership develops and it gets communicated through the organisation it will influence all the relationships relevant to the network. This supports the research findings with regards to the differences in views within the three groups towards the leadership role of the communication manager indicating there is a difference in ideology that will influence all the relationships in the organisational network. Hamrefors’ research on communicative leadership showed that communicators must develop certain knowledge and skills in order to be sufficient in contributing to organisational effectiveness. He postulates that the role of communicators needs to be developed if they want to be presented in leadership forums (Hamrefors, 2010:141). The research results with regards to the differences in views towards leadership between the three groups indicates there is a lack of acknowledging the education, skills and leadership of the communication manager.

The Self-Regulation or Self-Governance Theory is driven by internal goals to control the environment and employees reassert control in conditions of chaos, uncertainty or stress. The views of Presidents/CEOs/executives/managing directors will, therefore, differ from senior management and practitioners on their views of the leadership role of the communication managers because the three groups differ in control, uncertainty and stress within the organisation and the findings supports the literature.

Important to note is that the research findings with regards to the leadership role of the communication manager was viewed differently in private, government and non-government entities (RO1) to that of small, medium and large entities (RO3) as well as Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners (RO5) who indicated a non-significant, meaning they were in agreement with regards to the leadership role of the communication manager.

The results show that the *core competencies* of the communication unit are viewed to be the same by Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners with regards to the communication team having the right qualifications to deliver on the communication department's goals, the necessary experience to deliver on the communication department's goals, the necessary skills to deliver on the communication department's goals, the necessary know-how to deliver on the communication department's goals and specialised skills being outsourced.

Research done by Clutterbuck and Hirst (2002:351-354) postulated that communication is central to the four management competencies (the management of attention, meaning, trust and self) and as such, the communication unit supports the organisation's leaders in developing these management competencies. The literature above, therefore, also supports the shared views of Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners with regards to core competencies as they have a shared view that the communication manager contributes to the management of attention, meaning, trust and self.

The Cultural Theory of Organisational Communication postulates that through symbols, we seek to reach shared meaning throughout our corporate experience. This culture could also be described as the corporate climate and focus on what goes on inside the workplace. As there is a shared view between Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners with regards to the core competencies of the communication unit, it supports the literature that the corporate climate of their respective organisations are similar. The Co-ordinated management of meaning (CMM) theory indicates that communicators apply rules in order to understand what is going on during their social interaction and different rules are applied in order to produce 'better' patterns of communication. This supports the research outcomes where the three groups had a shared view with regards to the core competencies of the communication unit, indicating they also have shared views with regards to patterns of communication.

Important to note is that the research findings show that the core competencies of the communication unit in private, government and non-government entities where significantly different, respondents disagree (RO1) to that of small, medium and large entities (RO3) as well Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners (RO5) who had the same views (non-significant).

The research shows that the d*ynamic capabilities* (Factor 1 - flexibility, swiftness, adapt to challenges) of the communication unit were viewed differently by Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners in their respective organisations. This indicates that they differ in opinion with regards to the communication department being flexible to handle excess workload, has the swiftness to handle unexpected challenges and that the most senior person in their organisation responsible for communication can adapt to challenging situations.

Research by Katsoulakos and Katsoulacos (2007:360) indicated that organisations that have dynamic plans and policies will be able to react faster to opportunities and challenges. Organisations differ in strategic plans and policies governing them and, therefore, will have different dynamic capabilities. The research shows that the differences in views with regards to the dynamic capabilities of the communication unit can cause fragmented communication and communicators must take cognisance of these differences to ensure uniform communication plans that adapt the expectations of the three groupings.

Management's perception of the environment to generate change lies in dynamism, complexity and munificence (Barrales-Molina, Benitez-Amado & Perez-Arostegui, 2010) and therefor implies that the core competencies of the communication unit within these organisations need to be dynamic as well. Communicators must be aware of the differences in opinion between Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners and ensure they address the different expectations in each grouping.

The Complexity Theory investigated the dynamic and multifaceted structures in organisation structures and the theory implies that the dynamic capabilities of the communication unit will support the continuous changes taking place and communicators, therefore, must ensure they address the differences in opinion within the three groupings to ensure trust in their own capabilities to deliver coherent outcomes.

Important to note is that the research findings show that the dynamic capabilities (Factor 1) in private, government and non-government entities as well as Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners (RO5) were significantly different, respondents disagree (RO1) to that of small, medium and large entities (RO3) where non-significant differences were found, respondents were in agreement.

The research shows that *Dynamic capabilities* (Factor 2) of the communication unit and that of the organisation are viewed to be the same by Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners within their respective organisations, indicating alignment and agreement in these capabilities. The groupings agreed that the dynamic capabilities of the majority of older employees (above 30 years) are more developed than the majority of younger employees (below 30 years) and that the internal and external relationship network of their organisation is difficult for competitors to imitate.

Research done by Heeroma, Melissen and Stierand (2012:269-277) explored the problems associated with trying to address culture as one of the key aspects in effective workplace strategies. Effective processes and procedures create effective employees, which create a positive workplace environment and culture. The research supports the literature in that there is alignment with regards to the opinions within the three grouping indicating that they agree - within their respective organisations the culture and governance are aligned and the communication unit's dynamic capabilities supports this.

Research by Torp (2009) on internal integration of the organisation's culture also supports the research findings. Organisational cultural integration can only take place if the dynamic capabilities of the communication unit play a central role supported by all levels of management within the organisation, therefore, aligning with the research outcomes where all three groupings were in agreement of this.

The Cultural Theory of Organisational Communication postulates that through symbols, we seek to reach shared meaning throughout our corporate experience. This indicates that within organisations there will be a shared view with regards to the respective roles of older and younger employees and that internal and external networks are secure and cannot be imitated by competitors. The research findings within the three groupings support the theory where Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners had the same view with regards to the dynamic capabilities of the communication unit and, therefore, encompasses the capabilities to establish shared meaning and a coherent corporate culture.

The research shows that the c*o-value-creation* of the communication unit is viewed to be the same by Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners within their respective organisations. This indicates that all three levels agree that the external communication has a direct influence on society, acknowledge the triple context (economic, social and environmental) responsibility, contributes to the sustainability of the organisation in a triple context (economic, social and environmental) environment, contributes to their organisation's cultural development and that it is valued as a strategic asset.

Research done De Beer on co-value-creation investigated tangible and intangible value that benefits ourselves, the people around us and the environment (De Beer, 2014:313). It, therefore, enables good corporate governance, reputation and communicative capacity (communicative currency, capital, equity and value). The above literature supports the shared views by Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners with regards to co-value-creation of the communication unit. The enablement of core competencies, dynamic capabilities and co-value-creation in the two overlapping cycles of the business cycle and the communication cycle (Van Riel & Fombrun, 2007) furthermore supports the shared views of the three groupings on co-value-creation of the communication unit. The communication unit as a strategic asset plays a central role in creating value for the organisation focusing on the economic and social environment as well as the cultural development of the organisation.

The neo-classical microeconomics theory postulates that people have rational preferences between outcomes that can be identified and focuses on people values and information sharing. This supports the research finding where the co-value creation of the communication unit contributes to the development of people values and information sharing and the shared view of the three groups supports the theory that the communication unit contributes to co-value-creation.

Important to note is that the research findings show that the co-value-creation in private, government and non-government entities where significantly different, respondents disagree (RO1), to that of small, medium and large entities as well as Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners (RO5) where non-significant differences were found (respondents were in agreement).

Based on the empirical results in Chapter Six, as well as the literature and theoretical validation as discussed above, it can be confirmed that there are significant differences in the perception of integrative communication (messaging, leadership role of the communication manager, dynamic capabilities of the communication unit - Factor 1) between Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners as stated in Research Objective 5. The three groupings viewed strategic positioning of the communication unit; role of the communication manager; strategic functioning of the communication manager and co-value-creation to be the same within the three groupings.

7.4.6 Research Objective 6

To determine whether there are significant differences in the perception of organisational sustainability between the President/CEOs/executive/managing director; senior managers/managers; and practitioners in organisations.

The research results disclose that there are no significant differences in the views of respondents with regards to *stakeholder engagement, corporate governance and the financial perspectives*, indicating that the president/CEO/executive/managing director; senior managers/managers; and practitioners have the same views with regards to the role it plays in the organisation. The only significant difference occurred with regards to the resource perspective indicating that respondents disagree in their views.

To address Research Objective 6, each of the relevant hypotheses pertaining to organisational sustainability were considered in terms of the empirical findings (Chapter Six), as well as the literature and theory associated with it. The final results of the study will now be discussed to indicate how it supports the research objective.

The results show that the Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners have similar views (non-significant differences in opinion exist) with regards to *stakeholder engagemen*t and the role it plays in organisational sustainability. They agree that stakeholder engagement initiatives are part of their strategic planning process and that effective stakeholder engagement in their respective organisations reduce risk. They also concur that stakeholder engagement in their organisations creates new opportunities for growth and that it is incorporated into operational decision-making. They furthermore recognise that stakeholder engagement in their organisations improves internal decision-making.

Research by Freeman and Clarkson (1995) introduced stakeholders in a descriptive way and address the idea of taking all stakeholders' legal interests into account as the main property of stakeholder management. The above literature supports the research findings where Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners agree that stakeholders' interest play a central part in reducing risk and improving corporate governance.

The three groupings (levels) also agree that stakeholders should be part of strategic planning and operational decision-making. Research done by Freeman (1984) and Freeman *et al.* (2007) confirms this in that sustainable organisations make use of a wide range of stakeholder engagement practices that are part of the organisation's strategic plans - this relationship is nurtured by governance principles and procedures.

How organisations engage with stakeholders also has an effect on organisational sustainability and must be included in all of an organisation's strategies and decisions (Van Marrewijk, 2003:95-105). The research shows that Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners also have the same view as posited in the literature above. Stakeholder engagement ultimately leads to a combination of organisational and social learning, which forms the basis for long-term change based on trust (Roome & Wijen, 2006:235-263; Van Kleef & Roome, 2001: 38-51). The above research also supports the views of the three groups that stakeholder engagement will contribute to operational and internal decision-making due to trust and learning that takes place between the organisation and its stakeholders.
The Stakeholder Theory describes and recommends methods by which management can support the interests of groups they interact with. In short, it attempts to address the 'principle of who or what really counts'. Stakeholder Theory also supports the research findings of this study in that

Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners have similar opinions with regards to stakeholder engagement and its role to support strategic planning, risk reduction, corporate governance, as well as operational and internal decision-making.

Important to note is that stakeholder engagement was viewed significantly differently by respondents in private, government and non-government entities (disagreed) (RO2); while respondents in small, medium and large entities (RO4), as well as Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners (RO6) shared the same views (non-significant difference in perception).

The results show that the perception of Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners were similar with regards to *corporate governance* and its role in organisational sustainability. They agree that corporate governance in their organisation contributes to organisational sustainability and that it directs how management handles relationships with stakeholders. They concur that their organisation considers the triple context (economic, environmental and social) principles when developing their strategies and recognise that their organisations use combined annual and sustainability reporting to explain its financial performance. They also agree that their organisations use integrated reporting to explain their non-financial (environmental, social, and governance) performance. This can most likely be contributed to the fact that they mostly adhere to similar governance policies, acts and reporting principles as prescribed in the King IV report.

Research done by Kavalíř (2005) indicates that organisations need to comply with internationally accepted standards of corporate governance in order to be sustainable and compete in the marketplace - this can work effectively if similar governance practices and policies are in place in this space. This supports the research findings of this study that indicate that Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners have similar views with regards to corporate governance in their organisations. Research by Keasey, Thompson and Wright (1999) confirm the above findings, indicating that corporate governance directs how relationships with stakeholders (government, financial institutions, contractors, customers, employees and the surrounding community) should be managed strategically. Stakeholder engagement and corporate governance are also directly related within the three groupings (levels).

In South Africa, organisations adhere to the King IV governance principles, which were created to maintain South Africa’s leadership in standards and practices for corporate governance. It also reflects the country’s intention to be “at the forefront of governance internationally,” (Eccles & Saltzman, 2011:57). The King principles give direction with regards to combined annual and sustainability reporting and include financial and non-financial performance guidelines. These principles support the shared views of Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners regarding corporate governance.

The Self-Regulation and Self-Governance Theory (SRT) indicates that governance is not an illusion of control but a reality that rests with all the relevant stakeholders interacting with the organisation, internally and externally. It forms the glue ensuring self-regulation. The theory supports the research findings where the views of the Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners were the same with regards to corporate governance, indicating a conformity in self-regulation.

Important to note is that the research findings show that the differences between the views of respondents in private, government, non-government (RO2), small, medium and large entities (RO4) as well as the views of Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners (RO6) with regards to corporate governance where non-significant, meaning they all were in agreement.

The perceptions of Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners were the same with regards to the *finance perspective* and the role it plays in organisational sustainability. They agree that their organisation’s financials are the only indicators reflecting organisational performance and they use a Balanced Scorecard to measure performance, taking external factors (government regulations, lending conditions, competition regulations, etc.) into account, as well as internal factors (business' reputation, creditworthiness, management structure, staff training, etc.). The results also show that the three groupings confirm that they increase value for their shareholders by improving the organisation’s revenue and improving financial productivity.

Research done by Kairu, Wafula, Okaka, Odera and Akerele (2013) indicates that the financial perspective of an organisation is not the only measure for performance but that non-financial measures of performance are also important. A Balanced Scorecard to measure performance was developed for this purpose. This supports the research findings where the views of Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners are similar with regards to implementing a Balanced Scorecard to measure performance, and not only financials as an indicator. Some of the most common financial measures that are incorporated in the financial perspective are revenue growth, costs, profit margins, cash-flow and net operating income (Gluck, Kaufman & Walleck, 1982:417-456). The above literature supports the research findings where the three groupings agree that improving revenue and financial productivity for shareholders are important. Consensus between Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners with regards to external factors (government regulations, lending conditions, competition regulations, etc.) and internal factors (business' reputation, creditworthiness, management structure, staff training, etc.) also supports research done by Wilson (1994:20), that indicated that the traditional strategic management process should focus on an improved understanding of the rapidly changing environment (Wilson, 1994:20). According to Kaplan and Norton (2004) organisations increase shareholder value by selling more and spending less and thereby increasing revenue growth and productivity for its shareholders. This also supports the shared view of Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners with regards to improving revenue and improving financial productivity.

The Complexity Theory shows that organisations adapt to their environments and cope with conditions of uncertainty. It allows the organisation to adapt, change and redirect effectively when faced with challenges and uncertainty. The above theory supports the shared views of Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners with regards to measuring performance, taking external factors (government regulations, lending conditions, competition regulations, etc.), as well as internal factors (business' reputation, creditworthiness, management structure, staff training, etc.), into account, meaning organisations need to change and adapt to conditions of uncertainty.

Important to note is that the research findings show that the difference in views of respondents in private, government, non-government (RO2), as well as those in small, medium and large entities (RO4) were significantly different (disagreement) with regards to the financial perspective; however, the difference in the views of Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners (RO6) with regards to the financial perspective are non-significant, meaning they all agree.

The perception of Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners are significantly different and they disagree with regards to the *resource perspective* in organisational sustainability. They disagree that employees in their organisation are seen as an important asset and keeping them educated promotes organisational sustainability. They also differ in their views that their organisation practises talent management by recruiting the right people, positioning them in the right work environment and facilitating career path development. Differences in opinion also occur with regards to the fact that the sustainability of their organisation is not only linked to its employees, but also to the innovative technologies that it implements.

Buller and McEvoy (2012:42-57) postulate that employees are an important asset and refer to the skills, experiences and abilities they acquire individually and collectively within the organisation. The research results of this study show that the views of Presidents/CEOs/executives/managing directors; senior managers/manager and practitioners differ with regards to the above literature viewing employees as an asset. This could be because the three groupings function on different strategic levels and, therefore, see the value proposition of employees differently. Keeping employees educated and informed also helps with sustainability (Molnar & Mulvihill, 2003:167-176) inspiring new initiatives; however, the views of Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners indicates different opinions with regards to the above literature. This could also be because the three groupings differ in educational levels and experience and, therefore, value education differently. Doppelt (2003) indicated that employees need to be positioned on the right level since their promotion and development contribute to the sustainability of the organisation. The differences in views expressed by Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners with regards to the working environment and facilitating career path development varies from the above literature. This could be because the three groupings had a different perspective on how this functions operationally and, therefore, had a different reality framework.

Research done by Gebauer (2011:1240-1249) indicates that organisations that have the capability to build, change and expand their internal and external resources create the opportunity for them to be competitive within the changing business environment and to be sustainable. This indicates that they need to have innovative technologies and systems in place. The perception of

Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners were conflicting as they felt that sustainability is not necessarily linked to innovative technologies.

The Resource-Based Theory indicates that the competitive advantage of an organisation lies in valuable tangible or intangible resources at the organisation's disposal. Although this theory relates to employees - being an asset, being educated, talented, working in the right environment, considering career path development and innovative technologies - the views of Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners differ in how it functions practically and operationally and, therefore, varies from the Resource-Based Theory.

Important to note is that the research findings show that the views of respondents significantly differ in private, government and non-government entities (RO2), as well as between Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners (RO6), from the views of respondents in small, medium and large entities (RO4), where respondents were in agreement (non-significant differences in perception) with regards to the resource perspective.

Based on the empirical results in Chapter Six, as well as the literature and theoretical validation as discussed above, it can be confirmed that there are no significant difference between the views of Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners with regards to the organisational sustainability constructs *stakeholder engagement*, *corporate governance* and *finance perspective* as stated in Research Objective 6. The research results, however, indicate that the *resource perspective* as a sustainability construct is viewed significantly differently in all three groupings.

7.4.7 Research Objective 7

To determine whether there is a relationship between messaging produced by the communication unit and organisational sustainability.

The research results show that there is a very strong relationship between messaging and the organisational sustainability constructs of *stakeholder engagement* and *corporate governance* respectively. The results also show the relationship between *messaging* and the organisational sustainability constructs of *resource perspective* and *financial perspective* to be weak.

To address Research Objective 7, the integrative communication construct messaging was considered against the individual constructs of organisational sustainability in terms of the empirical findings (Chapter Six), as well as the literature and theory associated with it. Messaging will now be discussed in relation to the four constructs of organisational sustainability to indicate how it supports the research objective.

Messaging and stakeholder engagement

Messaging resonates internally as well as externally with stakeholders, meaning it does not function in isolation but forms an interconnectivity (Luhmann, 1990) towards a shared purpose (Golinelli, 2009). This confirms the research results that messaging created and distributed by the communication unit has a strong relationship with stakeholders (externally and internally) and it, therefore, has an influence on the internal and external environment of the organisation. Research conducted by Christopher (2007) indicates that competitive organisations have the ability to identify and manage relationships (stakeholders) through the establishment of communication channels and the sending of messages (messaging).

Research done by De Beer (2014) indicates that messaging is beneficial for stakeholder relationships and interaction (conversation, dialogue and listening) and that it further supports the communication specialist when playing the role of the reflective steward in the management of the organisation. The above literature supports the research findings, showing that messaging has a strong relationship with stakeholder engagement and, therefore, influences organisational sustainability. Taylor (2017) furthermore suggests that effective messages define most organisations and results in successful stakeholder engagement and relations. He emphasises that in most organisations, effective communication messaging is the first step in promoting an organisation's brand and values; and this study's research findings of the strong relationship between messaging and stakeholder engagement highlight that. Meaningful engagement occurs when organisations choose to establish relations with stakeholders to manage the impact of change; effective messaging is the underlying process to achieve this (Jeffery, 2009:8). Sloan (2009:26) indicates that 'involving' or connecting with stakeholders through various levels of interaction is critical and interaction in this context also refers to purposeful messaging between the parties. The research results of this study support the literature, acknowledging the strong relationship between messaging and stakeholder engagement. The Complexity Theory focusses on how organisations adapt to their environments and how they cope with conditions of uncertainty. Stakeholders are complex and dynamic and messaging, therefore, needs to be innovative and dynamic. This supports the research finding where the results show that messaging has a strong relationship with stakeholder engagement indicating that there is a continuous interaction and engagement between organisations and their stakeholders.

Another applicable theory is the Co-ordinated Management of Meaning (CMM) Theory functioning as a multi-tool (like a 'Swiss army knife') that is useful in any situation. Communicators need to apply rules to understand what happens during their interaction and based on the situation, messaging needs to be aligned with the needs of the organisation's stakeholders to produce "better" patterns of communication. This supports the research findings, showing that there is a very strong relationship between messaging and stakeholder engagement, indicating that communicators can adapt and apply rules to align messaging with the needs of their stakeholders.

Messaging and corporate governance

Corporate governance has a strong focus on the environmental safeguarding of natural resources through continuous innovation of the organisation's processes (Moldan, 2001:43-58). These organisational processes are linked together through effective communication and messaging. The research findings support the literature, indicating a very strong relationship between messaging and corporate governance.

Messaging and information sharing by the strategic management team of an organisation and its stakeholders is a corporate governance imperative to drive profitability and sustainability (Cadbury, 1992:61). Corporate governance places a big emphasis on how strategic management handles the relationship with its stakeholders (government, financial institutions, contractors, customers, employees and the surrounding community) (Keasey, Thompson & Wright, 1999); these relationships can only be of value through effective communication messaging and interaction. Furthermore, the organisation needs to be transparent and share knowledge (effective messaging) with its stakeholders (Dawkins, 2004:108) in order to comply with its corporate governance policies. The various literature mentioned above fully supports this research finding, confirming the important relationship between messaging and corporate governance in maintaining stakeholder relationships, improving transparency and sharing knowledge.

The Complexity Theory postulates how organisations adapt to their environments and conditions of uncertainty, and the theory also links to the dynamics associated with good corporate governance. The research results show a very strong relationship between messaging and corporate governance in organisations and, therefore, supports continuous message alignment around corporate governance principles in the organisation.

Messaging and resources perspective

Messaging also creates value through the integration of organisational resource processes and has an influence on the organisation's stakeholders and long-term governance (Grant, Shani & Krishnan, 1994). Research done by Mele and Polese (2010) supports this value-creation principle when addressing the importance of quality management, research and development activities, internal auditing, feedback and daily research. Messaging, therefore, provides an indirect value proposition to an organisation's resource perspective, enabling it to improve stakeholder relations and sustainability. This is supported by the research finding where messaging had a weak relationship with resource perspectives of the organisation. Messaging is furthermore used to disseminate knowledge in an organisation to its internal and external stakeholders, which aligns with the research done by Nonaka and Tacheucki (1995) that indicates that the organisation is a learning system and has a set of skills and competencies that enables it to produce its own knowledge. Messaging, therefore, enables better information sharing and knowledge creation and indirectly contributes to organisational sustainability. The relationship between messaging and the resource perspective proved to be weak as revealed by the research findings. This can be attributed to the fact that the resources of an organisation can be replaced or removed at any time and, therefore, has a short-term influence on sustainability.

The resource perspective also refers to the employees of the organisation. The knowledge and information employees receive include: skills, experiences and abilities they acquire individually and collectively within the organisation's human resources function (Buller & McEvoy, 2012:42-57). Employees, from a resource perspective, have a very strong relationship with human capital, while messaging plays a secondary role. This is supported by the research findings, showing that messaging and the resource perspective have a weak relationship.

The Resource-Based Theory indicates that the competitive advantage of an organisation lies in the application of a bundle of valuable tangible or intangible resources at the disposal of an organisation. To achieve this, communication messaging needs to be accurate and executed timeously to ensure resource efficiencies. The research results, however, show a weak relationship between messaging and resource perspectives in organisations and communicators, therefore, need to be cognisant of this to improve on messaging covering resource perspectives.

Messaging and financial perspective

Messaging also plays a role in the financial perspectives of organisations. Investors, shareholders and stakeholders of organisations must be informed on dividend payout ratios, improvement on the cost structure, profit after tax, return on capital employed (ROCE) and growth in the sales volume (Etim & Agara, 2011); and accurate communication messaging is key in achieving this. The conceptual framework of the Balanced Scorecard introduced by Kaplan and Norton (1992, 1993, 1996) also relies on messaging as one of the pillars in the framework to deliver the value proposition to stakeholders. The above literature shows that messaging indirectly supports the financial perspectives as a tool to deliver statistical complex data. The focus, therefore, is not on the messaging but on the financial data, which is supported by the research findings, showing that a weak relationship exists between messaging and the financial perspectives of an organisation.

The Integrative Strategic Communication Management Theory focuses on the various aspects that need to be considered within a communication unit in a triple context environment. The considerations of management and stewardship create value by means of building an organisational reputation and communicative capacity (De Beer, 2014:16). The weak relationship between messaging and financial perspectives of organisations highlighted in the research will influence the reputation and communicative capacity of organisations and communicators, therefore, need to take note of this to improve the alignment and relationship between the two constructs.

Based on the empirical results in Chapter Six, as well as the literature and theoretical validation as discussed above, it can be confirmed that there is a strong relationship between messaging and stakeholder engagement as well as corporate governance within organisations; and a weak relationship exists between messaging and the resource perspective as well as the financial perspective of organisations, as raised in Research Objective 7.

7.4.8 Research Objective 8

To determine whether there is a relationship between the strategic positioning of the communication unit and organisational sustainability.

The research results show that there is a weak relationship between the strategic positioning of the communication unit and the organisational sustainability constructs of *stakeholder engagement* and the *financial perspective* respectively. The results also show the relationship between the strategic positioning of the communication unit and the organisational sustainability constructs of *corporate governance* and *resource perspective* to be strong.

To address Research Objective 8, the integrative communication construct, strategic positioning of the communication unit, was considered against the individual constructs of organisational sustainability in terms of the empirical findings (Chapter Six), as well as the literature and theory associated with it. Strategic positioning will now be discussed in relation to the four constructs of organisational sustainability to indicate how it supports the research objective.

Strategic positioning of the communication unit and stakeholder engagement

Research done by Greenwood (2007:318) posits that stakeholder engagement includes all the activities that make internal and external groups part of the organisation's planning, which can be achieved through effective communication (Bandsuch, Pate & Thies, 2008:111). This indicates that the communication unit must be positioned strategically to take part in the organisational planning, thereby improving stakeholder engagement activities. The research finding in this study, however, differs from the literature, showing that a weak relationship exists between the strategic positioning of the communication unit and stakeholder engagement. This implies that communication management must strengthen this relationship to improve the sustainability of the organisation.

Jeffery's (2009) research indicates that the internal alignment and positioning of the stakeholder engagement unit with other business units would encourage and foster meaningful stakeholder engagement and ensure that different views from all parties are considered. In many instances, the stakeholder engagement unit in organisations is part of the communication unit and, therefore, needs to align with all the business units to foster meaningful stakeholder engagement. This differs from the research findings of this study, which show a weak relationship between the strategic positioning of the communication unit and stakeholder engagement.

The Co-ordinated Management of Meaning (CMM) Theory aligns with the strategic positioning of the communication unit, in that communicators apply rules in order to understand what happens during their internal and external social interaction with stakeholders and based on the circumstances, different rules are applied in order to produce improved patterns of communication. Better patterns of communication with stakeholders can only be implemented if the communication unit in the organisation is strategically positioned. Communicators, therefore, need to ensure that they have regular engagement with various business units and align themselves strategically to ensure sustainable stakeholder engagement.

Strategic positioning of the communication unit and corporate governance

Research done by Steyn and Niemann (2008:2) posits that communication management must be acknowledged for the role it plays in organisational performance and sustainability, as it has a direct influence on corporate governance. This directly supports the research finding that there is a strong relationship between the strategic positioning of the communication unit and corporate governance. Communication between internal and external groups must be trustworthy and must be approved by all parties through guided policies and procedures (Kim, Halligan, Cho, Oh & Eikenberry, 2005:649). This implies that the communication unit must be positioned strategically to ensure that the correct policies and procedures are followed and communicated. This will ensure good corporate governance and will build on the strong relationship between the two constructs. Research done by Covey (1989) indicates that communication’s value-added contribution must be cherished and acknowledged by management and should continuously be part of the strategic planning process, thus implying that it must be strategically positioned. This strategic positioning of the communication unit allows for its alignment with organisational corporate governance principles. The strong relationship between the strategic positioning of the communication unit and corporate governance, as reflected in the research results, supports the literature on the topic.

The Cultural Theory of Organisational Communication uses symbols and shared meaning to create a corporate experience and the communication unit is instrumental to establish this, provided it is strategically positioned. The sharing of symbols and meaning in an organisation will also create an environment of good corporate governance. This supports the research findings, showing a strong relationship between strategic positioning of the communication unit and corporate governance.

Strategic positioning of the communication unit and resources perspective

Human resource management is the central support system that ‘glues’ all the divisions within organisations together and is fundamental to an organisation’s competitive advantage and financial sustainability (Munyon, Summers & Ferris, 2011:228-242). The success of the human resources function fundamentally relies on the support from the communication unit, which indicates that it also has a direct link to the resource perspective of the organisation. This supports the research findings indicating a strong relationship between the strategic positioning of the communication unit and the resource perspective of the organisation. Research done by Montazemi, Pittaway, Saremi and Wei (2012:30-59) indicate that employees as a resource have access to information which allows them to learn, be innovative and expand on existing knowledge. By doing this, employees become an asset and contribute to the sustainability of the organisation in line with its competitiveness in the marketplace. The strategic positioning of the communication unit, therefore, is critical in achieving this and the research results support the literature, indicating a strong relationship between strategic positioning of the communication unit and the resource perspective.

The multi-Systems Theory postulates that for systems (individuals, units within organisations, publics, and groups) to communicate (acquire and disseminate information), will depend on whether the individual or structure is cognitively open or closed to a situation. This implies that the communication unit as a unit, and the employees as resources within the organisation, must be open or closed with regards to communication. The research results show a strong relationship between the communication unit and the resource perspective, which is supported by the multi-Systems Theory.

Strategic positioning of the communication unit and financial perspective

Research by Wheelan and Hunger (2008) postulates that the financial performance of the organisation is linked to strategic management and includes strategy formulation (strategic or long-range planning), strategy implementation, and evaluation which cannot be achieved without the representation of the communication unit during the planning process. The research, however, indicates a weak relationship between strategic positioning of the communication unit and the financial perspective of the organisation; and communication management, therefore, has to develop and foster this relationship to ensure organisational sustainability in the long-term. Research done by Kaplan and Norton (1992; 1993; 1996) investigates the conceptual framework of the Balanced Scorecard and was introduced for the purpose of designating, evaluating and measuring factors that drive an organisation’s performance, taking external and internal factors into account. The internal factors refer to the learning and growth objectives focusing on how employees, technology, and the organisation's climate contributes to organisational financial sustainability. This implies that a strong link exists between the communication unit and the financials of the organisation. The research, however, shows that a weak relationship exists between the strategic positioning of the communication unit and the financial perspective of the organisation. Communication management, therefore, has to ensure that, as part of the Balanced Scorecard measures, they strengthen the link with regards to the learning and growth objectives to ensure financial sustainability.

Self-Regulation and Self-Governance Theory is a system used to explain the cognitive bias known as illusion of control, to the extent that people are driven by internal goals concerned with the exercise of control over their environment. The theory supports the research outcomes, showing a weak relationship between the communication unit and the financial perspective of the organisation, indicating that the communication unit and the financial unit are driven by internal goals and control within their own environments.

Based on the empirical results in Chapter Six, as well as the literature and theoretical validation as discussed above, it can be confirmed that there is a strong relationship between the strategic positioning of the communication unit and corporate governance, as well as the resource perspective respectively, within organisations. However, a weak relationship exists between the strategic positioning of the communication unit and stakeholder engagement, as well as the financial perspective as raised in Research Objective 8.

7.4.9 Research Objective 9

To determine whether there is a relationship between the core competencies of the communication unit and organisational sustainability.

The research results show that there is a weak relationship between the core competencies of the communication unit and the organisational sustainability constructs of *stakeholder engagement*, *corporate governance,* the *resource perspective* and the *financial perspective* within the organisations investigated.

To address Research Objective 9, the integrative communication construct - core competencies of the communication unit - was considered against the individual constructs of organisational sustainability in terms of the empirical findings (Chapter Six), as well as the literature and theory associated with it. Core competencies of the communication unit will now be discussed in relation to the four constructs of organisational sustainability to indicate how it supports the research objective.

Core competencies of the communication unit and stakeholder engagement

Research done by Freeman (1984) and Freeman *et al.* (2007), indicates that continuous interaction is needed with stakeholders so that a clear understanding can be developed with regards to their expectations and needs. A communication unit with the right competencies contributes to these expectations of stakeholders. Meaningful stakeholder engagement can only occur if organisations and communication functions have the necessary core competencies to address stakeholder needs. They must be aware of the changes in wider society and must be willing to be open to change (Jeffery, 2009:8). The research findings, however, indicate a weak relationship between the core competencies of the communication unit and stakeholder engagement. Communicators, therefore, need to ensure that the core competencies in the communication unit align with stakeholder engagement objectives to ensure sustainability of the organisation.

The Complexity Theory postulates that organisations need to adapt to their environments and cope with conditions of uncertainty. The theory treats organisations as collections of strategies and structures that are dynamic, to cope with changing events. This implies that the communication unit must encompass the necessary competencies to support the organisation to adapt to change. The research finding shows a weak relationship between competencies of the communication unit and stakeholder engagement, indicating that communication management need to improve on building this relationship to ensure organisational sustainability from a Complexity Theory perspective.

Core competencies of the communication unit and corporate governance

Organisations continuously explore new opportunities and ventures to stay competitive and they need to comply with internationally accepted standards of corporate governance. Organisations, therefore, need to comply (Kavalíř, 2005) in order to access new opportunities; the various units in the organisation, including the communication unit, therefore, have a strategic role to play in unlocking this. The communication unit needs to have the right competencies to understand the rights, requests and governance policies of internal business units and external stakeholders to ensure that good corporate governance practices are followed. Research done by Demb and Neubauer (1992) also supports this. Corporate governance places a big emphasis on how strategic management handles the relationship with its stakeholders (government, financial institutions, contractors, customers, employees and the surrounding community) (Keasey, Thompson & Wright, 1999). The research findings show that a weak relationship exists between the core competencies of the communication function and governance within the organisations investigated. Communication management, therefore, must ensure that the competencies in the communication unit are adequate to strengthen the relationship with corporate governance internally and externally to ensure organisational sustainability.

The Self-Regulation and Self-Governance Theory postulates that governance rests with all the relevant stakeholders interacting with the organisation, internally and externally, and is thus the glue that ensures self-regulation in integrative communication. What this implies is that the core competencies of the communication unit must be relevant to play this role. The theory, therefore, supports a strong relationship between corporate governance and the communication unit, which varies from the research finding that shows a weak relationship between core competencies of the communication unit and corporate governance, indicating that communication management needs to build the relationship to ensure organisational sustainability.

Core competencies of the communication unit and resource perspectives

The resource perspective refers to the organisation's capabilities to develop the competencies of the organisation, including those of the communication unit. Organisations that have the capability to build, change and expand their internal and external resources, including human capital, creates the opportunity for them to be competitive within the changing business environment and to be sustainable (Gebauer, 2011:1240-1249). The knowledge, information, skills, experiences and abilities employees acquire individually and collectively within the organisation is the mandate of the human resources function (Buller & McEvoy, 2012:42-57).

The core competencies of key staff members within the communication unit must be developed on a continuous basis with the commitment and backing from the organisation (Angel del Brio, Junquera & Ordiz, 2008:6029-6053). The core competencies of the communication unit also have an effect on internal and external supply chain procedures. Communication units need to understand and follow the correct governance procedures to make sure relationships are built with suppliers and stakeholders at large. This is also confirmed by the research done by Büyüközkan and Berkol (2011) that organisations need to build collective relationships with their supply chain partners to maintain a competitive advantage.

Research done by Steyn and Niemann (2008:2) suggests that communication management must be acknowledged for the role it plays in corporate governance, due to its link with stakeholders. This implies that the communication unit must have core competencies to support the resource perspective, indicating a proposed strong relationship between the two variables. The above literature challenges the research findings in that a weak relationship was identified between core competencies of the communication unit and the resource perspectives of the organisation.

The Resource Dependency Theory postulates that external suppliers, as resources to an organisation, are critical to organisational sustainability. This implies that the communication unit must be able to engage with external suppliers and service providers during challenging times to create a balance between them and the organisation. In this research, a weak link was discovered between core competencies of the communication unit and the resource perspective of the organisation. Communication management must, therefore, ensure that this relationship is amplified to ensure sustainability of the organisation.

Core competencies of the communication unit and financial perspectives

Research by Kaplan and Norton (1996:75) suggests that the financial outcomes of an organisation are related to the relationships it has with its external stakeholders. This relationship could be affected if the communication unit lacks core competencies effecting customer service and damaging stakeholder relations. The financial perspectives and performance of the organisation are also associated with the performance and deliverables of the communication unit, which needs to comprise of the right core competencies to ensure that stakeholders and shareholders are correctly informed (research done by Al-Najjar and Kalaf [2012], supports this notion). The research findings of this study show a weak relationship between the core competencies of the communication unit and resource perspectives of the organisation. Communication management, therefore, must ensure that this relationship is managed fittingly, to ensure organisational sustainability.

Self-Regulation and Self-Governance Theory, which explains the cognitive bias known as illusion of control (to the extent that people are driven by internal goals concerned with the exercise of control over their environment), supports the research outcomes, showing a weak relationship between the communication unit and the financial perspective of the organisation, indicating that the communication unit and the financial unit could be driven by internal goals and control within their own environments instead of working together to improve financial performance. This, therefore, creates a weak relationship between the units and implies that the core competencies of the communication unit have little influence on the financial perspectives of the organisation. Communication management, therefore, has to ensure that the core competencies in the unit are developed so that continuous engagement can take place with the organisation's financial objectives, policies and strategies.

7.4.10 Research objective 10

To determine whether there is a relationship between the dynamic capabilities of the communication unit and organisational sustainability.

The research results show that there is a weak relationship between the dynamic capabilities of the communication unit and the organisational sustainability constructs of *stakeholder engagement*, *resource perspective* and *financial perspective* within the organisations researched. The research also shows that a strong relationship exists between corporate governance and the dynamic capabilities of the communication unit.

To address Research Objective 10, the integrative communication construct - dynamic capabilities of the communication unit - was considered against the individual constructs of organisational sustainability in terms of the empirical findings (Chapter Six), as well as the literature and theory associated with it. Dynamic capabilities of the communication unit will now be discussed in relation to the four constructs of organisational sustainability to indicate how it supports the research objective. Key dynamic capability elements in the survey that were investigated, are:

- the flexibility to handle excess workload;
- the swiftness to handle unexpected challenges;
- the dynamic capabilities of the majority of older employees (above 30 years) are more developed than the majority of younger employees (below 30 years);
- the internal relationship network of your organisation is difficult for competitors to imitate; and
- the external relationship network of your organisation is difficult for competitors to imitate.

Dynamic capabilities of the communication unit and stakeholder engagement

Dynamic capabilities refer to the communication unit's ability to adapt or rapidly change to internal and external challenges. Research done by Katsoulakos and Katsoulacos (2007:360) postulates that an organisation's ability to adapt and change contributes to the organisation's increase in performance and success. Dynamic capabilities of the communication unit not only refer to each individual but the capability to work as a team to meet challenges. The above literature, therefore, implies that the dynamic capabilities of the communication unit must consider and adapt to the various stakeholder groupings it serves. However, the research findings suggest a weak relationship between the dynamic capabilities of the communication unit and stakeholder engagement. The implication of this is that communication management should ensure that the dynamic capabilities of the communication unit are developed and aligned with stakeholder strategies to foster the relationship.

The Complexity Theory postulates that organisations need to adapt to their environments; and how they cope with conditions of uncertainty. The theory implies that organisational structures are highly developed in that they are energetic and their relationships are not aggregations of the individual static entities. They are adaptive in that the individual and collective behaviour mutate and self-organise, corresponding to a change-initiating micro-event or collection of events. This implies that organisations need to change and adapt to stakeholder needs and demands and that the communication unit should, therefore, support this dynamic process. In this research, it was found that a weak relationship exists between the dynamic capabilities of the communication unit and stakeholder engagement. The findings, therefore, show that communication management should have the right strategies in place to accommodate the dynamic changes posed by stakeholders so that the relationship can be sustainable and flexible.

Dynamic capabilities of the communication unit and corporate governance

Management and the communication unit have to be able to change and adapt with ease and speed, therefore, dynamic capabilities are also a strategic tool to solidify management processes (López, 2005). Management need to engage relevant governance policies and strategies to stay dynamic and the dynamic capabilities of the communication unit must be aligned with management strategies. The above literature indicates a strong relationship between governance and dynamic capabilities of the organisation and dynamic capabilities of the communication unit. The research findings show that a strong relationship exists between governance and the dynamic capabilities of the communication unit.

Research by Varey and White (2000:10) indicates that the communication unit plays a strategic part in the organisation’s planning processes and should be positioned strategically within the organisational structure. Planning usually involves following guided governance principles and the communication unit should, therefore, adhere to the same principles. The literature, therefore, supports the research findings that a strong relationship exists between the dynamic capabilities of the communication unit and corporate governance of the organisation. Communication between internal and external groups must furthermore be trustworthy and be approved by all parties through guided policies and procedures (Kim, Halligan, Cho, Oh & Eikenberry, 2005:649). A strong relationship between governance and dynamic capabilities of the communication function can create this trust.

The Stewardship Theory postulates that managers, left on their own, will indeed act as responsible stewards of the assets they control. This implies that they will implement good corporate governance principles to motivate employees to perform better. The communication unit, therefore, should also be dynamic, enabling managers to continuously control their environments and motivate employees. The theory indicates that a strong relationship exists between dynamic capabilities and corporate governance which is reflected in the research finding, where a strong relationship exists between the two constructs. The research, therefore, shows that communication management should value this strong relationship and ensure that it is continuously developed to support organisational sustainability.

Dynamic capabilities of the communication unit and resource perspectives

Research done by Willard (2009) argues that by leveraging the common efforts of employees, employee driven change can be established. Employees as a resource, therefore, plays a role in organisational change and sustainability. The communication unit should be involved in employee strategies and should contain dynamic capabilities to support change initiatives. The findings from this study show a weak relationship between the dynamic capabilities of the communication unit and those of the resource perspective of the organisation. The communication management unit should, therefore, implement and foster the right strategies to ensure this relationship stays dynamic.

Research by Hanson and Middleton (2000:95-107) postulates that a transformational leader who can communicate enthusiastically can result in people committing to the vision of the leader. The communication unit, therefore, needs to be dynamic to support this strategy. The research finding shows a weak relationship between the dynamic capabilities of the communication unit and the resource perspective of the organisation. The implication for communication management, therefore, will be to implement the right strategies to ensure the relationship develops and stays dynamic.

The Resource Dependence Theory (RDT) investigates how the external resources of organisations affect the behaviour of the organisation. The procurement of external resources is an important precept of both the strategic and tactical management of any organisation. The communication unit, therefore, should be dynamic enough to manage the interaction between external resources of the organisation and its influence on the organisational behaviour and culture. The research shows a weak link between the dynamic capabilities of the communication unit and resource perspectives; and communication management should, therefore, develop adequate strategies and communication plans to manage and control the relationship.

Dynamic capabilities of the communication unit and financial perspectives

Research done by Wheeler and Sillanpää (1998:204-208) indicates that stakeholder engagement should be part of the strategic planning process of the organisation – the former also has an influence on the financial perspectives of the organisation. The communication unit should have the right dynamic capabilities to communicate financial perspectives with its stakeholders internally and externally. The research findings show a weak relationship between the dynamic capabilities of the communication unit and the finance perspective of the organisation. The implication for communication management, therefore, will be to implement the right strategies to ensure the relationship between the communication unit and finance perspectives of the organisation develops. This value-add, according to Hillman and Keim (2001:128), can potentially contribute to the sustainability and financial well-being of the organisation.

The Chaos Theory postulates that there is total confusion within organisations and refers to the dynamics of a system that has no, or little, order, but in which there actually is an underlying order. In these systems, small changes can cause complex changes in the overall system. This implies that, within the organisation, there are weak relationships between the various business units within the system. The research findings show a weak relationship between the dynamic capabilities of the communication unit and the financial perspective of the organisation. From this perspective, communication management should ensure that the relationship between the communication unit and the financial function of the organisation achieves a state of balance.

Based on the empirical results in Chapter Six, as well as the literature and theoretical validation as discussed above, it can be confirmed that there is a weak relationship between the dynamic capabilities of the communication unit and the organisational sustainability constructs of stakeholder engagement, resource perspective and the financial perspective within the organisations that was tested, as raised in Research Objective 10. The results also show that a strong relationship exists between dynamic capabilities of the communication unit and corporate governance.

7.4.11 Research Objective 11

To determine whether there is a relationship between co-value-creation by the communication unit and organisational sustainability.

The research results show that there is a strong relationship between co-value-creation of the communication unit and the organisational sustainability constructs of *stakeholder engagement, corporate governance*, *resource perspective* and *financial perspective* within the organisations investigated.

To address Research Objective 11, the integrative communication construct, co-value-creation by the communication unit, was considered against the individual constructs of organisational sustainability in terms of the empirical findings (Chapter Six), as well as the literature and theory associated with it. Co-value-creation by the communication unit will now be discussed in relation to the four constructs of organisational sustainability to indicate how it supports the research objective. Key co-value-creation elements in the survey are:

- external communication sent out by your communication department has a direct influence on society;
- communication efforts in your organisation acknowledge the triple context (economic, social and environmental) responsibility;
- regular dialogue contributes to the sustainability of the organisation in a triple context (economic, social and environmental) environment;

- communication sent out by your communication unit contributes to your organisation's cultural development; and
- the communication effort of your communication department is valued as a strategic asset.

Co-value-creation of the communication unit and stakeholder engagement

Research done by De Beer (2014:313) investigated the fact that co-creative value-creation can be described as using tangible and intangible value that benefit ourselves, the people around us and the environment, currently and in the future. It, therefore, enables good corporate reputation and communicative capacity (communicative currency, capital, equity and value). This implies that we can use tangible and intangible value to benefit stakeholders internally and externally. The value creation of the organisation, therefore, has a strong link to the external environment of an organisation and the results confirm this, showing that a strong relationship exists between co-value-creation of the communication unit and stakeholder engagement.

Grant, Shani and Krishnan's (1994) research shows that the organisation is seen as a holistic system, characterised by a high degree of integration between the factors intervening in the process of value-creation. Here, the communication unit also adds value not just internally, but externally to stakeholders as well. The value creation also has an influence on an organisation's external stakeholders and confirms the strong relationship that exists between the two constructs.

According to research done by Mele and Polese (2010), stakeholder value-creation is related both to the sub-system (through quality management, research and development activities, internal auditing, regular feedback daily etc.) and to the supra-system (through co-operation logics and asset improvement in terms of technical, cognitive, relational and adaptive aspects). The value created by the communication function falls in the above mentioned sub-system; functioning as the glue linking all the components of the sub-system together. Literature suggests that there is a strong link between co-value-creation of the communication unit and stakeholder engagement as one of the elements in the sub-systems which is confirmed by the research findings showing a strong relationship between the two constructs.

Sustainable value-creation in an organisation and by its communication function can also be accomplished by means of good strategic planning together with its various stakeholders (Hillman & Keim, 2001:128). The research findings support the strong relationship between the two constructs.

The communication function should continue to create value for its internal and external audiences - research by Grant, Shani and Krishnan (1994) supports this, where the organisation is seen as a holistic system, characterised by a high degree of integration between the factors intervening in the process of value-creation. The research results support the literature, showing a strong relationship between co-value-creation by the communication unit and stakeholder engagement as elements in the holistic system.

The Organisational Control Theory examines the process by which one party attempts to influence the behaviour of another within a given system. Organisational control is an inherently communicative activity that consists of verbal and physical actions designed to overcome resistance and exercise authority over others. The communication between an organisation and its stakeholders is a dynamic process where both parties attempt to influence and control one another within a system's dynamic. There is, therefore, a strong dynamic link between the communication function of the organisation and its stakeholders. The literature supports the research findings showing that a strong relationship exists between co-value-creation by the communication unit and stakeholder engagement.

Co-value-creation of the communication unit and corporate governance

Communication's value-added contribution must be cherished and acknowledged by management and should continuously be part of the strategic planning process (Covey, 1989). There is, therefore, a strong link between the value-add of communication and strategic planning (an element of corporate governance within an organisation). Strategic planning is linked to certain policies and guidelines as set out in an organisation's corporate governance framework. This is supported by the research, findings indicating a strong relationship between the two constructs.

Integrated reporting is also a key component of corporate governance and the role that the communication function plays in this process is also of importance. The report enables readers to make an assessment of the organisation's ability to create value in the future; with value-creation referring to the value created for both the organisation and for others (IRC of South Africa, 2014). According to the Integrated Reporting Committee (IRC) of South Africa (2014), integrated reporting is based on two fundamental and interconnected concepts: value-creation and the capitals. The influence that the communication unit has in this process supports co-value-creation and corporate governance and the research results support the strong relationship between the two constructs.

The Cultural Theory of Organisational Communication postulates that through symbols, we seek to reach shared meaning throughout our corporate experience. This culture could also be described as the corporate climate. This indicates that organisations that have a shared culture and shared meaning also have shared governance principles in place that are communicated effectively to ensure a shared meaning and value creation. There is, therefore, a strong link between co-value-creation of the communication unit and governance as illustrated in the literature; and the research findings support the literature, showing that a strong relationship exists between the two constructs.

Co-value-creation of the communication unit and resource perspectives

Research done by Robinson and Kleiner (1996:36-39), as well as Bontis, Chua Chong Keow and Richardson (2000:85-100), investigated the value-creation of communication in the organisation and the link to intellectual capital and refers to intangible assets (know-how, skills, information systems). This supports the research findings, indicating a strong relationship between co-value-creation of the communication unit and the resource perspective of the organisation. This is also supported by the research done by Malmelin (2007:302), indicating that communication is the glue or mechanism that adds true value to an organisation and knowledge is gained from everyday actions (Thelen & Smith, 1994). The literature supports the research findings indicating a strong link between co-value-creation by the communication unit and the resource capabilities of the organisation.

Value-creation of the communication unit can also be linked to management and stewardship that create value by means of building organisational reputation and communicative capacity (De Beer, 2014:16). The above literature supports the research findings, showing a strong relationship between the two constructs. The sustainability of an organisation is directly linked to the knowledge that employees acquire, as well as to innovative technology that can be activated through communication. This value-creation is referred to as intellectual property and determines an organisation’s value, thereby creating a competitive advantage in the marketplace (Wu, Chen & Chen, 2010:1633-1645). The literature above supports the strong relationship between the two constructs of co-value-creation and the resource perspective of the organisation.

The Complexity Theory investigates how organisations adapt to their environments and how they cope with conditions of uncertainty. The theory postulates that an organisation has a complex structure which include dynamic networks of interactions where their relationships are not only aggregations of the individual static entities. These organisations are, therefore, adaptive and change to a change-initiating micro-event or collection of events. This indicates that there is a strong link between the communication unit as a structure and the resource perspective working together in an event of change. The above theory supports the research findings that show that there is a strong relationship between the two constructs.

Co-value-creation of the communication unit and financial perspectives

The value-ad of the communication unit does not only relate to its stakeholders and the resource perspectives of the organisation, but also to the financial perspectives it has to deliver on. Research by Mele and Polese (2010) shows that business value-creation is related to the sub-system (quality management, research and development, internal auditing/finance, daily research, etc.) and the role communication plays as the glue between all the elements, which indicates a strong relationship. This supports the research findings of this study, showing a strong relationship between the two constructs.

The Resource-Based Theory postulates that the competitive advantage of an organisation lies primarily in the application of a bundle of valuable tangible or intangible resources at the organisation's disposal. This includes financial resources and the communication unit as an intangible asset. To transform a short-term competitive advantage into a sustained competitive advantage requires that these resources stay unrelated in nature, translating into valuable resources that are neither perfectly imitable, nor substitutable without great effort. The financial perspective of organisations is, therefore, a resource that can add value to the unrelated resources (communication unit) and combined they contribute to the long-term sustainability of the organisation. There is, therefore, a strong link between co-value-creation of the communication unit and the financial perspective of the organisation; the above literature is supported by the research findings, showing a strong relationship between the two constructs.

Based on the empirical results in Chapter Six, as well as the literature and theoretical validation as discussed above, it can be confirmed that there is a strong relationship between co-value-creation of the communication unit and all the organisational sustainability constructs of stakeholder engagement, corporate governance, the resource perspective and the financial perspective within the organisations that were tested, as raised in Research Objective 11.

7.4.12 Research Objective 12

To determine whether there is a relationship between the role of the communication manager as reflective steward and organisational sustainability.

The research results show that there is a weak relationship between the role of the communication manager as reflective steward and the organisational sustainability constructs of *stakeholder engagement, corporate governance, the resource perspective and financial perspective* within the organisations investigated.

To address Research Objective 12, the role of the communication manager was considered against the individual constructs of organisational sustainability in terms of the empirical findings (Chapter Six), as well as the literature and theory associated with it. The role of the communication manager will now be discussed in relation to the four constructs of organisational sustainability to indicate how it supports the research objective. For the purpose of the research, communication manager as reflective steward was analysed as follows:

- the most senior person in your organisation responsible for communication is responsible for the control of the unit's budget;
- the most senior person in your organisation responsible for communication must be able to function operationally (hands on) to add value to the organisation;
- the most senior person in your organisation responsible for communication must have the appropriate skills set to motivate a communication team;
- the most senior person in your organisation responsible for communication must be positioned at a strategic level to add value to the corporate efforts of the organisation;
- the most senior person in your organisation responsible for communication must have a qualification in communication management to operate on a strategic management level;
- the most senior person in your organisation responsible for communication is part of the organisation's strategy development team;
- the most senior person in your organisation responsible for communication has the necessary expertise to lead;
- the most senior person in your organisation responsible for communication has the ability to lead in times of uncertainty; and

- the most senior person in your organisation responsible for communication influences others' work in a way that improves the external influence of the organisation on its stakeholders.

Role of the communication manager as reflective steward and stakeholder engagement

Research by Hamrefors (2010) postulates that the communicative leader must take on the responsibility of building the communicative ability of the organisation, indicating that the leader must engage in internal and external stakeholder processes. Research done by Holtzhausen (2005) also indicated that the manager is the link between the organisation and the relationships it has with its different stakeholders. The literature, therefore, shows a strong relationship between the role of the communication manager and stakeholder engagement and challenges the research finding showing that a weak relationship exists between the communication manager as reflective steward and stakeholder engagement. Research by Donaldson and Preston (1995) argues that there are close relationships between the descriptive, instrumental, and normative aspects of the Stakeholder Theory and showed that managerial capabilities are of immense importance in considering stakeholder values. The role of the communication manager as reflective steward and stakeholder engagement in the literature has a strong link where the research outcomes show that a weak relationship exists between the two constructs.

The Stewardship Theory postulates that managers, left on their own, will act as responsible stewards of the assets they control. This relates to internal and external assets and includes the stakeholders an organisation engages with. There is, therefore, a strong link between the communication unit and the manager of that unit, and the organisation's stakeholders. The above theory challenges the research findings, showing a weak relationship between the communication manager as reflective steward and stakeholder engagement.

Role of the communication manager as reflective steward and corporate governance

Communication managers also have a responsibility to develop and implement strategies (Percy, 1997:178). These strategies are linked to the strategic objectives and goals of the organisation that are underpinned by approved corporate governance principles. For communication managers to play a role in the corporate governance of organisations they should be part of the strategic management team guided by corporate governance principles - research by Christensen, Firat and Cornelissen (2009:210) support this point of view. The literature indicates that a strong relationship exists between the role of the communication manager as reflective steward and corporate governance. Fleisher's

(1998:164) research indicated that communication management plays an intentional and strategic role in organisational success and sustainability. The communication manager as reflective steward should, therefore, continuously apply good corporate governance principles and the literature suggests that a strong relationship should exist where the research findings show a weak relationship between the two constructs.

The Systems Theory, as an overarching theory, postulates that the communication unit, headed by the communication manager, is one of several businesses in an organisation working together to create functional harmony as an integrated whole (Capra, 1997). This implies that all the business units follow organisational governance processes and principles to create harmony. According to literature, the communication function, and, therefore, the communication manager as reflective steward, should have a strong relationship with the corporate governance processes in the organisation. The research however shows that a weak relationship exists between the two constructs.

Role of the communication manager as reflective steward and the resource perspective

Research conducted by Duncan and Everett (1993:30-39) suggests that communication managers all have different experiences and knowledge with different implementation plans and different ways of instructing employees. Communication managers as a resource, therefore, have different expertise supporting the above - literature shows that a strong relationship should exist between the two constructs where the research finding shows that a weak relationship exists.

Research by De Beer (2014:551) indicates that the communication manager as reflective steward operates on a meso-level (functional level) in the communication unit. This indicates that the communication manager is a connection or link between the micro- and macro-levels of the organisation. The communication manager as a resource in the organisation is of great value and literature suggests that a strong relationship should exist between the two constructs. However, the research findings show that a weak relationship exists.

The communication unit needs to be developed and educated on a continuous basis to ensure that it delivers value to its internal and external stakeholders. Research by Molnar and Mulvihill (2003) further supports this, indicating that formal and informal education helps with organisational sustainability, awareness and understanding of the concept among employees (Molnar & Mulvihill, 2003). The communication manager as reflective steward, therefore, plays a very important role to achieve this as a resource in the organisation. Research by Dai and Liu (2009) also emphasises the importance of skills and knowledge development. The literature indicates that a strong relationship should exist between the role of the communication manager as reflective steward and the resource perspective of the organisation. The research finding shows that a weak relationship exists between the two constructs and that the communication manager should ensure that key personnel in the unit acquire the right training and attention. Research by Angel del Brio, Junquera and Ordiz (2008) supports the value of the communication manager as a resource.

The Integrative Strategic Communication Management Theory provides a guideline for the role of the communication manager on a strategic level in a triple context environment, where he/she will get involved with auditing and evaluating of the communication departments as well as sharing communication knowledge to other unit managers and professionals (De Beer, 2014). The above theory indicates a strong link between the role of the communication manager and the resource perspective where the research findings show a weak relationship between the two constructs.

Role of the communication manager as reflective steward and the financial perspective

Research by Kairu, Wafula, Okaka, Odera and Akerele (2013) postulates that the communication manager not only focusses on the financial aspects of his unit but also the non-financial outcomes. The Balanced Scorecard, which incorporates both the financial and non-financial measures of performance, indicates that the communication manager must have the capability to understand the concept of environmental scanning (both external and internal), strategy formulation (strategic or long-range planning), strategy implementation, and evaluation and control (Wheelan & Hunger, 2008). Against the above background, the communication manager, should have a strong link to the financial aspects of the unit and the organisation. The research findings, however, show that a weak link exists between the two constructs.

The Chaos Theory postulates that there is a certain level of confusion within organisations and refers to the dynamics of a system where there is underlying order apart from the visible disorder. In these systems, small changes can cause complex changes in the overall system. This implies that within the organisation, there is a weak link between the various business units within the system. The research findings support this, where a weak relationship was found between the communication unit and the manager of that unit, and the financial unit (financial perspective) of the organisation. The above literature supports the research findings where a weak link exists between the two constructs. From a systems perspective, each, however, do contribute to the organisation's sustainability where they visibly seem to be dysfunctional and disordered.

Based on the empirical results in Chapter Six, as well as the literature and theoretical validation as discussed above, it can be confirmed that there is a weak relationship between the role of the communication manager as reflective steward and all the organisational sustainability constructs of stakeholder engagement, corporate governance, the resource perspective and the financial perspective within the organisations that were tested, as raised in Research Objective 12. The reason for this could be that the respondents did not see it as the role of the communication manager as reflective steward to be managing stakeholder engagement, corporate governance, resource perspective and financial perspective; nevertheless, it is an encouraging result.

7.5 INTEGRATIVE COMMUNICATION RELATIONSHIP MODEL

The model that was developed in this research study, is depicted in Figure 41, which shows that there are many factors and relationships (that are of significance) between the various concepts and constructs of the primary research objective which investigates whether integrative communication influences the sustainability of an organisation. To manage the various relationships and significance factors from a communication perspective it is important to focus on those significant factors and relationships that influence the sustainability of the organisation.

The model below shows the relationships and significant factors between concepts and constructs that are weak or non-significant. The implication for communication management, therefore, is to take note of these relationships and significance factors so it can be managed and developed where needed. Not managing these relationships could have a direct influence on the sustainability of the organisation.

The model indicates the following non-significant factors and weak relationships, presented below.

- The difference in perceptions between private, government and non-government entities of the integrative communication variables regarding strategic positioning of the communication unit; the role of the communication manager and the strategic functioning of the communication manager were non-significant, indicating that respondents perceived them to be similar in all three entities. The results also show that the differences between perceptions of the organisational sustainability variables of corporate governance and financial perspective were non-significant between private, government and non-government entities.

- The differences in perception between small, medium and large entities of the integrative communication variables regarding messaging, strategic positioning of the communication unit, role of the communication manager, strategic functioning of the communication manager, leadership role of the communication manager, core competencies of the communication unit, dynamic capabilities of the communication unit and co-value-creation of the communication unit are non-significant, indicating that they are similar in all three entities. The research also shows that the differences in perception of the organisational sustainability variables of stakeholder engagement, corporate governance and the resource perspective were non-significant, indicating that they were also similar.

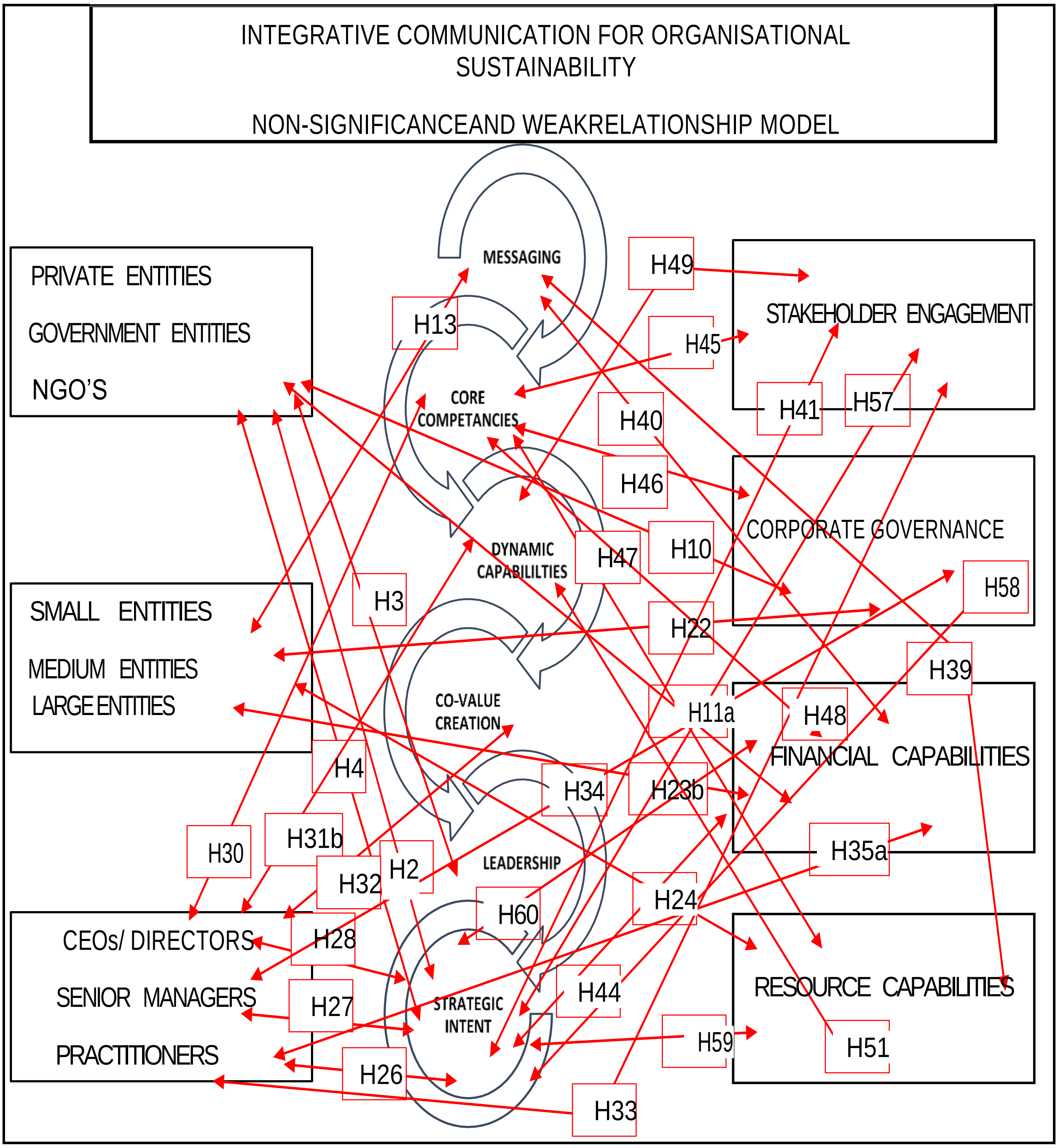
- The differences between the views of Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners with regards to strategic positioning of the communication unit, role of the communication manager, strategic functioning of the communication manager, core competencies of the communication unit and co-value-creation of the communication unit are non-significant, indicating that they are similar between the three levels. The differences in perception of the organisational sustainability variables of stakeholder engagement, corporate governance and the finance perspective were seen by Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners to be non-significant and they were, therefore, perceived similarly by these three groupings.
- Stakeholder engagement has a weak relationship with strategic positioning of the communication unit, role of the communication manager, core competencies of the communication unit, and the dynamic capabilities of the communication unit. My own observation is that respondents see stakeholder engagement and communication management as two separate functions, nevertheless, this is for future research.

- Corporate governance has a weak relationship with the role of the communication manager and the core competencies of the communication unit.

- The resource perspective of organisations has a weak relationship with messaging, role of the communication manager, core competencies of the communication unit and dynamic capabilities of the communication unit.

- The finance perspective of organisations has a weak relationship with messaging, strategic positioning of the communication unit, role of the communication manager, core competencies of the communication unit, dynamic capabilities of the communication unit.

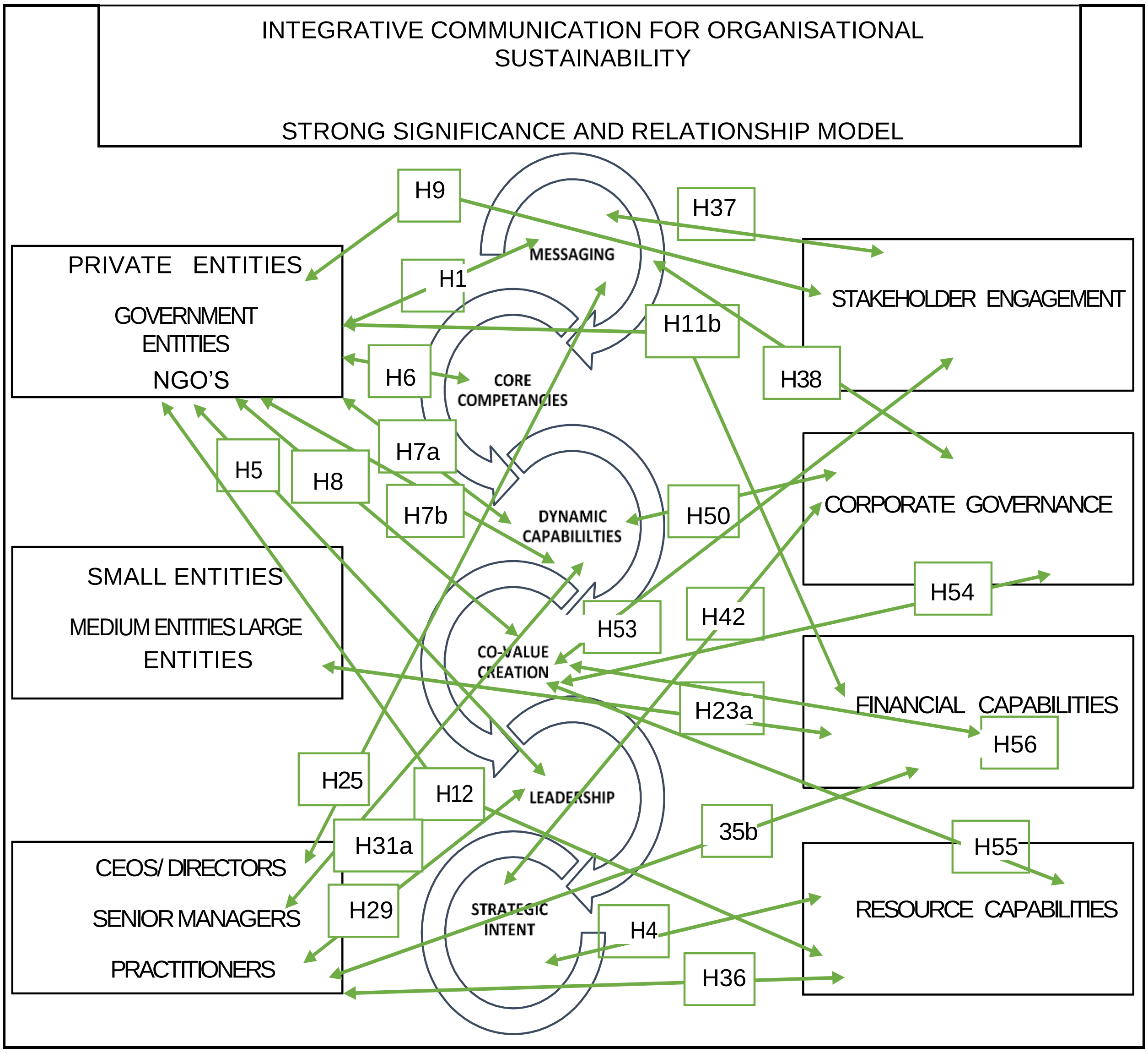
Figure 39: Integrative communication non-significance and weak relationship model



Source: Own conceptualisation

The model below indicates the strong significance and relationships between variables that have to be strategically managed in order for a communication unit to critically contribute to the sustainability of an organisation. Not managing these relationships could have a direct influence on the sustainability of the organisation.

Figure 40: Integrative communication strong significance and relationship model



Source: Own conceptualisation

The model indicates the following significant factors and strong relationships, presented below.

- The perceptions of the integrative communication variables of messaging, leadership role of the communication manager, core competencies of the communication unit, dynamic capabilities of the communication unit and co-value-creation of the communication unit were significant between private, government and non-government entities, indicating that they were perceived to be different in all three entities. The results also show that the differences in the perceptions of the sustainability variables of stakeholder engagement, finance perspective and resource perspective were significant in private, government and non-government entities, meaning that they were perceived differently in the three entities.

- The differences in perception between small, medium and large entities regarding the integrative communication variables that were measured were not significant, meaning that all variables were perceived to be similar between these three entities. The research also shows that the differences in perception regarding the sustainability construct of financial perspective were significant, indicating that it is viewed differently in small, medium and large entities.

- The differences between views of Presidents/CEOs/executives/managing directors; senior managers/managers; and practitioners with regards to messaging, the leadership role of the communication manager and dynamic capabilities of the communication unit were significant. The difference in perception regarding the sustainability variable of the resource perspective was significant between Presidents/CEOs/executives/managing directors; senior managers/managers and practitioners in their respective organisations.

- Stakeholder engagement has a strong relationship with messaging and co-value-creation.

- Corporate governance has a strong relationship with messaging, strategic positioning of the communication unit, dynamic capabilities of the communication unit and co-value-creation.

- The resource perspective of organisations has a strong relationship with strategic positioning of the communication unit and co-value-creation of the communication unit.

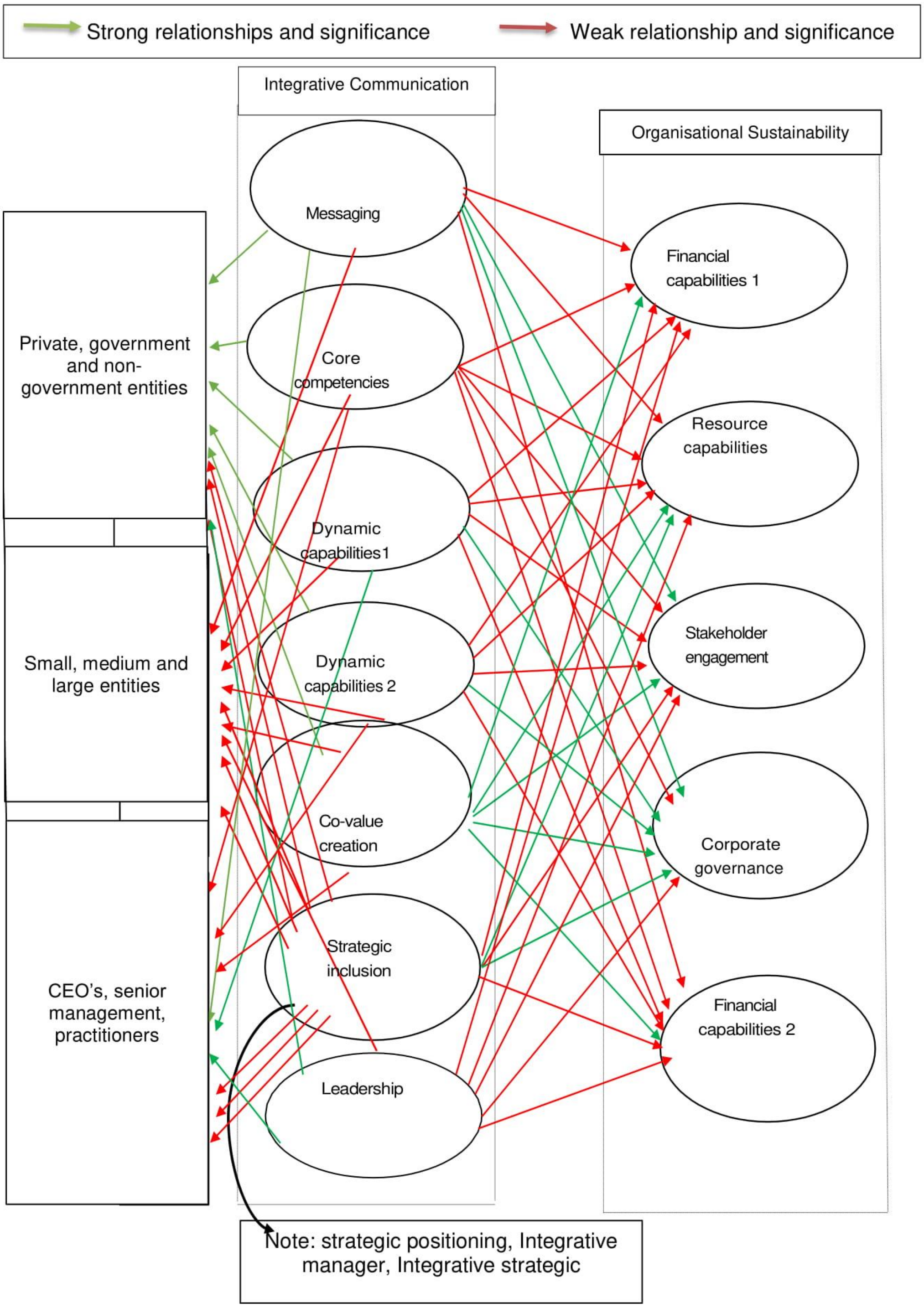
- The finance perspective of organisations has a strong relationship with co-value-creation of the communication unit.

7.6 INTEGRATIVE COMMUNICATION RELATIONS MODEL

The academic and practical importance of this study posits that there is a relationship between integrative communication, stakeholder engagement, corporate governance, the financial perspectives, and the resource perspectives of the organisation, which support the sustainability of organisations. The research results clearly show that communication managers must empower themselves with the fact that there are various significance factors and relationship dynamics at play between integrative communication and organisational sustainability. Each of these significance factors and relationships must be managed in such a way as to ensure sustainability of the organisation. Whether there is a significant and strong relationship or non-significant and weak relationship, communication management must have adequate strategies in place to improve on, or sustain these interrelations.

In order to understand the importance of the primary research objective with regards to the influence of integrative communication on various entities and levels of leadership in organisations and the relationships it has with organisational sustainability, a model was developed in this research study to indicate the relationships of significance and importance between variables as reviewed through literature and the empirical data from the survey. The final model will now be discussed to indicate the important outcomes of the research, as well as some of the noteworthy findings that resulted from it.

Figure 41: Integrative communication relationship model



Source: Own conceptualisation

Framework discussion

1. Integrative communication has a significant influence within private entities, government entities and non-government entities but due to the internal and external dynamics of each group, significant differences occur with regards to messaging, leadership, core competencies, dynamic capabilities and co-value-creation. Important for a communication unit in these entities is to be aware of these differences and to make sure that they are managed over the long-term. Communication practitioners moving from one type of entity to another need to be informed about these differences and should manage them accordingly. Another important aspect are the differences in communication between the various entities and making sure that they are acknowledged in communication action plans.
2. In private entities, government entities and non-government entities, the communication structure, the role of the communication manager and the strategic role of the communication department were constant and no significant differences occurred. One can argue that this also has a supporting role and influence on the other elements of integrative communication where there are differences, namely: messaging, leadership, core competencies, dynamic capabilities and co-value-creation.
3. Integrative communication does have an influence within small, medium and large entities but no significant differences prevailed between these entities regarding messaging, strategic positioning, manager, strategic, leadership, core competencies, dynamic capabilities and co-value-creation.
4. CEOs, senior management and practitioners (all departments) of organisations see the influence of messaging, leadership and dynamic capabilities (flexibility, swiftness, adapt to challenges) significantly differently but they do have the same expectations when it comes to strategic positioning, the communication manager, strategic role, core competencies, dynamic capabilities (age above 30, internal relationship network, external relationship network) and co-value-creation. The importance of this to the communication unit and team is that they need to understand how to package all communication and to ensure that the role they play in the organisation is valued by CEOs, senior management and practitioners, specifically regarding messaging, leadership and dynamic capabilities. These factors need to be evaluated on a yearly basis and should be part of the strategic planning of the communication unit.
5. A significant outcome from this research is the structuring of a new construct that was formulated from the statistical analysis through the Structural Equation Modelling (SEM) process that was

followed. From the SEM 7, a new construct of 'strategic inclusion' was developed that was a result of the combination of the original constructs strategic positioning, integrative manager and integrative strategic (xyz = Strategic Inclusion as in SEM 7). There is limited literature on 'strategic inclusion' and this could be a new area to explore in the research domain.

6. Strategic inclusion indicates a strong significance and relationship between corporate governance and resource perspectives of the organisation. From this perspective, the positioning of the communication unit, therefore, has a valuable influence on corporate governance and the resource perspectives of an organisation. The research flags this as an important management and decision-making aspect, to make sure that the communication unit is positioned correctly within the organisational structure. A weak significance and influence exists between strategic positioning, stakeholder engagement and the financial perspectives of the organisations. This does not mean that there is no relationship, but only that a non-significant correlation exists as perceived by the respondents of the survey.
7. Core competencies of the communication unit in an organisation had a weak relationship and low influence on stakeholder engagement, corporate governance, resource perspectives and financial perspectives as perceived by the respondents of the survey. This indicates that factors as reflected in the questionnaire of having the right qualifications, necessary experience, necessary skills, necessary know-how and the outsourcing of specialised skills, and the development of key messages, do not have an influence on stakeholder engagement, corporate governance, resource perspectives and financial perspectives of an organisation.
8. Dynamic capabilities of the communication unit and the organisation respectively had a very strong relationship and influence on corporate governance. Dynamic capabilities refer to the capabilities of internal and external competencies to adapt to a rapidly changing environment. This is, therefore, of strategic importance, as the research indicated this has a strong relationship with corporate governance. From this perspective, organisations need to ensure that communication functions have this capability present in their structure and profile, which will support governance in the organisation. The communication unit, therefore, must have flexibility to handle excess workload, the swiftness to handle unexpected challenges and must be able to adapt to challenging situations.

   However, dynamic capabilities of the communication unit and the organisation respectively had a weak relationship and low influence on stakeholder engagement, resource perspectives and financial perspective as perceived by the respondents of the survey.

9. Co-value-creation by the communication unit and by the organisation respectively had a very strong relationship and high influence on stakeholder engagement, corporate governance, resource perspectives and financial perspectives as perceived by the respondents of the survey. This construct had a strong relationship with all the other constructs within the primary research objective that was posed and should be included in all strategic planning and thinking. Organisations should, therefore, be aware of and strategically manage the importance of the communication department, as it has a direct influence on society and on the sustainability of the organisation – also in the form of regular dialogue. Co-value-creation by the communication unit also contributes to the organisation's cultural development. Another consideration is that the communication effort of the communication unit should be valued as a strategic asset.
10. Lastly, the communication manager as reflective steward (leadership) (as it was conceptualised) is viewed as someone who will not necessarily influence stakeholder engagement, corporate governance, resource perspectives and financial perspectives of the organisation.

7.6 IMPORTANCE OF THE STUDY

The importance of the study is the contribution the integrative communication relationship model makes to the academic field of strategic communication management. It indicates the importance of an integrative communication unit within organisations and the role it plays in organisational sustainability by indicating strong and weak relationships as well as significant and non-significant relationships. The model can be used to assist the practice of strategic communication management by highlighting the perceptions that exist in private, government and non-government entities as well as small, medium and large entities with regards to the integrative communication unit and the influence it has on organisational sustainability. The model can also assist strategic communication management to understand the perceptions of CEOs, senior management and practitioners in organisations towards the integrative communication function.

The model can be used in various entities (private, government, non-government, small, medium and large) to practically target the weak and strong relationships that were identified by respondents to ensure that the communication functions within these entities focus on it to ensure sustainability. The model can also be used by the communication unit within organisations to develop focused strategies for CEOs, senior management and practitioners by addressing the strong and weak relationships that were identified. The model also equips communication management within different entities with useful information on what to focus on when developing communication strategies.

An important contribution of the model to the academic field of strategic communication management was the unique Structural Equation Modelling (SEM) that was conducted to determine relationships between the integrative communication constructs and sustainability constructs. What emerged from the analysis was that a new construct, ‘strategic inclusion’, was developed and should be investigated in the academic field of communication management.

7.7 LIMITATIONS OF THE STUDY

A major limitation in the research was the limited literature available on the subject of integrative communication. This research could, however, prompt further research into integrative communication. Further limitations are listed below.

1. The concept of integrative communication is relatively new and respondents could have applied different connotations or references to the concept.
2. The research objective was explained to respondents but a follow-up qualitative survey could have provided more clarity on some of the challenging items in the questionnaire.
3. The success rate of 296 surveys indicated good sample size out of a target group of 5500 and resembles a 5,4% success rate. Although it is not very high, the LinkedIn platform proved to be valuable, especially compatibility with mobile application where the survey was also uploaded to. The LinkedIn business platform is not a regular day-to-day social media and business engagement platform, and some respondents only completed the questionnaire several weeks after the survey was closed. These results were discarded.
4. The development of the questionnaire was quite complex and it could be used for future research by defining and aligning some of the constructs.
5. Respondents within the selected organisations represented three layers, namely: CEOs, senior managers/managers and practitioners/workers. There could be additional layers within these organisations that could add additional value, such as board members, supervisors and contract workers.
6. Respondents in this study all had an internal focus and a good comparison could be done by comparing outcomes with responses from external stakeholders like shareholders, stakeholders and suppliers (outward in approach).

7.8 RECOMMENDATIONS

The research results and the "Integrative Communication Relationship" model should be used by communication management as a strategic tool to guide the integrative communication unit within organisations to maintain and develop relationships. This will allow communicators to be aware of critical relationships within their organisations that have an influence on sustainability and enable them to pro-actively develop strategies to manage this. The integrative communication construct 'strategic inclusion' should be further investigated to determine what role and influence it has within the communication management field.

Possible studies that can be conducted emerging from the research could be:

1. Why are there differences with regards to messaging, leadership, core competencies, dynamic capabilities and co-value-creation within the communication unit of private entities, government entities and non-government entities?
2. Why are there no differences between small, medium and large entities with regards to messaging, strategic positioning, strategic role of the communication manager, leadership, core competencies, dynamic capabilities and co-value-creation of the communication unit?
3. Why do CEOs, senior management and practitioners of organisations see the influence of messaging, leadership and dynamic capabilities (flexibility, swiftness, adapt to challenges) significantly different in their respective organisations?
4. Why is there a weak significance and influence between the strategic positioning of the communication unit, stakeholder engagement and the financial perspectives of organisations?
5. Why is there a weak relationship between core competencies of a communication unit and that of stakeholder engagement, corporate governance, resource perspectives and financial perspectives in organisations?
6. Why is there a weak relationship between the dynamic capabilities of the communication unit and stakeholder engagement, resource perspectives and financial perspective in organisations?
7. Why the communication manager as reflective steward (leadership) viewed as someone who will not necessarily influence stakeholder engagement, corporate governance, resource perspectives and financial perspectives of the organisation?

7.9 CONCLUSION

The research showed that integrative communication do have an influence on organisational sustainability. It showed that integrative communication (messaging, structure, management, core competencies, dynamic capabilities and co-value creation) do have a distinctive influence on different entities and that it is viewed differently by employees within these organisations. Furthermore, it also showed that integrative communication has a distinct relationship with stakeholder engagement, corporate governance, financial perspective and resource perspective of organisations influencing sustainability.

By developing the *Integrative Communication Relationship* model the relationships, and significance, between various concepts and constructs were identified allowing communication practitioners to management strong and weak relationships as well as significant and non-significant indicators thereby enabling them to manage organisational sustainability. The relationship between the various concepts and constructs within the organisation links up with the overarching theory of the research (systems theory) defining that a system is as interacting units or elements working together as a set that form an integrated whole (Skyttner 1996). The relationships as outlined in the *Integrative Communication Relationship* model between the parts themselves and the events they produce through their interaction become much more important, in order to form an interconnectivity (Luhmann, 1990) towards a shared purpose (Golinelli, 2009).

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APPENDIX A: EDITORIAL LETTER

Marielle Tappan
Faerie Glen, Pretoria
Tel 072 474 1158
Email mteditorialinfo@gmail.com

MT Editorial

To whom it may concern,

I, Marielle Tappan, trading under the name MT Editorial, hereby confirm that I am a language editor.

I have extensive experience in the field of language and publishing and received my Bachelors of Information Science in Publishing from the University of Pretoria. I am also a registered member of the Southern African Freelancer's Association.

I hereby declare that the editing done for any client is done with the utmost diligence and the full appreciation of the English language and all of its intricacies, as was done for this paper.

If there are any other queries, please do not hesitate to contact me.

Kindest Regards,

Marielle Tappan
Owner, MT Editorial
(BIS) Publishing
Registered member, SAFREA

Marielle Tappan