The relevance and application of public relations theories to Australian diplomatic communications management

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The Relevance and Application of Public Relations Theories to Australian Diplomatic Communications Management.

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Submission Date: April 3 2000.
USE OF THESIS

The Use of Thesis statement is not included in this version of the thesis.
ABSTRACT

Communication, in the form of diplomatic discourse between nation-states, has long been considered an effective tool of foreign affairs and international relations. The management of international government communication (whether it is through the foreign affairs department of the government of a nation-state, or by the embassies and high commissions that represent that nation) comes under pressure from various internal and external forces acting in the international political environment such as impending war, economic and financial crises, natural disasters, political instability and the approaching millennium.

Arguably, it is possible that an alternative method of communications management could be considered to ensure nations remain proactive in this developing era of instability and uncertainty. The methodology evaluated here comes from a body of knowledge dealing with public relations and communications management theory, a shift from the traditional methods of communication management stemming from international relations and political theory.

Through quantitative and qualitative analysis, the researcher attempted to provide possible explanations for the reasons behind the poor media and public image of the Australian Department of Foreign Affairs and Trade (DFAT). The researcher argues that these reasons lie in the Department’s apparent closed, mechanical and authoritative organisational culture and that the principles of public relations and diplomacy could provide a means to turn around this negative image. The DFAT is vital to the success of Australia as an economically secure and politically stable trading nation with close ties with major trading blocs and nations around the world, in particular, ASEAN (the Association of South-East Asian Nations), the largest and most influential trading bloc in the Asia-Pacific region of which Australia is party to. The researcher argues changes need to be made to the structure and processes of the DFAT if it is to change and grow with Australia and ASEAN.

The results of the study provided initial evidence that the principles of both public relations and diplomacy are similar and can be converged in theory to develop a generalisable model of excellent international diplomatic communications management for foreign affairs departments, such as the DFAT, to follow. The model would provide
continuity to the practices of public relations and diplomacy to aid in the effective achievement of foreign policy objectives by the DFAT, which have come under fire from academics, political analysts and the political media in the past.
DECLARATION

I certify that this thesis does not, to the best of my knowledge and belief

(i) incorporate without acknowledgment any material previously submitted for a degree or diploma in any institution of higher education

(ii) contain any material previously published or written by another person except where the reference is made in the text; or

(iii) contain any defamatory material.

Signed: ___________________________ Date: 29/03/00

Renae Michelle Brockman.
I would like to acknowledge the work of Drs. Jim and Larissa Grunig whose theory formed the basis of this study and Dr. Robert Wakefield who allowed me to use his instrument and subsequent findings of his analysis to provide further substantiation of my thesis. The theories and propositions used in the data collection and analysis stage of this research were based primarily on the work of these scholars.

I would like to dedicate this thesis to Fuad Desai who has kept my head above water, resuscitated me the numerous times I have gone under and been there for me every step of the way. I would also like to dedicate this thesis to my mother Jennifer Brockman.

I would like to extend a huge thank you to Edith Cowan University, especially Dr. Lelia Green and Alan McKee of the Department of Communication and Health Sciences, for allowing us to complete our dissertation with them. Thank you to Lelia for guiding us back onto the path we had originally carved for ourselves but somehow managed to fall astray from. Your help will always be appreciated in more ways than can be expressed.

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LIST OF ABBREVIATIONS

AFTA  -  Asian Free Trade Agreement.
ANU   -  Australian National University.
APEC  -  Asia-Pacific Economic Cooperation.
ASEAN -  Association of South East Asian Nations.
CEO   -  Chief Executive Officer.
C'oA  -  Commonwealth of Australia.
DFAT  -  Department of Foreign Affairs and Trade.
FOI   -  Freedom of Information Act.
IABC  -  International Association of Business Communicators.
CHAPTER ONE
INTRODUCTION

"THE NEED FOR REFORM"
INTRODUCTION

Communication, in the form of diplomatic discourse between nation-states, has long been considered an effective tool of foreign affairs and international relations. The management of international government communication (whether it is through the foreign affairs department of the government of a nation-state, or by the embassies and high commissions that represent that nation) comes under pressure from various internal and external forces acting in the international political environment such as impending war, economic and financial crises, natural disasters, political instability and the approaching millennium.

Arguably, it is possible that an alternative method of communications management could be considered to ensure nations remain proactive in this developing era of instability and uncertainty. The methodology evaluated here comes from a body of knowledge dealing with public relations and communications management theory, a shift from the traditional methods of communication management stemming from international relations and political theory.

The following study was undertaken for several reasons. The first being to establish whether Australia should develop new ways to establish and nurture close mutual relationships with ASEAN (the Association of South-East Asian Nations) and the second being to establish why foreign policy makers in Canberra should study public relations theory (particularly the theories of organisational communications culture and international public relations) in order to successfully guide Australia through current and future changes in the international environment. The third reason is of more significance to the discipline of public relations; to establish whether theories of excellence in public relations and communications management apply not only in the domestic and international business arenas but also to other areas not directly related to business. In this case, the world political environment and the realms of government foreign policy.

This aim of the study was to focus on a particular region of the globe and its relationship with Australia. ASEAN, the biggest trading bloc in the region and the
founder of AFTA (the Asian Free-Trade Agreement) and party to APEC (the Asia-Pacific Economic Cooperation) has a significant relationship with Australia in terms of foreign policy, economic policy and other international affairs programs. Moreover, the instabiliy of the region (particularly in terms of economics, politics and human rights issues) calls for the Australian Government to act not only to secure Australia's future, but also the future of the economic cooperation that is so important to the success of South-East Asia. However, the study of the relationship between ASEAN and Australia was curtailed due to time, financial resource constraints and the constraints of an honours program. The literature regarding ASEAN and Australia gives evidence that Australia must take more notice of the impact that ASEAN has on the economic and social well-being of Australia, particularly in times of political unrest and economic crises such as have been evident over the past eighteen months.

The review of literature was a significant area of this dissertation as it provided initial evidence that diplomacy and public relations are similar in nature, and a place to begin empirical research. Apparently, the two disciplines have never been researched in this way before. Many scholars have touched on the role of the media (and the emerging role of an American practice known as public diplomacy) in mediating foreign policy to the 'public' but as yet have not researched the relationship between public relations theory and the many theories of international relations relating to diplomatic relations between nation states. Communications management has been neglected in the literature on international diplomacy, scholars and professional diplomats preferring to focus on international relations and economic and foreign policy factors to predict the patterns of communication and policy making that governments of nation-states tend to follow.

Diplomacy is an age-old profession aimed at developing economic and political cooperation and at targeting human rights issues, conflict resolution, peacemaking and disarmament through strategic communications, and negotiations programs. There have been many studies into the role that diplomacy plays in the resolution (and often prevention) of war, and the building of long-term ties between nation-states. It benefits not only the peacekeeping efforts of international organisations such as the United Nations (UN) but also the building of business relationships between governments to
enhance international trade, commerce and foreign relations. In general terms, diplomacy is the communication-based mechanism by which governments of nation-states manage relationships with other governments for achieving foreign policy objectives and to enhance national interest.

Diplomacy is the primary communications tool used by governments to extend their national interest into the international arena through negotiation. Diplomacy is a peaceful method of negotiating end to conflict and the prevention of war. However, diplomacy, as a science, has begun to lag behind as the new channels of communication, such as telecommunications and the Internet, take the world by storm.

Diplomats are being seen more as an elitist group of wealthy, “well educated” people who are responsible for “hob-nobbing” with the rich and powerful of overseas governments rather than players in the advancement and protection of national interest and communicators of foreign policy. There are many possible reasons for this changing view of diplomacy and thus the researcher believes that determining these reasons, through empirical research, may lead to the eventual establishment of more effective and efficient methods of delivering foreign policy objectives, through communication between nation-states.

Public relations is also an age old activity but unlike diplomacy, it has not reached the calibre of professional practice and as such is not looked upon as an effective and credible means of improving achievement of organisational objectives not only in business, but also in government.

Public relations has long been seen as a promotional tool aimed at covering up mistakes and glossing over serious issues that could possibly lead to long term harm. Spin-doctoring, as it has been called, stigmatises the public relations discipline and the profession struggles in its attempt to gain credibility as an academic area worthy of research and development, and capable of so much more than media relations and promotion.
Nonetheless, as will become clear through the following literature review, quantitative and qualitative analysis, the very nature of the two disciplines—diplomacy and public relations—is alike. They both aim to build long-lasting mutually beneficial ties between an organisation (in this case, federal government) and its stakeholders (to be referred to as publics) through the tools of strategic communications management, conflict resolution, and negotiation.

This study was undertaken over a six-month period; the purpose was not to generalise but to provide initial research, which would allow other researchers to build a generalisable model of excellent diplomatic communications in the future. It was shown that the similar nature of public relations and diplomacy warrants multi-methods of study, and that quantitative research alone cannot prove hypotheses involving human relationships and the international political environment. Both areas are in the realm of social science and neither can be analysed through purely scientific and mathematical means.

The study aimed to answer a question regarding which of the principles of public relations are similar to diplomacy, and which of these is the most influential in managing effective diplomatic relationships between Australia and Asia. However, due to the large size of the population that could be sampled, and the lack of time and financial resources to undertake a study that would incorporate an adequate sample size, the study was condensed to focus on two different questions that would help to answer the research problem.

The first question deemed relevant from the Grunig Excellence Study (1992, 1995) was “Does the Department of Foreign Affairs and Trade have a participative or authoritative organisational culture?” This is one factor of excellence. Organisational culture is emphasised because it shows to what extent an organisation is excellent in managing communications internally, which according to the Grunig (1992, 1995) theory extends to how successful an organisation is in achieving its objectives and communicating these objectives externally.
After a thorough review of literature and expert consultation, the researcher determined that surveying the employees of the DFAT (the Department of Foreign Affairs and Trade) with a questionnaire aimed at measuring organisational culture would help to answer this question. Three hundred employees of the department were sampled using a stratified random sampling method. It was not possible to gain a comprehensive list of all employees of the Department as matters of foreign policy are protected by being exempted from the Australian 'Freedom of Information' (FOI) Act. Nevertheless, a list was compiled from the 1997/98 Department of Foreign Affairs and Trade Annual Report outlining all the branches, sections and task forces that made up the structure of the department. *Appendix One* is a schematic diagram (taken from the 1997/98 Annual Report) of the internal structure of the DFAT.

The tool used to survey the employees of the DFAT in Canberra was derived directly from the Excellence in Public Relations and Communications Management Study's employee questionnaire (*see Appendix Two*).

The second question asked whether the principles of international public relations, (as determined by Dr. Robert Wakefield in his excellent international public relations Delphi study) are transferable to diplomacy, as perceived by several experts. If so, which of these principles were of most significance?

The qualitative analysis was conducted using an adapted version of Dr. Robert Wakefield's international public relations Delphi study instrument (*see Appendix Three*). This was administered to Asian diplomats based in Canberra and Australian diplomats in overseas posts, in order to gain expert opinion into the links between international public relations and international relations and diplomacy.
The expected findings of the research can be expressed in the form of hypotheses. These are:

- **Quantitative (Organisational Culture)**
  1. The relationships between the organisational culture variables of the Excellence Study are the same in the international diplomatic environment as they are in the corporate environment.
  2. The relationships between the organisational culture variables of the Excellence Study are the same in Australia and as they are in the United Kingdom, Canada and the USA.
  3. The Department of Foreign Affairs and Trade is characterised by an authoritarian communication culture.
  4. The Department of Foreign Affairs and Trade is characterised by a closed, mechanical internal structure.

- **Qualitative (Delphi)**
  5. International public relations and diplomatic relations are essentially the same because the issues that face both are similar.
  6. International communications management and domestic communications management are different especially in the realm of international relations.
  7. Diplomats and public relations practitioners employ similar techniques to practice their disciplines.

The main conclusions drawn from the study present exciting opportunities for further research in both public relations and diplomacy. In fact, the clear similarities between the two disciplines, evident from the results of both stages of the research, open countless doorways to the continuation of study to develop new methods of training and foreign policy evaluation and implementation outside the traditional area of international relations. Even more exciting are the opportunities presented to further the development of public relations as an academic discipline relevant to all areas of business, government and not-for-profit enterprise requiring excellent communications management. In today's society, communication is becoming an integral part of organisational strategic planning, paving the way for greater career opportunities for
academically trained experts in public relations, opportunities that weren't either available or possible in the past twenty years.

These conclusions show that there is a clear need for reform not only of Australian diplomatic practice but of the management of diplomacy by the ‘Dominant Coalition’ of the DFAT. However, before any changes can be made, the current mind-set of those key decision-makers and senior diplomats overseas must alter. This is clearly the biggest obstacle to reform of the Australian Diplomatic Service and improvement of the international and domestic image of the DFAT.

Such mind-sets cannot be changed by publication of research or by constant debunking of the DFAT by the media. The change needs to come from the inside, from a reform in the internal organisational culture of the Department, a process that takes time and effort. This reform process is dependent entirely on the people within the organisation, from the lowest to the most senior ranks.

The researcher believes that there is a clear need for reform of Australia’s diplomatic relations abroad and the management of this activity by the foreign policy arm of the DFAT, currently headed by Foreign Minister Mr. Alexander Downer and Trade Minister Mr. Tim Fisher. This change is needed to combat the poor publicity that the DFAT, Mr. Downer and the Australian Diplomatic Service as a whole have received in the recent past due to apparent incompetence of the DFAT in security of confidential papers, alleged corrupt behaviour and due to the public questioning of the need for diplomats towards 2000.

Before proceeding to the literature review, the researcher felt it was necessary to discuss the Internet news clippings and ministerial speeches that brought about the initial grounds for this thesis. The articles were not included in the literature review as they are journalistic and editorial in nature. Due to the seriousness of the allegations posed in these news clippings, the author believes it is crucial that they be included in the report to validate the research area. They are being used for the specific purpose of showing the need for an alternative method of strategic management of the Australian Diplomatic Service which could be researched and applied to services all over the
world. The articles are from the Australian Diplomatic Digest’s on-line Internet website, and the home page of the DFAT.

Ahjorensen discusses the diminishing need for diplomats in today’s globalising world by stating “do we really need to spend countless millions on moving and sustaining diplomats and other agents in foreign climes, acquiring or renting edifices and shipping household effects around the globe?” He debunks the profession severely by saying “In this day and age of instant communication - be it by telephone, teleconferencing, fax or modem - do we still need a vast army of good men and women sent away to lie for their country?” (1996, p1).

One major problem that has haunted the DFAT and the diplomatic service is its apparent incompetence in handling confidential material. The Diplomatic Digest cites six incidences where confidential diplomatic material has been “accidentally leaked to the public.” For example, in November of 1996, The Age ran a story that alleged secret diplomatic cables were found in a second hand furniture sale.

More recently it was discovered that “a highly confidential brief for the Australian Delegation to the South Pacific Forum Economic Minister’s meeting in July of 1997...led to some of the most astonishing and embarrassing revelations in recent Australian diplomatic history”. The story was leaked to Reuters Newsagency. In this editorial piece, the editor writes “But the biggest bombshell was the exposure of bureaucratic incompetence in the content of this brief. News media published excerpts after careful consideration of the public’s right to know how poorly it was being served by the expensive Canberra bureaucracy”, (1997, p1).

These articles, although written with a biased opinion, are damning to the reputation and credibility of the DFAT and the Australian Diplomatic Service, which has been described as “a legend in its own lunch-time”. Any diplomatic service, anywhere in the world is useful in developing ties between nation-states only if it is trusted, credible and competent. Unfortunately the articles, whether true or false, indicate that the Australian Diplomatic Service is apparently not seen in this light. Therefore, the Service, through the management of the DFAT, must attempt to change itself in order
to alter the damaging public perception of its competence and usefulness. The public perception must change both to maintain the survival of this traditional foreign policy tool and to substantiate the “A$1 billion” of Australian taxpayers’ money that is required to keep it operational each year. (Reuters: 1997, p1).
CHAPTER TWO
CRITICAL REVIEW OF LITERATURE

“A SYNTHESIS FOUND”
This chapter is a critical analysis of relevant literature and research covering the areas of excellence in public relations, diplomacy, Australian foreign policy and ASEAN. Since there were constraints of space and research scope, the discussion of all the relevant areas to the study was necessarily curtailed.

The purpose of the critique was to determine what variables were of interest to the research topic and which warranted further empirical study. It was structured to show the issues and variables of diplomacy and public relations that are common to both disciplines.

The critique begins with a discussion of the definitions of public relations, the worldviews of public relations that are common in today's society. The Grunig Excellence Study (1992, 1995) was discussed in the light of its purpose, method, major findings and contribution to theory development in public relations.

International public relations theory follows on from the Excellence Study discussion and looks particularly at the Delphi method, the key findings of the research, the application of the theory to international relations and diplomacy and the major issues affecting cross-border communication in today's global society.

The critique moves onto diplomacy, its wide definitions and theoretical concepts, followed by a discussion on foreign policy, particularly in terms of Australia's engagement with South-East Asia and the Asia-Pacific (particularly ASEAN), how Australia goes about managing this relationship and the importance of this successful management of the relationship into the 21st century.

The literature review then concludes with the key findings summarised, in order to extract the key variables of interest to the empirical study to follow and in order to answer the research question stated in Chapter Three.
CRITICAL REVIEW OF AVAILABLE LITERATURE

Public Relations: Worldviews, Theory and Practice.

Seitel (1995, p54) states one of the most widely used definitions of public relations as being "the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organisation with the public interest, and plans and executes a program of action to earn public understanding and acceptance."

Grunig and Hunt (1984), as discussed by Grunig (1992, p4), define public relations as the "management of communications between an organisation and its publics". Grunig (1992) suggests that communications management and public relations are closely related and therefore, public relations is a management function, distinct from marketing.

"Public relations and communications management describe the overall planning, execution, and evaluation of an organisation's communication with both external and internal publics - groups that effect the ability of the organisation to meet its goals", (Grunig: 1992, p4).

However, public relations is still not widely regarded as a professional communications discipline. Instead, the stereotypical view of public relations (that of a media manipulating, spin-doctoring activity aimed at covering up organisational mistakes and executive lies and generating positive publicity) still prevails in business, government and not-for-profit organisations.

This obstacle to the development of public relations as an academic discipline and effective management function has been researched elsewhere. The fact that the discipline is not fully understood (and therefore appreciated) by managers and subordinates alike, is defined in terms of 'worldviews' and 'mind-sets'. Grunig and White (1992), as critiqued by Deatheridge and Hazleton (1998, p61), discuss these words as describing paradigms that exist in organisations today that prevent the
emergence of public relations practice as a strategic communications function rather than a media relations tool or a promotional method used by marketers.

The development and prevalence of these worldviews is also discussed by Botan and Hazleton (1989) in their analysis of the lack of theory development in public relations today. “With its roots stretching back to the beginning of this century, public relations is not young as social science goes. In spite of this comparatively long history public relations practitioners, and even scholars, have generally limited themselves to questions of how-to-do-it and how-to-do-it-better.” Public relations, as a discipline, “has not systematically addressed the development of theory or relationship of practice to research and theory building” (1989, p100).

The fact that public relations has never been researched in the realm of science has led professionals to believe that the discipline is not credible and therefore should be relegated to a technical communications and marketing role. Grunig and White (1992), in Grunig (1992, p32), claim that further study should be undertaken, using scientific methods to “instill order on the chaos that seems to exist in public relations.” They argue, however, that public relations (like other behavioural sciences) is subject to human behaviour and interactions that are inherently complicated and as such, research should be carried out taking this into consideration.

Botan and Hazleton (1989, p100) discuss public relations as being an applied social science that should be (and is gradually being) studied in schools of communication rather than journalism. They define public relations as being “concerned with using communication to exchange meanings between organisations and their publics”. Botan and Hazleton (1989, p100), like Grunig and White (1992, p33), suggest that public relations, like any other social science, can be studied “using theoretical and research tools from the communications discipline”.

Deathridge and Hazleton (1998, p57-71) discuss the worldviews of public relations in the light of a quantitative study they carried out to determine if the assumption
that Grunig (1992) made about the effectiveness of the symmetrical model of public relations held true under research. The study was intended to test Grunig's contention that "excellent public relations, consisting of a symmetrical worldview and the use of the two-way symmetrical model of public relations, will lead to a higher level of effectiveness in the practice of public relations" (1998, p60).

Using the "Excellence" instrument that measured the four models of public relations on a sample of 500 practitioners chosen randomly, they found that Grunig's contentions did hold up in real life but that other questions would need to be asked about why and under what circumstances would the worldviews of public relations alter, and what would alter the mind-sets of managers today.

**Excellence in Public Relations: The Excellence Study**

Public relations researchers have been developing a body of theory that suggests public relations is a strategic management function aimed at building long term mutually beneficial relationships between an organisation and its publics through communication.

The Excellence Study is one of the major research projects undertaken in public relations to date. The main aim was "to study how and why excellent communication makes an organisation more effective and the characteristics communications departments have to contribute to organisational effectiveness", as stated by the International Association of Business Communicators (IABC's) job interviewing guide *Interviewing for Excellence*, (1992, p3).

Culbertson and Chen (1996, p2) argue that the "Excellence" theories suggest

Public relations contributes to an organisation's success by reducing conflicts and building relationships if: management supports public relations, the organisation respects publics and practices two-way communication with them, the public relations manager participates in the inner-circle of management and the organisation respects diversity.

The researcher contends that theories dealing with organisational effectiveness and communications excellence can be applied generically throughout different types of
organisation with differing organisational cultures and in different countries to improve the overall excellence of the organisation in achieving its goals.

The key findings of the "Excellence Study" were published in simple form by the IABC in Interviewing for Excellence (1992, p7-9). These findings are:

1. The top communicator serves as a senior advisor to top management.
2. The top communicator is a strategic manager.
3. The top communicator plays the managerial role.
4. The top communicator enjoys the support of key decision-makers, known as the dominant coalition.
5. The two-way symmetrical (balanced) model creates win-win solutions.
6. The two-way asymmetrical (top down) model lacks win-win solutions.
7. A participative organisational culture inspires excellence.
8. The CEO and top communicator report strong support for women in the workplace.
9. Marketing and public relations functions should be separate.

The findings of the Excellence Study were then grouped into three main spheres of excellent public relations; 'shared expectations of the dominant coalition', 'organisational culture' and the 'knowledge base of the top communicator'. These three spheres combine to describe the extent to which an organisation practices excellent communications management because they identify how much support the public relations function has at the top level of management (and hence organisational decision making), the type of culture in which the communication function operates and the extent of professional knowledge and experience of the head/director of public relations.

Grunig (1992) also identified four models of public relations that could be used in an organisation. These are the two-way symmetrical model, the two-way asymmetrical model, the public information model and the press agentry model.
• The two-way symmetrical model allows for the flow of information between an organisation (and management) and its publics in a balanced fashion facilitating open discussion and the free flow of opinions and ideas. This is the preferred model of public relations for the facilitation of excellence in management.

• The two-way asymmetrical model allows for the flow of information, but only from the organisation to the public and not the other way. This generally is used for persuasion not relationship building.

• The public information model deals with giving the public honest information that is deemed in the 'public interest'. Companies and institutions are not obligated to provide any and all pieces of information pertaining to the operation of the organisation; however, it is necessary to release pertinent information that the public may want to know at the time. The general medium for this model is the media, and publicity generation is its main function.

• The press agentry/publicity model is the oldest form of public relations and is still one of the most practiced models today. It deals generally in generating positive publicity for an organisation, to put it in what is called "a good light". Propaganda is also a popular tool of this approach. Again, the medium used by this model is the mass media.

According to Grunig (1992, p5), the selection of which of these models to adopt is based on the judgment of the 'dominant coalition' or the executive body including the Chief Executive Officer (CEO). The three factors that determine the model that the "dominant coalition" chooses to practice are "the culture of the organisation, the potential for the public relations department and the schema for public relations".

The instruments that were used for the Excellence Study are available for other researchers to use and incorporates three questionnaires aimed at different levels of the organisation: the CEO, the Top Communicator and employees. The "Excellence
Study" (1992) suggests that the principles of excellence can be applied to any country around the world. However, the study was only conducted in three countries: Canada, the United States of America and the United Kingdom; all of which have Western cultures suggesting that the instruments used in the Excellence Study may need to be modified to take cross-cultural elements into account.

**International Public Relations**

These cross-cultural elements were recognised by other researchers who are developing a new body of public relations theory based in the international arena.

Most literature on international public relations is written from the corporate point-of-view and does not include organisations operating in areas such as government or not-for-profit institutions. The literature that does cover these areas looks specifically at the media relations and publicity function of the public relations discipline, again viewing activities as spin-doctoring, suggesting a need for further research in areas other than the corporate arena.

Dr. Robert Wakefield (1996) is a leading researcher and academic in the area of international public relations theory and discusses the theories of international public relations in relation to the priorities researchers must set when researching public relations in different countries. These theories include: global society theories, cultural theories, management theories, communication theories and public relations theories including the “Excellence Study” and generic/specific theories of international public relations.

International public relations is an undefined area of the discipline and Wakefield (1996), in Culbertson and Chen (1996, p17), discusses this and presents an alarming claim stating...

...the activity is taking place with little consensus on what the field constitutes.

What is practiced in the name of international public relations can vary from simple hosting or promotions to diplomacy and strategic relationship building."..."Practitioners who do not understand their field fail to gain the trust of
senior managers who desperately need their advice and performance in the complex
maze of international relationship building.

Dr. Wakefield used a qualitative research technique known as delphi surveying
whereby several rounds of an instrument are administered to the same respondents
to gain eventual consensus on a range of variables to determine the elements that
are required of an excellent international public relations program.

Wakefield's research, as discussed by Wakefield and Marr (1998, p2-16), was
based on fourteen propositions dealing with excellence and the conditions that allow
for excellent international public relations. The propositions deal with the cultural,
political, economic and social issues that affect the ability of a multinational
organisation, including a government, to achieve its international objectives. These
are stated in the Figure One below.

**Figure One**

1. Excellent international public relations is based on the philosophy of two-way
symmetrical communication that pervades the organisation worldwide.

2. The two-way symmetrical philosophy will be reflected in the organisational
culture and in internal communications styles worldwide.

3. Excellent public relations is a strategic management function working as part of
and directly with senior management and the 'Dominant Coalition' (foreign
ministry), worldwide.

4. Excellent international public relations is integrated, meaning that worldwide,
practitioners report to the public relations department at headquarters and work
under a single umbrella.

5. An excellent international public relations program is not subordinate to
marketing, legal, or other organisational functions.

6. Senior practitioners all over the world will be qualified for their positions.

7. In an excellent multinational organisation, hiring and promotional practices
would foster diversity by offering equal opportunities to women and 'minorities'
(those who typically are not accepted in the cultural mainstream) in every country.
8. Because the organisation faces a turbulent, dynamic environment internationally, the public relations program is structured to be flexible and adaptable to that environment worldwide.

9. A nation’s level of development will affect the practice of public relations.

10. The political system of a given society will influence public relations.

11. An excellent international public relations program will respond to varying indicators of cultural differences within and between each country.

12. Because language nuances vary from place to place, an excellent international public relations program will place people in each country who understand those nuances and can deal with them most effectively.

13. The potential for activism makes the international environment particularly turbulent, but the extent and type of activism may vary from society to society.

14. An effective local component of an excellent international public relations program will build relationships with local media and with publics who may have received unrealistic pictures about the multinational organisation.

Although the propositions were aimed at practitioners working for multinational corporations, they do contain elements that could be manipulated and aimed at government organisations. This allows for replicative research in other areas to build on the theories of excellent international public relations.

Grunig et al (1995, p163-186) discuss how the models developed by Grunig and Hunt (1984), can be applied in the international environment. However, they do concede that these models can only be applied effectively in countries of Anglo-Western culture again, highlighting an area of further study.

Anderson (1989), as reviewed by Grunig (1992), constructs two types of cross border public relations. According to Anderson and Wakefield, international public relations is tailoring programs to the region that the practitioner is working in. Global public relations is like target marketing whereby an overall program is used but tailored to the needs of the specific region.
Vercic, Grunig and Grunig (1996), in order to develop a model of generic international public relations, have reviewed global and international public relations theories. The main hypothesis of this model is that generic principles of excellent public relations can be applied globally but the programs and activities carried out, incorporating these principles, need to be tailored to the region in question. They discuss global and specific principles of public relations in terms of managing the different political systems, cultures and organisations among nation-states, claiming that “Conflict is inevitable when systems interpenetrate with one another” and “In the 1990's and in the 21st century, conflict must be resolved through communication, negotiation, and eventually collaboration”, as stated by Culbertson and Chen (1996, p31). These two statements suggest that public relations should be used as a tool of inter-nation communication, rather than a means of generating international headlines.

Diplomacy

Deutsch (1978, p24) discusses diplomacy in terms of gaining favours by stating that ambassadors, foreign ministers and other diplomatic personnel

...know that to get a favour one may have to give or promise a favour in return, and they know that sometimes they also can put into the scales of bargaining polite suggestions that favours granted earlier to the other country are more likely to be continued if their own government’s present wishes are accommodated.

Deutsch describes this kind of diplomatic relations as a game where each diplomat has to learn the rules in order to serve his/her country to their fullest potential.

Newson (1991) discusses the role of diplomacy in foreign policy saying that it takes place at many levels of international affairs and by various people (to be referred to as diplomats and diplomatic personnel). Such people include professional diplomats, officials of many other government agencies and more increasingly foreign ministers. Newson says that these diplomats “have an increasing stake in the nation’s international relationships and whose policy initiatives are affected by them”, (1991, p4).
He states (1991, p7) "For most of this century, international relations have been structured by the rivalries among great military industrial powers", such as the United States of America and post-industrial Russia. Newson believes that the change in the climate has begun with the relaxation of threats of military strike between these two super powers because of an increased use of negotiation and conflict resolution used by the leaders of the countries such Mikhail Gorbochev and President Reagan.

Newson (1991) and Woolcott (1997) have similar views on one major component of effective diplomacy: able and competent diplomats. Newson (1991) also includes two other elements: strong diplomatic establishments in foreign policy and wise statesman (such as foreign ministers) who rely on diplomats to carry foreign policy objectives through in a competent and professional manner.

Even today, there doesn't seem to be an agreed set of rules or a framework by which diplomats can learn to practice their art to a higher standard of performance. The researcher contends that this must become an objective of governments when devising foreign policy.

Lauren (1979) reviews the work of French diplomatist Francois de Callieres, in his manual of successful diplomacy entitled De la maniere de negocier avec les Souverains (1719). According to Lauren, Monsieur de Callieres "complained that good diplomats were rare because there had been 'no discipline or fixed rules' by which 'good citizens destined to become negotiators might instruct themselves in the knowledge necessary for this kind of employment'". (1979, p3).
Foreign Policy: National Interest, Australia and ASEAN.

Foreign policy is that policy set by nation-states in order to interact with the world outside their geographical boundaries. Most writers on foreign policy agree that the main objective of foreign policy is to advance national interest. The Deakin University course team on conflict management studies discusses the convergence of foreign policy and national interest in relation to diplomacy, conflict negotiation and the peaceful settlement of war.

Foreign policy, as stated by Deakin University (1988, p154), must be instituted by governments, taking into account "the effects of their policies on the security of other states if the conflict of interests is to be minimised." Foreign policies of nation-states are "shaped and limited by the international political environment." That is, each state develops foreign policy that advances their interests and ensures national security, however, these policies are bound by the policies and actions of other nation-states. The parameters that bound the setting of foreign policy, suggested by Deaken University are power, values and geography.

The DFAT (Commonwealth of Australia, 1997) define Australia’s National Interest in terms of security, economics and national values. The strategies set out for the Asia-Pacific, the priorities of building close ties with the USA Japan, Indonesia and China, commitment to trade liberalisation, continued strong support for the World Trade Organisation and APEC are said to be constant, forming the basis for the Government’s foreign policy objectives.

The DFAT white paper is an overview and discussion of the supposed national interests of Australia. According to the DFAT (C of A, 1997, piii), "Australia’s foreign and trade policy is about advancing the interest of Australia and Australians."

The white paper emphasises the importance of globalisation and the impact the government sees this having on Australia’s performance as a nation in the future. The main objectives that the government is trying to achieve, in the interest of
Australia's economic growth and development, national security and the advancement and communication of Australia's national values in the global community.

The DFAT (1997, p1) states that "Australia's security and its economic interests are inextricably linked to the security of the Asia-Pacific... Global issues, especially the proliferation of weapons of mass destruction, have significant security implications for Australia".

Minister for Foreign Affairs Mr. Alexander Downer, when addressing the ASEAN 30th Anniversary Seminar in 1997 summed up the importance of ASEAN to Australian foreign policy and the emphasis that is currently placed on the region by the DFAT by stating...

Certainly, the Australian Government has no higher foreign policy priority than to contribute to the evolution of our region. And there is no better way of doing that than through the establishment of close and supportive links with ASEAN and its constituent countries. Australia is now rapidly developing economic and security links with the region. This is a trend we can expect to see continuing, if not accelerating, for the foreseeable future.

Ramesh Thakur looks at Australia's relationship with Asia in a more cautious light preferring to focus on the positive impacts on regional engagement with the Asia-Pacific incorporating "South Asia, Northeast Asia and the Southwest Pacific ", (1998, p1) rather than simply one trading bloc such as ASEAN. His thesis (1998, p1)...

Where in previous centuries Asia-Pacific propinquity was a curse to be avoided through exclusionary immigration, security and trade policies, today it is an opportunity to be exploited through cooperative enmeshment....

makes a poignant statement about the increasing importance of the region as a whole and the emerging need to focus foreign policy on establishing close mutually beneficial ties with the region in areas outside of politics, security and trade such as cultural relations.
One major statement in the white paper (C of A, 1997, iii) discusses the importance of diplomacy in building bilateral relationships (a major part of Australia’s global and regional strategies) in relation to advancing national interest stating “Further developing important established bilateral relationships, nurturing newer relationships which engage key Australian interests, and expanding others which offer opportunities for Australia will be the core part of the Government’s [international] diplomatic activity.”

Focusing this engagement on Asia, particularly ASEAN (as it is important to Australian economic stability), through further developed foreign policies based in communication rather than politics and economics can only aid Australia in improving relationships and building stronger ties with Asia.

In essence, Australia must set priorities (other than in trade and commerce) to ensure survival of the nation in an increasingly global society. Woolcott (1997) suggests these priorities should be based around increasing the strengths of our relationships and improving our ties with countries in our region such as Japan, China, India and Indonesia and increasing Australia’s power and presence in Washington. Woolcott suggests that the major tool for achieving these objectives is diplomacy.

This is not a case of realising the importance of long-term relationship-building for the sake of the national interest, but prioritising these relationships and setting objectives to work towards, specifically dealing in diplomatic relations and communication.

Public Relations and Public Diplomacy: Convergence of Theory

One of the few articles on the relationship between public relations and diplomacy, (by Signitzer and Coombs, 1992, p137-8), discusses the obvious link between the two disciplines and the lack of research in the two areas stating...

the exact ideas and concepts which can be transferred from one area to the other have yet to be fully delineated and tested ... Although governments are recognised
as actors in international public relations, the theoretical and practical public relations literature has been conspicuously silent about this issue.

Signitzer and Coombs (1992) discuss the fact that international relations and international communication and relationship building (as defined and discussed earlier) have only been discussed in foreign policy, not public relations and communications management. The article discusses a model of converging public relations and public diplomacy for the purpose of improving the foreign affairs efforts of nation states.

A common theme in Signitzer and Coombs' (1992) theory is the role that culture plays in the practice of public diplomacy and international public relations. This is referred to as cultural diplomacy. The goal of cultural diplomacy, as discussed by Signitzer and Coombs (1992, p. 142), is "to convey a favourable image of one's culture with a view toward facilitating diplomatic activities as a whole". Bodies that undertake cultural diplomacy include government foreign departments, cultural institutions and specialist agencies such as international public relations consultancies.

The definition of cultural relations given by Mitchell (1986, p. 5), as discussed by Signitzer and Coombs (1992, p. 142) gives a clearer picture of the relationship between the purpose of diplomacy and public relations for advancing national interest, "At their most effective, their purpose is to achieve understanding and cooperation between national societies for their mutual benefit."

Signitzer and Coombs (1992) also discuss and compare the relationship between models of public relations practice and models of cross-cultural communication. The comparison by German writer Peisert (1978) of the different cultural communication models used by nations, and Grunig and Hunt's (1984) four models of public relations practice, show distinct commonalities between public relations and diplomacy - in this case, cultural diplomacy. The researcher believes that these
characteristics can be applied over the broader practice of diplomacy, including traditional diplomacy.

Signitzer and Coombs (1992, p145) conclude their research review by commenting upon the work of Kiehl (1989) who says, “a relationship between the two areas does exist. Public relations and public diplomacy do seek similar objectives and use similar tools to reach those objectives”. Signitzer and Coombs go on to say that the major problem in research into this relationship is that theorists tend to neglect one area in favour of another and don’t look closely into the factors that constitute that relationship. They complete this argument by stating...

Public relations and public diplomacy are in a natural process of convergence, a process which should be cultivated and not ignored. Only a series of theory based empirical studies will facilitate this convergence of research traditions which, in the past, have evolved in quite different intellectual and academic settings and in near isolation from each other (1992, p146).

**In Conclusion**

There is a need for further research into what constitutes a relationship between public relations and diplomacy, to build a model of effective diplomatic relations.

Foreign policy researchers have neglected the area of public relations and a model needs to be conceptualised, incorporating the similar principles of public relations and diplomacy that can be generalised and applied to government foreign affairs across the globe.

Australia has been used as an example of the current way in which diplomacy and foreign affairs is practised in Western cultures and the researcher believes that by incorporating principles of cultural communication and cultural diplomacy into the model, it can be applied generically.
CHAPTER THREE
RESEARCH PROPOSAL AND DESIGN

"The Road to Discovery"
The study was conducted in two stages using two different methods. The research was conducted to gather initial evidence to support or refute the hypothesis that excellent public relations principles and principles of international diplomacy are similar in the international political setting. The quantitative analysis stage will be referred to as the survey stage and the qualitative analysis stage will be referred to as the Delphi stage.

The survey stage was performed to test correlational relationships, (not causal relationships) and the Delphi stage was descriptive for the purpose of analysing variables in an environment that has previously not been tested.

The extent of interference was minimised and the respondents were surveyed in their normal working environments and the setting was an uncontrived field study. The study was conducted as a one-shot study looking at a single period-of-time. It was not conducted again at another point in time. The unit of analysis was the individual, for both stages.
THE RESEARCH PROPOSAL

The Decision Problem

*The relevance and application of public relations theories to Australian diplomatic communications management.*

The study was conducted in order to evaluate the convergence of the theories of excellent public relations and communications management (Grunig:1992, 1995), excellent international public relations (Wakefield:1995) and international relations, particularly in the area of diplomacy. It was believed that converging this theory with established international relations theory would be beneficial to the further development of public relations as an academic profession, applicable to a diverse range of areas. Research of this nature can only build upon existing theory and add depth of knowledge to both the areas of public relations and international relations, particularly diplomacy.

The researcher was also interested in applying this theory to the Asia-Pacific region, to study the diplomatic relationships between Australia and ASEAN, the major trading bloc of the region. The current instability of the region due to the “Asian economic meltdown”, and the impending impact on Australia, posed a number of interesting questions. However, it was considered not possible, due to resource constraints, to include this area in any great depth. The researcher believed it would be interesting for the study to investigate diplomats from ASEAN nations working in Canberra in the study to bring new insights into the research from an “Asian” point-of-view, in order to incorporate the ASEAN variable into the study.

This study looked at one particular body of knowledge in order to establish one possible alternative to diplomatic communications management, based in public relations theory rather than the traditional area of international relations.

The Research Problem

*Can the theories of international public relations, excellence in public relations and communication management and international relations, particularly diplomacy, be applied to Australian diplomatic programs to improve the effectiveness of the programs*
that the Department of Foreign Affairs and Trade develops, implements and coordinates both within Australia and overseas in order to:

1. Achieve foreign policy objectives and
2. Establish and maintain long term mutually beneficial relationships with members of ASEAN and other nations of Asia that are not party to the trading bloc.

The Research Questions

The research questions were answered by the two methods used in the study. The research questions were:

1. Is the DFAT characterised by a participative or authoritative organisational culture?
2. Is the DFAT characterised by a mechanical or organic organisational structure?
3. Do the employees of the DFAT hold opinions of departmental or individual job satisfaction?
4. Does the organisational culture factor of the Grunig Excellence Study (1995) factorise the same way in this environment as it did in Grunig’s organisations?
5. Do senior diplomats from Australia and ASEAN hold similar views to public relations practitioners on the key aspects of international public relations and communications management?
THEORETICAL FRAMEWORK For Organisational Culture Study (Figure Two)

N.B. Adapted From the original unpublished results of the “Excellence Study” (1995).
The organisational culture factors that were derived from the results of the Excellence Study (1992, 1995) were of most interest to this particular study because they describe the internal structure, politics and employee morale of an organisation.

The literature review stage of the Grunig study (1992) found that an organisation has certain characteristics, which cluster as either ‘participative’ or ‘authoritative’. An organisation that is indicative of a participative culture is more likely to practice excellent communications management than an organisation that shows primarily authoritative characteristics.

The ‘organisational culture’ factor of the study was one of three factors investigated. The researcher believed that it was of more value, at this point in the research process, to study only one factor due to resource constraints. The ‘organisational culture’ factor was chosen because it provides insight into the beliefs of the employees of a department rather than its top executives who are often far removed from the everyday operations of the department and therefore are not as likely to answer objectively.

**The Organisational Culture Variables**

The set of variables depicted in *Figure Two* represent variables characteristic of the two states of organisational culture that an organisation can possess, according to Grunig (1992).

The following analysis shows which of the two states of organisational culture, ‘participative’ or ‘authoritative’, is indicative of the DFAT, according to the perceptions of a sample of employees. In this case, if the department has a participative culture, it is more likely that the management of relationships with its key publics would be excellent.

The following variables are indicative of either a more authoritarian or a more participative organisational culture. As stated by Grunig et al (1995), those on the right represent authoritarian cultures whilst those on the left represent participative cultures.
These variables include:

1. Collective vs. Individual Responsibility
2. Collective vs. Individual decision making
3. Collective vs. Individual values
4. Holistic concern vs. lack of such concern for people
5. Long-term vs. short-term employment
6. Slow vs. fast evaluation and promotion
7. Non-specialised vs. specialised career paths
8. Shared mission vs. no shared mission
9. Rewards for performance rather than personal connections
10. Social atmosphere among managers and employees off the job
11. Integration vs. individualism
12. Decision-making by tradition, rational processes and authority vs. open debate, trial and error and scientific research.
13. Emphasis on time vs. lack of emphasis on time.
14. Consensual Processes vs. non-consensual processes.
15. Importance of innovation, tradition, and efficiency as organisational values
16. Participative vs. authoritarian (authoritative) management style
17. Liberal vs. conservative values
18. Cooperation vs. domination in relationships with publics
19. System open vs. closed to its environment.

It is important to note that although these variables were classified as either authoritarian or participative by the Grunig study (1992), this researcher believes that this classification does not apply to all of the variables. Some of the variables such as “Emphasis on time” and “Decision making by tradition, rational processes, open debate, trial and error, scientific research or authority” could be rated on a continuous scale, as shown below. In any case, the research does not establish absolutes but a ‘tendency towards’.

<table>
<thead>
<tr>
<th>More participative</th>
<th>More authoritarian</th>
</tr>
</thead>
</table>

31
For this reason, it cannot be proposed that an organisation that displays primarily authoritarian characteristics can necessarily be categorised as authoritarian. It can only be said that that organisation is more authoritarian in nature than participative, and would therefore be more likely to not practice excellent communications management and public relations, according to the classifications given by Grunig et al (1992).

**The Opinions of Experts Variables**

The delphi study was conducted to determine if there were other variables of interest that could not be addressed in the survey stage due to the quantitative nature of the survey technique. It is important to note that the delphi method of successive rounds of surveys (used by Dr. Wakefield) was not used here because of the restraints of time and finance. Simply, the instrument was utilised because of its relevance to this study.

The variables of interest were extracted from the literature on international public relations, particularly the work of Dr. Robert Wakefield, who used the delphi method of qualitative surveying to gain consensual agreement among international public relations practitioners on the most important variables for international public relations and communications management practice.

A qualitative, rather than quantitative, method was employed because of the lack of depth of meaning in quantitative data analysis. Although a quantitative methodology is useful in gaining hard empirical evidence, it cannot give the meaning behind the numbers. In a field such as international public relations, (and in this case diplomacy and international relations) numbers are not sufficient to substantiate the building of a new body of theory.

The inherent difficulty in incorporating public relations theory and international relations theory into one survey, was also a consideration when determining the appropriate method. The variables had to be moulded together to incorporate both sets of theory. Wakefield’s study (1995) was an obvious choice because only minor changes to the instrument were needed to answer the research question.
The variable of primary interest in the delphi study was the perception of experts of the relationship of international public relations principles to diplomacy and foreign policy. Even though the expert would not be aware that the questions they were answering related to public relations rather than diplomacy, it was believed that the information that could be gathered from the study would be invaluable for answering the research questions, when incorporated with the results from the quantitative analysis.

It was necessary to gather information from the point-of-view of a group of experts who had in-depth knowledge of the daily operation of a diplomatic mission, and the purpose of foreign affairs, both form the Australian and Asian perspective, to show the relationship between the principles of diplomacy and excellent international public relations.

If it could be shown that the principles are similar, according to these experts, then further analysis can be undertaken to quantitatively establish which of these principles are closely related and which have the most significant effect on international diplomatic relationships between nation-states.

The purpose of studying this group of variables was not to establish a quantitative relationship but to show a link between the communication culture of a foreign affairs department, and the opinions of diplomats in the overseas posts. The researcher investigated the factors in the international environment which are similar in both international public relations and international foreign relations and which related to the diplomat's opinion of the foreign department's ability to manage diplomacy.

Dr. Wakefield's research was based on fourteen propositions that were offered to international public relations experts around the world to establish final consensus on which of the propositions were of most significance to the practice of excellent international public relations. The final fourteen propositions were again used in this study to determine if diplomatic experts hold similar views to the public relations experts on the conditions that allow for excellent international communications management. These propositions are shown in Figure One (Chapter Two, p16-17).
These propositions were tailored to this study by substituting the words 'international public relations' with 'international diplomacy and communications management'. Proposition Five was not included in the study because it was concerned with a multinational corporation rather than a government. The length of the research instrument was a concern because during initial research, the researcher was advised that a smaller questionnaire with easily understood questions would be more likely to be answered than a long, ambiguous survey. Gaining as much data as possible was of prime concern, hence the change in the instrument.

**Major Expected Findings (Hypotheses)**
The seven hypotheses (stated on p5-6) were tested to answer the decision problem and five research questions (see p28).

**Limitations**
There were several limitations inherent in a study such as this that inhibited the research process. The main limitations were those on time and financial resources. To include all the relevant literature and analyse all the relevant variables was not possible in the time limit given, and the financial resources allowed for an Honours level thesis. As such, the study was refined to include only that data that could be realistically researched, collected and analysed.

The researcher does acknowledge the importance of not disregarding variables that could not be included here in the overall theoretical framework, and suggests that these variables be included in future studies to extend the boundaries of this research in order to refine the theory.

**Time Frame and Schedule of Activities**
The study was conducted over a one-year period from May 1998 to May 1999. The development of the decision problem began with an initial search for ideas through a review of literature, to the development of the research problem, research questions and the construction of the research proposal.
A thorough literature review was undertaken through the use of library and government databases both in Perth and in Canberra, particularly the Australian National University library system.

Initial interviews were undertaken with employees of the DFAT in Canberra to gather initial primary data to further develop the research problem and questions.

The analysis was conducted in a three-month period beginning with the development of the questionnaires to the first mail-out, the second mail, the final count of responses and the initial data entry.

The qualitative survey was conducted in conjunction with the quantitative survey. It was not possible to gain access to personal interviews with diplomats participating in the survey due to several factors out of the control of the researcher such as the Indonesian student riots and the Malaysian and political scandals that erupted at the same time as the questionnaires were being mailed out. Both these countries were included in the survey population and thus these events had a significant impact on the responses from these countries.

The data analysis was conducted over a one-month period. The first draft was then written incorporating all information collected to date. The second draft was then begun with the culmination of all literature, qualitative and quantitative data.

The final draft was then submitted for corrections and final submission to the appointed examiners.
CHAPTER FOUR
THE QUALITATIVE STAGE

"INTERNATIONAL PUBLIC RELATIONS AND DIPLOMACY"
THE DELPHI STAGE

The delphi stage was so named because the instrument used was an adaptation of Dr. Robert Wakefield's international public relations delphi instrument. This study was not a replica of Dr. Wakefield’s study because the delphi method in its entirety was not used. Rather, the survey instrument was utilised because of its design and relevance to this study.

As discussed in Chapters Two and Three, Dr. Wakefield’s research was based on several propositions (see p17-18). These propositions will also be used to answer the research questions of this study associated with this stage of the research.

However, before the findings can be discussed the sampling design, questionnaire design and data analysis methods, used to generate these findings, will first be discussed.

THE METHOD

Sampling Design

The Population

The population from which the respondents were selected was 'all senior diplomats representing Australia in overseas posts and all senior diplomats representing ASEAN nations posted in Canberra' The population frame used was a listing of ASEAN embassies and high commissions and their respective ambassadors and high commissioners, provided by the DFAT office in Perth, and a listing of Australian ambassadors and high commissioners on the DFAT home page on the Internet.

The Sample

The sampling method used was judgment sampling, a non-probability sampling technique. This was chosen because it identifies respondents based on their expertise in the area of diplomacy. The sample consisted of 25 diplomatic personnel from ASEAN embassies and high commissions in Canberra and Australian embassies and high commissions in ASEAN countries.
Unit/Respondent

The respondents were diplomats, including ambassadors, high commissioners, first, second and third secretaries from Australian embassies and high-commissions overseas and ASEAN embassies and high commissions in Canberra.

Data Collection Methods

The survey method used in the delphi stage was undertaken in one round due to the lack of time and financial resources to conduct more than one round.

The first phase of the delphi was a round of introductory telephone conversations to the DFAT’s Perth office to gain a list of Australian and Asian Ambassadors and high-Commissioners.

The second phase was a second round of telephone conversations with personnel from embassies and high commissions in Canberra to establish the likelihood of participation and cooperation from their senior diplomatic personnel.

It was then established that it would not be possible to arrange personal interviews with these diplomats for several reasons:
1. They were posted either overseas or in Canberra.
2. Their work is of a classified nature and protected by the FOI act.
3. The study coincided with the eruption of violence and political instability in the ASEAN region, particularly in Malaysia and Indonesia. As such, it was not possible to interview senior diplomats from the region.
4. Many did simply not want to be part of the study for reasons unknown.
5. Many of the diplomats did respond with regret but were very professional and supportive of the success of the study. Some were interested in receiving final results, even though they were not involved.

The third phase was the development of the instrument. After gaining permission from Dr. Wakefield, the questionnaire was designed, edited, reviewed, and sent to 25 Ambassadors and High Commissioners both in Australia and overseas. The questionnaire was composed of seventy-one questions taken from the international
public relations delphi instrument. The respondents were asked to answer, to the best of their ability, on a five point Likert scale as well as adding further comments and insights.

It was made clear that all comments were going to be quoted in the final report but respondents were given the choice of remaining anonymous or having their names associated with the comments. All declined to be named but were not against their comments being used.

A deadline was set for return of completed surveys of two months from the date of post and the fourth stage was a follow-up letter to those respondents asking for completed questionnaires and possible phone interviews. Two respondents indicated they would be available for interview, but upon a telephone request were not available at the time most convenient, again due to reasons given previously. The fifth phase was a second reminder letter again asking for completed surveys by the given date and the sixth stage began at the adjournment of the survey phase. The surveys were collected and the quantitative data inputed using the computer-based statistical package SPSS (statistical package for social science).

**Questionnaire Design (See Appendix Three.)**

As previously stated, the instrument used in this stage was an adaptation of Dr. Wakefield's delphi instrument. The questionnaire was then reworded and structured to suit the content and scope of this study.

Several questions were removed from the questionnaire, based on advice and a review of literature, to ensure that the maximum number of respondents would answer the questionnaire. The original survey consisted of ninety-seven open and closed-ended questions, which was believed to be too lengthy for the survey population. Diplomats have very little time to answer such questionnaires and this survey would be competing for attention with other surveys for other studies. Upon advice from a source in Canberra, it was believed that the shorter the questionnaire appeared to be, the more interest it would generate and the more respondents would participate.

It was believed that because the study was qualitative and did not rely on statistical rigour or reliability, removing questions from the instrument would not severely hinder
the rigour of the research design or the findings of the Delphi stage. The finalised questionnaire consisted of seventy-one open and closed-ended questions from the original survey with slight variations in language. The structure of the questions was not changed. Instead, words and phrases such as "public relations" and "organisation" were replaced with "diplomacy", "diplomatic communications management" and "nation-state" respectively.

The questionnaire was double-sided, again to give the appearance of a short, "tick-and-flick" survey with instruction on how to use the five-point Likert scale and a section allowing the respondent to show interest in receiving a copy of the findings and being involved in a round of personal telephone interviews.

Dr. Wakefield used a five-point scale in the original study, in order to collect demographic data and basic descriptive statistics to provide support to the qualitative findings. This scale was again used for the same purposes. The questions were mainly open-ended to "allow the respondents to answer in any way they choose" (Sekaran: 1992, p203) and to provide further data based on expert knowledge of the field with more insight and depth than closed-ended questions can provide.

**Methods of Data Analysis**

The quantitative results were gained from statistical analysis using the computer-based statistical package SPSS and the qualitative results were gained by reasonable deduction. There was not enough qualitative data to require the use of a qualitative computer package.

The results were discussed in relation to Wakefield's fourteen propositions and their relationship to diplomacy and international relations based on theoretical deduction. These propositions were treated as hypotheses that required further analysis and study. This setting is different and yet has not been studied in the realms of international public relations; hence, the need for further research as provided by this study.

The analysis performed by Dr. Wakefield was different in that several rounds of answers from the same respondents were collated until a consensus was achieved to build the fourteen propositions. This analysis was performed not to achieve further consensus but
to provide evidence that the principles of excellent international public relations, as perceived by international public relations practitioners, and excellent international diplomacy, as perceived by diplomats, are similar and can be fused to develop a theory of excellent international diplomatic communications management outside the realms of international relations and political theory.

The major statistics used in this analysis were mean, standard deviation and mode. The mode is the only statistic used in the written analysis because it provides more description of the responses than simply the average answer.
RESULTS

Response Rate
Out of the 25 questionnaires that were sent out, only six were sent back after two rounds of reminder letters. The six replies represented a 24% response rate that was considered acceptable.

Only two of the six respondents answered the open-ended questions to a substantial extent. Their comments were used in the analysis to provide further validation of the findings. However, although they did not mind being directly quoted, they did insist they remained anonymous.

Demographics
1. Job description of the respondent.
The data generated from this question, using an ordinal scale, showed that all of the respondents were senior diplomats, either high commissioners, ambassadors or first-secretaries.

2. Gender of the Respondent.
Interestingly, all of the respondents were male.

3. Home nation of the respondent.
Out of all the nations that were included, (all members of ASEAN) only four nations were represented; Australia, Indonesia, Korea and Malaysia.

4. Years of Experience
Out of the four categories, one responded between 10 and 15, and the other 5 responded more than twenty, years.

5. Knowledge of the local culture of their host nation.
One respondent indicated he had ‘excellent knowledge’ of the local culture whilst the other five respondents believed they had ‘good knowledge’ of the local culture.

Again, one respondent believed he had ‘excellent knowledge’ of global politics, the other five believing they had ‘good knowledge’ of global politics.

Typical Profile of Respondents

The respondents were male, senior diplomats with over ten years of experience in the diplomatic service from a diverse range of nations with a good level of knowledge of both the local culture of the nation in which they are posted and of global politics.

Questions Dealing with Excellence

Dr. Wakefield included questions on excellence to determine the similarities and differences between excellent domestic public relations and excellent international public relations. This focus was also included in this study. The questions relating to excellence are 1, 2 and 5.

The questions were answered using the five point likert scale described by Figure Three.

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<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Neutral</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

Figure Three

Question 1 ‘Excellent domestic communications management of public policy and excellent communications management of foreign policy are essentially the same’ generated a most common answer of 4 ‘disagree’ with 50% of the responses.

The two respondents who commented on this question had differing opinions. One stated “Generally speaking, policy makers need to address an issue within the context of both domestic politics as well as foreign policy. If the two needs are compatible, then it is easier for the policy maker, but if the contrary is the case, as sometimes occurs, it can become complicated.”

The other respondent stated “Because the targets, context, and emphasis are different and because of the need to take into account domestic versus foreign tensions, at both ends, communications management of foreign policy and public policy are not the same.”

42
The consensus was disagreement, that communications management of domestic policy and foreign policy are not the same. This was not unexpected. The nature of the international communications environment makes the execution of foreign policy complex due to the increased numbers of key publics accompanied by a web of different cultures, politics and societal values, all of which need to be taken into account when communicating foreign policy.

Questions 2 'Managing international communications is exponentially more complex than domestic communications because of more diverse groups, cultures, types of media, economic climates and technologies' yielded a mode of 2 'agree' with 66.7% of the responses suggesting strong agreement.

However, one of the respondents made a valid statement commenting, "Both are complex and in Australia, all these diversities exist as well". This suggests that countries with diversities within the domestic borders may need to treat domestic and foreign policy in a similar fashion almost by combining the two in certain public policy environments such as ethnic matters and cultural policy decisions.

Although the majority of the respondents agreed with this statement, domestic diversity contributes to the complexity of public policy suggesting that communications management of both policy areas is difficult.

The most common response to Question 5 'Domestic communications management and international communications management should be the same in terms of goals and strategies but different in terms of tools and tactics' was predominantly 2 'agree' with 50% of respondents showing general agreement.

One respondent commented "While countries do not necessarily have the same objectives, they have to work towards attaining mutual benefits based on mutual respect and shared responsibility". Another stated "This is true whether referring to different national interests or common objectives being pursued."
The results of this statement showed agreement with Wakefield's original findings and the notion of 'global public relations': the overall public relations campaign should be the same in all host nations in terms of the 'why' but different in terms of the 'how'.

**Major Findings of Excellence Questions**

The consensus was agreement although the general response to Question 1 was disagreement. This suggests that excellent international communications management and excellent domestic communications management (in this case international diplomacy and public diplomacy) are not the same because of the complexities of the international political, cultural and social environments but should be the same in terms of goals and strategies.

**The Fourteen Propositions**

The result from each of the propositions was condensed into table format and analysed. The questions associated with each proposition are stated at the beginning of the analysis. This was done because of the sheer amount of data that was generated from the survey.

**Proposition One: Excellent international public relations is based on the philosophy of two-way symmetrical communication that pervades the organisation worldwide.**

In the original study, it was found that this proposition was "supported almost unanimously as a normative condition." (Wakefield, 1997, p1). The excellence study also found that two-way symmetrical communication is a desirable worldview but not always entirely realistic.

The questions affiliated with this proposition were:

3. 'Two-way communication that builds beneficial relationships between two nation-states and the people of those nation-states is: a. possible or b. desirable.'

4. 'Most embassies do not care about creating benefits for people outside the organisation such as local residents living near the embassy, local media, activist groups and businesses.'

6. 'Two-way communication programs cannot benefit embassies in terms of objectives set by the government of your home nation.'
9. "Embassies that concentrate only on achieving set objectives in each host nation actually hurt their ability to achieve those objectives."

Figure Four summarises the results of Proposition One.

![Table](https://via.placeholder.com/150)

<table>
<thead>
<tr>
<th>Question</th>
<th>Mode</th>
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<tbody>
<tr>
<td>3a</td>
<td>agree</td>
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<tr>
<td>3b</td>
<td>strongly agree</td>
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<tr>
<td>4</td>
<td>disagree</td>
</tr>
<tr>
<td>6</td>
<td>disagree</td>
</tr>
<tr>
<td>9</td>
<td>agree</td>
</tr>
<tr>
<td>OVERALL</td>
<td>agreement</td>
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**Scale**

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<tbody>
<tr>
<td>1</td>
<td>Strongly Agree</td>
<td>4</td>
<td>Disagree</td>
</tr>
<tr>
<td>2</td>
<td>Agree</td>
<td>5</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
<td></td>
<td>Disagree</td>
</tr>
</tbody>
</table>

One respondent commented on Question 4 stating "Of course, relations between countries are conducted between governments, but business to business, military to military and people to people relationships are important and, therefore, embassies must also be sensitive to the view of the media and activist groups etc." Another respondent stated "No embassy can be oblivious of its neighbourhood or its constituents/allies in the country concerned. So the reverse of this proposition is generally the case".

Question 6 generated two common answers, ‘agree’ and ‘disagree’. However, the percentage of respondents who generally agreed with the statement was 50%. One respondent stated "Two-way communication is a necessity, and is what we need", another commenting "Embassies normally only pursue communications programs which do have benefits for the home government objective. Indeed, this is the key criterion in describing which communications programs should be pursued.

One respondent commented on Question 9 stating "The relationship needs to be broad-based, not singly issue-oriented. Therefore, an ambassador must be able to always deepen and broaden the relationship between his country and the country to which he is accredited." Another respondent stated "This is also a rather improbable proposition. It is almost certainly true that pursuing broader programs helps achieve set objectives – but
the extent of help may not always be that great. It does not follow automatically that not pursuing broader programs actually harms pursuit of set objectives."

**Major Findings of Proposition One.**
The consensus was agreement with the proposition that excellent international public relations (diplomacy) is based on a philosophy of two-way symmetrical communication, supporting Wakefield’s original results. This is an exciting finding for the future of public relations. The normative condition of two-way symmetry as a major condition of excellent public relations has been researched in depth by many public relations academics and researchers such as the Grunigs. This finding is more proof that two-way communication is considered important by communicators, even of an entirely different discipline.

**Proposition Two:** This two-way symmetrical philosophy will be reflected in the organisational culture and in internal communication styles worldwide.

In the original study “this proposition also generated support although not as unanimously as the first one” (Wakefield, 1997, p1).

The questions related to this proposition were:

7. ‘Only an organisational culture that values two-way communication can offer diplomats around the world the respect and flexibility they need to do their jobs well and achieve objectives that are set by their home nations.’

8. ‘Many embassies and foreign departments have persistent perceptions among diplomatic staff that only those hired directly by the home foreign embassy are treated well, not “locally hired staff” in host nations.’

10. ‘The likelihood of tension between local and international interests means that strong commitment to two-way communication is required.’

64. ‘The organisational cultures of the home foreign department often are not transferred well to overseas posts.’
Figure Five is a summary of the results for this proposition.

<table>
<thead>
<tr>
<th>Question</th>
<th>Mode</th>
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<tbody>
<tr>
<td>7</td>
<td>agree</td>
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<tr>
<td>8</td>
<td>disagree</td>
</tr>
<tr>
<td>10</td>
<td>strongly agree</td>
</tr>
<tr>
<td>64</td>
<td>agree</td>
</tr>
<tr>
<td><strong>OVERALL</strong></td>
<td>agreement</td>
</tr>
</tbody>
</table>

Figure Five

One respondent commented on Question 8 stating “This is a false proposition. Home based staff and locally hired staff has different status (legally), is perceived differently in the host country, and is assigned tasks that take account of these differences. It is not a question of anyone being ‘treated well’ or not”. The same respondent commented on Question 10 stating “this question is based on the assumption – likelihood of tension – that is not always true by any means. Effective two-way communication is a given between countries with extensive intersecting interest, so it is hard to conceive of a situation in diplomacy where there would not be a strong commitment to this”.

**Major Findings of Proposition Two**

The consensus was agreement with the proposition that the two-way philosophy will be reflected in the organisational culture and internal systems worldwide, again in line with Wakefield’s original results. However, it was found that most respondents believed that the organisational culture of the home foreign department was often not transferred well to the overseas posts. This finding highlights a possible area for further study. It is important to the success of a public relations/communications program that the organisational culture of the home organisation be filtered through to the overseas posts (be it the foreign affairs department of a nation-state or a major multinational corporation). Theories on excellent public relations have shown that an organisational culture that supports two-way communication will be more likely to be excellent in public relations and communications management. A foreign department that can’t and/or doesn’t attempt to unify its embassies and high commissions, will not be likely to practice excellent public relations (in the form of diplomatic relations with its host nation-state) according to the theory of participative organisational culture in excellent public relations and communications management.
Proposition Three: Excellent public relations is a strategic management function working as part of and directly with senior management and the dominant coalition, worldwide.

The original results showed "strong agreement to this proposition," (Wakefield, 1997, p1).

The questions associated with this proposition are:

11. 'Local adaptations to establish mutual benefits with local interest groups makes supranational (strategies that cross national borders) communications management strategies impossible.'

13. 'The same strategic communications program used by your home foreign department also needs to be used by every embassy/high commission managed by your home department.'

14. 'While it is logical to expect communications management technologies to vary from nation to nation, it is nevertheless wise for governments to have a common strategy that all embassies/high commissions should follow.'

15. 'The foreign department cannot and should not be responsible for problems that arise at a local level (excluding those affecting national interest, security, and the safety of nationals living and traveling in the area concerned').'.

34. 'If the foreign department involves diplomats posted overseas in policy planning and formulations processes, it can gain insight about local conditions, resources and issues affecting the relationship between your home nation and host nations, profiting from global minded perspectives.'

65. 'Consistent diplomatic communications programs driven from the home foreign department cannot be successful.'
Figure Six is a summary of the results for this proposition.

<table>
<thead>
<tr>
<th>Question</th>
<th>Mode</th>
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<tbody>
<tr>
<td>11</td>
<td>4 disagree</td>
</tr>
<tr>
<td>13</td>
<td>4 disagree</td>
</tr>
<tr>
<td>14</td>
<td>2 agree</td>
</tr>
<tr>
<td>15</td>
<td>2 agree</td>
</tr>
<tr>
<td>34</td>
<td>2 agree</td>
</tr>
<tr>
<td>65</td>
<td>2 agree</td>
</tr>
</tbody>
</table>

**OVERALL** agreement

Figure Six

Question 11 generated comment by one respondent who stated "there is always a need for adaptations."

One respondent answered Question 13 by saying "At home, strategic communications within the government are formulated on broad-based political, economic and other considerations and are implemented on behalf of the government by the foreign minister. An ambassador has to know the overall strategy of the government and has to be more concerned with and able to diplomatically relate to the specific relations and circumstances of the government to which he is accredited." Another respondent stated "Embassies cannot operate as independent bodies pursuing different goals and strategies to home departments, especially in the age of global communications."

One respondent commented on Question 14 stating "While regional organisations such as APEC or ASEAN can have common strategies, it does not entirely eliminate the need for a national strategy."

Interestingly, one respondent commented on Question 15 by stating "While the department cannot and does not have to be responsible for problems at the local level, the embassy has the duty to report to and is accountable to the department."
Major Findings of Proposition Three

The consensus was agreement with the proposition, again, a similar result to Wakefield's original findings. This was not unexpected because diplomacy is a primary function of the home foreign department and is naturally a strategic management function.

One major finding was that the respondents believed it is possible to have supranational strategies but that these strategies should not be the same as those used by the home foreign department. Generally, the embassy/high commissions should be responsible for its own communications management but that each embassy should use similar techniques adapted to local conditions.

Proposition Four: Excellent international public relations is integrated, meaning that worldwide, practitioners report to the public relations department at headquarters and work under a single umbrella.

The original results generated agreement with this proposition and the affiliated questions were:

16. 'The cultures in which embassies operate are so different that is:
   a. not possible
   b. not desirable
   to have an integrated communications management program that it is guided from the foreign department and that works with ambassadors and not under complete control of the embassy.'

17. 'Many senior executives within my nation's foreign department do not understand what communications management is apart from issuing press releases and doing charity work.'

18. 'Why not split communications management into two parts:
   1. Centrally, the organisation could make the mission statements and their basic philosophies about how relationships with publics should be fulfilled in various countries.
   2. Locally based diplomats who have an intimate knowledge about specific problems would have leeway to design communications management in compliance with the mission statements.'
33. 'The foreign department needs to run the show when conflict has broken out of local boundaries and threatens national interests on a wider scale.'

Figure Seven is a summary of the results for this proposition.

<table>
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<tr>
<th>Question</th>
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<tbody>
<tr>
<td>16a</td>
<td>4 agree</td>
</tr>
<tr>
<td>16b</td>
<td>3 neutral</td>
</tr>
<tr>
<td>17</td>
<td>4 disagree</td>
</tr>
<tr>
<td>18</td>
<td>2 agree</td>
</tr>
<tr>
<td>33</td>
<td>2 agree</td>
</tr>
<tr>
<td><strong>OVERALL</strong></td>
<td>agreement</td>
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</table>

One respondent commented on Question 17 insisting “This simply is not true of Australia’s foreign service today and I doubt that it ever was.”

**Major Findings of Proposition Four**

Again, the findings were similar to Wakefield’s original study. The responses to the statements indicates that the respondents do believe that excellent international diplomacy is integrated and should work under a single umbrella, run by the home foreign department but this proposition is somewhat deceiving because this is already considered a part of the protocol of diplomacy. Diplomatic relations are tailored and run by the home foreign department and dictated to the overseas posts to allow for unity in foreign policy. The embassies and high commissions are given autonomy to handle situations as they arise but must follow the overall guidelines of the department.

**Proposition Five: An excellent international public relations program is not subordinated to marketing, legal, or other organisational departments.**

Proposition five was not included in this study as it related more to profit generating corporations than government departments. This decision was taken under advice from a member of the DFAT.
Proposition Six: Senior practitioners all over the world will be qualified in their positions.

The original study generated unanimous agreement for this proposition and the affiliated questions were:

12. ‘When talking about foreign policy planning, a communications management background would hardly suffice.’

20. ‘Basic skills in managing communications programs don’t vary from one culture to the next.’

21. ‘For international diplomatic communications to be effective, diplomats at the foreign department and in overseas posts should be academically trained according to international standards of communication education and all other relevant fields.’

22. ‘Most diplomats in overseas posts are not well trained in diplomatic communications and international relations.’

24 (See Appendix 3).

Figure Eight is a summary of the results for this proposition.

<table>
<thead>
<tr>
<th>Question</th>
<th>Mode</th>
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<tbody>
<tr>
<td>12</td>
<td>2 agree</td>
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<tr>
<td>20</td>
<td>2 and 4 (50%)</td>
</tr>
<tr>
<td>21</td>
<td>4 disagree</td>
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<tr>
<td>22</td>
<td>4 disagree</td>
</tr>
<tr>
<td>24a</td>
<td>2 agree</td>
</tr>
<tr>
<td>24b</td>
<td>2 agree</td>
</tr>
<tr>
<td>24c</td>
<td>2 agree</td>
</tr>
<tr>
<td>24d</td>
<td>2 agree</td>
</tr>
<tr>
<td>24e</td>
<td>2 agree</td>
</tr>
<tr>
<td><strong>OVERALL</strong></td>
<td>Agreement</td>
</tr>
</tbody>
</table>

One respondent commented on Question 12 saying “Foreign policy needs to take account of a range of considerations; political, economic, cultural and ideological.”

Another commented on Question 21 stating “Academic training of this kind has never been widely sought by foreign services. Rather, practical experience, common sense...”
combined with general intellectual quality are what is relevant including communications knowledge.” Another respondent indicated agreement with Question 24 by saying, “The diplomat has to be broadly knowledgeable and able to quickly learn as well as going to the heart of the matter in every issue.”

Major Findings of Proposition Six

Again, there was consensual agreement with the proposition, similar to the result of the original study. The respondents believed that diplomats must be qualified for their positions but this did not simply mean a background in communication. In fact, it was believed that a communications background was not entirely necessary in diplomacy despite the fact that the core of diplomacy is strategic communication. This result highlighted another area for further study. The review of literature found that writers on diplomacy consider it essential that diplomats be expert communicators not simply intelligent people with exceptional interpersonal skills. Diplomacy is the core communications tool of foreign affairs, however, the DFAT insist on recruiting people from professional backgrounds such as medicine, engineering, accounting, economics and law, all of which have minimal communications focus. An intelligent person will not necessarily make an excellent communicator, however, the DFAT believe that a major requirement for their prospective diplomats is common sense and an analytical mind.

The ability to communicate strategically, taking all key publics into consideration, is again lower down on the list of professional competencies; a common theme in the professional plight of the public relations discipline.

Proposition Seven: In an excellent multinational organisation, hiring and promotional practices would foster diversity by offering equal opportunities to women and “minorities” (those who typically are not accepted in the cultural mainstream), in every country.

The original study generated agreement for “the principle behind this proposition, that diversity is a positive quality in responding to multicultural publics.” (Wakefield: 1997, 2).
The questions associated with this proposition are:

25. ‘In regards to the appointment of female diplomats and those members of minority
groups, more than anything else the foreign department must be responsive to the
culture of each host nation…’

26. ‘I do not see the foreign department bucking local cultural practices to add more
minorities and women to the diplomatic staff of overseas posts in nations where
discrimination is the norm.’

27. ‘The only criterion for selecting diplomatic staff for particular posts is: is that person
the best one for the position?’

28. ‘I agree with the need for representative diversity in the foreign department and
overseas posts.’

Figure Nine is a summary of the results for this proposition.

<table>
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<tr>
<th>Question</th>
<th>Mode</th>
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<tbody>
<tr>
<td>25</td>
<td>2 agree</td>
</tr>
<tr>
<td>26</td>
<td>3 (33.3% agree)</td>
</tr>
<tr>
<td>27</td>
<td>1 strongly agree</td>
</tr>
<tr>
<td>28</td>
<td>2 agree</td>
</tr>
<tr>
<td>OVERALL</td>
<td>agreement</td>
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</table>

One respondent commented on Question 25 by saying “this is a practical problem for
both sides, not a question of cultural imposition” and Question 26 “there could be
situations where it might be done deliberately to encourage a change in the other country
if it were judged that its practices could not be justified.”

Major Findings of Proposition Seven

Again, the respondents agreed with the proposition that an excellent foreign department
would foster diversity in its hiring and promotional practices but most believed that
hiring is on the basis of the best person for the job rather than hiring to increase diversity.
Proposition Eight: Because the organisation faces a turbulent, dynamic environment internationally, the public relations program is structured to be flexible and adaptable to that environment, worldwide.

The original study generated unanimous agreement to this proposition with the affiliated questions being:

29. 'The international environment is much more turbulent than ever before, therefore, communications programs should be flexible and adaptable to diverse and dynamic conditions.'

30. 'Using advice from communications management experts outside the department and/or embassy allows for greater flexibility in managing programs and achieving goals and objectives.'

31. 'The foreign department must be more sensitive to cultural differences than other government departments.'

32. 'Flexibility means that diplomatic communications must be based on thoroughly conducted research and environmental scanning.'

Figure Ten is a summary of the results for this proposition.

<table>
<thead>
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<th>Question</th>
<th>Mode</th>
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<tbody>
<tr>
<td>29</td>
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<td>2 agree</td>
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<td>31</td>
<td>2 agree</td>
</tr>
<tr>
<td>32</td>
<td>2 agree</td>
</tr>
<tr>
<td>OVERALL</td>
<td>agreement</td>
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</table>

Figure Ten

Major Findings of Proposition Eight

The consensus was agreement with the proposition, although one respondent indicated that there was a question of degree of flexibility for each nation because of the differences in conditions between one nation and the next.

Proposition Nine: A nation’s level of development will effect the practice of public relations.

The original study generated consensus for this proposition, however, there was “some disagreement as to exactly what is meant by the term”, (Wakefield, 1997, p3).
The questions affiliated with this proposition were:

35. 'The GNP (Gross National Product) index economists use to measure development is a slippery concept because it does not take into account all the factors underlying local conditions.'

36. 'If development of a nation-state means GNP per capita, I don’t see it as affecting the management of diplomatic communications between nation-states.'

37. 'Management of diplomatic communications will not be affected by ‘level of development’ because host nation components of an excellent international diplomatic communications program will adjust to the local situation and ‘translate’ in a way that is acceptable to local stakeholders.'

38. 'A nation’s low level of development gives the foreign department the freedom to develop their own diplomatic communication environment, as opposed to adapting to one that is already structures or entrenched.'

39. 'Low development affects the avenues and content of communication, low economic levels affect stakeholder groups who may gain access to a specific service or product; development will also affect education levels, which in turn affects desires to have a voice and strategies to be heard; these factors all affect the way diplomatic communications are managed.'

41. 'In many developing countries, the heritage of colonialism and entrenched elites created by it contributes to gaps in knowledge, resources and power that inhibit flexibility needed to achieve excellent international communications management.'

Figure Eleven is a summary of the results for this proposition.

<table>
<thead>
<tr>
<th>Question</th>
<th>Mode</th>
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<tbody>
<tr>
<td>35</td>
<td>2    agree</td>
</tr>
<tr>
<td>36</td>
<td>3 (33.3% agree)</td>
</tr>
<tr>
<td>37</td>
<td>3 (33.3% disagree)</td>
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<td>38</td>
<td>3 (66.7 neutral)</td>
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<tr>
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<td>2    agree</td>
</tr>
<tr>
<td>41</td>
<td>4    disagree</td>
</tr>
<tr>
<td>OVERALL</td>
<td>agreement</td>
</tr>
</tbody>
</table>

Figure Eleven
Major Findings of Propositions Nine

There was consensual agreement with this proposition that the level of development effects diplomacy however, most respondents did not believe that GNP was an accurate or substantial measure of the level of development of a nation-state. This opens the way for further research into which economic factors influence the effect of diplomacy on managing political and economic relationships with other nation-states.

Proposition Ten: the political system of a given society will influence public relations.

The original study generated some confusion over which political systems would affect the practice of public relations and which would not and to what extent the practice would be affected.

The questions related to this proposition were:
42. 'Communications management should use any means to help embassies/high commissions achieve their goals, including building relationships with any political entity it faces.'
44. 'To be successful in diplomacy, it is necessary to adapt to the political system of a given society.'
45. 'Political systems have more of an effect on diplomatic communications management than cultural factors have.'

Figure Twelve is a summary of the results for this proposition.

<table>
<thead>
<tr>
<th>Question</th>
<th>Mode</th>
</tr>
</thead>
<tbody>
<tr>
<td>42</td>
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<tr>
<td>44</td>
<td>2 agree</td>
</tr>
<tr>
<td>45</td>
<td>2 agree</td>
</tr>
</tbody>
</table>

Figure Twelve
Major Findings of Proposition Ten

There was consensual agreement for this proposition, with no comment on the type of political society in which the respondent is situated again allowing room for further study.

Proposition Eleven: An excellent international public relations program will respond to varying indicators of cultural differences within and between each country.

The original study found that culture was one of the most important factors of excellent international public relations.

The questions affiliated with this proposition were:

46. “Diplomats must adjust to local cultures.”
47. “An important cultural factor is that embassies/high commissions should identify with the national interest and be perceived as benefiting the community.”
48. “In different regions of my host nation, there are large differences in cultures, strong regionalist (or nationalist) feelings and significant economic differences.”
49. Adjustment for cultures is very difficult for your home foreign department.”

Figure Thirteen is a summary of the results for this proposition.

<table>
<thead>
<tr>
<th>Question</th>
<th>Mode</th>
</tr>
</thead>
<tbody>
<tr>
<td>46</td>
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</tr>
<tr>
<td>48</td>
<td>2 agree</td>
</tr>
<tr>
<td>49</td>
<td>4 disagree</td>
</tr>
</tbody>
</table>

OVERALL agreement

Figure Thirteen

Major Findings of Proposition Eleven

There was unanimous consensual agreement for this proposition indicating that culture, again, is one of the most important factors of international diplomacy and it is not difficult for the home foreign nation to consider and implement strategies based on
cultural differences. The DFAT already has substantial resources allocated to studying culture and its impact on foreign policy.

Proposition Twelve: Because language nuances vary from place to place, an excellent international public relations program will place people in each country who understand these nuances and can deal with them most effectively.

The original study treated this as a separate variable to culture because of the large extent of impact that language has on diplomatic communication.

The questions affiliated with this proposition were:

23. “Effective communications means you must speak the language and you must know the culture.”

50. “Understanding language nuances is an important element in diplomatic communications management when building relationships with various policy communities.”

51. “The range of language differences even between nations that supposedly speak the same language is deceptively high.”

52. “The use of expatriates in embassies/high commissions and locals at the foreign department facilitates more multicultural feedback within the foreign affairs processes of a nation.”

Figure Fourteen is a summary of the results for this proposition.

<table>
<thead>
<tr>
<th>Question</th>
<th>Mode</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
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<tr>
<td>52</td>
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</tr>
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<td>OVERALL</td>
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</tbody>
</table>

**Major Findings of Proposition Twelve**

There was consensual agreement for this proposition that language nuances have an effect on the communications management program but that a diplomat does not
necessarily have to know how to speak the language to effectively communicate in a certain country.

**Proposition Thirteen:** The potential for activism makes the international environment particularly turbulent, but the extent and type of activism may vary from country to country.

The extent of activism in a particular nation-state was found to be an important factor in the original study, more so than the level of activism in general as a factor of excellent international public relations.

The questions related to this proposition were:

53. ‘Activists in my host nation pressure government organisations such as embassies and high commissions.’

54. ‘Adaptation is the best way to avoid activist problems; in my home nation, you can adapt in a certain way but on a global diplomatic level, this is impossible.’

55. ‘The foreign department is usually more prone than overseas posts to respond favourably to activist pressures.’

56. ‘Activism emerges locally but can spread worldwide in its results; therefore, overseas posts are exposed to much more activism than the foreign department.’

57. ‘I don’t see activism as a problem for diplomatic communication management, but as an opportunity.’

58. ‘The level of activism is a good indicator of the level of diplomatic communications programs that are needed in a particular host nation.’

59. ‘An excellent international diplomatic communications program will have a local component in each host nation to scan the environment, identify potential activist groups, and establish programs to build relationships with them.’
Figure Fifteen is a summary of the results for this proposition.

<table>
<thead>
<tr>
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<th>Mode</th>
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<tbody>
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<td>4 disagree</td>
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<td>59</td>
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</tr>
<tr>
<td>OVERALL</td>
<td>agreement</td>
</tr>
</tbody>
</table>

**Major Findings of Proposition Thirteen**

This proposition generated consensual agreement, similar to the results of the original study, although most respondents did not believe that the embassies and high commissions come under more activist pressure than the home foreign department. This was an unexpected finding due to the recent developments in the instability of the Asian region. It could be assumed that embassies and high commissions would be major targets of political activist groups who disagree with the policies and actions of the targeted nation-state.

**Proposition Fourteen: An effective local component of an excellent international public relations program will build relationships with local media and with publics who may have received unrealistic pictures about the multinational organisation.**

The final proposition of the original study generated unanimous agreement with most of the panelists viewing the media as “the most important local public.”

The questions affiliated with this proposition were:

60. ‘In the mass media, the “Global Village” is a reality; news about the home government reaches the local media, whether negative or positive.’

61. ‘Local people these days understand the power of the media and are more likely to use media coverage to make their complaints known.’

62. ‘The embassies and high commissions of my home nation should build good relationships with the media of the host nations.’

61
63. The mass media in different countries vary most because of:
   a. the economic support base that allows technological adjustments,
   b. the extent of their dependency on government,
   c. the extent of their dependency on advertising,
   d. recognition by the media of their own professional responsibilities.

Figure Sixteen is a summary of the results for this proposition.

<table>
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<td>63c</td>
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<td>OVER-ALL</td>
<td>agreement</td>
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</tbody>
</table>

Figure Sixteen

**Major Findings of Proposition Fourteen**

There was general agreement with this proposition but not as strong as the original findings. This proposition did not generate any major findings which suggest the need for further research.
OVERALL FINDINGS OF THE QUALITATIVE ANALYSIS

Most of the propositions generated agreement amongst the six diplomats. The results were similar to those of Wakefield's original study suggesting that the method and instrument are transferable to several settings.

Some problems occurred in the meanings of some sentences because the instrument was originally designed for professionals working in multinational corporations not embassies and high commissions. However, the differences in the backgrounds of the panel members did not severely hinder their ability to answer the questions.

Variables that were considered essential for excellent international public relations also appear to be necessary for excellent international diplomacy. This shows a similarity between the objectives and tools of public relations and diplomacy, although the environments and publics that each exist within both, are vastly different.

Culture and the effect and power of the media seem to be two of the most important factors in international diplomacy as well as the level of economic development and the political system of the host nation state.

However, these results are not generalisable and can only form a basis for further study including researching a larger number of diplomats and a more diverse range of nations.
CHAPTER FIVE
THE QUANTITATIVE STAGE

“COMMUNICATIONS CULTURE AND STRUCTURE”
THE QUANTITATIVE RESEARCH DESIGN

The quantitative survey stage of the research was undertaken to:

1. Test the significance and application of the 'Excellence' instruments and subsequent findings of the 'Excellence Study' in an environment otherwise not included in the original Grunig study (1992, 1995).

2. Determine any new significant findings in this environment.

This stage of the research involved quantitative analysis to provide the statistical data required to test the hypotheses of the study. It provided a basis upon which to build a generalisable model of excellence in international diplomacy for Australia's DFAT in the future.

The survey stage gathered information using the employee questionnaire of the Excellence Study (1992) to determine the organisational culture of the DFAT. An Excellence Study in its entirety was not conducted, because it did not suit the purpose of this study.

Sampling Design

The Population

The population from which the respondents were selected can be described as all those involved in the foreign affairs activities of the Australian government. This constituted approximately 2000 Australian diplomatic personnel. The population frame used to select participants was a listing developed from the 1997/98 Annual Report compiled by DFAT of those working in all areas of the foreign affairs function of the department.

The Sample

The sample method followed a probability sampling design. Disproportionate stratified random sampling was used to determine the sample size from the population.

This method was chosen for two main reasons:

1. The population had to be divided into different segments because of the broad nature of the population.
2. The different segments (strata) in the sample consisted of differing numbers of possible respondents.

The strata used were divided up following the organisational structure of the DFAT. The divisions were divided into branches that were subsequently divided into sections and task forces. The final sample was 300 personnel in total, selected from each of the 15 divisions of the DFAT.

Unit/Respondent
The unit/respondents were individuals working for the DFAT, in all sections of all branches and therefore the unit of analysis can be defined as ‘individual’.

Questionnaire Design
The Grunig (1995) employee questionnaire was used for the study with two adjustments: the wording was changed in some questions to suit the setting of the study and the gender/diversity section was not included. The sentence structures were not changed (allowing for more equivalent reliability to that established in the original Excellence Study) and the gender, women and minorities questions were not asked. After consultation with an employee of the DFAT, it was decided that these questions were not relevant, and would not be received well by the respondents. The researcher believed this would not effect the reliability because the questionnaire was divided up into sections that were tested separately in the original study, and were not dependent on each other to prove reliability.

The fractionation scale used in the Excellence Study was not used in this study due to the difficulty past respondents have had in understanding the scale, and upon advice from a member of the DFAT who suggested using a simple and easy to understand scaling method to increase the possibility of an adequate response rate. The scales that were used for the first three sets of questions were seven point Lickert interval scales and the last section of demographic questions used nominal scales to provide categorisation of respondents for certain supplied personal characteristics.
DATA ANALYSIS

The analysis of the quantitative data was conducted in three stages:

1. Testing the instrument.
2. Analysing the demographic data.
3. Analysing the descriptive data for any significant findings.

The following analysis follows these three stages in order to answer to overall decision problem stated in Chapter Three (p27).

Testing the Method and Instrument

Response rate: $\frac{32}{300} = 11\%$

The response rate was a disappointing result but not entirely unexpected. There were some problems with constructing the sample because of the lack of a formal list of possible respondents provided by the DFAT. Again, the main constraint to this was the fact that the DFAT are protected by the FOI Act and thus are not obliged to disclose any information to the public which would be deemed confidential, including personnel lists. The sample was therefore dependent on the help of certain people within the DFAT (who shall remain anonymous) to distribute questionnaires to personnel in their respective sections. However, this was a small sample of the entire 300 (only 40 questionnaires were distributed this way).

The fact that the DFAT is closed to the outside environment is another possible reason for the low rate of response. Upon a visit to ANU, the researcher was advised by academic that the DFAT is not receptive to academic research as they are constantly bombarded by research questionnaires and are subsequently very selective when choosing which questionnaires to answer, considering the hectic nature of their occupation. The researcher believed that this was not a sufficient reason to abandon the thesis and chose to continue with the proposed survey. In hindsight, this advice may have been more accurate than first believed.

Another possible reason for the low response rate was the timing of the first mail out. The Asian economic and political meltdown came to a head in October 1998 with the fall of the Japanese economy and the Indonesian and Malaysian political unrest. These were unexpected and uncontrollable occurrences that happened to fall directly in the
jurisdiction of the DFAT. The researcher was subsequently advised that this would become a barrier to a high rate of response because of the high priority that these happenings were given by the Department. Even with the second non-response mail-out, the response rate remained low. The researcher believes that these international crises were one of the main reasons for the low response rate.

**Goodness of Data – Reliability and Validity**

Before the reliability of the instrument was tested, the missing values and outliers were removed from the data to provide information regarding statistical soundness. The missing values were removed and replaced by the series mean (the mean of the data series) by using the appropriate function in SPSS. This was done for all the variables in the survey regardless of the scale used to gather the data.

The Cronbach’s alpha score for the entire instrument was 0.8114. This was considered to be highly reliable. The fact that the alpha score for this study was high shows that the internal consistency of the measures was also high, indicating a high reliability for the instrument overall.
The Demographic Data

The demographic data provides some insight into the characteristics of the respondents that may have contributed to their answers. The data is not used to predict answers but to give an overall picture of the type of people that took part in the survey.

The Age of the Respondent

It was found that the largest group of respondents were between the ages of 31 and 40 years, this group yielding 40.6% of the respondents. This bracket was also the mean answer for this question. The next highest group was the 20 to 30 years bracket with 25% of the respondents. Therefore, it can be concluded that the majority of the respondents were between the ages of 20 and 40. Figure Seventeen is a pie chart of the percentage of respondents in each age category.

Figure Seventeen

Age of the Respondent

- 31 to 40 years old
- 20 to 30 years old
- 41 to 50 years old
- 51 to 60 years old
- < 20 years old
Gender of the Respondent

The majority of the respondents were male, constituting 59.4% of the responses. The standard deviation from the mean was 0.476. The mode was used in this analysis because it represents the most common answer rather than the average (The average is not a good measure of frequency for this question because you can only be male or female, not an average of both). The mode was male. Figure Eighteen is a pie chart of the percentage of responses either male or female.

Figure Eighteen
The Education History of the Respondent.

The researcher believed that this was an important demographic to include in the study because it gives an indication of the level of skill and knowledge of the respondent and the overall level of skill and knowledge that the DFAT has in its employee base.

56.3% of the respondents indicated they possessed a Bachelor’s degree of some description. 37.5% of respondents indicated they had a Master’s degree of some description. Therefore, the majority of respondent’s possessed an undergraduate or postgraduate university degree. The standard deviation from the mean was 0.681. Again, this indicated that most of the respondents answered within 1 standard deviation of the mean. The mode was answer number 3 (Bachelor’s degree).

These findings are in-line with the DFAT’s recruitment guidelines. These require a minimum of a Bachelor’s degree (preferably at Honours level) for its recruits. This results shows that the overall knowledge and skill base of the Department’s employees is high. Figure Nineteen is a pie chart representing the percentages of respondents in each category included in the questionnaire.

Figure Nineteen

Education History of the Respondent
The Minimum Education Level Required by the Section in which the Respondent Works.

This again shows the high level of skill of employees required by the Department. Most of the respondents indicated that their section required a Bachelor’s degree constituting 78.1% of the responses. The other 21.9% was distributed between the categories of ‘college or technical training’ and ‘high school or less’. These respondents may have been in administrative and secretarial positions. Figure Twenty is a pie chart of the respective percentages of responses for each category.

Figure Twenty

Minimum Education Level Required by Section

- bachelor's degree
- college or technical
- high school or less
The Length of Employment of the Respondent.

This question was included because it was believed that there would be a relationship(s) between the length of time a respondent had served the Department and the way in which they answered the questions on organisational culture. These relationships are tested in a following section.

Interestingly, the majority of respondents had only been with the Department between 1 and 5 years. However, when the smaller categories were combined into two broad categories it was found that the majority of respondents had been with the DFAT between 1 and 15 years, comprising 81.3% of the responses. Only 18.9% of the respondents had served between 16 and 40 years. Figure Twenty One is a pie chart of the percentages of responses in each category.

Figure Twenty One

Length of Employment of the Respondent

- 31 to 40 years
- 21 to 30 years
- 16 to 20 years
- 11 to 15 years
- 6 to 10 years

< 1 year
1 to 5 years
The Supervisory Responsibility of the Respondent

This question was included to obtain a picture of the number of respondents that were in supervisory positions. It was believed that those in supervisory positions could answer on management issues with greater knowledge than those in subordinate positions.

There was a 50-50 split between those in management positions and those in subordinate positions. Interestingly, the most common answer was 'I don’t supervise but work with little supervision from others' indicating a degree of autonomy in the everyday work of the respondents. The second highest percentage of answers fell in the 'middle manager' category. Figure Twenty Two is a pie chart representing the percentages for the categories investigated.

Figure Twenty Two

Supervisory Responsibility of the Respondent
Major Findings of the Demographic Data

The demographic data indicated that the typical profile of a respondent was male, between the ages of 31 and 40, with a minimum Bachelor degree qualification working with little supervision or in middle management roles who had served with the DFAT for a period between 1 and 15 years.

Testing the Hypotheses

The following analysis was conducted to answer the five hypotheses of the quantitative stage of the study (p.28). The analysis was conducted by analysing each section of the question separately using factor analysis and descriptive statistics to provide an overall picture and to provide some initial answers to the research questions.

The factor analysis was used as a means of reducing the large amount of data produced from the survey and was not meant to be used as a major area of analysis. The descriptive data produced from the analysis was used as the primary source for generating statistical conclusions and to provide further insight into the similarities and differences between this study and the original study, and to provide reasons for these. The main statistics used in this analysis was mean, standard deviation and mode. Mean was used to indicate the average answer for the question and standard deviation was used to indicate the amount of variance from the mean of the responses. According to Sekaran (1992, p.261), “more than 90% of the observations are within two standard deviations from the mean”. This indicates that the mean is a good measure of the answer to the question. Therefore, analysis that yielded less than two standard deviations was considered satisfactory.

The mode was used as the main indicator of response to the question because it gives the most common answer. This may not be as statistically sound as using the mean, however, the purpose of this section was to provide insight into the ‘personal feelings’ of the respondents, not to provide data for regression analysis to further generalise the findings. It was not possible to generalise these findings because of the low response rate. The percentages of responses above ‘neutral’ (indicated by the number 4 on the Likert scale) was used to provide further evidence of a more negative or more positive response to the question regardless of the wording of the question (this was taken into account when reporting major findings for each section of the survey).
The seven points of the likert scale were representative of a continuum from 1 'strongly disagree' to 7 'strongly agree'. The values were inputed into SPSS as follows.

1. 'strongly disagree'
2. 'disagree'
3. 'tending towards neutral'
4. 'neutral'
5. 'tending towards agree'
6. 'agree'
7. 'strongly agree'

This section outlines the results of the factor analysis of each section of the survey and provides a summary table of the results of the descriptive data followed by the major findings of the section. The in-depth analysis of this data can be found in Appendix Four.

Section One: Symmetrical Vs. Asymmetrical Methods of Internal Communication.

The factor analysis method of extraction used for all of the following sections was principal components factoring with equamax rotation. The factor analysis was conducted to condense the data into a smaller amount, making analysis less complex, and to determine if the variables factorise in similar fashion to those of the original study. The factor should be the same in this environment according to Grunig (1995).

The factor analysis of this section extracted two factors. However, the factors did not load the same way as the original study. The major difference was the fact that two questions regarded as indicative of asymmetrical methods of communication loaded into the symmetrical methods factor and one symmetrical variable loaded into the asymmetrical factor.

Possible reasons for the variance include:

1. The different setting.
2. Statistical error.
3. Differences in the interpretation of the questions of the respondents in this study to respondents in the original study.

Factor One explains 32.8% of the variance between the variables of that factor. This is a low percentage and thus it cannot be concluded that Factor One is reliable in this
situation as an indicator of symmetry in communications. Factor Two explains 44% of
the variance between the variables of that factor. This is a higher percentage but again is
not high enough to conclude that this factor is a reliable measure of symmetry of
communication in this setting.

The questions indicative of asymmetric communication were questions 1, 8 and 10 and
the questions indicative of symmetric communication are 2, 3, 4, 5, 6, 7 and 9.

Figure Twenty Three is a summary of the results of the analysis of the first section of the
survey.

<table>
<thead>
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<th>Symmetric</th>
<th>Asymmetric</th>
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<th>Mode</th>
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Figure Twenty Three

Major Findings.
From the descriptive data, it can be said that the responses indicated a more symmetrical
method of communication because most of the answers given to the symmetric questions
were positive and the answers given to the asymmetric questions were mainly negative.

These findings were unexpected because of the results of the initial data collection stage
and the literature review. It was believed that the DFAT would practice asymmetrical
communication methods due to the closed nature of the Department to the outside
environment. This allows for further opportunities for in-depth research into the
communication styles of the DFAT as the researcher believes that this initial is incomplete and requires a larger sample size to generalise.

Section Two: Mechanical vs. Organic Internal Structure.
The principle components factor analysis extracted two factors from the data generated from this section. The factor coefficient matrix after rotation suggested that the factors of this study loaded in a similar fashion to those of the original study with the exception of one variable that didn’t. The cumulative percentage of variance statistic, however, showed that Factor One only explained 29.6% of the variance between the variables that loaded with that factor which was not high enough to conclude that this factor is reliable in this setting. Factor Two explained 41.7% of the variance between the variables that loaded with that factor. This is higher but not high enough to conclude that this factor is a reliable measure of organisational structure in this setting.

The questions indicative of a mechanical organisational structure, according to Grunig (1995) were 1, 3, 6, 7 and 9 of this survey and the questions indicative of an organic internal structure were 2, 4 and 8.

Figure Twenty Four is a table indicating the descriptive statistics for this section of the survey.

<table>
<thead>
<tr>
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Figure Twenty Four
Major Findings

It was interesting that the factors did not load the same way as the original "Excellence Study" indicating the need for further research into the structure of the DFAT. This would constitute a major research study in itself.

Generally, the respondents indicated that the Department had a predominantly mechanical structure. This is a finding that supports the research hypothesis (p35). However, most tended to believe that they had control over their own positions but not of the overall management of the DFAT and therefore, it is difficult to state that the Department is definitely characterised by a mechanical structure because of the fact that the scores generated don't indicate strongly one way or the other. This also leaves room for further study.

Section Three: Authoritative vs. Participative Organisational Culture.

This section of the survey was designed to determine if the organisation in question is characterised by a more authoritative internal organisational culture or a more participative culture. The process began with analysing the results from each question to determine which cultural identity the response was indicative of by determining the mean for the question and the percentages of responses above or below neutral. The mode was used to further describe the most common answer to the question.

As discussed in Chapter Two, the two spheres of organisational culture were characterised by several variables, each consisting of two extremes (either participative or authoritative) and as has been discussed the researcher believed it was not appropriate to simply rely on these two extremes as being the only indicator of organisational culture. Instead, the researcher decided to describe the culture as either 'more participative' or 'more authoritative' relying on a continuum rather than a precise division between the two spheres. Firstly, a reliability analysis was conducted on the variables to determine which would be included in the analysis by combining the questions of that variable. The variables that were found to have a Cronbach's alpha score of less than 0.5 were considered to be unreliable and were not analysed further. The reasons for why these variables were unreliable were not included in this study because this would constitute another research study. It would be beneficial to the research to continue this analysis at a later date.
The variables that were found to be unreliable in this setting were:

1. Collective vs. individual responsibility
2. Collective vs. individual decision making
3. Collective vs. individual values
4. Holistic concern for people vs. lack of concern for people.
5. Long term vs. short term employment
6. Slow vs. fast evaluation and promotion.
7. Non-specialised vs. specialised career paths.
8. Shared mission.
9. Decision-making by tradition, rational processes, open debate, trial and error, scientific research or authority.
10. Liberal vs. conservative values.
11. Cooperation vs. domination in relationships with publics.
12. System open vs. closed to its environment.

The factor analysis produced different results to the original study in which "the factor analysis produced two factors - or indices - that reflect these two types of culture almost perfectly" (Grunig, 1992, 37). The factor analysis was not used in this section to determine if the factors existed because too many of the variables were considered unreliable.

The variables that were analysed are listed below along with the affiliated questions.

1. **Rewards for performance rather than personal connections**
The only question affiliated with this variable was 13.

2. **Social atmosphere among managers and employees off the job**
The only question affiliated with this variable was 22.

3. **Integration vs. individualism**
The questions affiliated with this variable were 31, 36 and 38.

4. **Emphasis on time**
The only question affiliated with this variable was 37.
5. Consensual Processes
The questions affiliated with this variable were 46 and 50.

6. Importance of innovation, tradition, and efficiency as organisational values
The questions related to this variable were 26, 34, 48 and 55.

7. Authoritarian vs. participative management style
The questions related to this variable were 29, 32, 33, 40, 44, 49 and 51.

Major Findings
The five out of the seven variables included in this analysis generated 'more authoritative' responses, the other two indicating 'more participative' responses. Based on these results, it was concluded that the DFAT was characterised by a 'more authoritative' organisational culture. This cannot be generalised but can be used as a basis for further research into the organisational culture of the DFAT.

This result is exciting because it supports the major hypothesis of the study that the DFAT is characterised by an authoritative organisational culture which provides initial explanation for the poor public and media image of the Department. According to the Grunig theory (1992), an organisation that is characterised by a 'more authoritative internal organisational culture' is not as likely to practice excellent public relations (international communications management) as an organisation that has a 'more participative' organisational culture.

Section Four: Individual vs. Departmental Job Satisfaction
The principle components factor analysis extracted two factors from the data. The factors loaded similarly to the original study. Factor One explains 47.7% of the variance between the variables of the factor, whereas Factor Two explains 59.8% of the variance between the variables. Both are satisfactory.

The questions indicative of job satisfaction based on the mechanics of the department are 57, 59, 60, 62, 63, 65, 66, 67, 68, 69, 70, 71 and 72.
The second factor of the instrument of the original study, ‘job satisfaction based on the individual’, is indicative of questions 56, 58, 61, 64 and 73 of this survey. Figure Twenty Five is a summary of the findings of this section.

<table>
<thead>
<tr>
<th>Individual Job Satisfaction</th>
<th>Departmental Job Satisfaction</th>
<th>Mean</th>
<th>Mode</th>
<th>Standard Deviation</th>
<th>% Above Neutral</th>
</tr>
</thead>
<tbody>
<tr>
<td>66</td>
<td></td>
<td>5.903</td>
<td>6</td>
<td>1.088</td>
<td>93.8</td>
</tr>
<tr>
<td>67</td>
<td></td>
<td>5.065</td>
<td>6</td>
<td>1.458</td>
<td>78.2</td>
</tr>
<tr>
<td>68</td>
<td></td>
<td>5.194</td>
<td>6</td>
<td>1.281</td>
<td>75</td>
</tr>
<tr>
<td>69</td>
<td></td>
<td>4.677</td>
<td>5</td>
<td>1.553</td>
<td>68.8</td>
</tr>
<tr>
<td>70</td>
<td></td>
<td>4.452</td>
<td>6</td>
<td>1.692</td>
<td>62.5</td>
</tr>
<tr>
<td>71</td>
<td></td>
<td>5.645</td>
<td>6</td>
<td>1.002</td>
<td>69.1</td>
</tr>
<tr>
<td>72</td>
<td></td>
<td>4.752</td>
<td>5</td>
<td>1.554</td>
<td>75</td>
</tr>
<tr>
<td>73</td>
<td></td>
<td>4.290</td>
<td>5</td>
<td>1.441</td>
<td>50</td>
</tr>
<tr>
<td>74</td>
<td></td>
<td>2.065</td>
<td>1</td>
<td>1.390</td>
<td>6.3</td>
</tr>
<tr>
<td>75</td>
<td></td>
<td>5.323</td>
<td>6</td>
<td>1.305</td>
<td>87.5</td>
</tr>
<tr>
<td>76</td>
<td></td>
<td>4.903</td>
<td>6</td>
<td>1.672</td>
<td>75.7</td>
</tr>
<tr>
<td>77</td>
<td></td>
<td>5.335</td>
<td>5</td>
<td>1.094</td>
<td>93.8</td>
</tr>
<tr>
<td>78</td>
<td></td>
<td>5.355</td>
<td>6</td>
<td>1.676</td>
<td>81.2</td>
</tr>
<tr>
<td>79</td>
<td></td>
<td>2.645</td>
<td>1</td>
<td>1.597</td>
<td>15.5</td>
</tr>
<tr>
<td>80</td>
<td></td>
<td>5.516</td>
<td>6</td>
<td>1.132</td>
<td>84.4</td>
</tr>
<tr>
<td>81</td>
<td></td>
<td>4.548</td>
<td>5</td>
<td>1.738</td>
<td>65.6</td>
</tr>
<tr>
<td>82</td>
<td></td>
<td>5.161</td>
<td>6</td>
<td>1.370</td>
<td>81.3</td>
</tr>
<tr>
<td>83</td>
<td></td>
<td>1.806</td>
<td>1</td>
<td>1.203</td>
<td>3.1</td>
</tr>
</tbody>
</table>

**Figure Twenty Five**

**Major Findings**

Overall, the results indicate that the respondents have a high level of job satisfaction both due to the day-to-day mechanics of the department and their own personal feelings. It is interesting that all the negatively worded questions (64, 69 and 73) generated the strongest results, all indicating negative responses to the questions. The responses to these questions were particularly useful in determining the overall satisfaction level of the respondents but cannot be taken at face value. The predominate variable was job satisfaction based on the mechanics of the department.
Overall Findings of the Quantitative Analysis

The major findings from all four sections of the survey were (in order of their appearance in the questionnaire) that the DFAT was characterised by:

1. A more symmetrical method of internal communication.
2. A mechanical organisational structure.
3. A 'more authoritative' organisational culture
4. Employee job satisfaction based primarily on the mechanics of the department.

These results support the major hypotheses of the study indicating that the DFAT is not practicing excellent public relations and therefore, according to the theory, cannot be managing international diplomacy and communications management effectively.

Several factors must be taken into consideration when contemplating these findings. The low response rate inhibits the generalisability of the findings as does the fact that this is a first-time study relying mainly on the perceptions and interpretation of the respondent to provide accurate data.

However, these findings provide initial insight into the reasons why the DFAT has a poor public and media image. The findings also provide a basis for further research into the relationship between the internal culture of the DFAT and its ability to achieve foreign policy objectives such as building long term relationships with ASEAN, in an efficient and effective manner. The findings do not necessarily indicate that the DFAT is not efficient, at the present time, but can begin to explain the reasons for possible breakdown in efficiency and effectiveness both now and in the future.

These findings support the principles of the "Excellence Study" providing initial research to be pursued further in the future and grounds upon which to build a generalisable model of excellent international diplomatic communications management.
CHAPTER SIX

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

"THE JUDGMENT PLEASE..."
THE VERDICT

The results from both stages of the analysis provide evidence of similarities between the practice of public relations and the practice of diplomacy as communications disciplines. This is exciting as the results provide initial substantiation of the research question.

Can the theories of international public relations, excellence in public relations and communication management and international relations, particularly diplomacy, be applied to Australian diplomatic programs to improve the effectiveness of the programs that the Department of Foreign Affairs and Trade develops, implements and coordinates both within Australia and overseas in order to:

1. Achieve foreign policy objectives and
2. Maintain long term mutually beneficial relationships with the other members of ASEAN?

Unfortunately, due to restrictions on time and financial resources and the scope of an Honours thesis, the research question could not be fully answered and the thesis was curtailed to answer several questions (see page 28) to provide a basis for further research based on the initial research problem stated above.

The quantitative analysis provided supportive evidence for the reasons why the DFAT has developed a poor media image in Australia. The researcher believed that the DFAT is of vital importance to the success of Australia as a successful trading nation in the ASEAN region and this negative public image must be recognised, accepted and subsequently turned around in order to regain the trust of the Australian taxpayer.

The results showed that the DFAT may be characterised by an authoritative, mechanical internal organisational culture that inhibits the practice of excellent public relations and communication management, according to the Grunig theory (1992). This in turn is likely to be filtered through to the DFAT’s overseas posts that are responsible for the communication of Australian foreign policy to their host nations and the protection of national interest, through the tool of diplomacy. The quantitative results also show that the sample of employees may feel that communication between the Department and its publics is not always two-way, further fueling the negative media image.
The quantitative analysis, although not generalisable, provides an initial basis for further research in this area encompassing a larger sample size. Research should include the administering of the other two Excellence questionnaires to determine an Excellence rating for the DFAT, giving further evidence of the Department’s ability to practice excellent public relations and communications management, even if the research is not looking specifically at diplomacy.

The qualitative analysis provided further evidence that the principles of public relations practice and diplomatic practice are similar. This stage of the analysis provided the most exciting results of the study. According to the six diplomats that completed the questionnaire, diplomacy and international public relations are practiced in very similar fashions. Based on Dr. Wakefield’s fourteen propositions of excellent international public relations, the diplomats provided results that were similar to the original study. The major findings of this stage were that excellent diplomatic communications management:

1. Is based on the two-way philosophy of communication.
2. Is a strategic management function run by the home foreign affairs department but allows for autonomy in decision making at the regional level.
3. Acknowledges and interprets the culture and economic status of the host nation and incorporates both into the diplomatic program.
4. Acknowledges the role of the media and activist groups and treats them as a key public/target group.
5. Maintains the overall image and implements the strategies and policies of the home foreign affairs department, whilst tailoring programs to the host nation, in order to protect and enhance the national interest of the home nation.

These principles are all elements of excellent international public relations (for all organisations). Therefore, the results provide evidence that the two disciplines are similar and can be converged in theory to allow for further study to build a generalisable model of excellent international diplomacy, based on both international relations and public relations theory.

Putting the results of both stages together, it is clear that the disciplines are alike and that the DFAT could benefit from applying communications and public relations theories,
particularly international public relations theories, to the research, development, production and implementation of foreign affairs and diplomatic programs.

This researcher believes that this could only be possible if the DFAT firstly identify and acknowledge the ‘more authoritative’ culture that seems to exist within the internal organisation of the Department, and implement programs to deal with this issue. The organisation can only practice excellent external communication (in this case, diplomacy) if it nurtures excellent internal public relations and communications management as, according to the Grunig theory (1992), this will be filtered through to its overseas posts, which are directly responsible for the execution of Australian diplomacy overseas.

The researcher also believes that this type of change should be directed more so to the policy areas dealing with the ASEAN region, as this region is of primary importance to Australian economic and political stability, international competitiveness and national security. Not only because of the geographical closeness between Australia and the other nations of the trading bloc but because of the impending and increasing effects of globalisation on national barriers such as an increasingly mobile and educated multicultural society and an increasing regional atmosphere that seems to be leaving Australia behind.

The results of this study are exciting not only for the advancement of theory but for the practitioners of diplomacy and public relations who have (in the past) relied on models outside their own disciplines to provide guidelines and continuity in their work.

However, more research is needed to extend this thesis including a thorough review of Australia’s regional engagement in Asia and the importance and power of ASEAN as a trading bloc, coming into the 21st century. A content analysis of literature, media clippings and speeches by the Foreign Affairs Minister would also be helpful in adding to the research into Australian diplomacy with ASEAN and the role of excellent public relations in building these ties.

Diplomacy is one of the most important forms of communication in the world today, providing a means to negotiate politics, trade, humanitarian issues and war. The
discipline has come under fire from academics, political analysts and media commentators on its relevance and application in the approaching millennium, where complex telecommunications and cyberspace will provide the major channels of communication between the people, governments and businesses of nation-states.

However, to date, no one can provide a convincing argument for the replacement of human interaction with technology in the area of relationship building between cultures and complex societies.

The role of the diplomat has, in fact, become more crucial to foreign affairs but the method needs to change. Public relations theory provides a modern basis for this change, incorporating communications and organisation culture theory within the established area of international relations.
Http:\www2.dynamite.com.au, The Diplomatic Digest


Http:\www2.dynamite.com.au, The Diplomatic Digest

Http:\www2.dynamite.com.au, The Diplomatic Digest


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Appendix One  Schematic Diagram of the Organisational Structure of the DFAT
Appendix Two  Quantitative Questionnaire
Appendix Three  Qualitative Questionnaire
Appendix Two  Quantitative Data Analysis
Schematic Diagram of the Organisational Structure of the DFAT

ORGANISATIONAL STRUCTURE
(TO DIVISION LEVEL) AS AT 30 JUNE 1997

SECRETARY
Mr Philip Flood AO

DEPUTY SECRETARY
Mr Kim O'Sullivan

DEPUTY SECRETARY
Ms Joanna Haddock

DEPUTY SECRETARY
Mr Bill Feneley

DEPUTY SECRETARY
Mr Peter Cary

DEPUTY SECRETARY
Ms Louise Rowe

EXECUTIVE BRANCH
Assistant Secretary
Mr Randy Dall

North Asia Division
First Assistant Secretary
Ms Penny Wenzel

Corporate Management Division
First Assistant Secretary
Ms Ruth Pearce

International Organisations and Legal Division
First Assistant Secretary
Ms Christine

South and South East Asia Division
First Assistant Secretary
Mr John Duth

Argentina and Europe Division
First Assistant Secretary
Mr David Spearer

Pacific and International Programmes Division
First Assistant Secretary
Mr Bruce Davis

Australian Safeguards Office
Chemical Weapons
Convention Officer
Director of Safeguards
Mr John Dall

Trade Negotiations and Organisations Division
First Assistant Secretary
Mr Geoff Kirby

Public Affairs and Consular Division
First Assistant Secretary
Mr Bill Fisher

OVERSEAS POSTS

Grouped under this title are the 86 Australian embassies, high commissions, multilateral missions, consulates-general and consulates which are managed by this Department and to which departmental and AusAID officers are assigned. (See Appendix C)

DEPARTMENTAL OFFICES

The Director of Safeguards is a statutory officer responsible to the Minister for Foreign Affairs.

AUSTRALIAN AGENCY FOR INTERNATIONAL DEVELOPMENT
DIRECTOR GENERAL
Mr Trevor Kelsey

Asia, Africa and Community Programs Division
Deputy Director General
Dr Peter McCrory

Corporate Development and Support Division
Deputy Director General
Ms Deborah Stakes

Pacific and International Programs Division
Deputy Division General
Mr Bruce Davis

AusAID OFFICES

Quantitative Questionnaire
21\textsuperscript{st} of October 1998

Dear Sir or Madam

The following questionnaire has been designed to measure the effectiveness of diplomatic communications management as perceived by diplomats in Australia, those serving in overseas posts, and representative of Asian nations in Canberra. The questionnaire will not take any more than fifteen minutes of your time to complete.

The purpose is to determine how diplomacy is being practiced in our region and to attempt to discover issues that are important for diplomatic programs to address.

Your response will be kept strictly confidential and will remain anonymous. An identification number has been assigned to your response for follow-up purposes only. Your name, position and other personal details will not be used for any other purpose.

It would be appreciated if you could send the completed questionnaire back, in the reply-paid envelope provided, by the 20\textsuperscript{th} of November 1998.

At the end of the questionnaire there are two questions asking you if you would be available for a short telephone interview of no more than fifteen minutes in the next month and if you would be interested in receiving a copy of the results. Please indicate your response by ticking the boxes and indicating your contact details.

Thank you, for your cooperation. Your experience and knowledge will be invaluable to the continuing academic and profession research in international relations and diplomacy.

Cordially

Renae Brockman
BComm (Mkt & PR)
Communications, in the form of diplomatic discourse between nations, has long been considered an effective tool of foreign affairs.

The management of communication between governments of nation-states, whether it is through the foreign affairs department of a nation or by the embassies and high commissions, that represents those nations, often come under pressure from various internal and external forces from the international political environment.

As such, it is believed that an alternative model of communications management might help nations to remain proactive. This model comes from a body of knowledge dealing with public relations and communications management theory, a shift from the traditional methods advocated in international relations and political theory.

The following questionnaire will help determine the current perceptions of communications management of diplomats from Australia and Asia.

The instrument has been adapted from the International Association of Business Communicators' quantitative instrument used in the Excellence in Public Relations and Communications Management study.
**SECTION 1**
The first set of items describes ways in which communication takes place in many government departments. Some items may describe communication in this department accurately, others may not. For each item, please use the following scale to select the number that indicates the extent to which you agree that each item describes the system of communication in your department accurately.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. The purpose of communication in your department is to get employees to behave in the way top management wants them to behave. 
2. I am comfortable in talking with top management about my performance. 
3. Most communication between top management and other employees in this department can be said to be two-way communication. 
4. This organisation encourages differences of opinions. 
5. The purpose of communication in this department is to help top management to be responsive of the problems of other employees. 
6. My supervisor encourages differences of opinions. 
7. I am usually informed about major changes in policy that affect my job before they take place. 
8. Most communication in this department is one-way; from top management to other employees. 
9. I am comfortable in talking with my immediate supervisor when things are going wrong. 
10. I seldom get feedback when I communicate with top management.

**SECTION 2**
Next, please choose a number on the same scale to indicate the extent to which you agree that each of the following items describes this department accurately *in comparison with other departments*.

1. In this organisation, important decisions generally are made by a few top managers alone, rather than by people throughout the department. 
2. I have a personal influence on decisions and policies of this department. 
3. It is difficult for a person who begins in the lower ranks of this department to move to an important top management position within about ten years. 
4. I have a great deal of freedom in making decisions about my work without clearing those decisions with people at higher levels of the department. 
5. I must keep reading, learning and studying almost every day to do my job.
<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My branch has an organisation chart that nearly everyone follows closely.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>In this organisation, there are clear and recognised differences between superiors and subordinates. These differences can be seen in larger offices, quality of office furniture, close-in parking spaces, or frequency of superiors and subordinates having lunch together.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have a say in decisions that affect my job.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My actual work seldom deviates from a written job description from my position.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>This department has clearly defined goals.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Each project in this department, even if it is a complicated one requiring a team effort, usually is divided into tasks and sub-tasks. Each employee is assigned sub-tasks and is solely responsible for the results of his or her work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>If I were one of the most powerful executives of this department, I would manage the department in the same way as the executives are managing it now.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Advancement in this department is based more on whom you know than on how well you perform.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Individuals largely working alone make most decisions in this department.</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Most employees in this department share a common sense of mission that most think is worth striving to achieve.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>This organisation is a place where people tend to separate their work life from their home and social life. Most superiors feel that it is not their responsibility, nor their right, to know very much about the personal problems of their subordinates.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>People in this department move frequently to other departments, including those who are successful as well as those who are not.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>Most projects are done here through teamwork. Each individual is expected to contribute to the team effort, but the team as a whole is ultimately held accountable and rewarded, or punished, for its efforts.</td>
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<td>Most sections in this department do not share a common mission; each has different priorities that conflict with the priorities of other sections.</td>
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20 Performance is important in this department, but promotions are made only after careful evaluation of an individual over a long time.

21 Most people in this department are specialists who are known outside the department as experts in engineering, marketing, accounting or a similar field.

22 Senior managers of this department frequently socialise with other employees off the job.

23 The goals of this department are different from my personal goals.

24 People are evaluated often in this department through hard measures such as productivity and other performance based indicators. For those who receive favourable evaluations, promotion can be rapid.

25 Most decisions in this department are made after thorough discussion between all people who will be affected in a major way.

26 This department is open to ideas from the outside.

27 The typical career in this department is long-term; the department rarely has layoffs and terminations.

28 People take interest in each other in this department. It is common to find supervisors who feel that it is part of their job to know about the personal problems that may be bothering their subordinates.

29 Senior management in this department believes that it must have nearly total control over the behaviour of subordinates.

30 Most people do not specialise in this department. They rotate among areas such as marketing, personnel, policy advising, administration and public relations.

31 The sections in this department seem to work together like a well-oiled machine.

32 Rigid control by management often makes it difficult for me to be innovative in this department.

33 Managers in this department seem to believe that employees lack initiative and must constantly be given instructions.

34 This department seems to look to the future rather than to the past.

35 This department can be classified as conservative.

36 Nearly everyone feels like he or she is part of a team in this department.

37 Being on time is extremely important in this department.
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<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<td>38</td>
<td>Senior managers in this organisation care deeply about other employees.</td>
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<td>39</td>
<td>Decisions usually are based on tradition here — the way things have always been done.</td>
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<td>40</td>
<td>Senior managers in this department believe they know best because they have more knowledge than lower-level employees do.</td>
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<td>41</td>
<td>Before decisions are made here, committees usually are set up to study the issue concerned.</td>
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<td>42</td>
<td>The department usually is willing to negotiate with groups outside that disagree with it.</td>
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<tr>
<td>42</td>
<td>The organisation usually closed to new ideas from outside.</td>
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<tr>
<td>43</td>
<td>Major decisions usually are based on open debate in this department.</td>
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<td>44</td>
<td>Senior managers here believe in the sharing of power and responsibility with lower-level employees.</td>
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<td>45</td>
<td>Usually, we make decisions by trial-and-error. We try and see if they work.</td>
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<td>46</td>
<td>Everyone is treated as an equal in this department.</td>
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<td>47</td>
<td>Decisions here usually are based on research.</td>
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<td>48</td>
<td>Innovation probably is the most important goal of this organisation.</td>
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<td>49</td>
<td>Most people who work here seem to be afraid of senior managers.</td>
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<td>50</td>
<td>Everyone works together here to make the organisation effective.</td>
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<td>51</td>
<td>Decisions usually are based on authority here — the way the Minister’s senior advisors want things done.</td>
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<td>52</td>
<td>This department can be classified as liberal.</td>
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<td>53</td>
<td>The department tries to dominate people outside who disagree with it.</td>
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<td>This department is open to ideas from the outside.</td>
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<td>55</td>
<td>Efficiency probably is the most important goal in this department.</td>
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### SECTION 3
The third set of questions asks how satisfied with your job and the quality of life in this department. Use the same scale to describe the extent to which you agree that each item describes accurately how you feel about this department.

<table>
<thead>
<tr>
<th>Strongly Disagree 1</th>
<th>Disagree 2</th>
<th>Neutral 3</th>
<th>Agree 4</th>
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56 On the whole, my job is interesting and challenging.
57 In general, the department has treated me well.
58 I look forward to coming to work almost every day.
59 I feel as though I have a real chance to get ahead in this department.
60 The best-qualified people usually are chosen for promotion in this department.
61 My work gives me a sense of accomplishment.
62 I am satisfied with my pay and benefits.
63 This organisation has a genuine concern for the welfare of its employees.
64 My work is a dead-end job.
65 I am satisfied with my day-to-day working conditions.
66 I am satisfied with the recognition I receive for good performance in my job.
67 I have found this department to be a good place to work.
68 Both men and women are treated well in this department.
69 My immediate supervisor is hard to please.
70 It is easy to work with my co-workers.
71 There is good opportunity for advancement in my job.
72 Minorities are treated well in this department.
73 My work is boring.
### SECTION 4
Finally, we have a few questions about you. Please circle the response that best describes you.

74 What is the extent of your education?
- High school degree or less
- Some college or technical training
- Bachelor’s degree
- Master’s degree
- Doctoral degree

75 What is the minimum amount of education required by the department for your job?
- High school degree or less
- Some college or technical training
- Bachelor’s degree
- Master’s degree
- Doctoral degree

76 What area do you specialise in?

77 How old are you?
- Less than 20
- 20-30
- 31-40
- 41-50
- 51-60
- 61-70
- 70+

78 How long have you served as an employee of the foreign affairs department of your nation?
- Less than 1 year
- 1 to 5 years
- 6 to 10 years
- 11-15 years
- 16-20 years
- 21-30 years
- 31-40 years
- 41+ years

79 Please circle the item that best describes your supervisory responsibilities.
- Others supervise me.
- I don’t supervise others but work with little supervision from others.
- I am a first-line manager.
- I am a middle manager.
- I am a senior manager.

80 Your job title is ____________________________
You gender is:
Male 1
Female 2

The name of your section of the department is: ____________

Thank you. That completes the questionnaire. We are grateful for your response.
Would you be available for a short telephone interview in November to discuss your thoughts on diplomatic communication in more depth?

☐ Yes.
☐ No.

Would you be interested in receiving a copy of the final results and main findings of the research?

☐ Yes.
☐ No.

Your contact details:

Name (and formal title):

Branch:

Telephone:

E-mail:
APPENDIX THREE

Qualitative Questionnaire
October 25, 1998

Dear Ambassador,

I would like to invite you to participate in an international study on the way in which Australia and nations of Asia manage their diplomatic communications and foreign affairs programs in the Asia-Pacific region. This survey has been sent to twenty-five senior diplomats from Australia and Asia as expert opinion is needed to ensure the accuracy of the study. This questionnaire will not take you anymore than fifteen minutes to complete.

We are not trying to determine the effectiveness of foreign policy. We are examining the effectiveness of communications strategies that you and your staff undertake to build relationships with the nations that you are assigned to or have been assigned to in the past.

Your experience and knowledge in diplomatic communications is imperative to this study and we ask that you provide as much detail as possible. Your answers will be kept confidential, unless you indicate otherwise in the last section of the questionnaire.

It would be appreciated if you could return the completed questionnaire, in the reply paid envelope provided, by the 30th of November 1998. If you would like to receive a copy of the final report, please indicate your wishes in the last section of the questionnaire.

Thank you in advance, for completing the questionnaire. Your cooperation and insight will prove invaluable to the continuing development of academic and practical learning in the areas of international relations and communications management.

Cordially,

Renae Brockman
BComm (Mkt & PR)
Please circle the response on the scale to indicate the extent to which you agree or disagree with the statement. It would be appreciated if you would comment on the statement regarding your personal experiences, in the spaces provided. The comments you make will be used in the study, unless you prefer otherwise. Please indicate your preference in the section provided at the end of the questionnaire.

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<tr>
<th>SA=Strongly Agree</th>
<th>A=Agree</th>
<th>N=Neutral</th>
<th>D=Disagree</th>
<th>SD=Strongly Disagree</th>
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</table>

1. Excellent domestic communications management of public policy and excellent communications management of foreign policy are essentially the same.  

2. Managing international communications is exponentially more complex than domestic communications because of more diverse groups, cultures, types of media, economic climates and technologies.  

3. Two-way communication that builds beneficial relationships between two nation-states and the people of those nation-states is:  
   a. Possible  
   b. Desirable.  

4. Most embassies do not care about creating benefits for people outside the organisation such as local residents living near the embassy, local media, activist groups and businesses  

5. Domestic communications management and international communications management should be the same in terms of goals and strategies, but different in terms of tools and tactics.
6. Two-way communication programs cannot benefit embassies in terms of achieving objectives set by the government of your home nation.

7. Only an organisational culture that values two-way communication can offer diplomats around the world the respect and flexibility they need to do their jobs well and achieve objectives that are set by their home nation.

8. Many embassies and foreign departments have persistent perceptions among diplomatic staff that only those hired directly by the home foreign embassy/high commission are treated well, not "locally hired staff" in host nations.

9. Embassies that concentrate only on achieving set objectives in each host nation actually hurt their ability to achieve those objectives.

10. The likelihood of tension between local and international interests means that strong commitment to two-way communication is required.

11. Local adaptations to establish mutual benefits with local interest groups makes supranational (strategies that cross national borders) communications management strategies impossible.
12. When talking about strategic foreign policy planning, a communications background will hardly suffice.

13. The same strategic communications program used by your home foreign department also needs to be used by every embassy/high commission managed by your home foreign department.

14. While it is logical to expect communications management techniques to vary from nation to nation, it is nevertheless wise for governments to have a common strategy that all embassies/high commissions should follow.

15. The foreign department cannot and should not be held responsible for problems that arise at a local level (excluding those affecting national interest, security and the safety of national living or traveling in the area concerned).

16. The cultures in which embassies operate are so different that it is
   a. not possible.
   b. not desirable

to have an integrated communications management program that is guided from the foreign department and that works with ambassadors and not under complete control of the embassy.

17. Many senior executives within my nation's foreign department do not understand what communications management is apart from issuing press releases and doing charity work.
18. Why not split communications management into two parts;
   1. Centrally, the organisation could make the mission statements
      and their basic philosophies about relationships with publics
      should be fulfilled in various countries.
   2. Locally based diplomats who have an intimate knowledge about
      specific problems would have leeway to design communications
      management in compliance with the mission statements.

19. Few embassies have worked to make themselves part of the fabric of
    local society, or to contribute to national goals and interests.

20. Basic skills in managing communications programs don't vary from
    one culture to the next.

21. For international diplomatic communications to be effective,
    diplomats at the foreign department and in overseas posts should be
    academically trained according to international standards of
    communications education and all other relevant fields.

22. Most diplomats in overseas posts are not well trained in diplomatic
    communications and international relations.

23. Effective communications means you must speak the language and
    you must know the culture.
24. Ideal qualifications for diplomatic education and training include:
   a. An undergraduate degree that includes principles of research, communications management, negotiation techniques and organisational management.
   b. An undergraduate degree that includes economics, political science, communications management, sociology and anthropology, and other similar courses about society and politics.
   c. A post graduate degree that includes principles of strategic planning, cross-cultural communications management, publics, research and measurement, political science and comparative international political systems.
   d. A clear understanding of the political, cultural, economic, technological and legal environments of the nations in which your nation has overseas posts as well as the structure and influence of the media in those nation-states.
   e. A comprehensive education on international relations, cultures, and religions.

25. In regards to the appointment of female diplomats and those members of minority groups, more than anything else the foreign department must be responsive to the culture of each host nation-state. *(When in Rome, do as the Romans...)*

26. I do not see the foreign department bucking local cultural practices to add more minorities and women to the diplomatic staff of overseas posts in nations where discrimination is the norm.

27. The only criterion for selecting diplomatic staff for particular posts is, *is this person the best one for the position.*
28. I agree with the need for represented diversity in the foreign department and overseas posts.

29. The international environment is much more turbulent than ever before, therefore, communications programs should be flexible and adaptable to diverse and dynamic conditions.

30. Using advice from communications management experts outside the department and/or embassy allows for greater flexibility in managing programs and achieving goals and objectives.

31. The foreign department must be more sensitive to cultural differences that other government departments.

32. Flexibility means that diplomatic communications must be based on thoroughly conducted research and environmental scanning.

33. The foreign department needs to run the show when conflict has broken out of local boundaries and threatens national interests on a wider scale.
34. If the foreign department involves diplomats posted overseas in policy planning and formulation processes, it can gain insight about local conditions, resources and issues affecting the relationship between your home nation and hosts nations, profiting from global minded perspectives.

35. The GNP (gross national product) index economists use to measure development is a slippery concept because it does not take into account all the factors underlying local conditions.

36. If development of a nation-state means GNP per capita, I don't see it as affecting the management of diplomatic communications between nation-states.

37. Management of diplomatic communications will not be affected by "level of development" because host nations components of an excellent international diplomatic communications program will adjust to the local situation and "translate" messages in a way that is acceptable to local stakeholders.

38. A nation's low level of development gives the foreign department the freedom to develop their own diplomatic communication environment, as opposed to adapting to one that is already structured or entrenched.
39. Low development affects the avenues and content of communication, low economic levels affect stakeholder groups who may gain access to a specific service or product; development will also affect education levels, which in turn affects desires to have a voice and strategies to be heard; these factors all affect the way diplomatic communications are managed.

40. Most western embassies/high commissions are trying to introduce the "Western" culture, which may actually work against development for that given nation-state.

41. In many developing countries, the heritage of colonialism and entrenched elites created by it contribute to gaps in knowledge, resources and power that inhibit flexibility needed to achieve excellent international communications management.

42. Communications management should use any means to help embassies/high commissions achieve their goals, including building relationships with any political entity it faces.

43. In many developing countries, the heritage of colonialism and entrenched elites created by it contribute to gaps in knowledge, resources and power that inhibit flexibility needed to achieve excellent international communications management.

44. To be successful in diplomacy, it is necessary to adapt to the political system of a given society.
45. Political systems have more of an effect on diplomatic communications management than cultural factors have.

46. Diplomats must adjust to local cultures.

47. An important cultural factor is that embassies/high commissions should identify with the national interest and be perceived as benefiting the community.

48. In different regions of my host nation, there are large differences in cultures, strong regionalist (or nationalist) feelings, and significant economic differences.

49. Adjustment for cultures is very difficult for your home foreign department.

50. Understanding language nuances is an important element in diplomatic communications management when building relationships with various policy communities.
51. The range of language differences even between nations that supposedly speak the same language (such as England and Australia or Spain and Mexico) is deceptively high.

52. The use of expatriates in embassies/high commissions and locals at the foreign department facilitates more multicultural feedback within the foreign affairs processes of a nation.

53. Activists in my host nation pressure government organisations such as embassies and high commissions.

54. Adaptation is the best way to avoid activist problems; in my home nation, you can adapt in a certain way but on a global diplomatic level this is impossible.

55. The foreign department is usually more prone than overseas posts to respond favourably to activist pressures.

56. Activism emerges locally but can spread worldwide in its results; therefore, overseas posts are exposed to much more activism than the foreign department.
57. I don't see activism as a problem for diplomatic communications management, but as an opportunity.

58. The level of activism is a good indicator of the level of diplomatic communications programs are needed in a particular host nation.

59. An excellent international diplomatic communications program will have a local component in each host nation to scan the environment, identify potential activist groups, and establish programs to build relationships with them.

60. In the mass media, the "Global Village" is a reality; news about the home government reaches the local media, whether negative or positive.

61. Local people these days understand the power of the media and are more likely to use media coverage to make their complaints known.

62. The embassies and high commissions of my home nations should build good relationships with the media of the host nations.
63. The mass media in different countries vary most because of:
   a. The economic support base that allows technological adjustments.
   b. The extent of their dependency on government.
   c. The extent of their dependency on advertising.
   d. Recognition by the media of their own professional responsibilities.

64. The organisational cultures of the home foreign department often are not transferred well to the overseas posts.

65. Consistent diplomatic communications programs driven from the home foreign department cannot be successful.

Finally, please answer some questions about yourself so that we can have a better understanding of what the data is telling us. This personal information will remain strictly confidential.

66. You consider yourself a: Senior Diplomat____ A Foreign Policy Advisor____
   Other (please indicate)____

67. Years of experience you have in diplomacy: less than 5____ 5-10____ 10-15____
   20+ (Please specify)____

68. You are a: Female____ Male____

69. Your home nation is:__________________________ (country).

70. Your knowledge of the local culture in your host nation is:
   Excellent_______ Good___________ Fair_________ Poor__________
71. Your knowledge of the global political environment is:  
Excellent ______  Good ______  Fair ______  Poor ______

Thank you very much for your time and feedback. It will be extremely valuable. If you are interested in the results of the survey, please supply your contact details here:

Name:__________________________________________
Address:________________________________________
Phone:__________________________________________
Fax:____________________________________________
E-Mail:__________________________________________

If you have any further questions concerning this survey, please don't hesitate to contact:

Renae Brockman
Phone: (08) 9332 0801
E-mail: ebrockmanrm@student.curtin.edu.au
Address: Curtin University of Technology
School of Marketing
GPO Box U 1987
Perth WA 6845
Australia

For accuracy purposes, the researcher would like to use some of your comments in the final report.  
Are you opposed to this?  Yes____ No____
If no, would you prefer to remain anonymous?  Yes____ No____
Are you interested in receiving a copy of the final results?  Yes____ No____
Quantitative Data Analysis
APPENDIX FOUR – QUANTITATIVE DATA ANALYSIS

Section One – Asymmetric vs. symmetric models of communication.
The questions indicative of asymmetric communication were questions `1', `8' and `10'.

The descriptive data for Question 1 'The purpose of communication is to get employees to behave in the way top management wants them to behave' yielded a mean value of 3.871 tending towards a neutral response. The standard deviation from the mean was 1.773. The mode value, however, yielded a value of 2, indicating that the most common answer was 'tending towards strongly disagree'.

Question 8, 'Most communication in this department is one-way; from top management to other employees' yielded a mean value of 3.903, again, 'tending towards neutral'. The standard deviation was 1.446 and the mode value was 4 indicating a predominantly neutral response.

The mean value of Question 10, 'I seldom get feedback when I communicate with top management', was 3.258 tending towards disagree with 1.458 standard deviations. The mode value was 2, 'tending towards strongly disagree'.

The questions indicative of a symmetrical method of internal communication were 2, 3, 4, 5, 6, 7 and 9.

Question 2 'I am comfortable in talking with top management about my performance' yielded a mean value of 5.097 'tending towards agree' with 1.376 standard deviations. The mode value was 5 indicating that most respondents were comfortable in talking with top management about their performance.

Question 3 'Most communication between top management and other employees in this department can be said to be two-way communication' yielded a mean value of 3.871 with 1.314 standard deviations. However, the most common answer was 5, 'tending towards agree'.

96
The mean value yielded for Question 4 'this organisation encourages differences of opinion' was 3.806 with 1.401 standard deviations. The most common answer was 4, indicating a predominantly neutral response.

The most common answer for Question 5 'The purpose of communication in this department is to help top management to be responsive of the problems of other employees' was 4 indicating a neutral response. The mean was 3.871 with 1.431 standard deviations.

Question 6 'My supervisor encourages differences of opinions' yielded a mean value of 5.129 with 1.338 standard deviations. The most common answer was 6 'tending towards strongly agree'.

Question 7 'I am usually informed about major changes in policy that affect my job before they take place' yielded a mean value of 4.677 'tending towards agree' with 1.446 standard deviations. The most common answer was 6 'tending towards strongly agree'.

The mean value for Question 9 'I am comfortable in talking with my immediate supervisor when things are going wrong' was 5.355 with 1.449 standard deviations. The mode was 6 'tending towards strongly agree'.

The questions indicative of a mechanical organisational structure, according to Grunig (1995) were 1, 3, 6, 7 and 9 of this survey.

Question 1 'In this organisation, important decisions are usually made by a few top managers, rather than by people throughout the department' yielded a mean value of 4.267 'tending towards agree' with 1.501 standard deviations. The most common answer was 3 'tending towards neutral'.

The most common answer to Question 3 'It is difficult for a person who begins in the lower ranks of the department to move to an important top management position within about ten years' was 7 'strongly agree' with a mean value of 5.100 with 1.873 standard deviations.
Question 6 'My branch has an organisation chart that nearly everyone follows closely' yielded a mean value of 4.552 'tending towards agree' with 1.557 standard deviations. The most common answer was 4 indicating a predominantly neutral response. However, the valid percentage of responses above 'neutral' was 51.3% indicating that most of the respondents agreed with this statement.

Question 7 'In this organisation, there are clear differences between superiors and subordinates....' yielded a mean value of 5.333 with 1.303 standard deviations. The most common answer was 6 'tending towards strongly agree'.

The most common answer to Question 9 'My actual work seldom deviates from a written job description of my position' was 2 'tending towards strongly disagree'. The mean value was 2.833 with 1.483 standard deviations, indicating that most people disagreed with this statement.

Section Two – Mechanic vs. Organic Internal Structure
The questions indicative of an organic internal structure were 2, 4 and 8.

Question 2 'I have a personal influence on decisions and policies of this department' yielded an average answer of 3.9 with 1.672 standard deviations. The most common answer was 5 'tending towards agree'.

The most common answer to Question 4 'I have a great deal of freedom in making decisions about my work without clearing those decisions with people at higher levels of the department' was 3 'tending towards neutral' with a mean value of 3.967. However, the percentage of valid responses above neutral was 56.4% indicating that most respondents agreed with the statement.

The mean value of Question 8 'I have a say in decisions that affect my job' was 5 with 1.270 standard deviations. The most common answer was 6 indicating that most respondents did believe they had a say in the decisions that affected their jobs.
Section Three – Variables of Organisational Culture (Authoritative vs. Participative).

1. Rewards for performance rather than personal connections
Question 13 ‘Advancement in this department is based more on whom you know rather than on how well you perform’ was the only question affiliated with this variable. The mean value generated was 4.233 with 1.517 standard deviations. The most common answer was 5 ‘agree’. The percentage of responses above ‘neutral’ was 50.1 indicating that most respondents believed that personal connections rather than performance was the basis of reward. This is a ‘more authoritative’ characteristic.

2. Social atmosphere among managers and employees off the job
The only question affiliated with this variable was 22 ‘Senior managers of this department frequently socialise with other employees off the job’. The most common response was 4 and a mean value of 3.931 with 1.413 standard deviations. The percentage of responses above ‘neutral’ was 31.2%, with 37.6% answering below ‘neutral’. This indicates that more respondents disagreed with the statement showing a more authoritative’ characteristic.

3. Integration vs. individualism
The questions affiliated with this variable were 31, 36 and 38. The reliability analysis produced an alpha score of 0.5775 which was considered reliable. The questions showing an integrated response were indicative of a ‘more participative’ organisational culture with those questions showing an individual response considered ‘more authoritative’.

Question 31 ‘The sections in this department seem to work together like a well-oiled machine’ yielded a mean response of 3.414 with 1.032 standard deviations. The most common response was 3 ‘tending towards neutral’ the percentage of responses above ‘neutral’ was 53.1% indicating an integrated response, indicative of a ‘more participative’ organisational culture.

Question 36 ‘Nearly everyone feels he or she is part of a team in this department’ generated a most common response of 3 ‘tending towards neutral’ and a mean value of
4.071 with 1.075 standard deviations. The percentage of responses above 'neutral' was 46.9%, with 31.3% generally disagreeing. This indicated an integrated response, indicative of a 'more participative' organisational culture.

Question 38 'Senior managers in this organisation care deeply about employees' yielded a mean value of 3.519 with 1.208 standard deviations. The most common answer was 4 'neutral' The percentage of responses above 'neutral' was 15.6%, with the percentage below 'neutral' of 53.2%, indicating that most responses showed an individual response. This is indicative of a 'more authoritative' culture.

Variable Summary

Two out of the three questions indicated 'more participative' cultures, whilst one marginally indicated a 'more authoritative' response. It can be concluded that this variable is characteristic of a 'more participative' culture.

4. Emphasis on time

The only question affiliated with this variable was 37 'Being on time is extremely important in this department'. The mean value was 3.966 with 1.656 standard deviations. The most common response was 3 'tending towards neutral'. The percentage of responses above 'neutral' was 40.7% with 50.1% answering below 'neutral' indicating a marginally negative response. This shows a 'more participative' characteristic.

5. Consensual Processes

The questions affiliated with this variable were 46 and 50. The reliability analysis produced an alpha score of 0.7103 which was considered reliable. The questions that indicated a less consensual response were considered to be indicative of a 'more authoritative' culture whereas the questions indicating a consensual response were considered to be indicative of a 'more participative' culture.

Question 46 'Everyone is treated as an equal in this department' generated a most common response of 1 'strongly disagree' and a mean value of 2.6 with 1.494 standard deviations. The percentage of responses below 'neutral' was 81.3% indicating a strong disagreement with the statement. This is indicative of a 'more authoritative' culture.
Question 50 'Everyone works together here to make the organisation effective' generated a most common response of 4 'neutral' and a mean value of 4.3 with 1.112 standard deviations. The percentage of responses above 'neutral' was 47% with 15.7% responding below 'neutral' indicating a marginally positive response to the statement, this is characteristic of a 'more participative' culture.

Variable Summary.
Due to the fact that the response to Question 46 was strongly negative, indicating a 'more authoritative culture' and the response to Question 50 was only marginally positive towards a 'more participative' culture, it was concluded that this variable was 'more authoritative'.

6. Importance of innovation, tradition, and efficiency as organisational values
The questions related to this variable were 26, 34, 48 and 55. The reliability analysis produced an alpha score of 0.6428 which was considered reliable. The questions indicating innovation as values were considered 'more participative' whereas questions indicating tradition and efficiency as values were considered 'more authoritative'.

Question 26 'This department is open to ideas from the outside' yielded a mean response of 3.828 with 1.322 standard deviation. The most common response was 4 'neutral'. The percentage of responses above 'neutral' was 31.2% with 43.7% responding below 'neutral'. This indicated a 'more authoritative' culture.

Question 34 'This department seems to look to the future rather than to the past' generated a most common response of 5 'agree' and a mean value of 4.750 with 1.154 standard deviations. This indicated a 'more participative culture'.

The most common response to Question 48 'Innovation is probably the most important goal of this department' was 4 'neutral' and a mean value of 3.233 with 1.312 standard deviations. The percentage of responses above 'neutral' was 15.6% with 56.3% responding below 'neutral' indicating a 'more authoritative' response.

Question 55 'Efficiency is probably the most important goal of this department' yielded a mean value of 4 with 1.320 standard deviations and a most common answer of 4
'neutral' the percentage of responses above 'neutral' was 37.5% with 40.6% answering below 'neutral' indicating a marginally 'more participative' response.

**Variable Summary**

In general, although there was a fifty-fifty result, the percentages above and below 'neutral' indicated a 'more authoritative' organisational culture response.

**7. Authoritarian vs. participative management style**

The questions related to this variable were 29, 32, 33, 40, 44, 49 and 51. The reliability analysis produced an alpha score of 0.5053 which was considered to be reliable. The questions indicating authoritarian responses were considered indicative of a 'more authoritative' culture and the questions indicating a participative response were considered indicative of a 'more participative' organisational culture.

Question 29 'Senior management in this department believes that it must have nearly total control over the behaviour of subordinates' yielded a mean value of 3.483 with 1.599 standard deviations. The most common response was 3 'tending towards neutral'. The percentage of responses below 'neutral' was 65.7 indicating a 'more participative' response.

Question 32 'Rigid control by management often makes it difficult for me to be innovative in this department' generated a mean value of 4.750 with 1.154 standard deviations and a most common response of 5 'agree'. This indicates a 'more authoritative' response.

Question 33 'Managers in this department seem to believe that employees lack initiative and must constantly be given instruction' generated a most common response of 3 'tending towards neutral' and a mean value of 3.286 with 1.434 standard deviations. The percentage of responses below 'neutral' was 68.8% indicating a 'more participative' response.

Question 40 'Senior managers in this department believe they know best because they have more knowledge than lower level employees do' yielded a most common response of 5 'agree' and a mean value of 4.690 with 1.290 standard deviations indicating a 'more authoritative' response.
The most common response to Question 44 'Senior managers here believe in sharing of power and responsibility with lower level employees' was 4 'neutral' and a mean value of 3.367 with 1.204 standard deviations. The percentage of responses below 'neutral' was 46.9% indicating a 'more authoritative' response.

Question 49 'Most people who work here seem to be afraid of senior managers' yielded a most common response of 3 'tending towards neutral' and a mean value of 3.733 with 1.501 standard deviations. The percentage of responses below 'neutral' was 59.45 indicating a 'more participative' response.

Question 51 'Decisions usually are based on authority here – the way the Minister's senior advisors wants things done' yielded a mean value of 4.667 with 1.278 standard deviations and a most common response of 3 'tending towards neutral'. The percentage of responses above 'neutral' was 62.6% indicating a 'more authoritative' response.

Variable Summary
The results indicate both extremes of culture, however, the percentages above or below 'neutral' indicate a marginally 'more authoritative' culture.

Section Four – Individual vs. Departmental Job Satisfaction
The questions indicative of job satisfaction based on the mechanics of the department are 57, 59, 60, 62, 63, 65, 66, 67, 68, 69, 70, 71 and 72

Question 57 'In general, the department has treated me well' yielded a mean value of 5.065 with 1.458 standard deviations. The most common answer was 6 'agree', indicating that most respondents believed they were treated well.

The most common answer to Question 59 'I feel as though I have a real chance to get ahead in this department' was 5 'tending towards agree'. The mean value was 4.0677 with 1.553 standard deviations. This is also a positive answer indicating that most respondents feel as though they can move ahead and are not stuck in one position.
The mean value yielded for Question 60 'The best qualified people are usually chosen for promotion in this department' was 4.452 with 1.682 standard deviations. The most common answer was 6 'agree'. It is important to note here that this particular question was asked to determine if there was a feeling amongst the employees of the Department that performance and promotion was not necessarily correlated with each other. The positive response from this question seems to indicate otherwise.

Question 62 'I am satisfied with my pay and benefits' yielded a common response of 5 'tending towards agree' and a mean value of 4.742 'tending towards agree' with 1.544 standard deviations. Again, a positive response indicating satisfaction with job conditions.

Question 63 'This organisation has a genuine concern for the welfare of its employees' generated a common response of 5 'tending towards agree' and a mean value of 4.290 with 1.441 standard deviations.

Question 65 'I am satisfied with my day-to-day working conditions' yielded a mean value of 5.232 with 1.305 standard deviations. The most common response was 6 'agree' which was also a positive response indicating satisfaction with the working environment.

Question 66 'I am satisfied with the recognition I receive for good performance in my job' yielded a most common response of 6 'agree' and a mean value of 4.903 'tending towards agree' with 1.672 standard deviations.

The most common response for Question 67 'I have found this department to be a good place to work' was 5 'tending towards agree' and a mean value of 5.335 with 1.094 standard deviations.

Question 68 'Both men and women are treated well in this department' yielded a mean value of 5.355 with 1.676 standard deviations. The most common answer was 6 'agree'. Although it cannot be generalised, it might be said that this result indicates a high level of satisfaction in gender equality within the department.
Question 69 'My supervisor is hard to please' generated a most common response of 1 'strongly disagree' and a mean value of 2.645 with 1.597 standard deviations.

Question 70 'It is easy to work with my co-workers' yielded a mean value of 5.516 with 1.132 standard deviations. The most common response was 6 'agree'. Again, a positive result indicating overall satisfaction with working conditions.

Question 71 'There is good opportunity for advancement in my job' generated a common response of 5 and a mean value of 4.548 with 1.758 standard deviations.

Question 72 'Minorities are treated well in this department' yielded a mean value of 6 with 1.370 standard deviations. The most common answer was 6 'agree'. This was an ambiguous question and the results cannot be be taken as conclusion. The issue of gender and race equality in the workplace has been and remains a sensitive and somewhat controversial area. To ask such a question of an employee of a large organisation such as the Department of Foreign Affairs and Trade, runs the risk of 'hitting a nerve' with the respondent which may cause them to answer 'the way they think they should' rather than how they truly feel. This, however, may not be the case but must be taken into consideration when analysing quantitative data of a question of such a qualitative nature.

The second factor of the instrument of the original study 'job satisfaction based on the individual' is indicative of questions 56, 58, 61, 64 and 73 of this survey.

Question 56 'On the whole, my job is interesting and challenging' yielded a mean value of 5.903 with 1.088 standard deviations. The most common answer was 6 'agree' indicating a positive response.

The most common answer to Question 58 'In general, the department has treated me well' was 6 'agree'. The mean value was 5.194 with 1.281 standard deviations, again indicating a strong positive response to the question.

Question 61 'My work gives me a sense of accomplishment' yielded a most common response of 6 'agree' and a mean value of 5.645 with 1.002 standard deviations.

Question 64 'My work is a dead-end job' generated a mean value of 2.065 with 1.390 standard deviations, the most common response being 1 'strongly disagree'.
The most common response to Question 73 'My work is boring' was 1 'strongly disagree'. The mean value generated was 1.806 with 1.203 standard deviations. These last two questions generated strong negative responses to the questions which were worded negatively to generate such a strong response. The results of both Questions 64 and 73 indicate that the respondents believe that, in general, their jobs provide satisfaction in terms of mobility and excitement. This conclusion cannot be used as a generalisation but as a guide to determining the overall job satisfaction level of the respondents.