**Report on how recommended changes were addressed**

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| **Recommendation** | **Changes implemented** |
| * Some information appears to be repetitive | Changed, e.g., repeat of “economic-, social- and natural environments” in the introduction, 2nd paragraph and in the literature review, end of 2nd paragraph. |
| * Refer to SABPP National Human Resources Management Standards | Added |
| * Include current/in progress work , like Ethics guide of SABPP, accreditation of HR professionals, examples of ethics codes, the training of HR professionals in ethics as well as training of HR Auditors | Added |
| * In Abstract, revise contentious content, such as implicating that HR managers have a sole responsibility for this | Changed “HR management has the responsibility…” to “HR management has a role in managing corporate governance…” |
| In Abstract, give a brief explanation of the King III code | Brief explanation was added |
| * The findings should be more clearly indicated in the abstract | Main findings were indicated in the abstract |
| * Give a clear indication of research (understood as interview questions; see cover letter) questions asked | Interview questions were provided |
| * Give a clear indication of revised research (again understood as interview questions) questions after the initial interviews were conducted | Explanation given |
| * Explain how data reliability was assured | A description was given on how data integrity was ensured using Guga’s strategies for qualitative research |
| * Explain whether ethical clearance were obtained and how | Ethical clearance for the study by the North-West University, Vaal Triangle Campus ethics committee, was explained as well as other steps to ensure ethical practice. |
| * Explain how the data was analysed; e.g., what coding process was utilise to arrive at recurring themes | An explanation was given on how data was analysed as well as the coding process utilised. |
| * Give a clearer indication of the methodological component of the sample | Under the heading Research method and sample, the sample’s geographical locality was described, as well |
| * Findings should be substantiated by examples of subject responses | Examples were given for main themes |
| * Findings should be reported in clear relation to the research questions | Findings were more clearly presented in relation to the research questions |