This collection of abstracts is part of a continuing series providing information on recent doctoral dissertations. The 15 dissertations abstracted deal with the following topics: (1) female managers' approaches to organizational conflict; (2) relationships between organizational climate and pupil control ideology; (3) information communication problems of small businesses; (4) communication and productivity; (5) the relationship of principal's verbal behavior to teachers' perception of communication and organizational climate in middle level schools; (6) communication, gender, leadership, and commitment in the organization; (7) teachers' perceptions of organizational climate of elementary schools administered by black principals and white principals; (8) the influence of communication network centrality and information capacity on organizational performance; (9) Americans' perceptions of the communication styles of Japanese managers and the reality; (10) two-way communication as a function of the company newspaper; (11) a grounded theory approach to communication and conflict in voluntary organizations; (12) environmental perception and strategy selection in interorganizational communication; (13) administrators' communication networks in a public school district; (14) communication of organizational climate during job screening interviews; and (15) communication satisfaction, communicator style, and perceived organizational effectiveness in an educational setting. (HTH)
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Extracts of the following dissertations are included in this collection:

Bendelow, Mary Margaret
MANAGERIAL WOMEN'S APPROACHES TO ORGANIZATIONAL CONFLICT: A QUALITATIVE STUDY

Burgess, Marilyne Powell
A STUDY OF THE RELATIONSHIPS BETWEEN ORGANIZATIONAL CLIMATE AND PUPIL CONTROL IDEOLOGY

Chaudhry, Naz Perwer
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COMMUNICATION STYLES PRACTICED BY JAPANESE MANAGERS: COMPARISON BETWEEN PERCEPTIONS HELD BY AMERICAN OBSERVERS AND THE REALITY

Quate, Shirley June Burch
TWO-WAY COMMUNICATION AS A FUNCTION OF THE COMPANY NEWSPAPER: A FIELD STUDY OF READERS' PERCEPTIONS, EMPLOYEE PARTICIPATION AND FEEDBACK

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WHITHER THE NATIVES: A GROUNDED THEORY APPROACH TO COMMUNICATION AND CONFLICT IN VOLUNTARY ORGANIZATIONS

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INTERORGANIZATIONAL COMMUNICATION: ENVIRONMENTAL PERCEPTION AND STRATEGY SELECTION

Smith, Wilma F.
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MANAGERIAL WOMEN'S APPROACHES TO ORGANIZATIONAL CONFLICT: A QUALITATIVE STUDY

Bendelow, Mary Margaret, Ph.D. University of Colorado at Boulder, 1983. 345pp. Director: Assistant Professor A. Elaine Yarbrough Yarbrough

The study's initial focus was on the strategic and tactical choices employed in conflict situations, and sought to describe managerial women's approaches to handling conflicts in general, as well as their techniques with male and female superiors, peers, and subordinates specifically.

Fifteen women managers and seventeen of their co-workers were interviewed; four of the women managers were observed through the course of their working day. Interviews were transcribed, coded into incidents, and analyzed using the constant comparative method. Conflict episodes were analyzed separately for their strategies and tactics, goals, and outcomes.

Analysis of the data indicated that the conflict choices of these women took place within a framework for conflict choices: (a) organizational culture (reflected in the hierarchically-structured environment, role expectations for behaviors as superiors, peers, and subordinates, and political orientations); (b) the women's experiences with marginality (reflected in descriptions of how others treated them, and their own choices in response to this experience); and (c) their own perspectives and preferences concerning conflict (reflected in views on and definitions of conflict, descriptions of preferred conflict approaches, and assessments of strengths and weaknesses in handling conflict).

Analysis of the data indicated that conflict episodes were analyzed separately for their strategies and tactics, goals, and outcomes.

The study concluded that strategic flexibility and political orientations were crucial to effective conflict management. Managerial women were seen to limit their options in conflict by overreacting to stereotypes of women, reacting rather than planning in conflict situations, trying to operate within several double binds (such as "present your case forcefully" and "don't be emotional"). Those who handle conflict effectively do several things well: capitalize on women's strengths and the advantages to be gained from marginality; use their interpersonal sensitivities as women on women's strengths and the advantages to be gained from those who handle conflict effectively do several things well: capitalize (such as "present your case forcefully" and "don't be emotional").

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The findings of the study suggested that the small business owners had substantial problems associated with gaining information about how to run small businesses successfully. This finding led to proposing the following empirically testable hypothesis:

Information sources about small business management will be more effective in assisting prospective small business owners to establish and maintain healthy business if those sources were homophilous rather than heterophilous with small business owners.

COMMUNICATION AND PRODUCTIVITY
Order No. DA8403638
CLAMPITT, PHILLIP GENE, Ph.D. University of Kansas, 1983. 150pp.

Communication is a vital part of an organization and high productivity is the aim of any business. Unfortunately, few studies have examined the relationship between these two variables. The purpose of this study was to explore the relationship between communication and productivity in two types of businesses.

The research project had three central aims: (1) to determine the relative impact of eight basic dimensions of communication impact on productivity; (2) to discern if communication impacts individual productivity and group productivity in different ways; (3) to understand how the type of organization may moderate the productivity/communication link.

Two organizations were investigated through extensive interviewing and the administration of the Communication Satisfaction Questionnaire. The results revealed that feedback had a significant impact on productivity, while communication with coworkers, meetings and memos, and corporate information had less of an impact. The data showed a number of specific ways in which communication impacted personal productivity but failed to reveal any significant findings in terms of group productivity. The employees in the service industry viewed productivity differently than the manufacturing industry employees. Additionally, the service industry employees emphasized the relational aspects of communication.

THE RELATIONSHIP OF PRINCIPAL VERBAL BEHAVIOR TO TEACHER PERCEPTION OF COMMUNICATION AND ORGANIZATIONAL CLIMATE IN MIDDLE LEVEL SCHOOLS
Order No. DA8401174
DENNEY, JOEL DWIGHT, Ed.D. University of Missouri - Columbia, 1983. 216pp. Supervisor: Dr. Jerry W. Valentine

Purpose. The purpose of this study was to analyze the relationship between principal verbal behavior and teacher perception of communication and organizational climate in middle level schools.

Sample Population. Eighteen middle level schools comprised the sample group for this study.

Procedures. Data were gathered using the Administrator Verbal Interaction System, Audit of Administrator Communication, and Organizational Climate Index. Verbal data were analyzed for a correlational relationship to the measures of communication and climate.

Conclusions. (1) The verbal behavior style of principals correlated to the principals' communication effectiveness as determined by the principals' teachers. (2) The school principals' verbal patterns correlated to the perceptions of organizational climate among teachers in the school setting. (3) The content of the principals' speech (or, what principals said) correlated to the effectiveness of the principals as communicators and the school climate as judged by teachers. (4) The situational context of principals' talk with teachers correlated to the principals' communication strengths and weaknesses as well as the organizational climate as perceived by teachers.

A COMPARISON OF TEACHERS' PERCEPTIONS OF ORGANIZATIONAL CLIMATE OF ELEMENTARY SCHOOLS ADMINISTERED BY BLACK AND WHITE PRINCIPALS
Order No. DA8325852

Scope of Study. The question raised in this dissertation pertains to the organizational climate of schools administered by black principals as compared with those administered by white principals. In essence, this study is concerned with the question, "Is there a significant difference in organizational climate in schools administered by black principals as compared to those administered by white principals?" Using the Likert Profile of a School, a comparison was made of the organizational climate of elementary schools administered by black and white principals. The instrument measured climate and climate components: goal commitment, decision process, and team cooperation. The sample population consisted of 22 elementary schools--11 schools with black principals and 11 schools with white principals. Half of each faculty was selected randomly to provide responses.
COMMUNICATION STYLES PRACTICED BY JAPANESE MANAGERS: COMPARISON BETWEEN PERCEPTIONS HELD BY AMERICAN OBSERVERS AND THE REALITY
Order No. DA832751


Japanese management has recently been drawing attention from American executives and scholars. American observers appear to believe that Japanese managers possess a number of unique characteristics and that they contribute a great deal to Japan's success in business. Among the unique managerial characteristics believed by the American observers are communication styles such as deliberate use of ambiguity to show trust in subordinates, to show sensitivity toward them, and openness toward them. However, the perceptions held by the observers are based chiefly on their impressions and assumptions that are often overestimated, underestimated, and warped through their culture-bound filter.

The purpose of this study is to examine whether Japanese managers actually demonstrate the communication characteristics that the American observers believe they possess. An on-site observation at a Japanese business organization by the author and a questionnaire that contains hypothetical superior-subordinate communication situations are the methods of this study.

The results indicated that Japanese managers did not consistently display the communication characteristics. While they sometimes used the communication styles commonly associated with Japanese management by American observers, they also demonstrated styles opposite to the common American beliefs. The most important feature found in this study was the Japanese managers' flexibility to adapt their communication styles to the listeners (subordinates) and the situations. The concept of flexibility is widely admired and it is applied to the operation of the business organizations.

While American observers' beliefs with regard to Japanese managers' communication styles are not completely inaccurate, it would lead to a fallacy, if they continued to believe that Japanese managers are always ambiguous to show trust in subordinates, sensitive to their feelings, and open toward them. The important feature that must be added to the American observers' perceptions of Japanese management is the notion of flexibility and its application to actual managerial situations. In order to perceive more accurately the characteristics of Japanese management and apply them to U.S. management, it is necessary to conduct more objective comparative research.

TWO-WAY COMMUNICATION AS A FUNCTION OF THE COMPANY NEWSPAPER: A FIELD STUDY OF READERS' PERCEPTIONS, EMPLOYEE PARTICIPATION AND FEEDBACK
Order No. DA8400412
Quate, Shirley June Burch, Ph.D. Purdue University, 1983. 198p. Major Professor: Ralph Webb

As an outgrowth of philosophies of management emphasizing worker participation in organizational affairs and the importance of feedback, company editors have been urged to use company newspapers for employee instruments for two-way communication. This research explores the ramifications of converting a company newspaper (traditionally a one-way medium) into a channel for two-way communication.

This field investigation was both a critical inquiry to determine relationships and a descriptive survey to determine prevalent behavior. The research was conducted in a major Midwestern utility, where the weekly newspaper for employees was distributed statewide to 11,000 workers, was considered the primary means of internal communication, and was actively promoting feedback from readers.

The five major research questions addressed in the study focused upon how much and what kinds of feedback the newspaper generated and on perceptions of newspaper credibility and feedback encouragement. Years of service with the company, job levels, work
locations, feedback participation/nonparticipation and feedback response/non-response were independent variables in comparing perceptions and feedback behaviors.

Data were collected by mailed survey and by a thematic analysis of feedback from employees printed in the company newspaper. The study found that more than half the survey respondents had provided feedback to (or through) the newspaper, the majority having done so only once. Feedback from employees included newspaper-related communications and contributions, suggestions dealing with the prudent use of company resources, conditions in the workplace, non-job-related needs and wants of employees, and inquiries about company policies.

Statistically significant findings were that perceived feedback encouragement was positively related to perceived newspaper credibility; veteran employees (six or more years) provided more feedback than newer personnel; persons in management and those working in the company's headquarters city had more favorable perceptions and provided more feedback than those in non-management positions and at outstate locations. Feedback participants who received a response perceived the newspaper more favorably than did feedback providers who received no response.

WHITHER THE NATIVES: A GROUNDED THEORY APPROACH TO COMMUNICATION AND CONFLICT IN VOLUNTARY ORGANIZATIONS

RICHARD, WESLEY DANIEL, Ph.D. The University of Iowa, 1983. 220pp. Supervisor: Professor John Waite Bowers

Conflict has often been regarded as dysfunctional, especially in organizations whose goal is to promote unity and cooperation. Most research in organizational communication to date has concentrated on business and industry, even though membership in voluntary associations is high. The purpose of this research was (1) to isolate and describe variables that influence communicative interaction in organizations experiencing conflict and (2) to discover how those variables might be related in order to explain the communicative behavior of these organizations. A voluntary organization was chosen as the research setting.

Data were collected employing grounded theory methodology in a Mennonite congregation that had been engaged in a prolonged conflict. The data were used (1) to construct a detailed case history of the congregation, (2) to analyze their content for use in theory construction, and (3) to perform a communicative analysis of the period of conflict.

The theory construction process followed four stages outlined by Glaser and Strauss (1976). First, the data were sorted into 945 units (incidents), later reduced to 857. Each incident was coded into (incidents), later reduced to 857. Each incident was coded into 22 categories according to emergent themes.

The categories were combined to make three independent clusters: Quality of Leadership; Organizational Integrity, and Interpersonal Sensitivity; one dependent cluster: Organizational Fatigue; and an additional variable: External Influence. Their relationships were described in a series of 26 hypotheses.

The concepts developed in this research were used to make a communicative analysis of events during the conflict in the organization. This analysis indicated that an expanding number of variables became salient as the conflict continued in length and intensity. Limitations of the methodology used in this research were evaluated and suggestions for future research were made.

A STUDY OF ADMINISTRATORS' COMMUNICATION NETWORKS IN A PUBLIC SCHOOL DISTRICT


In school districts, communication networks are critical to the effective control and coordination of individual and group efforts to achieve common goals. The purpose of this study was to describe the informal communication networks for ninety-seven school administrators in the Bellevue, Washington, School District, with regard to their communication about decisions and innovations. This study focused upon the structural indices of connectedness, openness, diversity and integration.

Data were gathered through the use of survey instruments, administered at two points during the school year, and through individual interviews. The survey data were analyzed using a network analysis computer program called NEGOIPY, developed by William D. Richards (1975). The interview data were analyzed through use of a qualitative content analysis procedure by which individual responses were categorized according to emergent themes.

The network analyses identified group membership as well as the individual communication roles of bridge, liaison, isolate, dyad and tree nodes. Chapter 4 presents an analysis of the informal network data with regard to administrators' perceptions of their actual and
COMMUNICATION OF ORGANIZATIONAL CLIMATE DURING JOB SCREENING INTERVIEWS: A FIELD STUDY OF INTERVIEWEE PERCEPTIONS, "ACTUAL" COMMUNICATION BEHAVIOR AND INTERVIEW OUTCOMES

Teigen, Calvin Ward, Ph.D. The University of Texas at Austin, 1983. 259pp. Supervising Professor: Fredric M. Jablin

This investigation was a field study that analyzed relationships among job candidates' perceptions of interviewer credibility and trust, amounts and accuracy of information acquired about eight organizational climate factors (job duties/responsibilities, advancement, pay/benefits, work standards, work independence, company rules/regulations, immediate supervisor, co-worker relations), and expected and actual interview outcomes. Further, the research assessed relationships involving perceived and actual information acquisition, climate factor intrinsic-extrinsic valences, and interviewee climate related questions.

The study was conducted with 24 job candidates interviewing with 7 different companies. All subjects were administered questionnaires and their interviews videotaped. Videotapes were analyzed to identify climate/non-climate exchanges and interviewee questions about climate factors.

Tests of hypotheses indicated that interviewee perceptions of interviewer credibility and trust were related to their perceptions of the accuracy of information received about climate factors. Moreover, interviewee perceptions of interviewer competence and trust were positively related to their expectations of "positive interview outcomes," and perceived interviewer trust was positively related to their expectations of accepting a job offer.

Answers to fifteen research questions showed: (1) Neither their perceived or actual information acquisition, climate factor intrinsic-extrinsic valences, nor questions they asked about climate factors differentiated applicants who received second interview offers from those who did not; and (2) interviewee perceptions of the amount of information received about advancement and pay/benefits were positively related to the actual amounts of information communicated on those topics.

In addition, post hoc tests indicated that: (1) while structural features of organizations were often discussed in the interviews, the extent to which they were a topic of conversation was not differentiated by interviewee expected or actual interview outcomes; (2) interviewers initiated more discussion of climate topics, particularly advancement and pay/benefits topics, for interviewees who actually received second interview offers; (3) 38% of interview "talk" pertained to climate topics.

The overall results of this study support the notion that the climate information which interviewees acquire is related to their perceptions of interviewers and their expected and actual interview outcomes. Moreover, a substantial portion of screening interview "talk" focuses on climate related issues.

COMMUNICATION SATISFACTION, COMMUNICATOR STYLE, AND PERCEIVED ORGANIZATIONAL EFFECTIVENESS IN AN EDUCATIONAL SETTING


The purpose of this study was to investigate the relationship between communication and organizational effectiveness. In particular, this research examined the predictability of perceived organizational effectiveness from the communication constructs of communication satisfaction of teachers and the communicator style of administrators in an educational setting.

A survey method was instigated by mailing questionnaires to a random sample of teachers in a small city, midwestern school district in an urban/rural environment. With a 75% return rate it was discovered that communication is an effective predictor of organizational effectiveness—media quality, precise style and attentive style were positive predictors of organizational effectiveness using a multiple regression technique.

Factor analysis of the Communication Satisfaction Survey (CSS) as posited in research by Downs and Hazen (1977) indicates that the seven structure pattern may hold for educational settings, but that the CSS may need to be rescaled as to item selection.

Implications of the study and suggestions for further research were discussed.
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