

DOCUMENT RESUME

ED 196 048

CS 206 057

TITLE Business and Organizational Communication: Abstracts of Doctoral Dissertations Published in "Dissertation Abstracts International," July through December 1980 (Vol. 41 Nos. 1 through 6).

INSTITUTION ERIC Clearinghouse on Reading and Communication Skills, Urbana, Ill.

PUB DATE 80

NOTE Sp.: Pages may be marginally legible.

EDRS PRICE MF01/PC01 Plus Postage.

DESCRIPTORS Annotated Bibliographies; Case Studies; *Communication Research; Decision Making; *Doctoral Dissertations; Foreign Countries; *Group Dynamics; Higher Education; Influences; *Job Satisfaction; Organizational Change; *Organizational Climate; *Organizational Communication; Personnel Evaluation; Predictor Variables; Role Perception; Teacher Administrator Relationship; Vertical Organization

IDENTIFIERS Ghana

ABSTRACT

This collection of abstracts is part of a continuing series providing information on recent doctoral dissertations. The nine titles deal with the following topics: (1) small group interaction within effective and ineffective decision making groups; (2) vertical communication as perceived by administrators and teachers; (3) communication roles as predictors of job satisfaction and management preference; (4) organizational structure based on communication patterns; (5) organizational communication in university-based adult education in Ghana; (6) the motivational effect of interpersonal communication in the employee performance evaluation; (7) communication in organizational departments during periods of rapid change; (8) the relationship among work values, communicational climate, and job satisfaction; and (9) perceptual differences in receiving information and organizational communication relationship scale factors. (RL)

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Business and Organizational Communication;

Abstracts of Doctoral Dissertations Published in Dissertation
Abstracts International, July through December 1980 (Vol. 41
Nos. 1 through 6)

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A FUNCTION-ORIENTED ANALYSIS OF SMALL GROUP INTERACTION WITHIN EFFECTIVE AND INEFFECTIVE DECISION-MAKING GROUPS: AN EXPLORATORY INVESTIGATION

Order No. 8026246

HIROKAWA, RANDY YOSHIO, Ph.D. *University of Washington*, 1980. 164pp.
Chairperson: Professor Mae A. Bell

This study systematically analyzes and compares the interaction process of a number of decision-making small groups in an effort to determine whether consistent and meaningful relationships can be found between specific interaction behaviors and patterns of interaction behaviors and group decision-making effectiveness. Two questions are addressed in the investigation: (1) Do systematic relationships exist between the frequency of certain communicative behaviors and group decision-making effectiveness? (2) Are the patterns of interaction within effective decision-making groups different from the patterns of interaction within ineffective decision-making groups?

This study differs from previous interaction-performance research in so far as it is based on the theoretical assumption that in order to discover consistent and meaningful relationships between group interaction behaviors and group performance outcomes, it is necessary to operationalize the group interaction process in terms of those communicative behaviors which perform functions essential to successful task performance. Drawing from the work of decision-making strategists and theorists, five of these functions were identified: (1) establishment of operating procedures, (2) analysis of the problem, (3) establishment of criteria for evaluating alternatives, (4) generation of alternative solutions and suggestions, and (5) evaluation of alternative solutions. The present study essentially tests for consistent relationships between certain communicative behaviors which perform those five functions and group decision-making effectiveness.

For this study, a policy question (How to Control Speeding in Seattle?) was administered to 29 four-member laboratory groups. The groups were given 20 minutes to discuss the problem and propose a solution to it. Two officials from the National Highway Safety Administration served as judges. They evaluated the groups' proposals on three criteria: workability, economic feasibility, and socio-political implications. Three trained coders analyzed the groups' videotaped interactions using an 81-category coding system which focused on how behaviors functioned within the discussion. The data was analyzed using several different nonparametric and parametric statistical models, including time-series analyses.

The study found (1) a fairly strong negative relationship between group decision-making effectiveness and certain behaviors which function to establish operating procedures; (2) a slight (though not statistically significant) positive relationship between group decision-making effectiveness and certain communicative behaviors which function to generate alternative solutions and suggestions; and (3) a slight (though again not statistically significant) negative relationship between group decision-making effectiveness and certain communicative behaviors which function to evaluate alternative solutions and suggestions. No systematic relationships were discovered between group decision-making effectiveness and specific sequential patterns of behaviors.

The study provides specific suggestions for further research which examines the relationships between group decision-making effectiveness and functional communicative behaviors.

VERTICAL COMMUNICATION AS PERCEIVED BY ADMINISTRATORS AND TEACHERS IN A NASSAU COUNTY SCHOOL DISTRICT

Order No. 8015116

KROHN, VIVIAN B., Ed.D. *Hofstra University*, 1980. 162pp.

The problem of the study was to measure the differences in the perception of teachers and administrators of internal vertical school communication and to investigate the perceived differences in the quantity and quality of communication between teachers and district administrators and between teachers and building administrators. It was hypothesized that administrators are more satisfied than teachers with the quantity and quality of vertical communication and that there is a significantly better communication relationship between teachers and building administrators than between teachers and district administrators, both in quantity and in quality.

The Communication Assessment Questionnaire (CAQ) was developed to measure the perceived quantity and quality of vertical communication. The instrument was subjected to validity and reliability tests. (1) The perceived quantity was measured by computing a "need index," which produced a measure of improvement needed in the quantity of upward and downward communication. (2) The means of four dimensions of quality, timeliness, accuracy and usefulness, were used to measure the communication.

The CAQ was administered to teachers and administrators in a school district in Nassau County. Of a study population of 455, 186 responses were used. 36 were from administrators, who responded to a 52 item questionnaire, and 150 were from teachers, who responded to a 140 item questionnaire. Data were recorded on computer scansheets, and statistical analysis was accomplished through analysis of variance with the aid of the computer.

The major findings were as follows: (a) Administrators were significantly more satisfied than teachers with the quantity of downward communication, but there was no significant difference between teachers and administrators in their satisfaction with the quantity of upward communication. (b) Administrators perceived the quality of communication between themselves and the teachers to be significantly higher than the quality of this communication as perceived by the teachers, both for downward and upward communication. (c) There was no significant difference between teachers and administrators in their satisfaction with the quantity of communication between teachers and district administrators compared to teachers and building administrators. (d) Both teachers and administrators were more satisfied with the quality of upward and downward communication between teachers and building administrators than between teachers and district administrators. (e) There was general agreement among all groups that they were more satisfied with the quantity of communication downward from administrators to teachers than upward from teachers to administrators. Moreover, building administrators were even more dissatisfied with the quantity of upward communication from the teachers to themselves than were district administrators from teachers to themselves. (f) Teachers were more satisfied with the quantity of the communication they received from district administrators than from building administrators, but they were more satisfied with the quantity of communication they sent to building administrators than to district administrators.

Since the findings were based on the perceptions of the respondents, conclusions cannot be drawn on the absolute effectiveness of communication per se. Furthermore, since the measure of the quantity of communication was based on a "need index," which provided a measure of the perceived need to improve communication, no conclusions can be drawn concerning the current level of the quantity of communication.

Although the findings are limited to the district studied, the method can be employed as the basis for a school communication audit. The results of such an audit can be applied to bridge communication gaps between teachers and administrators. Improved internal communication can contribute to greater effectiveness of the school organization.

AN EXPLORATORY STUDY OF COMMUNICATION ROLES AS PREDICTORS OF JOB SATISFACTION AND MANAGEMENT PREFERENCE

Order No. 8019129

LONG, LARRY WAYNE, Ph.D. *The University of Oklahoma*, 1979. 194pp.
Major Professor: H. Wayland Cummings

This investigation explored ways in which communication roles and actor properties are related to job satisfaction and management preferences of organizational members. Expectations relating communication role and actor variables with job satisfaction and management preference were generated from a functional model of communication roles. It was determined that communication role enactment and actor properties are highly significant predictors of expressed levels of job satisfaction and preferences of Theory X and interpersonal relations-oriented management philosophies. Specifically, the data analyses showed that source-receiver and task-socio-emotional distinctions in role enactment and actor properties were most effective for predicting the criterion variables selected for the study.

The research design permitted the development of reliability indices for factor structures and predictive validity for the Communication Role Assessment Measure (Cummings, Long, and Lewis, 1979). This favorable assessment lends credence to the rationale and justification for functional communication role research.

ORGANIZATIONAL STRUCTURE AS VIEWED BY INTRA-ORGANIZATIONAL COMMUNICATION PATTERNS

MCCLEAN, RONALD JOHN, Ph.D. *University of Waterloo (Canada)*, 1980.

Organizational structure can be defined by the patterns of interpersonal relationships within organizations. Organizational theory contains many normative models of organizational structures (how people should relate), but no comprehensive model of how people do relate has yet appeared. Measuring the patterns of intra-organizational communications provides an empirical relationship which can be used to model the organization. The key to building this operating structure of an organization lies in the development of a new measure of group relational strength. It utilizes any interval-scaled measure of individual relationship that need not be symmetric between two people nor metric in form (as is generally required within clustering routines). A heuristic is provided which builds the new empirical structural model, called the Hypergraph Structure, using this measure of group relational strength. Measurements of the strength of the primary individual roles of Member within and Friend to a specific group are developed. With them, the secondary linking roles of Linking Pin, Bridge and Liaison within the empirical structure are redefined so that numerical comparisons among individual roles can be made. This is necessary if multiple roles are to be allowed. Finally, data are presented on intra-organizational communication patterns within a real organization and its Hypergraph Structure built. Certain interesting coordinating patterns are identified using the measures of Linking Pin, Bridge and Liaison to show the usefulness of the new empirical structure and the measurements that can be made within it as tools in organizational analysis.

ORGANIZATIONAL COMMUNICATION IN UNIVERSITY-BASED ADULT EDUCATION IN GHANA

Order No. 8020853

MENSAH, ERIC ADZETAY, Ph.D. *Cornell University*, 1980. 221 p.

This study is an attempt to determine the communications mechanisms that the Institute of Adult Education might develop to make its work more sensitive and relevant to its program environment, as well as those factors that impinge upon such communications mechanisms.

Data were collected through mailed questionnaires and an interview schedule from 59 Resident Tutors and Organizers, 200 PEA members, 36 adult education agencies; and from records at the Institute, the University of Science and Technology, and the University of Cape Coast.

The determination of the Institute's organizational domain was considered a precondition for the formulation of effective linkage patterns. Responses by Resident Tutors, Organizers, and PEA members indicated, however, that there was some incongruity among the three groups with regard to programs they considered important both in the Ghanaian context and for adoption by the Institute.

An adapted format of Duncan's schema used to determine the level of perceived uncertainty among Resident Tutors and Organizers showed that the Institute's environmental state dimension was Complex-Dynamic. This high level of uncertainty was compounded by the fact that some information sources were not significantly utilized. Moreover, the Institute's officers experienced some difficulties in program planning.

The Institute's information processing potential was determined on three dimensions, namely, formalization, centralization, and feedback mechanism. Responses indicated collegial relationships. A higher percentage of Resident Tutors than Organizers, however, perceived much informality and less stress on compliance to rules. The two groups perceived that reports received attention and agreed that the Institute did not operate in secrecy, although perceptions on this variable were not significant.

Most Resident Tutors and Organizers relied upon personal contacts and observations as evaluation techniques. The mobility of these officers was also limited because of the dearth of private and official vehicles.

Inter-organizational interaction among adult education agencies, and between the Institute and the agencies, was found to be very low. The agencies were, nevertheless, willing to participate in joint programs with the Institute. Most Resident Tutors and Organizers favored the establishment of a national authoritative body with executive power to facilitate cooperation among adult education agencies. The agencies on their part opted for the establishment of a network of advisory committees. Resident Tutors preferred the continued establishment of the Institute as an integral part of the University of Ghana, but the perceptions of Organizers did not indicate any clear preference for any particular framework for the management of university-based adult education.

The ineffectiveness of the PEA as a communication channel between the Institute and the community was attributed to (1) the failure to recognize the consequences of the association's origins as an externally-induced voluntary organization; (2) the lack of solidarity in terms of attractiveness to the group; and (3) the low level of involvement of members in the Institute's decision-making mechanism. The classification of the PEA as 'external' by respondents was considered a healthy sign for its involvement.

The low social orientation of most Resident Tutors and Organizers was identified as dysfunctional to successful boundary-spanning. A low level of organizational attractiveness was also found in both groups but more Resident Tutors than Organizers appeared to be attracted to the Institute on the issue of emoluments.

The study concluded that the Institute's failure to make an impact with the application of knowledge to the practical problems facing its national community was partly due to its ineffective organizational communication. The rationale for the public service function of a university and its parameters were articulated to justify systemic linkages with the community.

THE MOTIVATIONAL EFFECT OF INTERPERSONAL COMMUNICATION IN THE EMPLOYEE PERFORMANCE EVALUATION (A CASE STUDY)

Order No. 8019038

SAJJADI, HOSSEIN, Ph.D. *United States International University*, 1979. 91pp. Chairperson: Hamed Sharif Burkan

The Problem: The problem of the study was asked in the question, How can the middle-manager use communication to effectively motivate his subordinates? Specifically, the total performance evaluation system was examined in order to determine how successfully the process was being utilized by administrators, coupled with how meaningful the system has been for the employees. The examination concentrated particularly upon a vital element in this process--interpersonal communication between middle-manager and subordinates.

The importance of this study is evident in that good employee-manager relationships are conducive to higher productivity. Obviously, a study of the communication regarding performance evaluation is most valuable.

Method: The principal evaluative methods were historical documents and interviews.

Hypotheses were as follows: (1) The nature of a superior's communication will have a direct effect upon the subordinate's future performance. (2) The more meaningful an employee's performance evaluation is to him, the better will he subsequently execute his assigned duties. (3) Standard performance rating forms are generally interpreted consistently by employees, and in accordance with their designed intent. (a) The composition of rating formats, and their constituent components, serve effectively in the evaluation of employee performance. (b) Ratings by supervisors tend to be accurate and complete, as judged by employees. (4) Explicit appraisals recording specific comments concerning the employee's strengths and weaknesses, coupled with tangible suggestions for work improvement, measurably increase the quality of performance. (5) Personal participation in setting work goals, and acceptance of these objectives, enlarges the employee's application of effort and interest in the job. (6) Leadership potential may be predicted from characteristics manifested in performance ratings.

The subjects for the study were selected on the basis of a general sampling in order to gather source information pertaining to the independent variables and to test the validity of prior documented materials.

Differences between means for the various groups were not more than two standard deviations.

Results: The findings in general, tended to support the stated hypotheses. In addition, the ingredient of semantics was identified as constituting an important component in the communication-performance relationship. Also, a very direct relationship between communication and performance was discovered with regard to the explicitness of communications. Another result of the study was the disclosure that many elements, in addition to communication, influence performance.

This study is of communication in organizational departments during periods of rapid change. The hypotheses generated by the study emerge from a comparative analysis of communication in two departments which experienced a period of rapid change immediately preceded by a period of relative calm and stability. Data for the study derived from interviews focusing on the entire range of communication behaviors evident in the departments, not simply those behaviors directly related to the process of change. All respondents provided information about different time spans in their organizational units, thus facilitating a comparison of periods of stability and periods of rapid change. The main hypothesis is that departments adapt to rapid change through substantial and immediate alterations in their patterns of interaction. Department members engage in significantly more interaction, an increased number of ad hoc relationships and disconnected conversations and a disproportionately greater amount of information related behavior at the expense of routine forms of interactive activity. The chief value of the study to communication research is the development of a category system that permits examination of the full spectrum of communication behaviors in an organizational department. Previous studies depicted those behaviors directly related to the consideration of an innovation but not the wide range of collective pursuits which enable department members to adapt to rapid change. The study also draws a distinction between planned change and planning for the inevitability of rapid change. Since the communication patterns associated with each are quite different, this distinction is of importance to communication researchers and organizational practitioners alike.

A STUDY OF THE RELATIONSHIP AMONG WORK VALUES,
COMMUNICATIONAL CLIMATE AND JOB SATISFACTION FOR
PERSONNEL AT OHIO UNIVERSITY Order No. 8016646
SOUTHAM, KURT D., PH.D. *Ohio University*, 1980. 150pp. Director of
Dissertation: Dr. Maung Gyi

Purpose of the Study. This study is designed to determine if the communicational climate and/or work values one holds are able to predict job satisfaction as measured by one's propensity to stay on the present job. The five communicational climate variables are: communication relationships with subordinates, downward information flow, information reliability, supportiveness, and upward information flow. The work values are those characterized by Blood's *Pro-Protestant Ethic Scale*.

This study examines the relationship among these variables for two levels of personnel at Ohio University. Contract administrators are exempt from overtime pay while classified supervisors are non-exempt from overtime pay. The contract administrators are younger, have not worked as long at the university, are more transient, are more educated, and earn more than the classified supervisors.

An investigation into the differences in communicational climate perceptions, work values, and job satisfaction between contract administrators and classified supervisors will provide information to better manage these levels of personnel. Further, the differences between male and female contract administrators will be useful in understanding male and female differences in their levels of personnel in the university setting.

Procedure. The Blood (1969) *Pro-Protestant Ethic Scale*, Dennis (1975) *Communication Climate Questionnaire*, and Stinson (1975) *Propensity to Stay Scale* were combined into a composite questionnaire with a single set of instructions. Sex and age data were also obtained as part of the questionnaire administration.

In January 1979, questionnaires were sent to 387 exempt contract administrators and 120 non-exempt classified supervisors at Ohio University. The subjects received the questionnaires, a letter of explanation from this researcher, and a letter of endorsement from their respective university administrator. The campus mail system was used to send and receive the questionnaires. No attempt was made to identify subjects by name.

Two weeks after the initial mailing, a follow up letter and additional questionnaire was sent to the same subjects encouraging their participation in the study. Sixty-seven percent of the exempt contract administrators and sixty-six percent of the non-exempt classified supervisors returned properly completed questionnaires.

The data were compiled and analyzed using multiple regression analyses treating the five communicational climate variables and work values variable as predictors and the job satisfaction variable as the criterion measure.

Discriminant analysis was also conducted to determine which variables discriminated between exempt contract administrators and non-exempt supervisors. Similarly, a discriminant analysis was performed to determine which variables discriminated between male and female exempt administrators.

The level of statistical significance was established at $p < .05$.

Results. (1) Supportive communication is significantly related to exempt contract administrators' propensity to stay on their present jobs. (2) Downward information flow is significantly related to exempt contract administrators' and non-exempt classified supervisors' propensity to stay on their present jobs. (3) Protestant Work Ethic values are significantly related to non-exempt classified supervisors' propensity to stay on their present jobs. (4) Exempt contract administrators perceived more upward information flow and viewed the information they received as more reliable than did non-exempt classified supervisors. (5) Non-exempt classified supervisors have work values more congruent with the Protestant Work Ethic than do exempt contract administrators. (6) Male exempt contract administrators perceive they have more communicational influence in a downward direction than do female exempt contract administrators. (7) Male exempt contract administrators have work values more congruent with the Protestant Work Ethic than do female exempt contract administrators. (8) Female exempt contract administrators perceive they have better communication relationships with their subordinates than do male exempt contract administrators.

Conclusion. Communicational climate and employees' work values are significantly factors in relation to employees' job satisfaction and turnover rate.

PERCEPTUAL DIFFERENCES IN RECEIVING INFORMATION AND ORGANIZATIONAL COMMUNICATION RELATIONSHIP SCALE FACTORS: AN EMPIRICAL VALIDATION ACROSS 18 ORGANIZATIONS

Order No. 8010857

SPIKER, BARRY KENT, PH.D. *Ohio University*, 1979. 110pp. Director: Ted J. Foster

Purpose. The purposes for this study are to address (a) the question of adequate theory in organizational communication; (b) the need to describe an organization's internal relationships; (c) the need to substantiate the validity and reliability of the ICA Audit's scales; and (d) the need to replicate research examining organizational variables. Specifically, this study examines the association between information adequacy and organizational communication relationships.

Procedures. The sample for this study was obtained through the ICA Audit Data Bank. The total data bank had 4,669 respondents at the time of this study.

The Survey Questionnaire contained 122 items concerning communicative patterns and 12 items concerning demographic variables. Responses to the items in the Receiving Information Scales, Organizational Communication Relationships Scale, and the Organizational Outcomes Scale provided data for five phases of this investigation. First, "information adequacy" was defined as the difference between what subjects perceived as their current amount of information minus their needed amount of information received. Second, three samples of subjects ($N = 200$ per sample) were selected at random from the upper and lower percentiles of the population to permit a double replication of the first sample. In addition, 60 subjects were selected randomly from the first sample in order to cross-validate the results.

Third, responses to the Organizational Communication Relationships Scale were factor analyzed (varimax, rotation, principal components method). Fourth, the overall relationship between levels of information adequacy and organizational communication relationships was examined. MANOVA and ANOVA were performed on the data from the three samples and from the cross-validated sample and proportions of variance accounted for (R^2) were computed. Fifth, to determine if there were any significant demographic characteristics which could explain differences between high and low levels of information adequacy, *chi-squares* were performed on subjects' position in the organization, sex, age, education, communication training, and salary levels.

Results. The predictive validity of "information adequacy" was indexed with a Pearson r correlation between the "adequacy" scale and the Organizational Outcomes Scale. The Pearson r was reported at .53, $p < .001$.

The results of the factor analysis yielded a four-factor solution identifying an immediate supervisor factor (coefficient alpha = .94), a top management factor (coefficient alpha = .88), a co-worker factor (coefficient alpha = .76), and an organizational "influence" factor (coefficient alpha = .81). When treated as four distinct dependent variables, the MANOVA procedure produced significant ($p < .0001$) differences between levels of the independent variable, i.e., information adequacy. This was true for all three samples and for the cross-validation sample. The ANOVA procedure also yielded significant ($p < .01$) differences for each factor except the co-worker variable. The R^2 reported in the first sample ($N = 200$) for the immediate supervisor factor was 14.74%, $p < .0001$; for organizational influence, the $R^2 = 10.71\%$, $p < .0001$; for co-worker, the $R^2 = 2.35\%$, $p < .03$; and for top management, the $R^2 = 10.26\%$, $p < .0001$. The R^2 reported in the cross-validation sample ($N = 60$) for immediate supervisor was 7.79%, $p < .03$; for organizational influence, the $R^2 = 10.19\%$, $p < .01$; for co-workers, the $R^2 = 2.46\%$, $p < .23$; and for top management, the $R^2 = 9.71\%$, $p < .01$. The demographic analysis produced no significant *Chi squares*.

Conclusions. (1) Subjects view their relationships as being distinct, reflected by different levels in the organization. These communicative relationships could be interpreted as a result of the perceived trust, satisfaction, and influence an employee has with different levels in the organization. (2) Subjects who perceive that they receive more adequate amounts of information have more positive relationships with their immediate supervisor, top management, etc. Subjects who perceive that they have better relationships with others in the organization also perceive that they receive more adequate information. (3) The positive correlation between information adequacy and organizational outcomes, i.e. job satisfaction, indicates that adequate information received could be associated with how satisfied one is with one's job. (4) Most employees seek information and receive information about their jobs from their supervisors and not from their co-workers. (5) Contrary to expectations, length of time in the organization, education, and age did not account for differences in the amounts of information needed or received by individuals.