Chapter 3

Conceptual Framework

and Methodology

Conceptual Framework and Methodology

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3.1 Defining concept and conceptual framework

The term 'concept' refers to 'a mental image or abstraction of a phenomenon'. In its broadest sense, a concept summarizes ideas or observations about the characteristics of a mental image about a phenomenon. (Lauffer, 2011, as cited in Saunders et al., 2015)

A conceptual framework is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Camp, 2001). It is linked with the concepts, empirical research and important theories used in promoting and systemizing the knowledge espoused by the researcher (Peshkin, 1993). It is the researcher's explanation of how the research problem would be explored. The conceptual framework presents an integrated way of looking at a problem under study (Liehr and Smith, 1999). Miles and Huberman (1994) opine that conceptual frameworks can be 'graphical or in a narrative form showing the key variables or constructs to be studied and the presumed relationships between them.'

In social science research, conceptual framework provides the researcher in identifying and constructing his/her worldview on the phenomenon to be investigated (Grant and Osanloo, 2014). Researchers are at liberty to adopt existing frameworks, but have to modify it to suit the nature of the context of their research as well as the nature of their research questions (Fisher, 2007).

Maxwell (2005) defined a conceptual framework as 'the system of concepts, assumptions, expectations, beliefs, and theories that supports and informs your research'. Miles and Huberman (1994) considered such a framework as the entire 'idea context' for the study.

Ravitch and Riggan (2017) defined a conceptual framework according to which a conceptual framework comprises at least three core dimensions, namely, personal interest of the researcher, topical (similar or relevant) research (based on an extensive literature review) and a theoretical framework.

3.1.1 Conceptual framework for communication

Communication was originally conceptualized as a simple one-way transmission of messages from a source to a receiver with the intention of producing some effect. The intended effect was usually limited to making the receiver aware of some point of view, new product, or course of action. There was not enough deliberation on the social process of communication or the influence of communication on behaviour.

With the advent of the new media in 1990s, the conceptual framework for communication expanded dramatically. The key elements of strategic communication such as audience participation, recognition of behaviour change as both a social media and an individual process, use of mass media, and development of entertainment and educational purposes - are rooted in the new conceptual frameworks of communication and behaviour change.

3.2 Models of Communication

What is a Model?

A model is a depiction of any thought, concept or an idea in a simple and concrete manner through visual aids such as pictures, diagrams, illustrations, among others. Models contribute to making the understanding of any concept lucid and clear. A model enables easy understanding of a process and helps to draw conclusions from it. To simply put it, a model makes the learning easy and simple. Models are a fundamental building block of theory. They are also a fundamental tool of instruction. To understand the concept of communication, scholars rely on models that describe and explain the communication process (Steinberg, 2007).

The field of communication encompasses a wide range of very different and often un-integrated theories and methods. Context-based gaps in the field like the one between mass media and interpersonal communication have been equated to those of "two sovereign nations," with "different purposes, different boundaries", "different methods", and "different theoretical orientations" (Berger and Chaffee, 1988), causing at least some to doubt that the field can ever be united by a common theory of communication (Craig, 1999).

The field of mass communication, in comparison to other field of social sciences, is significantly more integrated with technology and must be open to accepting and adapting to technological change. The relationship between communication and technology offers both opportunities and challenges for the field enabling continuous evolution of mass communication theories under the influence of rapid technological changes even more so with advent of the Social Media.

Aristotle's Model of Communication

Aristotle, a great philosopher designed the earliest mass communication model called "Aristotle's Model of Communication" in 300 B.C. The Greek philosopher Aristotle looked at communication from the rhetorical perspective, i.e. speaking to the masses that influence and persuade them. Aristotle constructed a model with three elements. The 'speaker-speech-audience' model in which the basic function of communication was to persuade other individuals. This is accepted as the first model of communication.

The Aristotle's communication model is a speaker centered model as the speaker has the most important role in it and is the only one active. It is the speaker's role to deliver a speech to the audience. The role of the audience is passive, influenced by the speech.
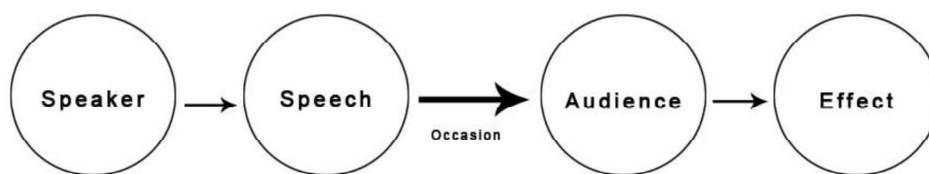
ARISTOTLE'S MODEL OF COMMUNICATION

By the 1950s, the models of communication become more elaborate and rendered a significant contribution towards the understanding of the communication process. The models of communication which gained prominence included Lasswell Model (1948), Shannon and Weaver Model (1949), Charles Osgood's Model (1954), Schramm Model (1954), George Gerbner's Model (1956), Theodore Newcomb's Model (1953) and Bruce Wesley's and MacLean's Model (1957).

Lasswell's "5W" Model

Harold Dwight Lasswell advanced Aristole's proposition by adding two elements to it, that is, 'in which channel' and 'with what effect' (Dagron andTufte, 2006).

Lasswell has been described as a ''one-man university'' (McDougal, 1979, p. 676) and as a ''Leonardo da Vinci of the behavioral sciences'' (Rogers, 1986, p. 99) due to his contributions to a diverse range of disciplines such as political science, communication, law, philosophy, psychology, psychiatry, sociology, anthropology, and economics. He pioneered in content analysis methods, virtually inventing the methodology of qualitative and quantitative measurement of communication messages. Levyatan (2009) considered Lasswell to be the founder of content analysis, and Janowitz (1968) argued that Lasswell conducted the most comprehensive content analysis study during his time. '5W' model developed by Lasswell also known as action model or linear model or one way model of communication is regarded as one the most influential communication models.

Sapienza, Zachary and Iyer, Narayanan and Veenstra, Aaron (2015) states that Lasswell's construct first appeared in a 1940 Rockefeller Foundation committee report, Research in Mass Communication, written on behalf of several fellow committee members (Bryson et al., 1940b; Pooley, 2008; Rogers, 1986).

In his article "The Structure and Function of Communication in Society", Lasswell (1948) wrote: "convenient way to describe an act of communication is to answer the following questions:
a. Who
b. Says What
c. In Which Channel
d. To Whom
e. With What Effect?
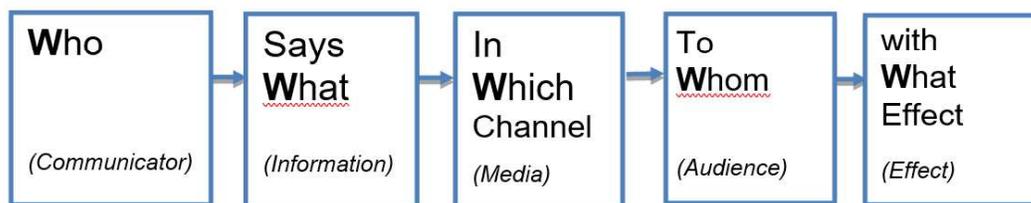
Study of Social Media based on Lasswell's "5W" Model

Laswell's model became the framework for mass communication research according to the 2015 article. ''In brief, then, the job of research in mass communication is to determine who, and with what intentions said what, to whom, and with what effects'' (Sapienza, Veenstra, and Iyer, 2015). Reading Lasswell's Model of Communication Backward: Three Scholarly Misconceptions. p605). Laswell's model of "Who, Says What, In Which Channel, To Whom, With What Effect?" has asked the basic questions for mass communication research.

In the 2015 article, Analysis of New Media Communication based on Lasswell's "5W" Model, Peng Wenxiu proves that the model still has use to understand new media. Due to technology, new media has become a complex two-way communication. The model asks the questions that are essential to understanding mass communication.

Jacobson (1961) defined Lasswell's formula by saying, ''This analysis introduces five principal variables in any act of communication as a means of classifying communication studies'' Forsdale (1955) also questioned the use of ''formula'' in describing Lasswell's construct. Although not the article's primary intent, it explicitly critiqued the formula label and instead suggested the use of ''model,'' ''paradigm,'' or ''construct''.

While David Demers (2005) has defined the word 'communication' by clearly referencing Lasswell's concept, Watson and Hill (1997) has incorporated Lasswell's theory indirectly by saying that five fundamental factors of an initiator; a receiver; a medium; a message, and effect are always included even though the definitions of communication vary according to their theoretical frames of reference used and the emphasis put upon certain parts of the process.

Sapienza, Iyer and Veenstra (2015) puts forth that when referencing Lasswell's concept in this way, it acts as a meta-definition allowing the researcher to conceptualize operational, lexical, and stipulative definitions of mass communication based on the elements of communication embedded in Lasswell's construct. For example, applying Lasswell's construct to DeFleur's definition of mass communication as "a linear process by which [profit motivated] professional communicators use media to design and disseminate [meaning-encoded] messages widely, rapidly, and continually (over distance) to arouse

intended [decoded] meanings in large, diverse, and selectively attending audiences in attempts to influence them in a variety of ways" (DeFleur, 2010):

Who: Professional communicators

Said what: Messages

In which channel: Media

To whom: Large and diverse audiences

With what effect: In attempt to influence them in a variety of ways

Further the researchers stated that one can easily make the argument that Lasswell's construct should be conceptualized as the primary categories of communication based on Lasswell's involvement with developing content analysis as a methodology for mass communication. With content analysis, one identifies categories pertaining to the theoretical objective in order to code and quantify relevant phenomena.

In the backdrop of the rapidly evolving media landscape, what matters most is the relevance of Lasswell's model of communication. Is the model still relevant as a conceptual tool for today's communication researchers? The article puts forth that Lasswell's construct is still relevant to researchers due to its inherent flexibility to meet the needs of present day media research. As Lasswell stressed on the need for contextualisation, his construct enables supplementation, exclusion as well as adaptation and modification as per the needs of the study. Sapienza, Iyer and Veenstra (2015) finally conclude that Lasswell's model is both a relevant and useful concept for the field today despite several misconceptions surrounding it.

In Lasswell's "5W" model of communication, which focuses on "Who (says) What (to) Whom (in) Which Channel (with) What Effect", the communication process is divided into five parts including communicator, information, media, audience and effect. Such five research fields provide a very good point of view to study the social media communication.

The first element of the Communicator is becoming more diverse as any user or any organization can be the sender of information. The second element of Information is becoming vast in various formats including text, image, audio, video, animation, and such other multimedia formats and is all pervasive. Third, the Interactivity element of new media, which is a unique to the new media and social media, is increasing exponentially due to the

rapid technological development. The audience which is the fourth element is getting more personalized, which is evident of increasing participation of the users on the new media platforms. The effect of communication is quick and sometimes instantaneous, and at the same time, it is getting more logical to evaluate it. Under new media environment, communication process and the research of such five elements will have greater opportunities and broader prospects for development. (Peng, 2015)

The "5W" communication model by Lasswell is still the basic framework of mass communication researched by scholars. Lasswell proposed that analysis of mass communication process is indeed equal to understanding answers to the 5 basic questions.

Who? – Analysis of communicator
Says what? –Analysis of information
In which channel? –Analysis of media
To whom? – Analysis of audience
With what effect? – Analysis of effect (resultant change / action)

The five parts of mass communication process will continue to be the fundamental elements in the field of mass communication research, irrespective of the future course of mass communication study and the rapid technological development. However, mass communication is evolving and developing newer characteristics which will bear an impact on mass communication research and theorization.

Communication scholars agree that the proliferation of new communication technologies has not changed today's communication problems compared to hundreds of years ago (Steinberg, 2007). Long-standing communication models thus preserve their relevance and accuracy in contemporary contexts. As a matter of fact, Lasswell's science of communication can be applied in the twenty first century to the emerging technologies and powerful communication tools such as social media (Auer 2011). For example, Wu, Hofman, Mason and Watts (2011) examined the 'who, says what, to whom' components of Lasswell's model in the context of Twitter.

In India, there are not much scientific studies on using social media for corporate communications and CSR branding. Since not much research is available on what Indian

Companies such as in the Oil and Gas sector, which have nation-wide reach, critical nature of job and essential services and products, and its impact on social – economic welfare) are communicating on the Social Media, it is proposed to undertake a study with the Lasswell's "5W" Model as the basic communication model.

The most basic "5W" communication model is proposed as Study of social media for corporate communications and CSR in Indian Corporates which is by and far in a nascent stage.

The "5W" communication model by Lasswell is still the basic framework of mass communication researched by scholars. Lasswell proposed that analysis of mass communication process is indeed equal to understanding answers to the 5 basic questions.

1. Who? – Analysis of communicator [The Companies - its business, CSR, communications and such other aspects]

2. Says what? –Analysis of information [Tweets and videos, website, Annual Report and such other communications]

3. In which channel? –Analysis of media [Twitter Handle and YouTube channel, Internet, Publications and such other material]

4. To whom? – Analysis of audience [No of users / followers]

5. With what effect? – Analysis of resultant change / action [Likes, replies, shares, and comments]

3.3 Rationale

Social media has gained immense popularity and wields great power over the way people communicate forcing companies and organizations to change their communication strategies to attract customers, increase sales and build stronger brands. Social media has a powerful advantage in enabling users to share information and ideas, in different ways that were never possible earlier using the traditional media like the newspapers or television. Social media allows a wide range of new sources of online information that are created, curated, developed, shared, and commented on by consumers about products, services, issues, and

brands. Social media has opened new vistas for communicating about CSR, sustainability and such developmental issues to key stakeholder groups. An example of the impact of social media for CSR communications and stakeholder engagement is sustainability blogging leading to greater stakeholder involvement. Social media also opens new possibilities for communicating CSR issues to key constituencies online. (Fieseler, Fleck and Meckel (2010). Therefore, social media is a great tool for companies to create stakeholder engagement (Bhattacharya, Korschun and Sen, 2010).

The study of social media is one of the most popular research topics in public relations today. Weber Shandwick and KRC research (2007) surveyed Fortune 2000 companies and found 69% currently used social networking sites, while 37% planned to use more of them over the next five years (Wetsch, 2008).

A study by Wright and Hinson (2009) investigating how public relations practitioners are using social media found that PR practitioners, more often than not, used sites such as Facebook to find out about news in general or communication-related news, even though they are still greatly dependent on traditional sources for information. The study discusses how social media has changed the public relations and advertising landscape. The development of various new technologies has significantly empowered a wide variety of strategic stakeholder groups or influencers to communicate effectively with a variety of internal and external audiences by leveraging the powerful social media. Newer technological advancement in social media and mobile apps and technologies are changing the way organizations communicate strategically with their stakeholders such as employees, customers, stockholders, communities, government, and other groups.

Regarding use of social media platforms, a content analysis study of Fortune 50's Facebook usage published in the Public Relations Journal, 2010 revealed that Fortune 50 companies were leveraging Facebook, but not utilizing it to its fullest potential. Some of the companies were not having an official presence on Facebook. While companies may be aware of the capabilities of Facebook, they may be unclear about how it fits within the corporate strategy. The study put forth that corporates need to incorporate communication and engagement strategies not only on their websites, blogs or digital publications, but also on their social media sites (McCorkindale, 2010).

Studies have also found that corporates are using social media for communication and stakeholder dialogue but they have focused on one social media at a time such as Facebook (Matthews, 2010), Twitter (Rybalko, Svetlana, and Trent, 2010) and corporate blogs (Sweetser and Metzgar, 2007) rather than have a social media strategy for using a mix of various social media sites.

A study by Matthews on "Social Media and the Evolution of Corporate Communications" put forth that, how companies are responding to the social media revolution is an indicator of their future success. Companies that are too slow to embrace these new technologies and techniques are going to be left behind. Even if companies do not quickly take up to using social media, their consumers are communicating with one another using the social media. Social media is going to continue to develop and change, and corporate communications practices are going to evolve with it. While social media has already become a significant communication tool to the industry, the future promises greater adaptation and implementation of these tools. The emergence of social media has accelerated the evolution of corporate communications. (Matthews, 2010)

It is seen from the reviewed literature that there were no concrete studies on using social media for corporate communication in Indian companies. Ananthakrishnan's doctoral thesis on "Impact of Corporate Communication on Internal Public" concluded that "both external and internal Corporate Communication activities in HAL had significant impact on the internal public of HAL" (Anantha Krishnan, 2012). Another research on Corporate Communication in public and private corporate houses of Karnataka found that utilization of corporate communication has enabled corporates to achieve success in their business management (Raghavendra, 2013). It is seen that these studies have not studied how the corporate communication or public relations function in these companies are using social media.

A study on Corporate Communication and Social Media: A study of its usage pattern explored the frequently used social media sites for corporate communication of private sector companies in Karnataka; popular uses, types of messages and frequency of posts shared on social media sites for corporate communication and the response to queries. The study put forth that majority of these companies used social media for corporate communication. The research showed that social media was used effectively for building and maintaining

employee communication, customer relations, media relations, among others. The researchers concluded that in the future, social media usage for corporate communication will be used more effectively for Industrial relations, vendor relations, community relations, shareholder relations and government relations. (Manavik, Joseph and Rousseau, 2015).

The study recommended further research to be conducted on a large number of corporate communication professionals across India or globally. The researchers also suggested for a study on the usage of social media for corporate communication by public sector or government sector; and also, further can do a comparative analysis between public and private sectors on the usage of social media for corporate communication. Further studies have been recommended on the use of various social media such as Facebook, Twitter or LinkedIn used by various companies for corporate communications.

A study on the communication structure in Indian public sector companies found that in many PSUs, full-fledged Corporate Communications department is still not established, while in few PSUs, the public relations or corporate communications function is streamlined with the company's vision and mission and is a full-fledged department. The key roles of these departments include communication for the desired corporate image among the target audience for branding and stakeholder relations. In companies that have established full-fledged communication departments, Corporate Communications is a strategic management function which includes internal and external communications for building, strengthening and sustaining their corporate image and contributes to the brand value and corporate performance. The study however does not explore the use of new media and social media and is restricted to studying the basic communications structure and function in Indian PSUs and also exploration of the impact and effectives of corporate communications is missing. (Jain, Gupta and Yadav, 2014)

According to Coope (2004) implementing CSR is not enough – it's vital to also communicate those activities to stakeholders. A study, 'Communicating Corporate Social Responsibility at Shell' discussed the CSR communication strategies used at Shell (a leading global oil company) and how the main stakeholders were targeted in the corporate website and similarly in the sustainability reports. The study uses Harold Lasswell's '5W' communication framework in identifying Shell's CSR communication strategies in its sustainability report.

As far as use of social media for communicating the CSR activities of the corporate is concerned, a paper, 'Corporate Social Responsibility in Social Media Environment', studied the CSR communication of ten global companies on how these companies use the social media - Facebook and Twitter – for accomplishing their CSR communication goals. The paper examined the social media activity such as posts, likes and comments of their customers and observed that the companies on average dedicate about one-tenth of their social media communication content to CSR topics. It is also seen that CSR topics do not seem to be of much interest to the users (Pavlíček and Doucek, 2015).

From the literature reviewed, it is also seen that study of Corporate Communications strategies of Indian companies for leveraging social media and its impact on internal and external stakeholders is greatly missing. It is also observed that studies on CSR communications for branding using social media by Indian PSUs which have significant CSR projects is also missing. In the backdrop of the huge impact of new media on public relations, research on how companies are using corporate websites, intranet portals, e-bulletins as well as social media such as Facebook, Twitter, Instagram, LinkedIn and YouTube is important.

The Oil and Gas sector forms the backbone of the Indian Economy and has all Indians as their customers and their products and operations have a tremendous impact on the lives of the customers and stakeholders. Therefore, the purpose of this study is to explore the use of social media by the companies, the information they are posting on its sites, how it engages with its publics, sharing of social responsibility activities and government schemes on its pages.

This research proposes to study the social media communications for CSR branding in Maharatna CPSEs in the Oil and Gas Sector. The three Maharatna Oil and Gas companies are also amongst the top 10 Fortune 500 companies in 2019. The Oil andGas sector forms the backbone of the Indian Economy and has all Indians as their customers and their products and operations have a tremendous impact on the lives of the customers and stakeholders. The study of CSR communications of the CSPE Maharatna becomes even more pertinent in light of the Department of Public Enterprises (DPE) Guidelines on CSR and Sustainability issued on Oct 21, 2014

The content analysis will look at what organizational information is shared on social media, the use of photos and videos, CSR communications, whether the site generated feedback, and whether there are interactions or discussions between the audience and the companies.

The major insights out of the Literature Reviewed / Research Gap identified from the literature reviewed include:

- There are many studies on: Brand building through Social Media communications and on CSR communications / branding

- Research in the area of using social media for CSR in the Indian companies, especially the large profit making CPSEs having pan India presence and huge CSR budget (as mandated by CSR Company Act) is greatly missing.

- Not much research on studying the Content of the Social Media from point of view of PR, Branding and CSR Communications.

- Contemporary Directives – CSR Amendment of January 2021 – Need to study the implications for CSPSEs and stakeholders as well as examine the content of CSR thrust areas and CSR reporting on the corporate websites and Annual Report

Considering the tremendous impact of new media on public relations, how corporations are using corporate websites, intranet portals, e-bulletin as well as social media such as Facebook, Twitter, Instagram and YouTube is important. Therefore, the purpose of this study is to explore the use of social media by the companies, the information they are posting on its sites, how it engages with its publics, sharing of social responsibility activities and government schemes on its pages.

The content analysis will look at what organizational information is included on social media, use of photos and videos, CSR communications, whether the site generated feedback, and whether there are interactions or discussions between the audience and the companies.

3.4 Research Methodology

The previous chapters presented the rationale for this research by presenting the theoretical framework, literature review on social media communications, CSR and branding, research gap, research questions to finally arrive at the research objectives.

This chapter provides the research questions and objectives, research design and the research methodology adopted for achieving the research objectives, sampling, tools, procedures, process of data collection and analysis and finally arriving at observations and conclusions.

3.4.1. Statement of Research Problem

Research Questions

The major insights out of the Literature Reviewed / Research Gap identified from the literature reviewed are that 1) There are many studies on: Brand building through Social Media communications and CSR communications / branding, 2) Research in the area of using social media for CSR in the Indian companies, especially the   large profit making CPSEs having pan India presence and huge CSR budget (as mandated by CSR Company Act) is greatly missing. 3) Not much research on studying the 'Content' of the Social Media from point of view of PR, Branding and CSR Communications and 4) Contemporary Directives – CSR Amendment of January 2021 – Need to study the implications for CSPSEs and stakeholders as well as examine the content of CSR thrust areas and CSR reporting on the corporate websites and Annual Report. The research questions that have emerged from this are:

1. How CSPE's are leveraging the Social Media platforms to communicate and engage with its stakeholders?

2. What content is shared by the CPSE's on their social media platforms and what engagement or interactivity is generated by the social media content?

3. How are CPSE's using social media for CSR communications and branding?

4. How are CPSE's reporting their CSR projects on their corporate websites and annual report as part of the Provision for CSR in Indian Companies Act 2013?

Research Objectives

Based on Lasswell's "5W" model of communication, which focuses on "Who (says) What (to) Whom (in) Which Channel (with) What Effect", wherein the communication process is divided into five parts including communicator, information, media, audience and effect, the objective of the research is to add to the body of literature by studying the use of Social Media and Corporate Communications for CSR branding in Indian Oil and Gas sector.

1. To examine use of social media by CSPEs for brand building and CSR branding using popular social media channels by these organisations.

2. To identify the types of content typically shared, frequency of use of social media and response elicited from social media users.

3. To examine the interactive aspects of social media tools utilised by the organisations.

4. To capture insights and experiences of social media heads in the content creation and management of social media channels.

5. To examine the contemporary directives for CSR and their implications for the Indian Public Sector.

6. To examine the reporting of CSR thrust areas and projects / activities on their corporate websites and Annual Reports by the CPSEs.

3.5 Research Approach/Research Design used in the Study

3.5.1 Qualitative Research Method

Qualitative research is inductive in nature, and the researcher generally explores meanings and insights in a given situation [Strauss and Corbin, 2008; Levitt et al., 2017]. It refers to a range of data collection and analysis techniques that use purposive sampling and semi-structured, open-ended interviews [Dudwick et al., 2006; Gopaldas, 2016].

Qualitative research does not include statistical analysis and empirical calculation [Brink, 1993]. The roots of qualitative research lie in social and cultural anthropology, philosophy, psychology, history, and sociology. The goal of the qualitative tradition is a 'deep understanding of the particular' [Domholdt, 1993].

3.5.2 Case Study Design

Case studies are considered as quantitative or qualitative research depending on the purpose of the study, and the design is chosen by the researcher. Case studies are not used to test hypotheses, but hypotheses may be generated from case studies. It is used to study one or more cases within abounded setting or context. It is conducted by using multiple sources like: questionnaires, interviews, observations, written accounts, and audio-visual materials [Creswell, 2009].

In this study as the researcher is not able to predict the answers to the research questions and therefore there is no approach to test a theory through any hypothesis testing. Instead of hypotheses, the design for this exploratory study is based on the research questions, research objectives and the expected contribution of the study to the discipline.

According to Yin (2003) a case study design should be considered when: (a) the focus of the study is to answer "how" and "why" questions; (b) you cannot manipulate the behaviour of those involved in the study; (c) you want to cover contextual conditions because you believe they are relevant to the phenomenon under study; or (d) the boundaries are not clear between the phenomenon and context. Yin also categorizes case studies as explanatory, exploratory, or descriptive.

In the light of the research questions and research objectives, the case study approach is adopted. The case study is categorized as an exploratory, descriptive and multiple case-studies type. The case study is exploratory as it will explore those situations in which the intervention being evaluated has no clear, single set of outcomes. It is also descriptive case study as it is used to describe an intervention or phenomenon and the real-life context in which it occurred.

Because of the subjective nature of qualitative data and its origin in single context, it is difficult to apply conventional standards of reliability and validity (Haradhan, 2018). The question of replicability in the results does not concern qualitative researchers (Glesne & Peshkin, 1992), but precision (Winter, 2000), credibility, and transferability (Hoepf, 1997) provide the lenses of evaluating the findings of a qualitative research.

Unlike quantitative researchers who seek causal determination, prediction, and generalization of findings, qualitative researchers seek instead illumination, understanding, and extrapolation to similar situations (Hoepfl, 1997). While the credibility in quantitative research depends on instrument construction, in qualitative research, "the researcher is the instrument". Credibility depends less on sample size than on the richness of the information gathered and on the analytical abilities of the researcher (Patton, 2001, p. 14). Thus, it seems when quantitative researchers speak of research validity and reliability, they are usually referring to a research that is credible while the credibility of a qualitative research depends on the ability and effort of the researcher. Although reliability and validity are treated separately in quantitative studies, these terms are not viewed separately in qualitative research. Instead, terminology that encompasses both, such as credibility, transferability, and trustworthiness is used.

The researcher has taken the Case study approach to study the three CSPEs and so far as selection bias is concerned, regarding the researcher's prior knowledge about the case and possible favoritism towards presenting the findings or recommendations, it is submitted that selection of a case based on prior knowledge leads to a better research plan based on understanding and experiences in the area of research as well as being in a better position to develop the required ease and trust in conducting in-depth interviews with senior professionals in the field.

Besides this, diligence has been taken to ensure accurate and comprehensive description of the data collection procedures and thorough documentation of every information and process to achieve trustworthiness and reliability of the case study. The social media content is available on the public domain and therefore transparency of the data collection and analysis is available universally for analysis and interpretation.

Also, the content analysis method enables analysis of content without the direct involvement of participants and therefore the researcher's presence does not influence the results. Also the content analysis is transparent and replicable when done diligently in a systematic procedure and therefore has high reliability.

3.5.3 Content Analysis

Content analysis is a method of analyzing written, verbal or visual communication messages. Leedy and Ormrod (2001) define it as "A detailed and systematic examination of the contents of a particular body of materials for the purpose of identifying patterns, themes, or biases." It was first used as a method for analyzing hymns, newspaper and magazine, articles, advertisements, and political speeches in the 19th century (Harwood and Garry, 2003).

At present it has a long history of use in communication, journalism, sociology, psychology, and business (Neundorf, 2002; AkşanandBaki, 2017). For example; through the framing of the media content, researchers can analyze the tone (negative, positive or neutral) of the news stories published by the selected newspapers.

Multimedia content analysis refers to the "computerized understanding of the semantic meanings" of content which is "embedded in multiple forms that are usually complimentary of each other" (Wang, Liu, Huang, 2000).

A HISTORY OF
CONTENT ANALYSIS

6TH CENTURY BCE

Origin in *Hermeneutics* and debate about the Homeric epics to analyze text for meaning. *Allegorisis* - method of nonliteral interpretation of text.

MIDDLE AGES

Accesslus ad auctores - standardized introduction to editions of classical authors. Asked 7 common questions (who, what, why, where, how, when, by which means)

1520-1575

Mathias Flacius Illyricus - (scholar of Martin Luther) Idea of understanding text passages on background of overall text and its context.

1630

Johann Conrad Dannhauer - textbook on general hermeneutics. Supplements Aristotle's *Organon* to distinguish true meaning of text..

1654

Johann Clauberg - rules of interpretation and intent.

1768-1834

Friedrich Schleiermacher - defined hermeneutics as the understanding of meaningful reality.

1778-1841

Friedrich Ast - formulated "hermeneutical circle" as central procedure in text understanding.

1949

Harold Lasswell and **Nathan Leites** publish *"Language of Politics: Studies in Quantitative Semantics."*

1952

Bernard Berelson publishes the first textbook *Content Analysis in Communication Research.*
Siegfried Kracauer publishes essay *"The Challenge of Qualitative Content Analysis."*

1966

Philip Stone et al develop the General Inquirer computer system.

1969

Ole Holsti - publishes method of inter-coder reliability in *Content Analysis for the Social Sciences and Humanities.*

1970

Klaus Krippendorf - publishes Krippendorf's alpha for inter-coder reliability. (2nd Ed. pub. in 2004)

1990

Robert Weber - coding protocols for categorization of content published in *"Basic Content Analysis."*

2001

Philip Mayring - releases revised steps for coding (rev: 2001, 2012)

2002

Linda Gilbert - 2002 coding and balancing "closeness" and "distance" from data

This is certainly not the end of the content analysis story. This timeline presents content analysis' history up until he the surge in computer-based applications that have advanced the field.

History of Content Analysis Infographic.

Heather Read, An Academic Guide to Content Analysis, 2020.

https://heatherread.com/2020/03/25/an-academic-guide-to-content-analysis/

CONTENT ANALYSIS

Content Types & Examples

CONTENT TYPES

Content Analysis can be used to examine any piece of writing or recorded communication. In short, if the content is textual, or can be converted into a text description, content analysis techniques may be applied.

WRITTEN TEXT

Text examples include: books, poems, letters, memorandums, published articles (e.g., news, scholarly, editorial), stories, instructions, survey comments, social media posts, PowerPoint presentations, advertisements, emails, text messages, newsletters, journals, diary entries, posters, recipes, scripts for plays and performances, factual texts and explanations -*any piece of written language.*
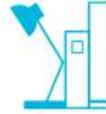
AUDIO & VIDEO

If the audio and or video can be transcribed into text, content analysis can be utilized.

Examples include: movies, documentaries, television, commercials, recorded focus groups, interviews, tutorials, music, storytelling, speeches, observations, and surveillance video.

*Keep in mind other factors outside of mere content transcriptions should be considered, such as **non-verbal aspects of the observation**.*

IMAGES & ICONS

Items with graphic representation may be analyzed using content analysis if the descriptions can be reviewed in written form.

Examples include: paintings, photographs, comic strips, political cartoons, emojis, graphics, logos and trademarks.

This graphic depicts several examples, but is not an exhaustive list of every type of content that can be analyzed via Content Analysis methods.

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Content Analysis Types Infographic.

Heather Read, An Academic Guide to Content Analysis, 2020.

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For this study, the content analysis is both quantitative (focused on counting and measuring) and qualitative (focused on interpreting and understanding) for which categorization and coding of words, themes and concepts within the data is done and then results are analyzed. The content analysis is used for finding correlations and patterns in the content communication, understanding the strategy or intention of the organization, identifying broad topics and themes in the communication and analyzing the response elicited by the content from the audience.

The collection of data in content analysis has been done by analyzing the social media content and presented in a frequency distribution table as well as in report form and interpreted and reported quantitatively and qualitatively.

Clifford (1997) says that Analysis of Qualitative Data is made complex due to the huge amount of data generated which makes it challenging for the researcher to conduct in-depth interviews and then present the findings in a succinct, rational and analytical manner.

In qualitative research the data that gets generated depends on the type of research design, however it is subjected to the same principles of analysis. Data analysis involves a vigorous process of putting together emerging themes, recognising major ideas, meanings and information gathered from various sources. Once all the data gets collected and prepared, then the process of a rigorous data analysis gets initiated. Every transcript is thoroughly examined and sometimes the process of data analysis is initiated after the completion of collection of all data. The purpose of examining the data is to look at identifying any interesting patterns [Hammersley and Atkinson, 1983]. The researcher identifies the emerging patterns to further shed light on the literature reviewed and the emergent research questions. The data analysis then progresses further where these patterns begin dovetail into a number of thematic categories of description. The transcript is examined in great detail to find phrases, sentences or responses of the participants which then become central to the broader area of interest of the researcher.

Twitter has become a brand builder and marketing multiplier. The fast-paced nature of Twitter, along with the fact that it appeals to world leaders, politicians, and journalists can make it ideal for organizations who want to stay ahead of the curve. CPSE's are using Twitter

for branding, product and customer service promotion, customer engagement, CSR branding and communicating social messages and government schemes and communications.

YouTube enables the CPSE's to share their stories, present product demonstrations, introduce products or services and otherwise engage their audience more effectively using the most engaging and universally appealing visual medium. For the study the researcher has used content analysis method to examine the tweets and YouTube videos using the tools of categorization and coding of social media content for quantification and description and interpretation of content. In order to analyze the content of twitter handles and determine what type of content was communicated through the tweets. For this analysis, a classification scheme was developed. The codes were developed based on inductive review of twitter pages of similar organisations.

3.5.4 In-depth Interview tool

In-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation (Carolyn Boyce and Palene Neale, 2006). In-depth interviews are one of the most efficient methods of collecting primary data. In contrast to simple close-ended questionnaire surveys on a rating scale, in-depth interview is conducted with the objective to in-depth information and insights of interviewee's experience and perspective on a subject. Also, unlike a survey, the in-depth interviews are mostly conducted with a small number of respondents.

In-depth interviews are recommended when there is a need for detailed probing of the respondent, detailed understanding of their behaviour and perceptions and generation of brand associations (Malhotra and Dash, 2009). In-depth interviews can cover greater depth of insights than focus groups (Zaltman, 1997).

Unlike a simple questionnaire or rating scale, in-depth interview is conducted with an intention of uncovering in-depth details of interviewee's experience and perspective on a subject. Being more effective and less structured, one of the most important benefit of in-depth interview is that it helps to uncover more detailed and in-depth information than other data collection methods like surveys. Unlike other formats of the interview, these are

intensive interviews of individuals mostly conducted from small number of respondents (Showkat and Parveen, 2017)

3.6 Methodology

As per the research objectives and approach, based on Lasswell's "5W" model of communication, which focuses on "Who (says) What (in) Which Channel (to) Whom (with) What Effect", wherein the communication process is divided into five parts including communicator, information, media, audience and effect, besides the content analysis of the social media pages, the in-depth interview tool was used to get more insights mainly into:

1. The experience, insights and perspectives of the Social Media Managers in using the Social Media channels and their suggestions for further leveraging the benefits of the powerful social media tools for effective Corporate Communications.

2. Examine if there any Issues and limitations of using social media for brand building and CSR communications and branding.

3.6.1 Sample technique

This exploratory study uses non-probability sampling i.e. purposive / judgmental sampling technique based on the subjective judgment of the researcher rather than random selection.

The process of selecting a sample using judgmental sampling involved the researcher carefully picking and choosing each individual to be a part of the sample depending on researcher's knowledge and experience by purposefully selecting respondents and not through a random method. As the researcher's knowledge is instrumental in creating a sample in this sampling technique, there are chances that the results obtained will be highly accurate with a minimum margin of error. (www.questionpro.com)

The in-depth interview for getting practical perspective and insights on the research topic was administered to 10 senior Corporate Communications professionals who are heading Corporate Communications in company/s under the study and experts in the field of social media branding.

Information was also collected through published data of the companies like website of Ministry of Corporate Affairs to examine the contemporary directives and their implications for the Indian Public Sector and to examine the reporting of CSR thrust areas and projects / activities on their corporate websites and Annual Reports by the CPSEs.

3.6.2 Selection of Sample for the Research Study

Central Public Sector Enterprises

CPSEs are companies in which the direct holding of the Central Government or other CPSEs is 51% or more. They are administered by the Ministry of Heavy Industries and Public Enterprises. The Department of Public Enterprises (DPE) is the nodal department for all the Central Public Sector Enterprises (CPSEs) and formulates policy pertaining to CPSEs.

According to SCOPE's (Standing Conference of Public Enterprises (SCOPE) is an apex professional organization representing the Central Government Public Enterprises), Public Enterprises Survey 2018-19, 59th in the series, gives a consolidated picture of the Performance of Central Public Sector Enterprises (CPSEs) which are spread over length and breadth of the country. As on 31st March 2019, there were 339 CPSEs with a total investment of Rs. 16,40,628 crore.

Total gross revenue from operation of operating CPSEs during 2018-19 stood at Rs. 25,43,370 crore as compared to Rs. 21,54,774 crore in the previous year showing a growth of 18.03%. Total income of all CPSEs during 2018-19 stood at Rs. 24,40,748 crore as compared to Rs. 20, 32,001 crore in 2017-18, showing a growth of 20.12%.Net Worth of all CPSEs went up from Rs. 11,15,552 crore as on 31.03.2018 to Rs. 12,08,758 crore as on 31.03.2019 showing an increase of 8.36%. CSR Expenditure of CPSEs (150) stood at Rs. 3873 crore in the year 2018-19 against Rs. 3441 crore in 2017-18 showing an increase of 12.55%.

Maharatna Companies

Financial autonomy was initially awarded to nine PSUs (Public Sector Undertakings) as Navratna status in 1997. In 2010, the Government of India established the higher Maharatna

category. For empowering the big CPSEs to expand their operations and emerge as global entities, the Maharatna Scheme came into being with effect from 19th May, 2010. The objective of the Maharatna Scheme was to facilitate the expansion of operations of the large-sized Navratna CPSEs, both domestically and globally, by giving greater powers to their Boards. Navratna status and listing on Indian stock exchange, with a minimum prescribed public shareholding under SEBI regulations enabled such CPSEs to get eligibility for Maharatna status, besides fulfilment of average annual turnover of more than Rs. 20,000 crore; average annual net worth of more than Rs.10,000 crore; average annual net profit of more than Rs. 2,500 crore during the last 3 years and substantial global presence or international operations.

Maharatna CPSEs

1. Bharat Heavy Electricals Limited
2. Bharat Petroleum Corporation Limited
3. Coal India Limited
4. GAIL (India) Limited
5. Hindustan Petroleum Corporation Limited
6. Indian Oil Corporation Limited
7. NTPC Limited
8. Oil and Natural Gas Corporation Limited
9. Power Grid Corporation of India Limited
10. Steel Authority of India Limited

(https://dpe.gov.in; Raveendran R, 2019)

Among these 10 Maharatnas as in year 2019, 50% of the Maharatna companies are in the Oil and Gas sector which include Bharat Petroleum Corporation Limited (BPCL), GAIL (India) Limited, Hindustan Petroleum Corporation Limited (HPCL), Indian Oil Corporation Limited (IOCL) and Oil and Natural Gas Corporation (ONGC) Limited. The Oil and Gas sector forms the backbone of the Indian Economy and has all Indians as their customers and their products and operations have a tremendous impact on the lives of the customers and stakeholders.The study of CSR communications of the CSPE Maharatna becomes even more pertinent in light of the Department of Public Enterprises (DPE) Guidelines on CSR and Sustainability issued on Oct 21, 2014

Table 3.6 – Oil and Gas Maharatna listing and Rankings – comparison

Sr. No	Maharatna Listing (2019) – (Oil and Gas Companies)	Fortune 500 listing (2019)	ET 500 listing (2019)	Forbes Global 2000 list (2019)
1	IOCL	IOCL	IOCL	IOCL
2	BPCL	BPCL	BPCL	BPCL
3	ONGC	ONGC	ONGC	ONGC
4	HPCL		HPCL	
5	GAIL			GAIL

*ONGC acquired HPCL in January 2018. Prior to acquisition, HPCL was on the Fortune Global 500 list ranked 384 (2016) while ONGC was not on the list. Due to majority stake in HPCL, ONGC is now ranked 197 (2017) on the list. The Fortune Global 500 is an annual ranking of the top 500 corporations worldwide as measured by revenue.

From above comparison, IOCL, BPCL and ONGC are the top Oil and Gas companies featuring in Government, Global and Indian rankings.

Time frame for data collection from each social media

1) Tweets posted by the organization in the 90 days study period [January – March 2021], and

2) YouTube videos posted in the 90 days study period [January – March 2021]

3.7 Data Collection and Analysis

The content analysis tool of social media channels – Twitter and YouTube with the units of data collection as Tweets and Videos for the sample period of three months will include Qualitative and Quantitative (classified and enumerative) analysis such as the types of content shared by companies on key social media channels, the use of interactive features of the social media sites, and the response to content by audience members.For the data collected, there would be different methods of analysis. For the content analysis of social media communications, there would be both quantitative and qualitative analysis. The number of posts, comments, likes, shares, replies and sentiment analysis would be in tabular form whereas overall social media-wise analysis would be in report form.

3.7.1 Content Analysis of Tweets and Videos – Coding Framework

According to the KPMG report on Sustainable Development Goals (SDGs): Leveraging CSR to achieving SDGs (2017), the SDGs were adopted on 25 September 2015 by 193 countries, including India, to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. India has set itself ambitious targets for implementation of SDGs by aligning it with national development agenda.CSR brand posts have been coded as per the 17 Sustainable Development Goals – (SDGs) of the which are globally accepted developmental goals adopted by the United Nations as part of the 2030 Agenda for Sustainable Development that underpin CSR efforts. (United Nations, n.d)

Table no. 3.7.1 - CSR Coding categories with SDGs

CSR Coding categories with SDGs	SDGs Information
CSR-1 - No Poverty	End poverty in all its forms everywhere
CSR-2 - Zero Hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
CSR-3 - Good Health and Well-being	Ensure healthy lives and promote well-being for all at all ages
CSR-4 - Quality Education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
CSR-5 - Gender Equality	Achieve gender equality and empower all women and girls
CSR-6 - Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all
CSR-7 - Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable and modern energy for all
CSR-8 - Decent work and economic growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
CSR-9 - Industry, Innovation and Infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
CSR-10 - Reduced inequalities	Reduce inequality within and among countries

CSR-11 - Sustainable cities and Communities	Make cities and human settlements inclusive, safe, resilient and sustainable
CSR-12 - Responsible consumption and production	Ensure sustainable consumption and production patterns
CSR-13 - Climate Action	Take urgent action to combat climate change and its impacts
CSR-14 - Life Below Water	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
CSR-15 - Life on Land	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
CSR-16 - Peace, Justice and Strong Institutions	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
CSR-17 - Partnerships for the goals	Strengthen the means of implementation and revitalize the global partnership for sustainable development

Non-CSR brand posts have been codified deductively and inductively and then finally codified into 7 categories.

Table no. 3.7.2 - Non-CSR Initial coding categories

Non-CSR Initial coding categories	Final coding categories
Emotional story / talk / presentation	
Emotional message	
Emotive Language	**Emotional posts N-CSR-1**
Motivational message	
Commemoration / Tribute / congratulations	
Health tips	
Festive / Special Days Greetings	

Products, services, benefits	**Branding posts N-CSR-2**
Awards and accolades	
Product / Service innovation, product USP	
Brand commitment to customers	
Collaboration	
Building Brand image	
Celebrity endorsements / Celebrity Branding	
Branded products / services / benefits	
Corporate / brand events	
Brand Heritage / Achievement	
Customer Connect campaigns / contests	
Co-branding / historic milestone / achievement	
Customer / Stakeholder testimonial	
Management communication	
Environmental Stewardship	
Promotional campaigns	**Sales promotion / Customer Engagement posts N-CSR-3**
Deals and rewards schemes	
Competition and contests (general)	
Social Message	**Social message posts N-CSR-4**
Public Interest message	
Social Cause	
Current Events	**News related posts N-CSR-5**
Announcement	

News / General industry updates	
Contribution of Employees / dealers / delivery boys and others	**Employee posts N-CSR-6**
Employee Achievements	
Employee related events / activities	
Employee communications / campaigns	
MoPandNG / Government communications	**Public Information – N-CSR-7**
MoPandNG / Government Campaigns / Events	

3.8 Pilot Study

A pilot study is one of the important stages in a research project and is conducted to identify potential problem areas and deficiencies in the research instruments and protocol prior to implementation during the full study (Lancaster GA, Dodd S, Williamson PR, 2004). A pilot study is a research study conducted before the intended study. Pilot studies are usually executed as planned for the intended study, but on a smaller scale.

For this research also, a Pilot Study was conducted with a content analysis of twitter handles and YouTube channels of IOCL and BPCL to identify the content categories for each tweet and video for one month period i.e., October 2019. The study also looked into engagements levels on each tweet and video as well as interactivity from the organisation. In accordance with considerations presented in the Methodology, a total of 220tweets were collected; all tweets were posted in October 2019. These messages were analysed based on categorization and codified. These latter were examined in greater detail in terms of the number of responses – likes, comments and shares - each post generated. Based on the experience, insights and findings, the methodology, data collection, coding and content analysis tool were further modified and finalised for the research study.

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