This partially annotated bibliography of several hundred items includes material published since 1965. Entries are listed alphabetically by author. The following subject headings were used in the literature search for this bibliography: communication in management, communication in personnel management, reports to employees, attitude surveys, employee publications, bulletin boards, employee evaluation and ratings, and employee motivation and training. (JM)
EMPLOYEE COMMUNICATION: A Bibliography

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Publication of the American Business Communication Association
The importance of narrowing, if not completely eliminating, the communications gap between the managers and the managed cannot be overemphasized. Indeed, management literature is replete with instances of higher performance by employees motivated by better communication. By the same token, instances are many where a communications failure has resulted in less-than-average performance.

This growing literature on employee communication has been brought together in this partially annotated bibliography, compiled after an extensive search of the published material since 1965. The indexes and abstracts used for the compilation include the Business Periodicals Index, Public Affairs Information Service Bulletin, Accountants' Index, Personnel Literature, Personnel Management Abstracts, Dissertation Abstracts, Library of Congress Subject Catalog, Applied Science and Technology Index, Readers' Guide to Periodical Literature, Psychology Abstracts, Sociological Abstracts, and Work Related Abstracts.

The subject headings used in the literature search are: communication in management, communication in personnel management, reports to employees, attitude surveys, employee publications, bulletin boards, employee evaluation and ratings, and employee motivation and training.

—S. B.


A company president's view of barriers to communication.


Lack of feedback frustrates employees and confirms their belief that management never intended to do anything in the first place about attitude surveys conducted by management.


Investigation of the relationship between upward communication and female subordinates' achievement.


Excerpt from McGraw Hill's Management Development and Training Handbook describes how to construct training model and draft plan to achieve balanced improvement programs for all levels of management.


Techniques for evaluating employees with sensitivity.


Investigation into upward and downward communication in an urban hospital revealed that there was not enough upward communication among nursing teams.


Bateman, David N. / Mr. Employer: this is what your employees want to know and don't want to know. The ABCA Bulletin. v. 39 : no. 1 : p. 27-30 : March 1976.


Manager’s total effectiveness is directly proportional to his interpersonal insights and actions.


How to break out of confidence crisis blocking communication. Blueprint is provided for manager wanting to fulfill own potential and build open relationships with those around him.


Basic components of dialogue and psychological factors affecting it are presented as a means of improving interpersonal communication between managers and employees.


Before subordinates can do a job properly, supervisor must let them know exactly what he wants done.

Industry management's view of nonverbal skill development at all levels of company structure to better company performance.

Bank executive-employee communications.


Benton, Lewis R. / When your only answer is “no.” Supervisory Management. v. 15 : no. 4 : p. 7-10 : April 1970.


Budgeting successfully means involving people; participation of everyone who will work with budget is essential to facilitate communication, awareness of responsibilities and standards, confidence, feedback, and meeting performance objectives.


Stresses training of supervisors in listening and answering workers' questions.

Black, James M. / How to improve communications. Swarthmore, PA.
Assignments in Management. v. 1 : 1969.


Concise memo writing to subordinates.

Suggestions are made for modifying both technical and managerial communications toward a middle style comprehensible to each.


A programmed text to provide the supervisor with insight into the impact of verbal communications on his decisions and an understanding of intent of communications and relations to them.


Burtt, George / Putting yourself across with the art of graphic persuasion.

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Revamps its employee communication program.


Condensed from International Management August 1972.


Chambers, D. / Executives encourage criticism by employees. International


Clarkson, Anthony C. / Two views of democracy in today's office: employees must learn to join the team. Administrative Management. v. 32 : no. 7 : p. 34-35 : July 1971.


Cohen, Michael L. / Objective, objective—who's got the objective? Training. v. 11 : no. 8 : p. 36-37, 64 : August 1974.


Companies need to step up communication to sell employees. Insurance. v. 69 : p. 63 : October 19, 1968.


Defines popular terms prevalent among younger and black workers for the benefit of older supervisors.


Survey and assessment of employee reactions to employee appraisal systems.


Daniels, A. N. / Why can't managers tell it like it is? Iron Age. v. 203 : p. 27 : March 13, 1969.


——— / Don't let the grapevine trip you up. Supervisory Management. v. 17 : p. 2-7 : November 1972.


Listening, a vital part of supervisors' communication.


Cash and morale benefits to both employee and management from suggestion program at nationwide insurance company are reported.


Emphasis on truth in communication and action supported words by supervisors.


Communications in organization are not a means of organization. They are a mode of organization: this lesson has to be learned.


Interactive situational and personal styles of employees.


Contents: Alberding, Russell J. Communicating employee benefits under ERISA. Hajek, Joseph C. Tailor make plan benefit statements.


Brunswick Corporation has published first annual report to employees which in a nontechnical language focuses on company operations that closely relate to employees' interests.


Analysis of superior-subordinate relationship based on mutual trust and participation, and supervisor credibility, and subordinate satisfaction.


To improve ability to communicate ideas and instructions, supervisors are advised to use logic, concrete images, repetition, brevity, humor, vocal and facial expressions when speaking.

Reasons for employees not being able to talk to supervisors. Reprinted from Communications and Management. Fall 1973.

Analysis of how feedback, etc., improve performance.

A planned system of upward communication can help management strike a new balance between supervisor and supervised.


Guide to communicating effectively in leadership situations.


Foltz, Roy G. / Communication: not an art, a necessity. Personnel. v. 49 :
no. 3 : p. 60-64 : May-June 1972.


Pragmatic solutions to supervisory communication problems are provided.

Top management has higher stake in employee communications programs. Manage. v. 28 : p. 6-7 ; January-February 1976.

Management discovers pinpointing, correcting employee communications problems is less costly than potential losses created when employee group is overlooked.


Communication methods to help employees relate to each other, their work, and to organizational goals are suggested.


Gaston, J. C. / Better training through communication theory. Supervisory


Experience of Pillsbury Co. Good internal communication means more satisfied employees and fewer grievances. The key to effective system is providing employees with the information they want and channelling it through the supervisor.


Emphasizes the building of a relationship between superior and subordinate which encourages and rewards disclosure. The subordinate must have confidence that when he speaks his mind, the superior will not take advantage of him.


Optimum time and place to speak to a subordinate.

Goldfield, R. J. / Learn about word processing from your own personnel. Office. v. 81 : no. 3 : p. 51-56 : 1975.
Compiling questionnaire for employees is easy, cheap way to collect information gathering data for word processing. Sample questions are included.

Vice President of International Communication Association's speech makes point that while meaning of organizational communication is unclear, with as many definitions as practitioners, some basics can be detected; key concepts are defined and illustrated in effort to improve situation. Before International Symposium in Communications, Monterey, Mexico, October 29, 1975.


Suggestions for producing effective communications.

Granger, James J. / How we communicate with employees. Industrial Management. v. 12 : no. 4 : p. 6-8 : April 1970.


Trainers in the course of training sessions are recipients of information that is of value to management. The author discusses the way this information can be transmitted to management.


Task orientation by supervisor is shown to lead to higher performance by subordinates.


Keeping employees informed and conditioned to receive bad, as well as good, news will lessen impact of layoffs, cutbacks, and even shutdowns.

Necessary communication pattern in an office depends on effectively planned office layout.

Stresses importance of communications in superior-subordinate relations. Suggests guidelines for more harmonious interpersonal actions.


Hall, Jay / Interpersonal style and the communication dilemma.
1. Managerial implications of the Johari awareness model.
2. Exposure and feedback used as a function of managerial style.
3. Personality traits and use of exposure and feedback.


The cybernetic technique is proposed as an effective method for improving communication and encouraging participative management.


Barriers to effective person-to-person communication are illustrated. Reason for communication, types of person-to-person communication, and components of successful communication are discussed.


Supervisors do want to know where they stand with employees and do welcome constructive criticism.


Henwood, B. / How well do you communicate with your employees? Fuel Oil and Oil Heat. v. 27 : p. 56 : November 1968.


Input from subordinates results in easier achievement of objectives.

Hershey, Gerald L. / Communicating management expectations.


Case study analyzing structured communication in organizations.


Hoover Ltd. (G. B.) gives employees more than superficial information.

Horn, Robert E. / More about information mapping. Training. v. 12 : p. 36-38 ; February 1975.


How candid talks can reduce those tragic separations. Executive. v. 16 : p. 33-34 ; March 1974.


Causes and possible solution to communication gap existing between management scientists and managers are discussed.


Hughes, Thomas / Businesscope: discuss business conditions with employees so they understand your problems. Inland Printer / American Lithographer. v. 166 : p. 65 ; March 1971.

——— / How a little talk can really spell difference. Inland Printer /
Managers who don't keep in touch with employees lose touch.


Factors such as supervisor's image, power, etc., leading to communications barriers in a stratified organization are examined.


——— / Listening is part of your job. Supervisory Management. v. 14 : p. 34-36 : November 1969.


General Mills new employee service "Factfone."


Steps to insure employees clear understanding of use of computer documentation.


Difficulties which managers and shop floor employees often have understanding each other.


Analysis of varying definitions offered by foreman of “grievance.”


Analysis of feedback between administrators and subordinates in 9 federal government agencies.


Listening is an important executive communication skill. Tells how to listen so that words and meanings get through and how to avoid pitfalls in listening, use silence creatively, etc.


The trend to democratic participation in management decisions has frequently been interpreted to mean that managers should be more casual in their relationships with their associates. Indeed, informality and spur-of-the-moment activity are signs of our times. But informality can be and is much overdone in work situations.


Kleber, Louis C. / Communicating employee benefits. Management Controls


Kumata, H. Communication that gets results. Supervisory Management. v. 11: p. 35-36: February 1966. In order to increase effectiveness of communication, it should be assessed from subordinates' viewpoint.


Lawson, J. B. To manage, you must communicate. Iron Age. v. 196:


A supervisor must deepen his perceptiveness and sensitivity towards individual subordinates, but also stimulate mutual confidence and willing cooperation, downward, upward, and laterally. The key lies in his learning the art of communication. Condensed from Management in Action. v. 1: no. 10: 1970.


Study of communication flow in organization involving workers, supervisors and general superintendent.

Lefsky, William / Seven steps to giving clear instructions. Supervisory Management. v. 16: no. 6: p. 11-14: June 1971.


Methods by which supervisor may create organizational climate conducive to flow of meaningful communications from subordinates are reviewed.


Love, W. E., III / The communicative behavior of public school principals

Determinants of teachers' job satisfaction which are critically related to principals' communicative behavior are identified.


Gerald Trautman. A philosophy for employee communication.


Suggestions for dealing with "now generation" workers.


Maybe they can't read the manual. Training. v. 11: p. 36-37: June 1974.


Mayer, David P. / "But I thought you said..." Supervisory Management.

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——— / Why do our words miss the mark? Supervisory Management. v. 12 : p. 31-33 : September 1967.


Role that attitude surveys can play in improving communications from employees to management is outlined.


Employee publications should have specific objectives assigned to them by management. The three types of employee publications—employee oriented, company oriented, and management oriented—are discussed in terms of their impact upon the employees.

Do's and don't's are discussed in seven sections—basics of communication, intergroup communication, speaking effectively, effective training, employee-oriented communications, writing effectively, and using audiovisuals. National Safety News. v. 113 : p. 58 : January 1976.


Suggestion plans and open-door policies are marginally effective means for facilitating the upward flow of information in a line/staff organization. Suggests that use of an outside neutral consultant is a better method to achieve communication, and provides the ground rules for such an operation.

McMurry, Robert N. / Clear communications for chief executives. Find out what subordinates are really doing and thinking. Harvard Business


Gap between worker needs and management's interpretation of these needs.


Professional communications staff can clarify corporate communications. Qualifications of professional communications manager to head staff and types of people to be included in staff are listed.


Better communications result after the black employee has been integrated into the company.


Suggests that availability of wage information is necessary to motivation.


Opinion surveys can improve employee morale by analyzing such factors as communication.


Suggestions are given to help managers develop proper technique in saying the significant and pertinent thing to facilitate desired behavioral changes.


Two-way communication system developed with employees by E. A. "Nick" Carter, Chairman, Oak Industries.

Nathan, E. D. / Asking questions that get results. Supervisory Management. p. 4-8 : September 1966.

Guidelines are given to help supervisors develop ability to ask right questions and listen to answers perceptively.


National Safety News / How to show and tell for safety. v. 99 : no. 1 :


Communications roadblock existing between employees and management can be lowered through suggested methods, including development of feedback system, rap session, and do-it-yourself survey.


Examination of employee communications programs among electric cooperative suggests guidelines to consider. Noteworthy is communications framework of Clay Electric Cooperative, Keystone Heights, FL, which utilizes several new, efficient techniques of information transmission.


------ / Reports to employees as seen by two employee relations specialists. Advertising Age. v. 36 : p. 92 : February 8, 1965.


White collar employees' report of how they view the grapevine and its implications to management.


Language of top executives and middle management, having meanings hidden behind ordinary conversation, with examples.


How better communication with and between workers leads to better morale.


O'Meara, J. Roger / Helping employees understand economic realities. Conference Board Record. v. 5 : p. 44-51 : December 1968.

Newsline service supplementing house magazine as an exercise in employee relations.


O'Sullivan, P. K. / They have ears but do not listen. Training. v. 11 : p. 36-37 : September 1974.

Nine barriers to organizational communication, with examples.


Foreman is caught between management and workers. Management should come to his aid with better communication program.


Annual report to employees of Brunswick Corporation brings favorable response from workers as it helps them understand the company they work for.


—— / How to explain the dollars and sense of pay policies. Personnel. v. 53 : p. 27-32 : January-February 1976.


How middle management should prepare and deliver clear and time-conserving presentations are described. Aspects concerning publication of internal newsletter are mentioned.


Explains the executive rap session. Series of informal discussions with small groups of employees. Tells how to initiate such sessions and provides examples of their accomplishments.


Lists reasons for failure of communications with employees, ways to maximize feedback, and rules for effective face-to-face communications.


Discusses basic principles to help the supervisor give effective instructions.


--- / Management communications systems basic course, by Robert Weber. Pittsburgh, 1 v., 1973. (Student manual no. 3) (IPA grant no. 73-PA-07C).


1974 Pension Reform Act rules on how, when, and what to tell employees are explained.


Robert, Joseph C. / Underscoring the "C" in communication. Supervision. v. 34 : no. 8 : p. 3-6 : August 1972.


Upward communication depends mainly upon subordinates' trust in superiors.


Robertson, Dan / Communications and sales force feedback. Journal of
Stresses the need for feedback from sales force to management.


Examines effectiveness of communication skills and suggests ways for obtaining maximum.


Analyzes role of assistant to the city manager.


Roen, Irvin / Five ways to talk back to your boss (and get ahead). The Secretary. v. 32 : no. 3 : p. 8-9, 22-23 : March 1972.


Analysis of communication processes and accuracy thereof.


A safety tool: effective communication. National Safety News. v. 113 :
How to train supervisors, foremen, and employees in technique of effective communication—putting correct mental image into mind of other person—as way of motivating safe job performance is discussed.


/ Writing effective procedures. Management World. v. 4 : p. 3-7 : September 1975.


Sawyer, F. G. / Has the boss listened to you lately? Chemical Engineering. v. 77 : p. 186 : September 21, 1970.


Communication in an organization between groups are described using charts. Barriers to creating understanding are stressed.

Schlachtmeyer, Albert S. / How to tell “good news”: ... overcoming the too-good-to-be-true syndrome. Personnel Administrator. v. 15 : no. 4 : p. 13-14, 16-17 : July-August 1970.

Techniques for communication and effective feedback are emphasized; successful benefit plans, especially flexible ones, depend on adequate communications to help employees choose the best combination for their needs.


Better listening, communication among others, can activate the work ethic in employees.


Stresses the need for better communication network to reach employees in regard to safety precautions.

Technique of persuading employees to accept no.

——— / Why best managers are best communicators. Nation's Business. v. 57 : p. 82-87 : March 1969.


Need for managers to have good two-way communication with employees stressed.


Over a hundred types of communications' media are described and evaluated.

Share, communicate, cooperate: a must for sideboard engineers and maintenance men. Coal Age. v. 70 : p. 87 : June 1965.


Management-worker climate and employee commitment can be improved only through communication effort designed to inform employees, heighten their trust, and increase credibility.

Silber, John R. / Some ground rules for holding a rational discussion.
Advice directed towards the supervisor: discussion should be based on logic, facts, shared experience, and a willingness to listen to reason.


Role of employee publications could be expanded to become a valuable management tool. The publication can really be made to communicate with employees.


HEW's orientation program is discussed: designed to communicate the larger problems and purposes of the agency to help employees do a better job. Forums, films, and newsletters are some of the techniques used.


Examination of interpersonal communication patterns between employees at different levels and with unions in Indian organization reveals practice of one-way communication, travelling mostly downward and sideways.


Spataro, Lucian / Do you ever have a feeling no one is listening? Industry Week. v. 166 : p. 48-49 : January 19, 1970.


Srb, Jozetta H. / Communicating with employees about pension and welfare benefits. 39p., December 1971. (Key issues ser. no. 8.) Publications Division, New York State School of Industrial and Labor Relations. Cornell University, Ithaca, New York.


Value of communications in organization is assessed; good communications set whole tone of organizations, create efficient and harmonious team work, and provide framework for good industrial relations.


Questionnaire to measure employee effectiveness in communicating on the job.


Stevens, Robert L. / Policies and procedures: getting out the work.


Game designed to teach trainees that mistakes can be made in written communications through several levels in organization; can be used as followup in courses on effective communications.


Sumner, Jeremy / Let your employees take the floor and clear the air. Engineer. v. 231 : p. 45-46 : November 6, 1970.


Motivation of workers to perform effectively by personal contacts with the top person.


Six assumptions about communication are broken down to reveal that communication doesn't just happen—it requires managers' concerted effort.


Message biasing by subordinates to strengthen their own position.


Supervisors' perception of distorted messages received from subordinates.


Manager's reworking and rethinking of memo demonstrates constant management challenge... Clear and accurate expression of message, revision of words, and refinement of thoughts are discussed.


Talking at or talking with? Bell Telephone Magazine. p. 4-9 : March-April 1971.

Successful communications to and among corporate employees cannot be a duty delegated to an individual or an organization with a fancy title and then forgotten.


Study of communication up and down organizational hierarchy in Israel, Yugoslavia, Austria, Italy, and the U.S.


Telling employees about ad plans. Printers' Ink. v. 293 : p. 31-33 : July 22, 1966.


Thompson, A. G. / Let employees see the score. Director. v. 27 : p. 324 : March 1975.


Encounter groups to improve employer/employee relations result in better mutual understanding.


Production workers meet and decide how much and how fast they will work. This is shown to lead to better results.


Tips on how to avoid executive isolation.

TV and employee communications. Intellect. v. 103 : p. 82-83 : November 1974.


A guide for the manager for getting best results for his presentations. Presents TRIM techniques—target, receiver, impact, and method for planning communications.


Walsh, John / Venturing beyond the pass: communication from the top down as well as from the bottom up. Management Advisor. v. 9 : p. 32-36 : May-June 1972.

Communication is one of the important factors leading to superior employee motivation.

Stresses eye-to-eye communication during the subordinate evaluation process.

Employee-centered orientation and environment leads to better job-related attitudes.


Case study of an aloof supervisor whose dependence on the eyes and ears of a clever employee created an atmosphere of suspicion and distrust leading to excessive turnover and decreased production.


Points out psychological obstacles to effective upward communication and suggests solutions.
—— / Improve productivity through better communications.
Supervision. v. 36 : p. 6-7 : May 1974.


Obstacles in way of upward communication from employees.


Wiksell, Milton J. and Weaver, Carl / Training needs of foremen: even their best workers won't tell them. Training in Business and Industry. v. 14 : no. 8 : p. 30-31 : August 1967.

Wiksell, Milton J. and Wiksell, Wesley / Today’s supervisors: how are they communicating? Manage. v. 23 : no. 4 : p. 6-10 : February 1971.

Discusses problems concerning communication between levels of management and the extent of such problems as indicated by a random sampling method using anonymous survey forms of three hundred employees. Topics discussed in the survey include upward and downward communication, interdepartmental communication, use of outside experts, and communication workshops.


Communication in such areas as employee recruitment and training, employee and public relations, sales and promotion, and reporting to management and stockholders is covered.


Effective on-the-job communication can be enhanced by knowing how to terminate conversations. Signals to be used by managers are suggested.


Communication between supervisor and subordinate including
definition of responsibilities and expectations is an important part of MBO.

Winter, E. L. / Don't just sit there—say something! Supervision. v. 30 : p. 30 : June 1968.
Communication tips for supervisors are given.


Examines benefits arising from solid communication between employees as a whole group.

Discusses means for achieving an accurate, unbiased, prompt, and complete flow of information up, down, and across organizational lines. Gives suggestions for keeping channels open and for preparing employees for change.