Input Frequency and Perceived Impact of an Interactive Newsletter in a Small Organization

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INPUT FREQUENCY AND PERCEIVED IMPACT OF AN
INTERACTIVE NEWSLETTER IN A SMALL ORGANIZATION

by

Patricia Calle

A Thesis
Submitted to the
Faculty of The Graduate College
in partial fulfillment of the
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INPUT FREQUENCY AND PERCEIVED IMPACT OF AN
INTERACTIVE NEWSLETTER IN A SMALL ORGANIZATION

Patricia Calle, M.A.
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A newsletter, based on the results of two tailor-made self-report questionnaires, was implemented in a vegetable by-product manufacturing company with 83 employees. Need for improvement was detected in the formal communication of organizational policies, projects, goals and events for downward and upward communication relative to performance feedback, non-monetary performance incentives, and response to job-related and personal requests. The newsletter was aimed at facilitating the supply of verbal incentives, performance feedback, formal and informal organizational information and participation in different areas. Prompting procedures were designed to encourage employees' participation in the newsletter. Newsletter impact was analyzed in terms of pre- and post-measurement of perception of organizational communication factors, and in terms of the quantity and characteristics of the input submitted. For the eight initial newsletter issues, the input decreased. More participation came from clerical and administrative personnel. Downward messages and anonymous input were more frequent. The target topics were, in descending order of frequency: non job-related information, praise of performance, suggestions, comments, complaints and announcements of organizational events. Perception of most of the evaluated organizational communication factors changed significantly but in a negative direction.
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Patricia Calle
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CHAPTER I

INTRODUCTION

Communication is a process which involves change over time, and which cannot be described in a static manner. Effective communication has received different conceptualizations, depending not only upon the conditioning, values, methods, techniques and approaches that people have related to communication, but also dependent upon the point of view from which it is analyzed (Farace, Monge & Russell, 1977). The role of communication in the organization began to be perceived as an important issue by organizational analysts, as stated by Barnard (1938): "In an exhaustive theory of organization, communication would occupy a central place, because the structure, extensiveness, and scope of the organization are almost entirely determined by communication techniques." (p. 91) It was understood that organizational structures are really designed to be "information-handling systems" (Hall, 1982). Only during the fifties, organizations began to be conceptualized as complex systems dependent on decision-making and communication processes (Kefalas, 1977).

There is total agreement that all organizations or systems are structured, defined, extended and maintained through communication processes and techniques between the organization itself and the environment, and between organizational parts or components (Barnard, 1938; Thayer, 1968; Katz & Kahn, 1978), and that communication is a process which is growing in importance and consideration within
the organization when the effect of communication on organizational change, development and improvement is taken into consideration. Communication also has a considerable practical implication for the functioning of organizations in terms of the improvement of the quality of life and of the production-profit factor (Farace et al., 1977); either implicitly or explicitly, power, leadership and decision-making depend on communication processes (Hall, 1982). Concerning this philosophical impact or value of communication, the authors affirm that "the communication system of an organization is an increasingly powerful determinant of the organization's overall effectiveness and it may have a limiting effect on the ability of the organization to grow, to perform efficiently, or to survive." (p. 7) Finally, the authors say that communication does not have a minor role in organizational settings anymore. "As organizations become more complex, as the problems and cost of communication management become more important in determining organizational success, then an understanding of communication becomes a vital part of any overall assessment in an organization." (p. 44)

In other words, within organizations, communication is viewed as one of the primary means used to select, control and coordinate human and material resources and to respond and adapt to the external environment by which organizations function (Smith, Richetto & Zima, 1972). From these points of view, organizations were considered as "systems fed on information" (Kefalas, 1977), since what enables an organization to function is "the process for gathering, processing, storing or retaining and disseminating the communication" (Farace et
al., 1977, p. 4). Such processes (and problems) usually involve a large part of the activities in which a large part of the organizational members are involved. This is how organizations as systems and communication systems are inseparable (Barnard, 1938). This point is emphasized by Hall (1982) in the statement that communication is most important in those organized systems that face uncertainty, complexity, and the technology difficult for routinization.

This role of communication in the organization is reinforced by the way modern systems theory defines an organization: a system with a set of specific objects with a relationship between them and the external environment, forming an entirety with particular characteristics of structure and functionality. Organizations are conceptualized with an outcome greater than its parts (wholeness), an information and material exchange (openness), a regulated complexity of relations between components (hierarchy), a specific set of general and particular goals (theology) and a system to regulate and control goal accomplishment (self-regulation). (Kefalas, 1977)

Organizational communication has been described in different ways, with a variety of frameworks, according to particular characteristics of the system; but, there is no cohesive literature on the relationship between an organization's communication environment and its structure and the consequent performance (Conrath, 1973). Other approaches to the role of organizational communication establish that the importance of communication in organizational analysis is in the function of the organizational unit and the type of organization being studied (Aldrich, 1979; Clegg & Dunkerley, 1980).
Greenbaum (1974) defined organizational communication as a system in terms of purpose, operational procedures and structure. The purpose of organizational communication is to facilitate the achievement of organizational goals. The operational procedures involve the utilization of functional communication networks related to organizational goals; the adoption of communication policies appropriate to communication network objectives; and the implementation of such policies through suitable communication activities. The structural elements include (a) the organization unit, (b) functional communication networks, (c) communication policies, and (d) communication activities. (p. 139)

Organizational communication is only a component of the areas in which the theory of communication can be divided (Kefalas, 1977). The process of communication can be conceptually separated into two major areas: 1) information theory, related mainly to the abstract logical nature of information, measurement, media capacity, accuracy, speed, quantity, and meaning of information transmitted; and 2) human, social and organizational communication, defined as organizational network of interrelated activities of acquisition, processing and dissemination of information for decision-making, all taking place in an organization which maintains a permanent open interaction with the environment. The author defines organizational communication as "the process of acquiring and organizing information about the state of the organization, the state of the external environment and the transactional interdependencies of the environment – organization interface" (p. 41).

At this point, it is important to include some other basic components and networks which are generally considered in analyzing and describing organizational communication processes. It is generally
accepted that there are two basic dimensions to consider regarding human communication in organizations: a formal and an informal communication channel (Smith, Richetto & Zima, 1972). When both formal and informal communication channels work effectively, they complement each other and together build effective organizational communication (Davis, 1973).

Formal channels have their origin in official sources and imply official statements which connect the organizational parts and components. They represent the formal organization as shown in organizational charts, with authority being delegated from one level to another according to a strict chain of command (Smith, Richetto & Zima, 1972; Davis, 1973).

Formal channels have three dimensions: 1) downward communication, i.e., job instructions, policies, commands, feedback procedures and practices, performance appraisals, sanctions and disciplinary actions, motivational information, etc.; 2) upward communication, i.e., personal or institutional inquiries, requests, reports, suggestions, complaints, etc. on performance, organizational policies and practices, work relations, organizational changes, etc.; and 3) horizontal communication, i.e., reporting, advising, data collection, problem-solving, coordinating efforts, etc. within organizational subunits (Baird, 1977; Houseman, Logue & Freshley, 1977; Katz & Kahn, 1978; Hall, 1982).

Downward communication has been studied more frequently than the other dimensions; since downward communication effectiveness can be viewed in terms of the kinds of responses it produces in the
receiver, downward communication is an important determinant for upward communication effectiveness by setting the conditions, situations and characteristics for it to occur. Therefore, Harriman (1974) pointed out that the key aspect of downward communication is that employees react most to those matters they believe are of interest to management; this type of communication is frequently carried through more accurately than management expects, because personnel at lower organizational levels generally have a better than expected perception of the true motives, interests and characteristics of the managerial personnel, therefore, attending and acting more efficiently to messages coming from top levels.

Upward communication is the channel for feedback to management about the effectiveness and efficiency of the messages they send and it constitutes the process whereby employee participation takes place. Nevertheless, it is accepted that on the part of subordinates, communication upward is more difficult than downward because subordinates feel less fluent and persuasive. Smith, Richetto and Zima (1972) stated that, historically, managers have demonstrated an attitude of manipulation and control toward upward communication channels, inhibiting the establishment of effective upward communication systems. For these reasons, upward communication is usually more condensed, summarized, fractionated and filtered than is downward communication (Hall, 1982).

The effectiveness of upward communication in most hierarchical organizations is reduced because of a perception on the part of those at lower organizational levels of deficient downward communication;
the better the perceived interpersonal relations, the better the communications (Harriman, 1974). Additionally, Hall (1982) indicated that the amount and kind of information that flows upward is affected by hierarchical factors since individuals communicating upward may feel threats either to themselves or their peers or work. Information which may generate this kind of threat is unlikely to be passed upward.

In the same way that downward communication influences upward communication, upward communication influences horizontal (interdepartmental) communication. Horizontal communication is related to coordination processes between equal and different hierarchical levels in the organization. It is usually related to communication between departments, to reward structures for the same organizational levels, and to coordination of work flow between and within organizational levels. Therefore, horizontal communication is critical for effective system functioning (Katz & Kahn, 1978).

According to Davis (1973), informal communication channels may often be characterized as "rumors", oral or written, many times containing misleading or distorted information. Nevertheless, the degree of "rumor" or informal communication activity may reflect "the company's spirit and vitality". Lively informal communication activity reflects the people's need to talk about their jobs and their company as a central life interest; without informal communication, the employees are "maladjusted" or the company is "sick". Control of these informal messages by management is neither required nor necessary, but certainly closely followed because of its favorable
or unfavorable influence on organizational climate. Informal communication usually arises from spatial proximity, friendships, similarity of job characteristics or abilities among the organizational levels, so that information can travel back and forth or horizontally throughout the organization.

Communication rules are very powerful for guiding and limiting the communication relationship between managers and subordinates. This norm includes conditions for initiating interpersonal contact with managers, defining acceptable topics of discussion, controlling the conversation and its length and the setting in which the interaction takes place (Farace et al., 1977). The authors explained how, in most organizations, "the rules for interaction become much more stringent as the discrepancy between managerial level increases; these rules are about the beginning of interaction, the topics to be discussed, the priority of topics, the formality of interaction, the termination of interaction and the satisfaction with interaction" (pp. 139-140).

Since, in practically all organizations, people are interchangeably superordinates or subordinates according to a specific situation, the role and position that individuals hold in the organization determine the way in which information processes are perceived (Wager, 1972; Roberts, Hulin & Rousseau, 1978). For example, Brinkerhoff (1972) explained how communication tends to be more formal at higher levels in the organization and more spontaneous and informal at lower hierarchical levels, beginning from first-line supervisors.

There is a particular expectation that people in managerial positions should make effective use of communication. Farace et al.
(1977) pointed out that "the managerial dyad, linking hierarchical levels in an organization has long been recognized as the basic 'unit' of instruction, report and performance appraisal" (p. 8) and "the organizational members of today—especially the managers—have complex demands in communicating in a wide variety of situations" (p. 6). The authors think that there is not enough emphasis given to communication processes as an integral part of managerial and organizational success, and that only recently, communication processes have become more defined as a particular factor in the organization rather than a common one. Hence, in employee evaluations, increasing weight is given to the employee's effectiveness in communicating. In turn, managers are expected to show how the specific organizational accomplishments are related to their communication resources and skills. Therefore, effectiveness in communication requires a high level of proficiency and the application of writing, reading, speaking and listening, both personally and organizationally (Vardam & Vardam, 1977).

Greenbaum (1974) pointed out that the applied behavioral science of organizational communication is still in its development stages, and growing slowly, adding that organizational communication is seldom a major managerial activity or, otherwise, is handled inadequately. This author observed that the administration of the communication system is difficult for people with key responsibilities in executive positions, and that it is very common to find non-specific communication practices within organizations. As an example, house publications, bulletin boards, safety posters and suggestion systems constitute
the concern of personnel departments with respect to employees' information systems, but relatively few organizations go beyond the journalistic point and recognize the role of communication in basic coordinative operations. As a conclusion, the author stated that it is unusual to find organizations managing all communication phases and factors, periodically evaluating the communication system for its maintenance and development.

The apprehensive factor in communication, especially upward, is present in any social interaction and has been widely studied (Hall, 1982). A conclusive study was offered by Jablin (1982) in which the relationship between formal structural characteristics of organizations and superior-subordinate communication was studied. Data were collected from 15 different organizations and over 800 subordinates. Analysis showed that, while not accounting for a large amount of variance, subordinates in the lowest levels of their organizational hierarchies perceived significantly less openness in superior-subordinate communication than subordinates at the highest levels of their hierarchies. In addition, although not statistically significant, the findings of the investigation suggest that subordinates in very large organizations perceive less openness than subordinates in small organizations.

The influence that personnel and information management have on perception of work life has been studied widely. In evaluating communication management, feedback procedures are frequently the target topic. For example, in investigating the effect of feedback on performance and job satisfaction, O'Reilly and Anderson (1980) considered
the feedback of performance appraisal information as a critical com-
munication activity in organizations. In that research, a sample of
100 managers from a manufacturing firm completed a questionnaire
which included demographics and measured feedback, trust, and job
satisfaction. The communication of performance appraisal information
was found to be a more important correlate of satisfaction and per-
formance for subordinates who expressed low trust in their superiors.

A different study was conducted by Baird and Bradley (1978), who
examined the relationships between communication and employee morale
in terms of the relationships among dimensions of managerial communi-
cation and employee satisfaction. A 25-item questionnaire was de-
veloped to survey managerial communication behavior and employee
morale, through items related to communication content, communication
style, relationships with respondent's supervisor, and quality of
communication in those relationships. The questionnaire was admin-
istered to 150 workers randomly drawn from 20 departments of two
medium-sized organizations. The results revealed that, although
several factors were related to employee morale in the organizational
setting, the single-most influential factor in enhancing job satis-
faction and group cohesiveness was superior-subordinate communication.
The variable most closely related to managerial communication behavior
was wuality of the subordinate relationship with the supervisor.
Rings (1979) conducted a similar study in terms of communicative
behaviors associated with hierarchical position and job satisfaction,
finding that the more the superior initiates communication, the lower
the ambiguity and the higher the job satisfaction of the subordinate.
The assessment of organizational communication is a necessary but complex and time-consuming task. The term "communication problem" is often the conclusion for a variety of undesirable incidents within organizations, and therefore, the term "better communication" is often the proposed solution for that kind of problematic situation (Farace et al., 1977; Katz & Kahn, 1978). On the other hand, attempts to improve organizational operations may fail when the potential for deficient, ineffective or inefficient communication processes is ignored (Hall, 1982). Wilensky (1967) proposed a similar, but more specific classification of factors involved in determining the role played by communication within organizations: 1) the degree of conflict with the external environment; 2) the degree of internal support and unity; 3) the degree of predictability of internal and external operations, situations and results; and 4) the organizational characteristics related to size, structure, personnel heterogeneity, goals diversity and degree of centralization. Another aspect of organizational communication is the cost of communication exchange, which rarely is evaluated in terms of achievement versus costs. As Farace et al. (1977) said, "[meetings, for example] are seldom assessed in terms of any accomplishments that come out of them vs. the dollar expenditures in man hours of time consumed" (p. 139).

Greenbaum (1974) proposed auditing processes for the purpose of communication analysis, taking the entire organizational body or any operative subsection, with the subject of study being any segment of personnel with formal relationships and common objectives. In providing the audit, the organizational unit may be described in terms
of functional relationships (internal organizational structure, operating processes and external contacts), personnel characteristics (technical and managerial skills, communication skills, motivational elements, interpersonal relationships, leadership, etc.), and situational factors (beliefs, values, work methods, cohesiveness, morale, attitude toward change, community customs, and other environmental influences). The purpose of these communication appraisals is to determine if communication objectives are achieved and to submit opportunity and effective changes related to policies and practices within the communication system.

In conducting communication audits, there are major common problems that may be encountered in transforming, receiving and sending information: omission, distortion and overload (Hall, 1982). Omission refers to the intentional or unintentional deletion of components of messages by the sender, occurring under situations of work overload, information overload, deficient communication channels or deficient communication skills. This is more frequent in upward communication since information is filtered on the way up. In this case, omission is totally intentional. Distortion is related to the alteration of the meaning of messages because the individual tendency to be selective of messages that are received, based on the objectives, goals and tasks held by the individuals and by the specific organizational functional unit. Overload, a very common organizational problem, is defined as the situation in which "level and intensity of communication flows and demands into and out of the manager's - or employee's - office were seriously in excess of his/her capacity to handle them."
One illustrating study on distortion and quality of communication was conducted by Krivanos (1982). The study was designed to investigate the message distortion in organizational hierarchies in two new ways. First, the author analyzed the content of messages written by subordinates to superiors; second, the effects of different types of situations about which messages can be written were also analyzed. Data were collected at the corporate headquarters of two large manufacturing companies. It was found that messages concerning unfavorable situations were more distorted than messages concerning favorable situations, but mostly when the stimulus was task-related. For non-task related stimulus situations, messages concerning unfavorable situations were distorted less than were messages concerning favorable situations.

On the same line, Fisher (1979) conducted a laboratory investigation on transmission of positive and negative feedback to subordinates, observing whether or not and when delay and upward distortion of feedback occurred. A 2 x 2 design was used with the factors of feedback versus no feedback and moderately high versus moderately low subordinate performance. Subjects were 168 college students, who served as superiors of a confederate subordinate's performance. Results showed superiors gave feedback significantly sooner when subordinate performance was poor than when it was good, and the level of subordinate performance also affected distortion in ratings made for feedback purposes. The overall conclusion was that the level of subordinate performance did affect superior's behavior with respect
to giving feedback to their subordinates. Similarly, Level and Johnson (1978) investigated the effects of information accuracy on the superior-subordinate relationship; the authors examined distortion of information by subordinates and several variables related to distortion to identify the behavioral characteristics of supervisors which result in the receipt of the most accurate information. Subjects were 298 managers from banking, manufacturing and hospital industries who were studied for the behavioral characteristics of supervisor's leadership style, downward communication flows, selected communication activity of the supervisor and measurement of distortion of upward information. Findings were that distortion of upward information flows occurred in the communication patterns of certain subordinates; distortion was most likely to be found in accordance with certain personality factors; leadership style affected the accuracy of information transmitted by the subordinate; and, there was a highly significant relationship between the subordinate's distortion of information and the accuracy of supervisory-controlled information.

Evaluations about quality of organizational or system communication may vary in complexity and impact. One study representative of this type of research was conducted by Brenner and Sigband (1973) at a major aerospace firm, which, during the evaluation of a management development program, became interested in evaluating the quality of the company's communication. Two surveys were conducted: an interview survey of 65 top managers in which the description of communication problems within the organization was requested, and a 41-item
questionnaire survey of approximately 700 managers, based on the
results from the first interview survey, and intended to measure the
accuracy, adequacy and timeliness of communications and the media
used. From the first interview survey, the major areas of concern
were communication practices, communication speed — vertically and
horizontally, accuracy of vertical communication and the availa-
bility of communication when it was needed. The main findings of
the second survey indicated that: 1) managers felt better informed
than either supervisors or non-managerial personnel; 2) in terms of
lateral information, supervisors showed more difficulty in securing
timely information in comparison with top managers or non-managerial
personnel; therefore, non-managerial employees may have better infor-
mation probably because they do not imply a threatening situation to
the respondent; 3) for more than 40% of the respondents, less than
half of their assignments come from their immediate supervisor, and
25% indicated that less than one quarter of their assignments come
from supervisors. In contrast, individuals who received most of their
assignments from supervisors expressed being better informed, with
more time to complete tasks, with more opportunity and frequency
to clarify assignments, with few delays in accomplishments and with a
more complete supply of information; 4) in spite of the emphasis
placed by the company on written communication rather than oral in
order to increase communication accuracy, 70% of the respondents
revealed that 75% of instructions or assignments were given orally;
5) feedback to top management was better when a) subordinates were
informed of the consequences for completing an assignment, b) the
manager previously held the subordinate's position, c) the manager assigned considerable proportions of assignments directly to subordinates, and d) the subordinates felt that it was possibly to obtain additional instructions on the assignments when needed. From the analysis of the previous empirical data, the authors presented the following conclusions:

1. information is obtained in better quality, quantity and accuracy at the higher levels of the organizational hierarchy;
2. communications to employees improves when it comes from their immediate superior rather than other persons or media;
3. upward communication improves when subordinates know the consequences, importance or impact of their accomplishments, when subordinates and superior share the same source of information and when the superior is easily available for instruction and feedback on performance. (p. 324)

Conrath (1973) conducted research regarding the relationships between modes of communication, the communication environment and organizational structure. In the first place, the author gathered information from the organizational setting, a major Canadian manufacturing and sales company, using a tailor-made Communication Tally Sheet, in order to identify the communication idiosyncracies of the members of the organization, some of the interpersonal communication characteristics, and the communication environment. The Communication Tally Sheet was distributed and answered by 384 employees, both management and senior persons, in five different cities. In a seminar, employees were told about the purpose and characteristics of the study, and received instructions on how to answer the Checklist: recording all non-trivial communication events or interpersonal interactions involving
more than personal greetings or simple requests, during a period of five consecutive days. The Checklist asked for data about communication media, sender's and receiver's characteristics and mode of communication used for each communication event recorded.

The author intended to probe three assumptions: 1) written communication is the communication mode associated with the authority structure, 2) the mode of telephone communication is more associated with work flow structure, and 3) the face-to-face communication mode is mostly influenced by physical proximity. The data did not support the first two assumptions and confirmed the third one. The results showed that face-to-face communication patterns were more associated with authority structure than were telephone or written patterns; the communication mode associated with task and work relations was telephone traffic; face-to-face interactions were dominant in work related relations and preferred over all other communication modes.

In similar research, Harriman (1974) reported the development of an upward communication program followed at New England Telephone, based on a documented study made in 1969. The program was intended to respond to the needs detected on such a study which uncovered the desire on the part of employees to be more involved in decision-making processes, to have better overall effectiveness at individual and organizational levels and to improve the accuracy, timeliness and quality of internal communications. The program consisted of implementing several upward communication channels, which permitted the employees to communicate easily with top management about any topic,
and with the minimum risk of suffering alienation. The program started with "private lines", which were anonymous written or oral messages directed to the program staff (consisting of a director and two assistants), which then transmitted them to the appropriate person in the company. From the private-line input, questions and answers of general concern were selected and published in the company newspaper, finding that that was the most widely read column in the paper. Messages addressed by phone to the program staff were the most frequent, since discussion and clarification of the topic was possible. This procedure became a fast and easy way of problem-solving for personnel matters.

From 2,500 questions or comments processed, the most common were about working conditions, especially those related to physical environment; the next category included topics about promotions, transfers, assignments and payment. The program served than as a powerful detector of organizational problems; to the extent that those problems were submitted to the right person and solved, an improvement on job performance was observed. Only rarely were the topics not serious or unrelated to the company's welfare.

Another part of the program, related to involvement and participation, was the implementation of voluntary task teams, formed by non-managerial employees; each team dedicated 16 company hours to work on a project for solving a specific, pre-identified local organizational or community problem. The recommendations made by a team were sent to a top management committee, which had to respond within 30 days. In the program, 90% of the recommendations were accepted.
and implemented. For first-line management people, "coordinating action teams" were implemented, which meet regularly to act on local, interdepartmental, operations problems.

In summary, more than 500 employees have participated in the program, and the follow-up has shown a facilitation in solving personal and business problems, probably because of the person-to-person nature of the contacts. The program staff became an organizational factor itself, since it provides the personal contact (immediate receiver and mediator), protects anonymity and gives feedback for management on the program content and development.

A similar study about upward communication was conducted by Wendlinger (1973) at Bank of America. The preliminary survey included pilot studies, personal interviews and a written questionnaire distributed to all employees. It showed that many employees felt little confidence in expressing an opinion or solving a problem using the normal channels. (Informal surveys also revealed that they have always something important in mind and they need someone to listen to it.) From the analysis of results, an upward communication program was recommended and was implemented in 1972 under the title of the "Open Line Program". Similar to the previously reported Harriman study, the program offered a confidential channel to management and non-management people to submit a problem, complaint, opinion, or request to management. The sender's identity remained anonymous, except for the Open Line Coordinator, who handed the messages to management or to the appropriate person in the organizational hierarchy. Another characteristic of the program is that the senders obtained a written
reply for management or with the employee's permission, it was possible to have an interview with the Employee Relations Officer or District Administrator. Therefore, the author stated the key factors of the program were confidentiality and candor (protected identity and honest answers). The type of subjects processed through the Open Line Program were varied, the most common items being related to compensation and benefits, followed in descending order of frequency by job opportunities and promotion, job information, supervisory policies, supervisory practices, everyday human and work situations, and personal and common interests job and non-job related items. The success of the program was measured by the frequency of letters received anonymously and unanonymously, reaching an average of 90% of the regular flow of messages processed this way since the program started.

Communications addressed to management through the Program Coordinator were responded to by the same means in a period of ten working days. Following specific, set procedures to protect the identity of the original sender, the Coordinator processed the response and mailed it to the sender. In this way, the upward communication was reinforced and feedback was received from management to a specific communication topic.

The two previously reported studies by Harriman and by Wendlinger illustrate how adding communication or coordination and control specialists could be used in solving communication problems (Hage, 1974).

If organizations are viewed as energy-materials-information
processors, and if it is accepted that messages move throughout the organization mainly on face-to-face interactions (human communication networks), it is possible to understand the problem that occurs when the organizational communication networks and policies fall behind internal or external changes. Another problem surfaces in relation to coordination and control: as organizational size increases, coordination and control procedures become more complicated; if messages are handled on a face-to-face basis, they can be distorted and coordination and control attempts may fail (Farace et al., 1977). There must be a mechanism that permits broadcast messages to all individuals, without distortions, at the same time, in a short period of time. As Hall (1982) states, "the key to the communication process in organizations is to ensure that the correct people get the correct information—in amount and quality—at the correct time, and all these factors can be anticipated somewhat in advance" (p. 205).

In describing optimal characteristics of organizational communication, Hirokawa (1981) indicated how analysts have consistently noted that organizations in Japan generally possess more effective channels of intra-organizational communication than comparable firms in the United States. Four prominent features of the Japanese approach to management were defined as: (1) emphasis on internal harmony, (2) utilization of the "bottom-up" process of decision-making, (3) general availability of managers, and (4) utilization of a permanent employment system. These characteristics were attributable to the effectiveness of systems of communication in the Japanese organizations, since exchange of information between
organizational members was encouraged and facilitated. It was concluded that as long as American management stressed individual initiative and achievement, the problems of restricting organizational communication and information would continue, because employees would realize the power that information gives them. Along the same line, Chao and Gorden (1979) compared 10 of the more complete and recent scholarly discussions of Japanese culture and communication within their corporate organizations. It was noted that communication within the Japanese corporate organizations abides by the prime norms of harmony and group cooperation. The authors added that these were traditional managerial ideologies that may not endure, considering the emerging individualism, greater demand for clarification of one's job duties and the emphasis on individual accountability.

Taking into consideration all the literature presented so far about organizational communication, its importance, functions and related factors, it is necessary to recognize that there are real and potential deficiencies involved in any communication process, for which a variety of devices and procedures may be created to keep communication systems functioning as efficiently and effectively as possible. Lahiff and Hatfield (1978) examined the changes in communication practices in business organizations during the last five years, based on questionnaire data from 188 upper-level managers representing a variety of business organizations. It was found that, (1) organizations appeared to be attempting to improve the downward flow of communication, (2) the flow of upward communication in organizations seemed to improve markedly during the last five years, and
(3) there were trends to show changing emphasis on communication formats within organizations.

The main type of communication to be considered in the present research is massive-written communication, in the form of an organizational newsletter as a complement to other communication modes and channels already in existence within the organizational setting. The function of written communication that is massively distributed at the same time as it is a newsletter or internal bulletin, may be considered according to diverse theories, principles and research evidence.

Reeding (1966) elaborated on a system to study the essential dimensions of message effects in an organization. Part of that system may illustrate the purpose and content of the newsletter that was implemented in the present research. There were four basic dimensions: (1) type, conditions and consequences of message - initiation and message diffusion processes that are taking place; (2) type of feedback activity that occurs in the organization; (3) type of response to specific messages; and (4) degree of "communication satisfaction" on the part of members of the organization. With regard to the first dimension, communication exchange and diffusion (only the subdimensions related to receivers, channels and media may be considered) it includes upward initiative (upward permissiveness - by superior toward messages initiated by subordinates, downward initiative - from superior to subordinate, downward receptiveness - by subordinate toward messages initiated from management, lateral initiative - messages among peers, lateral receptiveness - willingness to receive messages from peers). The second dimension - feedback activity - includes the
degree and circumstances in which superiors demonstrate "feedback receptiveness", especially from subordinates, and "feedback responsiveness" to input from subordinates. The third dimension implies the type of responses usually given to specific types of messages. Finally, the fourth dimension, communication satisfaction, refers to the degree to which employees are satisfied with message sending and message receiving processes.

According to the Farace et al. (1977) classification of communication, an organizational newsletter will inform (change in the probability of choice), motivate (change in the value of outcomes), and instruct (change in the efficiencies of courses of action), including environmental communication (descriptions of actions or processes detected in a specific environment), motivational communication (assertion of specific goals and values). On the other hand, if the purpose is correcting distortion problems, as Downs (1967) indicated, devices may be implemented to produce information redundancy, so that people will have more opportunities to reach the same information and to respond to it.

A newsletter could be a powerful source of feedback and goal setting. As Latham and Wexley (1982) established, feedback on performance (how tasks are performed and the consequences of performance) increases not only productivity but also the degree of acceptance of present and higher goals. The enormous value of "praise" as a source of feedback is also noted by the authors.

Praise and social reinforcement provided through an organizational newsletter might contribute considerably to support or increase
intrinsic motivation among employees. On this point, Miller (1978) implied that although it is true that the job itself can provide an environment to make the individual feel satisfied in doing the job without receiving any external reinforcement, higher skilled workers are more motivated by intrinsic rewards, while the lower skilled workers are more motivated by the external rewards of the job such as pay, security, working conditions, status, etc. With a similar point of view, Quinn and Straines (1979), Lawler (1971) and Wroom (1964) have agreed that overall job satisfaction is a function of how satisfied employees are with intrinsic and extrinsic rewards from their jobs. Lawler (1981), when talking about reward systems and satisfaction, established two main points. First, satisfaction with a reward is a function of what is actually received and what the individual feels should be received or would like to receive; therefore, receiving less than what is expected will lead to dissatisfaction, or receiving more than what is expected will produce guilt and uncomfortable feelings. Secondly, satisfaction is influenced by the comparison people constantly make with other people like themselves, both inside and outside the organization; in this way, with this basis, people make judgements about what the rewards should be.

An organizational newsletter may have some of the characteristics of performance appraisal, since it could serve as an instrument for feedback and goal setting, as a means for team building in participative problem-solving, and as an incentive dispenser. This might imply a motivational effect on performance and work environment, since feedback, goal setting, team building and incentives are the key
components of effective motivation strategies (Latham & Wexley, 1980).

Going even further, a newsletter could act as an indirect but permanent instrument for evaluating employees' effectiveness on the job, training needs, work environment, working needs, organizational and interpersonal perception and overall effectiveness and efficiency of communication processes, since it may provide management with information regarding employees' perceptions and needs related to working conditions, environment, group relations, job satisfaction, etc.

A newsletter could also act as a vehicle to conduct intra-organizational campaigns and contests. According to the study of Latham and Baldes (1975) "competition affected productivity in that it led to the acceptance of and commitment to the goal; but, it was the setting of the goal and the working toward it that brought about the increase in performance and the decrease in costs" (pp. 123-124).

Participation is another factor to be considered in upward communication that may be facilitated by newsletters. According to Latham and Wexley (1982), participation in solving problems will increase "manager's knowledge" and decision quality through input from subordinates, or, in other words, through upward communicating. Terkel (1972) added that workers are becoming more "liberated" in terms of demanding rights, better working conditions, job satisfaction and involvement in the decision-making process. On this matter, Miller (1978) stated that workers are motivated to achieve what they lack. Therefore, motivation efforts must be oriented to satisfy an existent need or to overcome a deprivation state, such as lack of job satisfaction, by, for example, increasing task variety, or transforming the decision
making process to one more participation when greater employee input is requested.

Along this line, Steward (1980) conducted an illustrative study on upward communication and its control and management; based on the assumption that employees who disagree on ethical grounds with their employers about organizational policy should not quit but speak out (whistle blowing). Fifty-one separate whistle blowing events were examined, showing the following results: the potential whistle blower must call for help loudly enough to receive public attention, without appearing to be seeking self-gratification; whistle blowers take their concerns to the public when they feel they cannot alter the upward flow of information or get a suitable response from the organization; whistle blowers are more likely to be heard and believed if they appear clearly to lose from their act; upward communication appears relevant to whistle blowing, in terms of superior-subordinate communication; potential whistle blowers often consider their information important because they feel they have discovered an organization problem which needs to be remedied; the dilemma of the potential corporate whistle blower is how to restrict the flow of information up the organizational hierarchy and at the same time ensure that all the necessary information reaches the organizational decision-maker.

In relation to participation, there is team building as a motivational factor, which implies that "the probability that everyone's voice will be heard is increased" (Latham & Wexley, 1982). The authors said that team building has been perceived to have some disadvantages that are worth quoting:
The fear of alienating one another seems to prevent employees from expressing their ideas freely, [and because many people are involved] members are often seen as too competitive and inconsiderate of one another... Team building has been received unfavorably by some managers who believe that it will raise employee expectations to levels that management cannot meet. But this fear is justified only when the team building is allowed to drift into issues peripheral to productivity. (p. 144)

Having considered the multiple and important functions that communication has within organizations, the role that diverse communication modes may play in the organization for behavior management, the scarce research available on this particular matter and having the opportunity to improve organizational communication in a particular setting, the present research was designed to evaluate the procedure for implementing an interactive newsletter in a small organization, in terms of newsletter input frequency and its perceived impact on the supply of verbal incentives, feedback, instruction and formal and informal information on organizational policies and events. Therefore, the newsletter was considered as an auxiliary formal-written-massive communication channel, and it was aimed to facilitate such organizational communication factors through the different organizational levels and working areas. The ultimate and long-term purpose of this research was to explore a particular mode of communication related to personnel and organizational events, which might enhance the work life.

The general hypotheses to be considered are as follows:

1. The quantity of individual input to each newsletter issue will increase gradually from Issue 1 to Issue 8 as a result of prompting procedures and the overall low or neutral ratings or perceptions of quality of work life factors.
2. Spearman Ranks Correlation Coefficient between responses to the items of the Newsletter Impact Questionnaire before and after implementation of the newsletter will not be statistically significant at the 0.05 alpha level; this means that an employee's perception of the evaluated organizational communication factors will have significantly varied after the newsletter is implemented. With significant correlations, no change in perception of organizational communication factors can be demonstrated as an effect of the newsletter.

The specific hypotheses to be considered are as follows:

1. Quantity of input from non-managerial personnel will increase or stabilize.

2. Quantity of input from managerial personnel will increase gradually or stabilize.

3. Quantity of input given by production area will be greater than input from office and laboratory areas.

4. Input from managerial positions will be more frequently related to newsletter sections dedicated to incentives, feedback and instructions.

5. Input from non-managerial positions will be more frequently related to newsletter sections dedicated to involvement, participation and decision-making.

6. At the post-newsletter implementation measurement of perception of organizational communication factors, there will be higher average ratings of frequency, quality, completeness, accuracy and timeliness for supply of information related to verbal incentives, benefits and health programs, safety, organizational policies and events, recognition and feedback of individual and organizational performance and accomplishments and attention to upward messages.
CHAPTER II

METHOD

Subjects and Setting

This study includes all employees of a vegetable by-products manufacturing company in Kalamazoo, Michigan, who voluntarily agreed to participate. The total number of employees, including full and part time workers, was 83, being distributed in three main working areas: office, laboratory and production (see Table 1).

**TABLE 1**

Personnel distribution in terms of work area, job position, and sex

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
</tr>
<tr>
<td>Office</td>
<td>Full</td>
<td>Mngmt.</td>
<td>5</td>
<td>2</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Part</td>
<td>Non-Mngmt.</td>
<td>--</td>
<td>--</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Out of Office</td>
<td></td>
<td>Mngmt.</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Laboratory</td>
<td>Full</td>
<td>Non-Mngmt.</td>
<td>4</td>
<td>5</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Part</td>
<td>Non-Mngmt.</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production</td>
<td>Full</td>
<td>Non-Mngmt.</td>
<td>31</td>
<td>31</td>
<td>43</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Part</td>
<td>Non-Mngmt.</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Males</td>
<td></td>
<td>Total</td>
<td>17</td>
<td>48</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td>Total Females</td>
<td></td>
<td>Total</td>
<td>2</td>
<td>16</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Total Mngmt.</td>
<td></td>
<td>Total</td>
<td>19</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Non-Mngmt.</td>
<td></td>
<td>Total</td>
<td>64</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
From the total personnel, the subjects considered in the study were those who voluntarily participated in the research answering the organizational survey used to construct a preliminary organizational analysis and by giving input on any of the different issues of the newsletter that was implemented.

Data Collection Instruments

Survey on Organizational Communication System

The Self-Report Survey (see Appendix A) consisted of a Communication Description Checklist, described 30 different types of messages or information content in terms of the source sending them, the channel used, their accuracy, completeness and promptness when received, ratings of frequency, quantity and quality, opportunity for improvement and their importance and satisfaction for the individual. An identification of items related to downward messages, organizational events, organizational rules, feedback on organizational performance, safety information, compensation, advancement, job information and feedback on performance is given in Appendix B.

Only 13 items of the Checklist were considered as measurements of perception of a specific set of organizational factors before the implementation of the organizational newsletter.

Along with the Communication Description Checklist, a modified General Motor's Quality of Work Life Questionnaire was administered to obtain data on overall job satisfaction and its related dimensions. This questionnaire was for organizational use only and was not

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considered for the present research purposes and data analysis.

Input or Prompting Forms

Input or prompting forms consisted of short forms designed to:

1. instruct employees about the use, characteristics, and content of the newsletter;
2. determine source and anonymity of input by asking for employee work area, name or anonymity;
3. prompt input to the newsletter by listing possible topics to write about;
4. prompt writing by listing incomplete statements that apply to each topic or newsletter section.

It has to be clarified at this point that during the research project, there was a total of three input forms designed according to the researcher's criteria for prompting the employees to write to the newsletter. All designed input forms are presented in Appendix E. The first design contains instructions on the purpose of the newsletter and the Input Form, the procedure to fill out the form, and to put it in designated boxes for collection. Subjects were asked to record the date of the input submission, their names or "anonymity" and the topic of their writing. The same data were requested in the second subsequent input form that was designed. It was a one-page form in which the section with special instructions included in the first design was omitted; in addition, blanks for recording source of sender (office, laboratory or plant) were included and the topics to write about were suggested by presenting and defining the eight different sections in which the newsletter content was classified and presented. The third design, in one and a half-page form, contained the same elements as the second design, but a set of incomplete
prompting statements was attached to each definition of the newsletter section.

**Input Boxes**

Input boxes were two metallic 12 x 12 x 12 inch boxes, painted yellow and marked with the name of the organizational newsletter. Located in the office area, by the bulletin board and at the production area, by the counter of the kitchenette at the lunch room, they were easily accessible. The purpose of the boxes was to serve as receptacles for the completed input forms during the week or weeks prior to each newsletter edition. The boxes were permanently locked.

**Newsletter Impact Questionnaire**

Composed of a 13-item questionnaire about frequency, quality, completeness, accuracy and timeliness for supplying verbal incentives, feedback, information on organizational events, programs and policies, and responses to upward messages, the Newsletter Impact Questionnaire was based upon the original communication description checklist, from which Items 3, 4, 9, 10, 13, 15, 16, 17, 24, 27, 28, 29 and 30 were drawn according to the newsletter content. The questionnaire was designed to evaluate the newsletter impact on the employees perception of these organizational factors. The questionnaire form is presented in Appendix H. Items were classified and analyzed according to four dimensions or categories: verbal incentives, feedback to individual, organizational rules and organizational feedback. The classification system is provided in Appendix H.
Dependent Variables

Dependent variables were the newsletter content or employees' participation in the newsletter and employees' responses in evaluating the newsletter impact on perception of organizational communication.

Newsletter content was the information or messages submitted by employees, which could be organizationally job-related and/or non-related with reference to incentives, feedback, instructions, regulations and involvement in organizational and/or work group life. The newsletter content reflected the employees' responses to and use of the newsletter, given a previous reported opportunity for improvement for down- and upward communication of incentives and feedback in relation to organizational and individual events, performance, projects and accomplishments.

The unit of measurement for the newsletter content was the quantity of input printed in each newsletter issue for each newsletter section, in terms of working area of input source (office, laboratory, and production), identification of input source (anonymous/non-anonymous), and organizational position of input source (managerial/non-managerial).

The purpose in considering the newsletter content in terms of its source, anonymity, organizational area and organizational position was to observe and compare the quantity of upward-downward communication flow that might occur through a written-massive communication channel such as a newsletter in the different organizational areas at the
managerial and non-managerial levels.

All contributions meeting the following criteria were considered as newsletter input:

1. were not prompting statements introduced by the researcher;
2. were printed in a particular issue. (Only two contributions were not published: one, an invitation to a party, was rejected by personnel manager, and the other, an insulting poster which was dropped in the input box located at the production area).

The following were counted as single inputs:

1. those submitted by a group of people;
2. different inputs submitted to the same newsletter section by the same person.

From Input forms and previous classification of inputs, the anonymity and organizational position (managerial/non-managerial) of the input source were established, except when the input was anonymous and the organizational position of the input source was not determined. Input quantity was summarized for each issue and all issues together, for each newsletter section and all sections together, registering source anonymity and/or organizational position.

The input classification system (newsletter sections) served as the input content analysis, since it was possible to determine frequency of input related to incentives, feedback, instructions and involvement.

Newsletter impact was measured by a comparison of percentages and frequency of responses from employees, before and after the implementation of the newsletter, to 13 items regarding perception of frequency, quality, completeness, accuracy and timeliness in the supply of organizational communication-related factors. Factors covered were verbal
incentives, feedback on individual and organizational performance, and information on organizational programs, policies and events.

**Independent Variables**

The independent variables were the devices and procedures aimed to prompt giving input to the organizational newsletter such as input forms, informal conversation, and interviews and the newsletter content itself.

**Procedure**

Basically, four steps were followed: elaboration of a preliminary organizational screen, design of the newsletter, implementation of the newsletter, and evaluation of the newsletter impact.

**Preliminary Organizational Screen**

An organizational preliminary screen was based upon three sources: two organizational surveys and direct-informal interviews. Results of an organizational survey conducted in July, 1982 by the company's personnel manager were analyzed. This survey was tailor-made and was answered by 69 employees: 23 from the office, 25 from the plant, and 13 from the laboratory. Items were classified according to the Behavior Engineering Model (Gilbert, 1978) and results were analyzed accordingly. A transcription of the original report of the results is presented in Appendix C.
Informal Interviews

Casual meetings and conversation were held with management and non-management employees at the three organizational areas (office, laboratory, and plant). The interviews did not cover all personnel, but at least two representatives of the three organizational areas, both in managerial and non-managerial positions, were interviewed. Interviews were initiated by the researcher, whenever the opportunity to talk with an employee was appropriate, such as during work breaks, lunch time and under a situation that allowed enough time to develop the topic. Interviews lasted an average of 30 minutes.

The analysis of content of the interviews confirmed the results of the organizational survey, and the main conclusions may be summarized as follows:

1. Managerial personnel tend to evaluate the organizational characteristics and policies more positively than non-managerial personnel.
2. Personnel in the plant area feel that, despite the opportunity (by proximity, and availability of channels and time) to talk directly to top management, they receive little or delayed feedback on job-related performance, requests and complaints.
3. Personnel, especially at the plant, recognize the open-door policy at the organization, but at the same time feel little trust of top management.
4. Personnel in the office showed more positive overall evaluations of the organization than plant personnel.
5. Relationships with managers are considered excellent, especially with those managers and supervisors who give praise and feedback on performance on a regular and on a person-to-person basis.

Communication Description Checklist

Based on the previous 1982 organizational survey results, a
second survey was conducted, including a Communication Description Checklist (see Appendix A). After designing the questionnaire, the survey administration was announced officially by the personnel manager through a written notice posted on the bulletin boards located at the plant and the office, specifying the purpose of the survey (as a follow-up of Survey/82 with an emphasis on communication processes), date (June 20, 1983), administrator availability (all day long), time expected to spend on completing a questionnaire (20-30 minutes), and the times set-up for the administration (8:30 a.m. to 5:00 p.m.).

Oral instructions about how to respond to the survey were given individually to each employee entering the room to respond to the questionnaire. Next, employees read the written instructions and proceeded to answer the questionnaire. When finished, employees were asked to cross-out their names on a posted employee list, in order to monitor the number of employees that responded to the questionnaire and their working area (office, laboratory or plant). It was noticed that employees actually spent more than 30 minutes answering the survey; the average answering time was 40 minutes.

At the end of the survey administration day, there was maximum participation from office and laboratory personnel, but a minimum from production personnel; from the latter, the majority of managers responded to the questionnaire, but only three of the operators and non-managerial personnel responded. In accordance with that fact, a second administration session was held eight days later for the production personnel only, (the ones who could not be present any time of the day when the first survey administration sessions was conducted).
This second session of survey administration was announced by the personnel manager, through a written note posted on the bulletin board, indicating the purpose of the second administration (majority of plant personnel did not answer the questionnaire), date (June 26, 1983), place (lunch room), time allowed for administration and researcher availability (10:00 a.m. to 4:30 p.m.). The meeting place to answer the survey was moved to the room in which production personnel usually take a break, lunch or dinner. Necessary materials and furniture were provided. Again, instructions were given orally to each employee answering the questionnaire and the administrator was available in the designated room from 10:00 a.m. to 4:30 p.m.

Despite the two administration sessions, some personnel reported difficulty in being present on either of the designated days to answer the survey. Therefore, the researcher decided to give them the questionnaire to take home and return the next day to the researcher with the option of dropping it in an envelope that was marked and designated for the questionnaires. The envelope was attached to the wall above the counter of the kitchenette in the lunch room. This procedure was followed with five production employees.

In addition, three employees—two from the office and one from production—who were on vacation during the administration period, voluntarily asked to answer the questionnaire. This took place about one to two weeks after the formal administration sessions. These employees were allowed to answer the survey any time during working hours or at home, returning the completed form the next day to the researcher, or they could drop it in a designated and marked
envelope attached to the wall in the lunch room. In these two exceptional cases, in which the survey was administered out of the two formal administration sessions, it was possible to control for the instructions given orally by the researcher, but it was not possible to control the comprehension of the written instructions.

According to the previous procedures, the Communication Description Checklist was responded to completely and accurately by 31 employees, which is 38% of the total personnel force. From the total number of respondents on the Communication Checklist, 11 were from the production area, 7 were from the laboratory area and 13 were from the office area.

Some of the items included on the Checklist were for organizational use only and were not considered for the present research. From the Checklist, 13 items were selected to construct the pre-post measurement system to evaluate the impact of the newsletter over the perception of a specific group of organizational communication factors. Therefore, responses obtained from those 13 items of the Checklist were considered as measurement of perception of communication before the implementation of the newsletter; responses obtained for the same 13 items in the Newsletter Impact Questionnaire were considered as post-measurement.

**Newsletter Design**

**Newsletter rationale**

After completing the analysis of the responses to the Communication
Checklist, the idea of implementing an organizational newsletter was presented to the Operating Committee and Union/Management Committee, in separate sessions. The implementation of the newsletter was justified mainly by the analysis of the results of the 1982 organizational survey in which the idea of implementing a newsletter was presented by several employees from the office and plant. In addition, the newsletter was presented as part of the present research project. Its purposes were explained in terms of improvement in quality and quantity of supply of information related mainly to organizational policies, events and projects, social reinforcement and performance feedback. Improvement in job satisfaction and production were mentioned as eventual long-term effects. In addition, the type of communication relevant to the newsletter, its organizational advantages and a list of possible topics were given to the Operating and Union/Management Committees, along with an outline of the possible procedure to run the newsletter, including materials, frequency, editions, editors, distribution, prompting and collection of input, and the installation of a newsletter committee.

**Newsletter regulation**

When organizational approval for running the newsletter was obtained, a newsletter committee was formed; three people formed the committee: two voluntary non-managerial employees—one from the plant and one from the office—and the researcher, who acted as coordinator for the prompting and collection of input, and for the editions and distribution of the newsletter issues.
A set of statements of duties and responsibilities was formulated by the committee coordinator, with the approval of the personnel manager and subsequently by the newsletter committee members. Such statements are transcribed in Appendix E as they were originally presented.

**Newsletter layout**

Simultaneously, the newsletter sections were established to classify the input (see Table 2, page 44), to provide more opportunity for supplying behavior management factors such as verbal reinforcement, instruction, involvement and feedback. There were two major types of information: organizational job-related and non-organizational job-related information. The first type was divided into four subclasses of information according to the communication purpose: incentives, feedback, instruction and involvement/participation. These information subclasses were represented in seven of the eight different newsletter sections, and the direction of the message may be either upward, downward or horizontal. Finally, the non-organizational job-related information was represented by one of the last newsletter sections and it included all informal communication that was not related to organization and/or personnel work life. In terms of the research variables, this classification of the newsletter content was also the classification of the dependent variable and it is shown in Table 2, page 44.
### TABLE 2
Classification system of the newsletter content

<table>
<thead>
<tr>
<th>Subclass</th>
<th>Newsletter Section</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCENTIVES: messages of verbal</td>
<td>WE DID IT</td>
<td>Supply of recognition on individual, group or organizational performance basis.</td>
</tr>
<tr>
<td>verbal incentives for organis­ational, individual or group accomplishments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FEEDBACK: evaluative informa­tion on ongoing performances, activities or project on individual, group or organizational basis.</td>
<td>HOW IS IT GOING???</td>
<td>Report, evaluate or review the development of current individual, group or organizational activities.</td>
</tr>
<tr>
<td>INSTRUCTION: instructional, training or regulatory inform­ation.</td>
<td>GETTING THE RECORD STRAIGHT</td>
<td>Present, explain or describe or answer matters of general or particular concern.</td>
</tr>
<tr>
<td>INVOLVEMENT: participative and decision making inform­ation.</td>
<td>HOW ABOUT</td>
<td>Present or ask for ideas, innovations, proposals and suggestions.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I THINK THAT.. Present individual or group opinions or answers on work life matters.</td>
</tr>
<tr>
<td>ANNOUNCING</td>
<td></td>
<td>Announce or remind particular individual, group or organizational events.</td>
</tr>
<tr>
<td>EDITORIAL</td>
<td></td>
<td>Highlighted information. Applies for all previous types of information.</td>
</tr>
</tbody>
</table>

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TABLE 2
(Continued)

<table>
<thead>
<tr>
<th>Subclass</th>
<th>Newsletter Section</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Non-Organizational Job-Related Information</td>
<td></td>
<td>Social announcements, humor, games, contests, advertisements, etc.</td>
</tr>
</tbody>
</table>

**Newsletter Implementation**

**Prompting of input**

At this point, the first design of the Newsletter Input Form was completed, tested, approved and distributed among employees by the researcher (see Appendix E). The form was previously reviewed by newsletter committee members, the personnel manager, one of the secretaries and one outsider of the organization. Prompting was made at random among employees, to give input to the newsletter when the input forms were distributed personally to the employees by the researcher. The researcher reminded each employee that was available about the purpose of the newsletter in terms of improving vertical communication, feedback, and verbal reinforcement. At each instance, the researcher took parts of the conversation related to personal feelings, points of view and opinions about job-related issues of work life, and encouraged the other person to express such opinions through the newsletter, emphasizing the importance and impact that the particular employee's opinion could have over the work life and over co-workers. When the newsletter content categories and the procedures for giving input were
designed and established, the stage of implementation of the newsletter itself was initiated by editing, publishing and distributing it.

**Newsletter development**

There were eight consecutive newsletter issues, from which data were collected, beginning on July 22, 1983 and ending on October 7, 1983. The original newsletter issues are presented in Appendix F.

The procedure for assembling, printing and distributing each issue is described next. Each newsletter edition was issued weekly, on Friday. The input for each issue was collected from the input boxes the day before printing, that is, Thursday. The researcher personally collected the input from the locked input boxes. Only the researcher and the personnel manager had the keys to unlock the boxes. The researcher classified the input according to the newsletter sections presented and defined on the input forms.

With the aid of a word processor, the researcher typed the input collected, following a formal presentation format. Participant writing style and content were kept intact; only structural, grammatical, and spelling corrections were made when necessary. Next, the typed input was printed and submitted for approval to the personnel manager and the Newsletter Committee, who, according to the Committee duties and responsibilities, corrected any typing, structural, grammatical or content errors in the first printing draft of the newsletter issue. The text of the newsletter, once reviewed and corrected, was re-typed and printed again; this original print was photocopied,
assembled and distributed by the researcher for all personnel, either personally or by placing the issue in the production lunch room and on shelves located by the production and office bulletin boards.

Feedback, at random, from six persons (three office employees, two production employees, and one outsider), was collected via direct-informal interviews, about the adequacy of the instructions and format of the Newsletter Input Form. Although the instructions were clear and useful, people were having difficulty in classifying the input topic among the list of topics that was provided on the form. At this point, the second design for the input form was completed, reviewed, printed and distributed, reducing the input form to the size of one page and classifying the topics according to the sections in which the newsletter was presented.

Newsletter Issues 2 to 6 were released consecutively, weekly, every Friday. After the release of Issue 5, top management decided to run the newsletter every other week, beginning this schedule with Issue 7. This regulation was officially communicated to personnel in the newsletter, Issue 6.

Between the release of Issue 5 and Issue 6, the third input form was designed, reviewed (by the newsletter committee, personnel manager and one member of top management), copied and distributed, since feedback on the functionality of the input form was informally obtained by the researcher from two employees at the production area. Those employees, also speaking for the majority of the production area personnel, reported that one of the difficulties they had in
participating in the newsletter was finding the right words for writing or specifying a topic to write about. This third input form was practically the same as the second form, with incomplete sentences added which related to the definition of each of the newsletter sections. The third input form was implemented and used for input with Issue 6 and subsequent issues.

Issue 7 was delayed one more week, making a three-week span between Issues 6 and 7 because a decrease in input was observed. This decrease could have occurred for two reasons, a shortened labor week due to a holiday or the lengthened time span between issues established by top management.

A sign was posted on behalf of the newsletter committee on the bulletin board, announcing the days for input collection and release of the next newsletter issue. The sign was posted one week before the announced release date for Issue 7, which was September 16th. The same time span (three weeks) occurred between Issues 7 and 8, due to an absence of the researcher. A sign was posted on the bulletin boards, announcing the delay and the date for input collection and release of Issue 8, which was October 7th.

Input control

The newsletter was also used as a vehicle to prompt input for subsequent issues. On behalf of the newsletter committee or the company's president, prompting was made throughout all issues through instructions on the purpose and characteristics of the newsletter (Issues 1 and 2), encouraging employees' ideas on suggested topics.
in previous issues (Issue 2), listing contributors to previous issues (Issue 3), and encouraging people to write in areas with little previous participation (Issue 7).

Prompting statements were progressively diminished through consecutive issues; Issue 1 contained 10 different prompting statements (about newsletter presentation, recognition of participants, instructions on usage and publication of the newsletter, definition of newsletter sections - except the miscellaneous section), Issue 2 had four prompting statements, Issue 3 had three prompting statements and Issues 4 - 8 had only one or two.

In order to prompt comments and input in the newsletter as well as to inform, a very broad summary of results from the organizational survey on quality of work life was presented in the newsletter, with reference to each organizational area, beginning with Issue 4 and ending with Issue 8. These result reports were usually one page long and were signed by the researcher.

Post-Measurement

Design of the newsletter impact questionnaire

From the Communication Description Checklist used to elaborate on the preliminary organizational screen, 13 items were taken, relating to incentives, individual and organizational feedback and organizational rules. These items and corresponding classification are listed in Appendix H.

The criterion for selecting those items from the original
communication checklist was the newsletter content. Therefore, the items included in the Newsletter Impact Questionnaire matched the newsletter content, or, in other words, the topic or factors covered by the Impact Questionnaire had had a corresponding input in the newsletter issues.

In order to compare responses to the items given before and after the newsletter implementation, the content of the items was not substantially changed in designing the Impact Questionnaire. Nevertheless, the checklist format of the original questionnaire was completely changed and replaced with a multiple choice format, in order to avoid difficulty and confusion in responding to the questionnaire, because such a difficulty was observed with the former checklist format. The new format and selected items of the Newsletter Impact Questionnaire were reviewed and approved independently by the personnel manager.

**Administration of the newsletter impact questionnaire**

The questionnaire administration was announced officially one day before the administration date by the personnel manager, through a written note posted on the bulletin boards at the production and office areas. The purpose, date, approximate duration and procedure for the administration were included in the announcement. Instead of a group administration, the researcher approached each employee at the office, laboratory and production areas and gave each person the questionnaire, adding explanations on questionnaire purpose and oral instructions on procedure to answer and return the questionnaire. All personnel were instructed to drop the completed questionnaire in the newsletter input.
boxes either on the same day or the day after its administration. At the production area, with the aid of a supervisor, the researcher handed out, personally, the questionnaires to the employees at the work places.

From the 81 current local employees, 69 were provided with the questionnaire (those employees that were available and present at the company during the administration day). Forty-four questionnaires were returned, properly completed (there were two questionnaires without identification and four were returned blank). The completed questionnaires were classified by organizational area and position (see Table 3).

**TABLE 3**

Distribution of respondents to the Newsletter Impact Questionnaire according to organizational position and area

<table>
<thead>
<tr>
<th>Org. Area</th>
<th>Org. Position</th>
<th>Number of Respondents</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>Management</td>
<td>8</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>Non-Management</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Laboratory</td>
<td>Management</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Non-Management</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Plant</td>
<td>Management</td>
<td>5</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Non-Management</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>Management</td>
<td>15</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>Non-Management</td>
<td>27</td>
<td></td>
</tr>
</tbody>
</table>

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CHAPTER III

RESULTS

Newsletter Input Quantification and Analysis

Results are presented in summary tables for all personnel and for each organizational area in terms of amount and type of input for all and each individual newsletter issues considered. Frequency of prompting statements, time span between newsletter issues, input for each newsletter section and number of employees who participated in the different newsletter issues are included. In summary, results in Tables 4, 5, 6, 7, and 8 indicate that quantity of input for each newsletter issue decreased gradually from 13 to 4 inputs per issue, although input quantity tended to stabilize between Issues 1 to 4, 4 to 5, and 7 to 8. The decrease in input quantity was parallel to the decrease in prompting statements and to the increase in time span between issues (Table 5).

It was also observed that input from the office area was considerably greater in frequency than input from the laboratory and production areas. In addition, more input was received from managerial personnel than from non-managerial personnel. This input, with identifiable sources, constituted 60% of the total input collected, in comparison with anonymous input, which represented 40% of the total input.

In terms of input in function of the newsletter content, non-job-related information constituted 20% of the total input, and
Table 4
Summary Table of Newsletter Input Frequency

<table>
<thead>
<tr>
<th>Issues</th>
<th>Office 1</th>
<th>Laboratory 1</th>
<th>Production 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>5</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Total Input</strong></td>
<td>3</td>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>

Reproduced with permission of the copyright owner. Further reproduction prohibited without permission.
<table>
<thead>
<tr>
<th>Issue Section</th>
<th>Office</th>
<th>Laboratory</th>
<th>Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>x</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>2#</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>3</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>3</td>
<td>xx</td>
<td>x</td>
<td>3</td>
</tr>
<tr>
<td>5#</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td>x</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>7#</td>
<td>x</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Input</td>
<td>3 0 1 1 0 1 3 1 0 10</td>
</tr>
<tr>
<td>1</td>
<td>x</td>
<td></td>
<td>1</td>
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<td>2</td>
<td></td>
<td>x</td>
<td>2</td>
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<tr>
<td>3</td>
<td>x</td>
<td>xx</td>
<td>3</td>
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<tr>
<td>4</td>
<td>4</td>
<td>x</td>
<td>-</td>
</tr>
<tr>
<td>5#</td>
<td>-</td>
<td>x</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>-</td>
<td>x</td>
<td>1</td>
</tr>
<tr>
<td>7#</td>
<td>x</td>
<td></td>
<td>1</td>
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<tr>
<td>8</td>
<td>x</td>
<td>x</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Input</td>
<td>1 2 1 0 3 1 2 1 0 11</td>
</tr>
<tr>
<td>1</td>
<td>-</td>
<td>x</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>-</td>
<td>x</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>x</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>4</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>5#</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>7#</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>8</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Input</td>
<td>1 0 3 0 1 0 0 3 0 8</td>
</tr>
<tr>
<td>1</td>
<td>-</td>
<td>x</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>3</td>
<td>-</td>
<td>x</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>4</td>
<td>x</td>
<td>1</td>
</tr>
<tr>
<td>5#</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>7#</td>
<td>x</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>8</td>
<td>x</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Input</td>
<td>3 1 3 1 0 0 0 0 0 8</td>
</tr>
</tbody>
</table>

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(Table 4 - Continued)

<table>
<thead>
<tr>
<th>Issue</th>
<th>Section</th>
<th>Office</th>
<th>Laboratory</th>
<th>Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Anon</td>
<td>X</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td>X</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Total Input</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2</td>
<td></td>
<td>X</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>8</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Total Input</td>
<td>0</td>
<td>3</td>
<td>1</td>
</tr>
</tbody>
</table>

TOTAL INPUT: 70 ENTRIES
TOTAL INPUT FROM OFFICE AREA: 41
TOTAL INPUT FROM LABORATORY AREA: 12
TOTAL INPUT FROM PRODUCTION AREA: 16
TOTAL INPUT FROM MANAGEMENT PERSONNEL: 24
TOTAL INPUT FROM NON-MANAGEMENT PERSONNEL: 18
TOTAL ANONYMOUS INPUT: 28
TOTAL NON-ANONYMOUS INPUT: 42
TOTAL NUMBER OF CONTRIBUTORS: 17 (Excluding newsletter committee and promptings.)
Table 5

Total Input for Each Newsletter Issue in Relation with Prompting Statements and Time Span Between Issues

<table>
<thead>
<tr>
<th>Issue No.</th>
<th>Prompts</th>
<th>Frequency</th>
<th>Time Span</th>
<th>Input Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10</td>
<td>1 Week</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>4</td>
<td>1 Week</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td>1 Week</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>1 Week</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>2</td>
<td>1 Week</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>2</td>
<td>1 Week</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>2</td>
<td>3 Weeks</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>1</td>
<td>3 Weeks</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

Table 6

Comparison of Total Input Frequency Between Newsletter Sections

<table>
<thead>
<tr>
<th>Newsletter Section</th>
<th>Class</th>
<th>Input Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Editorial</td>
<td>Highlights</td>
<td>7</td>
</tr>
<tr>
<td>2. We Did It</td>
<td>Incentives</td>
<td>11</td>
</tr>
<tr>
<td>3. Getting Record Straight</td>
<td>Instruction</td>
<td>9</td>
</tr>
<tr>
<td>4. How About...</td>
<td>Involvement</td>
<td>13</td>
</tr>
<tr>
<td>5. How Is It Going??</td>
<td>Feedback</td>
<td>4</td>
</tr>
<tr>
<td>6. I Think That...</td>
<td>Involvement</td>
<td>4</td>
</tr>
<tr>
<td>7. Announcing</td>
<td>Involvement</td>
<td>5</td>
</tr>
<tr>
<td>8. Miscellanea</td>
<td>Non-Job Related</td>
<td>17</td>
</tr>
</tbody>
</table>
Table 7

Total Input Frequency from Anonymous Source and From Managerial and Non-Managerial Personnel for Each Newsletter Section

<table>
<thead>
<tr>
<th>Newsletter Section</th>
<th>Purpose</th>
<th>Source</th>
<th>Input Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Editorial</td>
<td>Highlights</td>
<td>Management</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Management</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Anonymous</td>
<td>-</td>
</tr>
<tr>
<td>We Did It</td>
<td>Incentives</td>
<td>Management</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Management</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Anonymous</td>
<td>5</td>
</tr>
<tr>
<td>Getting the Record Straight</td>
<td>Instruction</td>
<td>Management</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Management</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Anonymous</td>
<td>1</td>
</tr>
<tr>
<td>How About...</td>
<td>Involvement</td>
<td>Management</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Management</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Anonymous</td>
<td>8</td>
</tr>
<tr>
<td>How Is It Going ??</td>
<td>Feedback</td>
<td>Management</td>
<td>3</td>
</tr>
<tr>
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presented the highest input frequency in comparison with any other newsletter section. On the other hand, the most used newsletter sections were, in descending order, those dedicated to suggestions, incentives, and instructions. The majority of the non-job-related input was anonymous and from non-managerial personnel.

All input related to organizational events was provided by managerial personnel. In addition, input related to feedback was given mostly by personnel in management positions. There was no substantial difference in input frequency between managers and non-managers with respect to input related to incentives, instructions and involvement.

The entire newsletter input was submitted by 17 different contributors (Table 8), which constituted 20.5% of the total local personnel who were currently employed by the company.

Analysis of Pre-Post Newsletter Implementation Data

Responses given to the 13 items that constituted the Newsletter Impact Questionnaire were compared to the responses given to these same 13 items on the Communication Description Checklist prior to the implementation of the newsletter, in order to observe changes in perception of the communication factors considered after the implementation of the newsletter.

Results regarding newsletter impact, that is, pre-post newsletter implementation data, were analyzed using descriptive and inferential statistics. The overall descriptive analysis was in terms of total frequency and of percentages of given responses regarding frequency, quality, completeness, accuracy and timeliness to these 13 items,
before and after the newsletter implementation. This description is presented in Table 9. According to the total average ratings, the factor most positively evaluated in the pre-measurement of organizational communication was information related to benefits, followed, in descendent order, by information about organizational events, health programs, organizational policies, safety, suggestions for improving performance, feedback on individual performance, encouragement of individual and group performance, the company's accomplishments, response to requests, suggestions and comments, the company's product projects, the company's improvements and individual contribution to the organization. On the other hand, in the second measurement on perception of organizational communication, the factor most positively evaluated was information related to organizational events, followed, in descendent order, by supply of information regarding health programs, safety, benefits, the company's accomplishments, organizational policies, the company's improvements, product projects, feedback on individual performance, contribution to organization and response to suggestions, comments and requests. It was observed that, when compared to the pre-measurement ratings, information related to organizational events, improvements and policies were more positively evaluated in the post-measurement and that aspects related to supply of individual feedback and verbal incentives on performance were more negatively evaluated.

The statistical analysis was based on the Spearman Rank-Order Correlation Coefficient between responses to the 13 items and rating categories contained in the Newsletter Impact Questionnaire, given
Table 9

Total Frequency, Percentage, and Average Rating Before and After the Newsletter Implementation, for Each Item of the Newsletter Impact Questionnaire

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(Table 9 - Continued)

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**Item: Information regarding company's accomplishments**

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Item: Information regarding health programs.

| Completeness | Complete | 14 | 26 | 73.68 | 66.67 | 3.95 | 3.67 |
| | Incomplete | 5 | 13 | 26.32 | 33.33 | 3.00 | 3.00 |
| Accuracy | Accurate | 15 | 32 | 93.75 | 84.21 | 4.75 | 4.37 |
| | Inaccurate | 1 | 6 | 6.25 | 15.79 | 3.50 | 3.50 |
| Timeliness | Promptly | 3 | 21 | 50.00 | 55.26 | 3.00 | 3.21 |
| | Late | 3 | 17 | 50.00 | 44.74 | 3.50 | 3.50 |
| Frequency | Never | - | 4 | - | 10.00 | 3.50 | 3.50 |
| | Seldom | 12 | 10 | 40.00 | 25.00 | 3.50 | 3.50 |
| | Often | 8 | 13 | 26.67 | 32.50 | 3.07 | 2.97 |
| | Usually | 6 | 9 | 20.00 | 22.50 | 3.50 | 3.50 |
| | Always | 4 | 4 | 13.33 | 10.00 | 3.50 | 3.50 |
| Quality | Very Poor | - | 3 | - | 7.50 | 3.50 | 3.50 |
| | Poor | 1 | 5 | 3.22 | 12.50 | 3.50 | 3.50 |
| | Fair | 13 | 13 | 41.93 | 32.50 | 2.80 | 2.90 |
| | Good | 13 | 15 | 41.93 | 37.50 | 3.50 | 3.50 |
| | Excellent | 4 | 4 | 12.90 | 10.00 | 3.50 | 3.50 |

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Table 9 - Continued

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### (Table 9 - Continued)

**Item: Information regarding individual contribution to organization.**

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<td>9.76</td>
</tr>
<tr>
<td>Always</td>
<td>1</td>
<td>2</td>
<td>3.22</td>
<td>4.88</td>
</tr>
<tr>
<td>Quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very Poor</td>
<td>-</td>
<td>5</td>
<td>-</td>
<td>12.19</td>
</tr>
<tr>
<td>Poor</td>
<td>8</td>
<td>15</td>
<td>28.57</td>
<td>36.58</td>
</tr>
<tr>
<td>Fair</td>
<td>14</td>
<td>10</td>
<td>50.87</td>
<td>24.39</td>
</tr>
<tr>
<td>Good</td>
<td>5</td>
<td>9</td>
<td>17.86</td>
<td>21.95</td>
</tr>
<tr>
<td>Excellent</td>
<td>1</td>
<td>2</td>
<td>3.57</td>
<td>4.88</td>
</tr>
</tbody>
</table>

**Item: Encouragement of individual or group performance.**

<table>
<thead>
<tr>
<th>Rating Category</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Average</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pre</td>
<td>Post</td>
<td>Pre</td>
<td>Post</td>
</tr>
<tr>
<td>Completeness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete</td>
<td>4</td>
<td>19</td>
<td>23.53</td>
<td>47.50</td>
</tr>
<tr>
<td>Incomplete</td>
<td>13</td>
<td>21</td>
<td>76.47</td>
<td>52.50</td>
</tr>
<tr>
<td>Accuracy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accurate</td>
<td>10</td>
<td>26</td>
<td>90.91</td>
<td>65.00</td>
</tr>
<tr>
<td>Inaccurate</td>
<td>1</td>
<td>14</td>
<td>9.09</td>
<td>35.00</td>
</tr>
<tr>
<td>Timeliness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promptly</td>
<td>2</td>
<td>16</td>
<td>33.33</td>
<td>40.00</td>
</tr>
<tr>
<td>Late</td>
<td>4</td>
<td>24</td>
<td>66.67</td>
<td>60.00</td>
</tr>
<tr>
<td>Frequency</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Never</td>
<td>3</td>
<td>5</td>
<td>10.00</td>
<td>12.19</td>
</tr>
<tr>
<td>Seldom</td>
<td>16</td>
<td>23</td>
<td>51.33</td>
<td>56.10</td>
</tr>
<tr>
<td>Often</td>
<td>4</td>
<td>5</td>
<td>13.33</td>
<td>12.19</td>
</tr>
<tr>
<td>Usually</td>
<td>5</td>
<td>6</td>
<td>16.67</td>
<td>14.63</td>
</tr>
<tr>
<td>Always</td>
<td>2</td>
<td>2</td>
<td>6.67</td>
<td>4.38</td>
</tr>
<tr>
<td>Quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very Poor</td>
<td>1</td>
<td>3</td>
<td>3.22</td>
<td>7.32</td>
</tr>
<tr>
<td>Poor</td>
<td>5</td>
<td>16</td>
<td>16.13</td>
<td>39.02</td>
</tr>
<tr>
<td>Fair</td>
<td>15</td>
<td>8</td>
<td>48.39</td>
<td>17.51</td>
</tr>
<tr>
<td>Good</td>
<td>8</td>
<td>12</td>
<td>25.81</td>
<td>29.27</td>
</tr>
<tr>
<td>Excellent</td>
<td>2</td>
<td>2</td>
<td>6.45</td>
<td>4.88</td>
</tr>
</tbody>
</table>
Table 9 - Continued

<table>
<thead>
<tr>
<th>Item: Suggestions to improve performance.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rating Category</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Completeness</strong></td>
</tr>
<tr>
<td>Complete</td>
</tr>
<tr>
<td>Incomplete</td>
</tr>
<tr>
<td><strong>Accuracy</strong></td>
</tr>
<tr>
<td>Accurate</td>
</tr>
<tr>
<td>Inaccurate</td>
</tr>
<tr>
<td><strong>Timeliness</strong></td>
</tr>
<tr>
<td>Promptly</td>
</tr>
<tr>
<td>Late</td>
</tr>
<tr>
<td><strong>Frequency</strong></td>
</tr>
<tr>
<td>Never</td>
</tr>
<tr>
<td>Seldom</td>
</tr>
<tr>
<td>Often</td>
</tr>
<tr>
<td>Usually</td>
</tr>
<tr>
<td>Always</td>
</tr>
<tr>
<td><strong>Quality</strong></td>
</tr>
<tr>
<td>Very Poor</td>
</tr>
<tr>
<td>Poor</td>
</tr>
<tr>
<td>Fair</td>
</tr>
<tr>
<td>Good</td>
</tr>
<tr>
<td>Excellent</td>
</tr>
</tbody>
</table>

Item: Response to requests, complaints, suggestions, needs and comments.

| **Rating Category** | **Frequency** | **Percentage** | **Average** | **Rating** |
| | **Pre** | **Post** | **Pre** | **Post** | **Pre** | **Post** |
| **Completeness** | | | | | | |
| Complete | 7 | 15 | 35.00 | 42.86 | 2.40 | 2.71 |
| Incomplete | 13 | 20 | 65.00 | 57.14 | | |
| **Accuracy** | | | | | | |
| Accurate | 10 | 16 | 66.66 | 47.06 | 3.67 | 2.89 |
| Inaccurate | 5 | 18 | 33.33 | 52.94 | | |
| **Timeliness** | | | | | | |
| Promptly | 3 | 13 | 37.50 | 36.11 | 2.50 | 2.44 |
| Late | 5 | 23 | 62.50 | 63.89 | | |
| **Frequency** | | | | | | |
| Never | 3 | 2 | 9.68 | 5.26 | | |
| Seldom | 8 | 17 | 25.81 | 44.74 | | |
| Often | 10 | 6 | 32.26 | 15.79 | 2.95 | 2.84 |
| Usually | 7 | 11 | 22.58 | 28.95 | | |
| Always | 3 | 2 | 9.68 | 5.26 | | |
| **Quality** | | | | | | |
| Very Poor | 1 | 6 | 3.33 | 15.79 | | |
| Poor | 7 | 8 | 23.33 | 21.05 | | |
| Fair | 11 | 13 | 36.66 | 34.21 | 3.10 | 2.79 |
| Good | 10 | 10 | 33.33 | 26.31 | | |
| Excellent | 1 | 1 | 3.33 | 2.63 | | |
before and after the newsletter implementation. There were two sets of correlation coefficients: one referred to correlations between ratings categories (completeness, accuracy, timeliness, quantity and frequency) for each item of the Newsletter Impact Questionnaire (see Table 10). This particular set of correlations showed significant changes in the overall perception of the topic questioned by each item in terms of the ratings categories. The other set of correlations (see Table 11) referred to correlations between questionnaire items for each rating category; in this way, it was possible to evaluate significant changes in the overall perception of completeness, accuracy, timeliness, frequency and quality for the entire group of topics contained in the questionnaire.

It was assumed that a non-significant correlation coefficient implied change or non-consistency between pre- and post-measurement scores. In that case, it was stated that the implementation process of the newsletter had affected the perception of the measured communication factors. On the contrary, a significant correlation coefficient indicated consistency between pre- and post-measurements and therefore, no relevant change in the perception of the communication factors considered in the study.

The direction of the changes of perception regarding communication factors was established according to the increment or decrement in frequency and percentages of responses that was observed between pre- and post-measurement scores toward the extremes of the rating scales of completeness, accuracy, frequency and quality. A consistent increment of scores in post-measurement with respect to pre-measurement
Table 10
Spearman Rank-Order Correlation Coefficient for Each Item Between Average Rating to Each Rating Category

<table>
<thead>
<tr>
<th>Items</th>
<th>Correlation Coefficient ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organizational events</td>
<td>0.30 (NS)</td>
</tr>
<tr>
<td>2. Organizational policies</td>
<td>0.30 (NS)</td>
</tr>
<tr>
<td>3. Organizational accomplishments</td>
<td>0.10 (NS)</td>
</tr>
<tr>
<td>4. Organizational improvements</td>
<td>0.40 (NS)</td>
</tr>
<tr>
<td>5. Organizational projects</td>
<td>0.60 (NS)</td>
</tr>
<tr>
<td>6. Safety information</td>
<td>0.90 (S)</td>
</tr>
<tr>
<td>7. Health programs</td>
<td>0.60 (NS)</td>
</tr>
<tr>
<td>8. Benefits programs</td>
<td>0.70 (NS)</td>
</tr>
<tr>
<td>9. Feedback on performance</td>
<td>0.60 (NS)</td>
</tr>
<tr>
<td>10. Contribution to the organization</td>
<td>0.60 (NS)</td>
</tr>
<tr>
<td>11. Encouraging performance</td>
<td>0.30 (NS)</td>
</tr>
<tr>
<td>12. Suggest improve performance</td>
<td>0.30 (NS)</td>
</tr>
<tr>
<td>13. Response to requests</td>
<td>0.80 (NS)</td>
</tr>
</tbody>
</table>

(*$*$) The critical value for the Spearman Rank Correlation Coefficient is .90 for .05 significance level. Not significant correlation coefficients are indicated with the initials NS in parenthesis, and significant correlation coefficients are indicated with the letter S in parenthesis.

Table 11
Spearman Rank-Order Correlation Coefficient for Each Rating Category, Between Overall Average Ratings Across the Questionnaire Items

<table>
<thead>
<tr>
<th>Rating Category</th>
<th>Correlation Coefficient ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completeness</td>
<td>0.138 (NS)</td>
</tr>
<tr>
<td>Accuracy</td>
<td>0.143 (NS)</td>
</tr>
<tr>
<td>Timeliness</td>
<td>0.363 (NS)</td>
</tr>
<tr>
<td>Frequency</td>
<td>0.024 (S)</td>
</tr>
<tr>
<td>Quality</td>
<td>0.432 (NS)</td>
</tr>
</tbody>
</table>

(*$*$) The critical value for the Spearman Rank-Order Correlation coefficients is .481 for .05 significance level. Non-significant correlation coefficients are indicated with the initials NS in parenthesis and significant correlation coefficients would be indicated with the letter S in parenthesis.
(i.e., higher average rating scores or higher frequency toward the positive extreme of the rating scales), revealed a positive change in the perception of communication factors and a positive influence of the newsletter implementation process on those factors. A negative change was observed when the frequency and percentages of responses to the different categories with which items were evaluated, consistently decreased at the post-measurement scores with respect to the pre-measurement. In other words, there were lower rating scores or higher frequency of response toward the negative extreme of the rating scales.

Table 10 shows that 12 out of the 13 items were perceived differently after the newsletter was implemented, with the exception being the item related to supply of information on safety. The direction of the change was extremely positive for items related to organizational events and organizational accomplishments and moderately positive for information related to organizational improvement. The change in perception was extremely negative for information related to organizational projects, feedback on performance, suggestions for improvement and feedback on requests; it was moderately negative for information concerning organizational policies, health information, benefit programs, individual contribution to the organization and encouragement or verbal incentives on performance. There was no clear trend in the change for the item relative to safety information.

In summary, after the implementation of the newsletter, positive changes were observed for the perception of the supply of information relative to organizational events, accomplishments and improvements.
The remaining topics related to supply of incentives, individual feedback and organizational rules were perceived more negatively after the newsletter was implemented.

Table 11 indicates changes after the implementation of the newsletter in the perception of the way information was supplied; that is, perception of communication was evaluated in terms of completeness, accuracy, timeliness, frequency and quality. Changes were observed for the perception of information supply as a function of all of these variables, with the exception of quantity, for which perception did not change significantly. The direction of the changes in perception was extremely positive for completeness, moderately positive for timeliness, moderately negative for accuracy and quality, and extremely negative for frequency.
CHAPTER IV

DISCUSSION

The present study has been exploratory, and as such, has provided information regarding the possibility of facilitating organizational communication through the implementation of a regular, formal, written massive communication channel, exclusively consisting of employees' input. It was expected that if this facilitation was accomplished, a subsequent change in the employees' perception of current organizational communication would occur.

The general research hypotheses were not supported by the obtained results. In the first place, the individual frequency of input decreased rather than increased throughout the newsletter issues; secondly, although there were changes in the perception of communication factors after the implementation of the newsletter, the majority of those changes implied an even more negative perception of the communication factors, which, in preliminary organizational surveys, were considered by employees to have room for improvement, especially factors concerning individual feedback and verbal incentives. Nevertheless, results gave evidence that communication devices such as newsletters may work satisfactorily for supplying information on organizational events and accomplishments. Hence, according to these results, the initial purpose of the implementation of the newsletter, that is, the facilitation or improvement in the supply of formal and informal organizational and job-related messages, was not fully accomplished.

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This means that the implementation of the newsletter, and the newsletter considered as another possible organizational communication channel did not affect significantly the way in which organizational communications were managed, but did affect, although negatively, the way in which organizational communications were perceived.

In interpreting the observed changes in the direction of perceptions of communication factors, it was necessary to consider two possibilities for these results: first, that the sample used in the pre-measurement was biased, tending to evaluate the items more positively; nevertheless, sample bias seemed to be unlikely since ratings were distributed between the positive and negative extremes of the rating scales across all questionnaire items. Secondly, that the samples used for pre- and post-measurement were substantially different and non-comparable, constituting two independent and heterogeneous groups with regard to their characteristics and perception of the communication factors evaluated. There was no formal evidence with which to examine the likelihood of this possibility. But, it can be said, with some confidence, that given the organizational size and characteristics, the heterogeneity between pre- and post-measurement samples was less likely to occur.

In addition, this change in the direction of perceptions could also be explained by considering the possibility that the newsletter itself and the procedures to evaluate its impact made the employees more aware of communication deficiencies, as all these procedures called for selective attention to the current state of very specific aspects of organizational communications.
Another explanation of these results was that the newsletter implementation and all the measurement procedures that followed, increased employees' expectations for overall tangible organizational changes, which were not matched satisfactorily for the employees by the research procedures. Hence, more negative rations were obtained for those communication factors that were directly related to the newsletter.

The present study was similar in organizational background and purpose to the studies conducted by Wendlinger (1973) and Harriman (1974), mainly to improve upward communication practices using an "Open Line" or "Private Line" program as a channel to facilitate participation in decision making, the submission of problems, complaints, opinions, and requests to management and to obtain proper and fast feedback on those matters. Nevertheless, the mediator of messages in the present study was a newsletter instead of a particular trained person or team who would act as a two-way communication coordinator. The differences between Wendlinger's and Harriman's studies and this research in terms of interactive channels used and obtained results in facilitating organizational communication, led to the conclusion that a written, massive, communication channel, by itself, does not guarantee the facilitation of two-way communications and of the participation of lower hierarchical levels in decision making processes or organizational events of general concern unless a specific coordinating person or procedure to prompt processing messages downward is installed. Nevertheless, this does not mean that devices such as a newsletter may not be effective in providing evaluation, training, feedback, and
incentives to employees as was demonstrated in Wendlinger's and Harriman's studies, where these types of information were handled back and forth through the organizational hierarchy in written form.

In terms of input, content data did not permit a clear identification of managerial personnel with the formal supply of feedback, instructions and incentives, as part of the downward communications content. Nevertheless, the content of upward communication (inquiries, requests, suggestions, etc.) originated mostly at non-managerial levels. Probably a more defined managerial role in the supply of downward communication is observed in bigger organizations that have more clear perceptions of job positions, or with more clear knowledge by managerial personnel of their role in organizational communications (Farace et al., 1977). In terms of behavior management, devices such as a newsletter may be used as a vehicle for supplying performance evaluation, incentives, feedback and training and as a means of permanent work life evaluation, if the use of a newsletter is conceived and perceived beyond the journalistic point by all personnel, and its content is considered more formal than informal.

Anonymous and non-job-related content were high in frequency in proportion to the remaining input. The non-job-related information was more related to entertainment and relaxing topics and could not be considered as rumor per se. Rumors were probably better represented in the newsletter section dedicated to opinions and suggestions (HOW ABOUT...), reflecting employees' concerns about and interests in their jobs and work life, which, according to Davis (1973) is a sign of organizational health. With respect to the anonymous input, it may

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reflect the current communication rules between managers and subordinates, and according to Farace et al. (1977) rules on type and priority of topics to be openly discussed may be stringent to some degree. On the other hand, anonymous input may be a consequence of the expected difficulty on the part of non-managerial employees to communicate upward, to trust managerial personnel, in their perception of the control and modification of the flow of information to and from higher organizational levels (Hall, 1982) and of their fear of alienating one another (Latham & Wexley, 1982). This conclusion is in accordance with the studies conducted by Jablin (1982) which showed less openness in superior-subordinate communication on the part of personnel at lower hierarchical levels or non-managerial personnel, and by Brenner and Sigband (1973) who concluded that the possibility of upward communication is a function of its consequences to the employee.

Finally, since participation decreased throughout newsletter issues, it is possible to say that there was no noticeable motivational factor in communicating through the newsletter, especially when the opportunity to freely express individual or group ideas was offered as upward communication in the newsletter. From the point of view of employees' participation and motivation, it seems to be that the newsletter was not acting as an appropriate means to achieve things that employees perceived to be lacking (Miller, 1978). Therefore, the motivation to be more participative in a newsletter was not clear in this case.

From a practical point of view, there were several variables that
could have influenced the employees' participation in the newsletter. The time span between newsletter issues changed from one week to two and then three weeks, diminishing the potential capacity of the newsletter as an interactive communication instrument, so that frequency of feedback given through the newsletter was very delayed, and could have been obtained by other more expedient means. This leads to a conclusion that an interactive newsletter has to be installed at least on a weekly basis in order to be effective in facilitating organizational communications. The delayed responsiveness to the content of the newsletter does not reinforce strongly enough the submission of input to be answered, and subsequently, does not contribute to the perception of organizational communications in terms of completeness, accuracy, quality, and especially timeliness and frequency. This finding and conclusion support the role of downward communication for facilitating upward communication (Houseman, Logue & Freshley, 1977; Smith, Richetto & Zima, 1972), and the effect that perception of the meaning of downward messages has on upward responsiveness (Harriman, 1974), since responses to upward messages are delayed two weeks, the flow of upward messages is not reinforced or they flow through current traditional channels.

Another factor that could have made it difficult for employees to submit input to the newsletter was that submissions required some verbal skills, which are sometimes a job requirement for cognitive activities but not for physical or manual activities. This is especially true for non-managerial, operative personnel since the environment in which they work and the types of skills required may be

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incompatible with the particular behavior of submitting written input. Their participation may be more passive (reading the newsletter) than active (writing for the newsletter). This observation is in accordance with Vardam and Vardam (1977) who stated how communication effectiveness requires high proficiency for specific verbal skills. This requirement would limit the capacity of a written communication channel to act as an interactive organizational communication vehicle, and supports the idea that oral and personal messages, although less emphasized in increasing communication accuracy and effectiveness, are more preferred (Level & Johnson, 1978; Conrath, 1973).

One last reason that would explain the decrease in participation with the newsletter is that the submission of newsletter input required considerable effort on the part of the employees, from conceiving an idea, putting it in words in a readable and coherent way, and depositing it in collection boxes, since, for the edition of the newsletter, there was not any journalistic activity performed by a specialized staff who could take the task of writing any given employee's idea.

From the point of view of statistical analysis, the Spearman Rank-Correlation Coefficient was the most appropriate statistical procedure to evaluate the newsletter impact on perception of organizational communication, since low frequencies of response were given for each item and rating categories contained in the questionnaires that were administered to describe current organizational communication factors before and after the implementation of the newsletter. Organizational
size and methodological and practical difficulties originating from the design of the questionnaires may explain the unexpected low responsiveness to the measurement instruments. Nevertheless, the Spearman Rank-Correlation Coefficients provided sufficient basis for evaluating the newsletter impact when complemented with the descriptive analysis of frequencies and percentages of responses to items and rating categories.

A more clear effect on communication processes of the implementation of any communication channel may be obtained with longer and more detailed studies, conducted in bigger organizations, where the face-to-face communications are more difficult. In addition, it must be considered that communication processes and related attitudes are difficult to evaluate, since communication is affected by multiple environmental variables and, at the same time, it affects the activities concerned with organizational policies, improvement, change, development and work life (Barnard, 1938; Farace et al., 1977; Hall, 1982).

Finally, the present exploratory research has contributed to the organization in which it was conducted with valuable information, not only regarding the current state and perception of the communication system, but also regarding the actual and potential role that the regular use of written-massive communication channels may play in personnel management and organizational work life. Thus, it is important to recognize that the newsletter, for example, may be a complementary channel to face-to-face communication processes within organizations of medium to large size, and that written-massive
messages may not affect the state of the communication system in small organizations.
APPENDIX A

COMMUNICATION DESCRIPTION CHECKLIST AND QUALITY OF WORK LIFE

EVALUATION OF OUR COMMUNICATION SYSTEM AND WORK LIFE IN XXXXXX

This survey (as part of an organizational research that is being conducted according to the obtained results of the 1982 organizational survey) is aimed at getting your specific ideas about what it is like to communicate and work here at XXXXXX, on a daily basis, from your work position.

We are trying to learn more about the quality of work life, including communication where we work. The purpose of this survey is to measure the quality and quantity of the communication exchange inside the organization and the attitudes, opinions and work climate of XXXXXX from your point of view.

You should answer each question as honestly as you can so your answers, along with those of others, will provide a good evaluation of our communication system and work life at XXXXXX.

The best answer is ALWAYS just what you think.

Your answers are completely confidential. Except for the survey administrator, no one in the organization will see your filled-out survey. After being processed electronically your survey copy will be destroyed. To be sure that your answers will not be identified, please do not write your name on the form.

PLEASE READ THE FOLLOWING DIRECTIONS AND INSTRUCTIONS CAREFULLY.
DIRECTIONS

You will find two types of questionnaires in this survey. The first one is entitled COMMUNICATION and the second is labeled WORK LIFE.

The time spent answering the entire survey could be 30 minutes or less, reading carefully and answering all the items or statements.

For each questionnaire you will find the appropriate instructions. Read them carefully. Take your time.

Preceding the questionnaires, there is the following short form for GENERAL INFORMATION, since survey results can be summarized for each job area or department and also for each job responsibility or position.

GENERAL INFORMATION

Please fill in the blanks that apply to your job area and position.

JOB AREA : OFFICE______, LABORATORY______, PLANT/MAINTENANCE/JANITORS/GROUNDS______

I. COMMUNICATION

INSTRUCTIONS

In this questionnaire or checklist about communication, all statements are completed by filling in the provided answer-spaces that best match what you think about the item, according to the categories that are described and listed from left to right on top of the questionnaire (under the labels of "Source", "Channel", "Performance" and "Value"). You simply write and "X" in the spaces(s) of each category that applies to each of the statements listed down the left of the questionnaire.

If you feel some questions do not apply to the statement, just leave them blank.

Now you will need to know that the term "message" refers to the information you RECEIVE from different people in the organization that is RELATED TO YOUR WORK OR JOB ONLY. Phone calls you make or receive outside the organization even though business related are not to be considered. This questionnaire is for internal communication measurement only. In addition, XXXXXX is referred to as "organization" or as "company".

The questionnaire is provided on the next page.
II. WORK LIFE

INSTRUCTIONS

All questions are completed by filling in one of the answer spaces.

Select ONE answer from the choices stated that best matches WHAT YOU think about the item.

For example, there is the statement "I enjoy the weather in this town." If you tend to agree with this statement you would fill in the answer space under AGREE like this:

I enjoy the weather in this town............  

Remember, the value of your answers depends on your being frank in completing this survey. You will not be identified by your answers. If you feel some questions do not apply, just leave them blank.

To accurately complete this questionnaire you will need to know that when an item refers to your IMMEDIATE SUPERVISOR, it means that person you report to directly; when an item refers to WORK GROUP, it means all those persons who report to the same immediate supervisor that you do.

Questions are answered by marking with an "X", the appropriate answer spaces (numbered from 1 to 5). Erase cleanly any answer you wish to change.

This questionnaire begins on the next page.
PLEASE INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH EACH STATEMENT.  
EACH STATEMENT SHOULD BE COMPLETED BY FILLING IN ONE OF THE ANSWER SPACES.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What happens to II III I is really important to me</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. I feel very little loyalty to II III I as an organization</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. I could care less what happens to II III I as long as I get my paycheck</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. I often think in quiting</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. I really care bout the future of this organization</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. I used to care about my work more than I do now</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. I used to be more ambitious about my work than I am now</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. My job requires that I keep on learning new things</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. My job requires that I use a wide range of abilities</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. My job gives the chance to learn new skills and techniques</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. My job makes good use of my skills and abilities</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. On my job I have a chance to do some things that really test my ability</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. I have a great deal to say over what changes are made in my work place</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. I can influence the decisions that affect my job</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. I have a great deal of freedom to run my own job</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. I have enough opportunity to work with others in solving job-related problems</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. Around here, I am asked for my ideas</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. II III I rewards those who do their jobs well</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. People who get ahead in II III I deserve it</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20. II III I management is really interested in my getting ahead</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. At II III I getting ahead is based on ability</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Please indicate how much you agree or disagree with each statement. Each statement should be completed by filling in one of the answer spaces.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>22. Job experience is rewarded at __________.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>23. I think more job opportunities should be given to women and minorities around here.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>24. I have the opportunity to get a better job in __________.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>25. I really expected to make more job progress than I have up to now.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>26. I am making satisfactory progress toward my career goals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>27. My current job is helping me reach my career goals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>28. My immediate supervisor treats everyone fairly.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>29. My immediate supervisor is interested in listening to what I have to say.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>30. I respect my immediate supervisor as leader.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>31. Communication is good in my work group.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>32. People in my work group encourage each other to work together.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>33. Members of my work group trust each other.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>34. If I have problems with my job, I can count on my co-workers for help.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>35. There is a great deal of teamwork in my work group.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>36. You can give your honest opinion around here without any worry.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>37. At work I am shown less respect than I enjoy in the community where I live.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>38. Around here, I am always treated as an adult.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>39. Around here, my private life is respected by management.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>40. In this organization, I am treated with dignity and respect.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>41. Sufficient effort is made to get the opinion and thinking of people who work here.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>42. Working for __________ brings me the respect of my friends and neighbors.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>43. I have learned many things on my job that have helped me in my personal life.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
PLEASE INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH EACH STATEMENT.  
EACH STATEMENT SHOULD BE COMPLETED BY FILLING IN ONE OF THE ANSWER SPACES.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>44. The kind of job I do in IIIIII is seen as worthwhile by my friends and neighbors.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>45. I feel I am supported by my immediate supervisor.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>46. I feel that management will always protect my interest if something comes up that would hurt my pay, working conditions, seniority rights, etc.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>47. To management it is aware of the problems at my level of the organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>48. Changes in IIIIII usually seem to create more problems than they solve.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>49. I think that changes around here tend to work well.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>50. When changes are made in this part of IIIIII, the employees lose out in the end.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>51. Knowing what I know now, if I had to decide all over again whether to take the job I now have, I would decide to take it.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>52. I feel I am being discriminated against when it comes to getting ahead around here.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>53. If a good friend of mine were interested in getting a job like mine in IIIIII, I would recommend it.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>54. Our employee benefit programs cover all the areas they should.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>55. I feel I am essential to IIIIII.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>56. The union and management work well together.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>57. The way the union and management deal with each other needs to be greatly improved.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>58. The union and management try to reach the same goals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>59. Both the union and management people try to make this a better place to work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

IN MY WORK AREA:

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>60. I am free of annoying distractions.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>61. There is good ventilation.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>62. The temperature is comfortable.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>63. The layout of my work space is convenient.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>64. There is good housekeeping.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
As you read the items in this group, think about yourself and your job. Then indicate for each item below how much of the time you feel or think this way by choosing one of the responses.

<table>
<thead>
<tr>
<th>Item</th>
<th>Always</th>
<th>Most of the Time</th>
<th>Some of the Time</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>65. I worry</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>66. I feel tense</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>67. I feel irritated</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>68. I feel the amount of work I have to do may interfere with how it gets done</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>69. I feel I have enough time to get everything done</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>70. I feel too many demands are being made of me</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>71. I feel like I am being &quot;hassled&quot;</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>72. I have trouble getting the information I need to do my job well</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>73. I have difficulty getting tools and supplies when I need them on my job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

(Please continue next page)
AS YOU READ THE ITEMS IN THIS GROUP, THINK ABOUT YOURSELF AND YOUR JOB.
THEN INDICATE FOR EACH ITEM BELOW HOW YOU FEEL OR THINK ABOUT BY CHOOSING
ONE OF THE RESPONSES.

74. How do you rate the amount of pay you get on your job?

   Very poor........1
   Poor........2
   Fair........3
   Good........4
   Very good.......5

75. How do you rate your total organizational benefits program?

   Very poor........1
   Poor........2
   Fair........3
   Good........4
   Very good.......5

76. How do you rate XXXXX in providing job security for people like
    yourself?

   Very poor........1
   Poor........2
   Fair........3
   Good........4
   Very good.......5

77. In comparison with people in similar jobs in other companies, I feel my
    pay is:

   Much lower........1
   Slightly lower.....2
   About the same.....3
   Slightly higher....4
   Much higher.......5

78. Compared to the amount of effort you know you could put into doing your
    job, how much effort do you find yourself putting into your job on a day-
    to-day basis?

   Much less effort than half the effort I know I could put into my job....1
   About half ( 50% ) of the effort I know I could.........................2
   A little more than half ( 60 - 70% ) of the effort I know I could......3
   About 75% as much effort into my job as I could.......................4
   A little more than three-quarter as much effort ( 80% - 95% )
    as I know I could..........................................................5
   Almost as much effort ( 90% - 95% ) as I know I could...............6
   Just as much effort as I could............................................7
AS YOU READ THE ITEMS IN THIS GROUP, THINK ABOUT YOURSELF AND YOUR JOB.
THEN INDICATE FOR EACH ITEM BELOW HOW YOU FEEL OR THINK ABOUT BY
CHOOSING ONE OF THE RESPONSES.

79. In your opinion, how much of the effort you put into doing your job is lost or not productive because of things on the job over which you have no control?

A great deal of my effort is lost (33% or more) ..................1
About half of my effort is lost (50%) ...............................2
Somewhat less than half of my effort is lost (30-49%) ...............3
About one quarter of my effort is lost (25%) ..........................4
Less than one quarter of my effort is lost (10-24%) .................5
Very little of my effort is lost (5%) ....................................6
None of my effort is lost (0%) ..............................7

80. Beyond providing jobs, to what extent has your help to make your own community a better place to live?

Not at all ..................1
To a little extent ..........2
To some extent ............3
To a great extent ..........4
To a very great extent ....5

81. Considering everything, how satisfied are you with your job at the present time?

Very dissatisfied ...........1
Dissatisfied ................2
Neither dissatisfied nor satisfied ....3
Satisfied ..................4
Very satisfied ..............5

THIS IS THE END OF THE SURVEY.

THANK YOU VERY MUCH FOR YOUR RESPONSES.
## APPENDIX B

### COMMUNICATION DESCRIPTION CHECKLIST

<table>
<thead>
<tr>
<th>ITEM No.</th>
<th>CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1, 2</td>
<td>Downward messages.</td>
</tr>
<tr>
<td>14, 3</td>
<td>Organizational events</td>
</tr>
<tr>
<td>4, 5, 6</td>
<td>Organizational rules</td>
</tr>
<tr>
<td>9, 10, 11, 12, 13</td>
<td>Feedback of organizational performance</td>
</tr>
<tr>
<td>15</td>
<td>Safety information</td>
</tr>
<tr>
<td>16, 17</td>
<td>Compensation</td>
</tr>
<tr>
<td>18, 19</td>
<td>Advancement</td>
</tr>
<tr>
<td>20, 21, 22, 23</td>
<td>Performance standards/Job information</td>
</tr>
<tr>
<td>23, 25, 26, 27, 28, 29, 30</td>
<td>Feedback on performance and requests</td>
</tr>
</tbody>
</table>
APPENDIX C

ORGANIZATIONAL SURVEY, 1982 - REPORT OF SUMMARY RESULTS

MARCH 4, 1983

SURVEY ANALYSIS

(Excerpt)

The preliminary organizational analysis is based on an organizational survey, which was administered and answered by 69 employees in July, 1982. The survey is divided in 11 areas of analysis (working conditions, safety, job satisfaction, opportunities for advancement, working relationships, communications, benefits, salary, supervision, organization itself and rating of importance of the areas evaluated) and contains a total of 75 multiple choice and open questions. The initial purpose of the survey was to have a needs assessment in terms of feedback and communication processes, expected and current deficiencies of concern of employees related to working methods, situations, conditions and relations, and finally an assessment of attitudes toward the organization.

Despite the mentioned survey was extensive enough, it does not lead to focus on a specific deficiency with great detail, although it provides with valuable information to build a preliminary organizational screen for further collection and data analysis.

To facilitate data analysis, items and categories of the questionnaire were grouped in accordance with the Behavior Engineering Model (Gilbert, 1978), so that the results will be referred to: Environmental support and behavioral repertoire in terms of availability of information, supply of instruments and motivation.

The most critical functions, factors, items, situations and comments are pointed out, according to survey results.

SUMMARY OF RESULTS

It was noticed that the questionnaire contains mainly items related to environmental support in terms of supply of data or information, supply of instruments or tools, and supply of motivational conditions as incentives. There were no specific items related to knowledge, capacities or motives of employees concerning their performance, and other elements describing performance or operational deficiencies as well.

The following are the basic common results reported among all departments and employees:

1. The majority of comments, opinions and/or complaints are oriented to information procedures and systems.

Motivational issues (managements of consequences) follow in order of importance, and contain mainly management of consequences by information (feedback, policy communication, perception of incentives).

Instrumentation factors related with working conditions

95
and safety are considered deficient, and are openly affecting job satisfaction by they are not directly affecting performance. The possibility of improving this factors is considerable, but it is depending directly on financial and economical priorities. Some solutions have been already implemented.

2. INFORMATION

Deficiencies in the supply of information are focused on top management and supervisors in relation to feedback procedures, organizational policies administration and training.

The main results are:

a. Improvement is wanted in upwards and downwards communication procedures and systems ("actions are lost in a long chain of commands") in terms of effectiveness, speed, and contingency of responses.

b. Supervisors need to improve communications among them, to improve at the same time their effectiveness in planning, scheduling and coordinating procedures.

c. Solutions or responses to complaints or comments are delayed or do not occur contingently. In follow-ups and actions taken, seems to be some inconsistency from the past, which could be causing mistrust, difficulties in communication and implementation of effective feedback mechanisms.

d. Feedback on performance is not regular or contingent. This feedback deficiency could explain in part the low satisfaction related to personal development, participation, job enrichment, sense of accomplishment, sense of contribution to organizational goals, value of incentives and expectancies on incentives; this could explain also in part the strong feeling of favoritism and inequity in compensation and in work distribution. Most of the time, supervisors are made responsible for the feedback deficiency.

e. Objectives, incentives or expectancies derived from performance appraisal are not always or regularly applied, followed or administered.

f. Training, in relation to the safety factor, is required for knowledge on chemical characteristics and hazards of material handled and on equipment usage.

g. Clear communication and administration of organizational policies is wanted, specially in promotions, work distribution and compensation issues.

Probably, deficient downward communication about the implementation or change in policies or programs (such as
health programs, benefit package, improvements in physical environment, promotions, incentives) is causing part of the dissatisfaction felt in those areas, and correspondent misunderstandings.

At the same time, this could be explaining the favoritism felt in payment, work distribution, promotions and access to information and participation.

3. INSTRUMENTATION

In general, ventilation, cleanliness and air conditioning are perceived as factors needing immediate improvement. Although job performance seems not be directly affected, job satisfaction is strongly tied to this factor.

4. MOTIVATION

Management of consequences can be divided for analysis in monetar (payment, bonus, merit increases) and non-monetary incentives (promotion, advancement, work enrichment and responsibility, feedback and recognition of performance):

The non-monetary incentives that are mentioned for improvement are:

a. Opportunity for growth and development: very limited; relation between performance and advancement is not perceived (nevertheless, company size is considered to justify limited advancement). Criteria for advancement is not clear which could be creating false expectancies about promotion procedures.

b. Participation strategies have no clear criteria and are not administered regularly.

c. Job distribution and responsibilities are perceived unbalanced, specially when individual and group feedback is poor. This opinion is stronger in office, where type of jobs are diverse. Relative unknown job descriptions (own and others) could explain in part this result.

d. At the same time, there is a moderate feeling of underuse of skills and knowledge, specially in plant and laboratory.

Results about monetary incentives can be comprised as follows:

a. Salary is perceived moderately low (not competitive internally and externally), not contingent or related to performance, with not clear criteria for establishment of payment rates.

b. Benefits package is satisfactory for employees once they know about it accurately and contingently; then, compensation system is not clearly communicated, and therefore not properly appreciated by employees (and
raising dissatisfaction and misunderstandings). Better communication of the benefit system is wanted.

c. Retirement bonus is considered very low.

d. Merit increases are perceived very low, and they are not differentiated from basic salary in order to be appreciated in its true value.
NEWSLETTER COMMITTEE – STATEMENTS OF DUTIES AND RESPONSIBILITIES

NEWSLETTER COMMITTEE
DUTIES AND RESPONSIBILITIES

A. THE NEWSLETTER:

1. DEFINITION: Massive-written set of personnel-related information and formal and informal organizational messages given voluntarily by employees on regular basis.

2. PURPOSE: Improve efficiency of organizational communication flow in terms of: Regulation and increment of communication and performance feedback and administration of non-monetary incentives by improvement in their accuracy, quality, frequency and coverage.

3. PUBLICATION:
   a) Span: Weekly (Fridays).
   b) Collection of input: (Thursdays)
      By means of: Input boxes
      Personal submission to Committee

4. TOPICS:
   All topics suggested in Input Forms.
   All topics can be covered in one issue.
   One author may cover different topics.
   One topic may be written for a group of people.

5. EDITING/PRINTING:
   On Fridays.
   - Using word processor, by one of the secretaries of newsletter committee coordinator.
   - Newsletter input (content) has to be arranged (laid out), sorted, and proofread before it is printed in the word processor.

B. THE COMMITTEE:

1. MEMBERS: There are three members: one coordinator and two associates.

2. DUTIES AND RESPONSIBILITIES:
   a) Encouragement for participation: to all personnel, by casual and direct conversation. Support and/or suggest ideas and contributions.
b) Help for participation: answering any questions about the newsletter (purpose, topics, due dates, characteristics) or the writing (how to write, what to write, grammatical matters).

c) Edition of the newsletter:
- Review of inputs (content, topics, grammatical structure, non-agressive messages, source, target).
- Correction of inputs from grammatical, spelling and expression errors.
- Sorting of input to topics (classifying).
- Putting together (assembling) input for printing.

d) Printing:
- Enter in the word processor the previous arrangement of input.
- Copy from word processor handed to personnel manager or company's president for final editing.
- Corrections, if any, entered in word processor.
- Printing final edition.
- Copying final edition.

e) Distribution:
- Assembling copies.
- Distribution of copies by placing them on counters of bulletin boards or by personal delivery.
APPENDIX E

INPUT - PROMPTING FORMS

NEWSLETTER INPUT FORM

INSTRUCTIONS

The attached form is aimed to facilitate the collection and processing of your valuable input to the Newsletter.

There are many different topics that are of interest to all of us; they range from organizational policies to humorous comments, from praising performance and accomplishments to suggestions for improvements, from sharing social events to describing programs and work events, from short messages to essays, from posing questions to giving answers.

Feel free to talk about any of the suggested topics or some other(s) you may think are relevant, beneficial and important for others to know.

Whenever you want or need to participate in the Newsletter, please fill out an input form and drop it in the input boxes located at the Lunch Room or at the Main Office. If you need more space, simply attach additional regular paper to the input form; if you do not want to use the input form, please use regular paper and drop your writing in either of the input boxes.

It is important to say now that spontaneity is always the best strategy to express yourself, but it calls also for politeness and seriousness (even with humor) in your writings.

Finally, it is not necessary to be a skilled writer to express yourself or your group in the Newsletter. All you have to do is to communicate your thoughts, ideas, opinions, suggestions and feelings in your own style and in a way that contributes to our wellbeing.

Your Newsletter Committee
NEWSLETTER INPUT FORM

DATE_____________________

ANONYMOUS? YES____ NO ___

AUTHOR(S)__________________________________________

__________________________________________

PLEASE MARK THE BLANK(S) OF THE CORRESPONDING TOPIC YOU ARE PRESENTING:

- Message to all personnel
- Message to the Officers
- Message from the Officers
- Job opportunity
- Training opportunity
- Performance aid
- Performance feedback
- Performance evaluation
- Job standards
- Praise of performance
- Recognition of accomplishments
- Compensation package
- Organizational principles
- Organizational goals
- Organizational projects
- Organizational accomplishments
- Personnel Research/project
- Job regulation
- Safety-related event
- Request
- Suggestion
- Question/answer
- Reminder
- Social/personal announcement
- Campaign
- Humorous comment/drawing
- Game
- Contest

Please print, type or draw your message in the remaining space.
Continue on regular paper if you need more space and attach it to this form.

Thank you for your participation!
SPICY NEWS-INPUT FORM

PLEASE MARK OR COMPLETE THE APPROPRIATE BLANKS RELATED TO YOUR MESSAGE:

1. DATE:

2. ANONYMOUS? YES/ / NO / / AUTHORS(S):

3. SOURCE: PLANT/ / LABORATORY/ / OFFICE/ / 

4. IN WHICH OF THE FOLLOWING SECTIONS WOULD YOU CLASSIFY YOUR WRITING:

   / /EDITORIAL (To highlight events, persons, accomplishments, questions and answers.)

   / /WE DID IT (To give or receive recognition for individual, group or organizational accomplishments.)

   / /GETTING THE RECORD STRAIGHT (To present, explain or describe matters of general concern; to clarify general or specific doubts, misunderstandings, and questions.)

   / /HOW ABOUT (For presenting suggestions, ideas, innovations, proposals, etc.)

   / /HOW IS IT GOING (Implies reporting, evaluating, or reviewing the development of current individual, group or organizational activities or performances.)

   / /I THINK THAT (To express our very own personal or group opinions or comments on what we think and/or feel about our community and work life.)

   / /ANNOUNCING (Includes announcements or reminders of organizational, social and/or personal events, projects or programs of general interest related with our work life.)

   / /MISCELLANEA (For entertainment, humor, non-job related information, personal and social announcements, advertisement, games, contests, etc.)


PLEASE PRINT, TYPE OR DRAW YOUR MESSAGE ON THE BACK OF THE PAGE OR ATTACH IT TO THIS FORM.

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ILIIX, Inc.
SPICY NEWS - INPUT FORM

THIS FORM IS INTENDED TO FACILITATE THE WRITING, COLLECTION AND ASSEMBLY OF INPUT FOR OUR NEWSLETTER. YOU ARE ENCOURAGED TO USE THE INFORMATION PROVIDED BELOW, WHICH HAS BEEN DESIGNED TO FULFILL THAT PURPOSE.

1. PLEASE MARK OR COMPLETE THE APPROPRIATE BLANKS RELATED TO YOUR MESSAGE:
   1. Date
   2. Do you want to remain anonymous? Yes / / No / /
      If not, enter your name(s):

   3. Source: Plant / / Laboratory / / Office / /

II. WHAT DO YOU WANT TO WRITE ABOUT?

   The Newsletter is divided into different sections, the content of which is defined below. In addition, a set of incomplete statements is given for each section to help you get started with what you would like to say, or you may use your own.

   PLEASE, MARK THE SECTION IN WHICH YOU WANT YOUR WRITING TO APPEAR:

   // / EDITORIAL (To highlight events, persons, accomplishments, questions and answers.)
      Use of the most important events...
      Emphasizing...
      At IIIIX...
      Answering...
      What happened?

   // / WE DID IT (To give or receive recognition for individual, group or organizational accomplishments.)
      In recognition of...
      Remarkable performance...
      The goal of...
      It is completed...
      Winning...
      An exemplary performance...

   // / SETTING THE RECORD STRAIGHT (To present, explain or describe matters of general concern; to clarify general or specific doubts, misunderstandings and questions; to give instructions and/or training.)
      What happened was...
      Clarifying...
      Instructions for...
      Explaining...
      Because

   // / HOW ABOUT (To present suggestions, ideas, innovations, proposals, etc.)
      Another way for...
      If...
      Would be possible to...
      Try...
      An idea...

   // / HOW IS IT GOING?? (Implies reporting, evaluating or reviewing the development of current individual, group or organizational activities or performances.)
      About the results of...
      Reporting...
      Reconsidering
      Analyzing...
      How we/you are doing...

      Conclusions for...
      Evaluating...
      Reviewing...
      Up to now...
      Our/your performance is...
I THINK THAT... (To express our very own personal or group opinions or comments on what we think and/or feel about our community and work life.)

I/we think that...
In my/our opinion...
I/we feel that...
With respect to...
It is possible to say that...

ANNOUNCING (Includes announcements or reminders of organizational, social, and/or personal events, projects, or programs of general interest related with our work life.)

Closing up...
Do not forget...
Here is...
It happened that...
Interested in...

MISCELLANEA (For entertainment, humor, non-job related information, personal and social announcements, advertise, games, contests, etc.)

Please print, type or draw your message in the space below or attach it to this form. Thank you very much for your participation. It is important!!!
APPENDIX F

NEWSLETTER ISSUES, ISSUES ONE TO EIGHT

III III, Inc.

SPICY NEWS

ISSUE 8 JUNE 22,1983

.................................................................
Newsletter Committee: Dave Longjohn
Steve Hovermam
Patricia Call
.................................................................

EDITORIAL

As you all know, Patricia Call conducted a survey of quality of work life and of communication at IIIIII. This was in conjunction with the survey conducted last year in which responses indicated an interest in the establishment of a newsletter. She feels that starting one will assist in communicating matters of common interest. So often, a lot of these will be held Thursday July 29, to discuss your health care benefits with Blue Cross/Blue Shield.

There will be eight sessions held in the Fireside Room. One at 2:00PM and one at 3:00PM. You and your spouse are invited to attend whichever session interests you. The whole effort is a voluntary one, and depends on you to make it useful. I hope it turns into a permanent fixture, without adding any pressures to anyone. That may we can all enjoy it and benefit from it.

Paul Todd

WE DID IT !!!

III The personnel of IIIIII is proud to present the first issue of SPICY NEWS, with the confidence that it will serve as an appropriate vehicle to "listen and tell" and to "ask and answer" about those matters related to our daily work life and accomplishments.

The Newsletter Committee.

III Special thanks to the people who participated in this first issue of SPICY NEWS. You have made the starting of the Newsletter a reality.

The Newsletter Committee.

III The Newsletter title "SPICY NEWS" was suggested by production personnel. Thank you!!!

The Newsletter Committee.

III We should all give the guys that work in Production some of the credit that they deserve. To come to work day after day in the hot summer months takes a lot to do. Here's to the Production guys. Keep on doing what you are doing.

(Anonymous)

IIIIII has been chosen to be a consultant to the United Nations in Indonesia, helping to develop small farmers' production of chillies, turmeric and other spices they can grow. While of benefit to the farmers there who are in need of diversifying markets, IIIIII will be fully reimbursed for travel and staff time. We wish Valerie Koeswati well as she is off for a month's assignment as a Citizen of the United States.

Bottles of beer were received by Karl Sandelin from his native Finland—contrary to cotton belief not intended to quench his thirsts. They represent results of brewing trials conducted there—the beer is now (safety, we hope!!) in Jim Bourne's good hands for testing and hopeful further progress.

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How about including specific topics for Spicy News, such as:

- "Interviews of individual employees (background, interests, hobbies, configuration of rumors, etc.)."

(Anonymous)

A classified section is needed in the newsletter.

(Anonymous)

("Now about...", is the suggestions section of the newsletter. How about giving better and helpful ideas to get things done?, to improve what we already have?, to implement what we need?"

NOW IS IT GOING ?????

THank you for your questions and input regarding the most recent health insurance investigation. You are all aware of the consequences if you should choose to go to Bronson Hospital while insured with Blue Cross—however at this time we will continue carrying our health insurance with Blue Cross and Blue Shield—and will continue investigating other health insurance carriers. You will be kept informed of any serious considerations.

Maryann Sheppard

The next issue of Spicy News will be released next Thursday, July 28. We all expect to have in it answers, questions and comments to the topics included in this first issue, as well as new and interesting participations and participants.

To facilitate your writing in the newsletter and also the organization and printing of the material collected, new and better input forms will be distributed in the corresponding basket next Monday. The use of those forms is encouraged.

The Newsletter Committee.

(In this section, we may want to tell or to know how well we are performing, or about the development of a personal or organizational plan, program or project. In other words, let’s keep track of our surroundings.)

I THINK THAT........

(This section is dedicated to OPINIONS. It is important and necessary to express, to “speak out” our opinions, our feelings and thoughts.)

Communications Is this a problem unique to IIIII or a universal problem?

By Howard Gripps

Communication has been identified as a major problem at IIIII through the recent organizational survey. Obviously, people have to have information in order to perform their jobs. Getting the right information to the right person at the right time is a darn difficult task. Sometimes the sender of information sends too much or not enough. Also, the receiver often wants more than is needed or needs more than is wanted. The results “Poor communication”.

An illustration of this is the child that asks his/her mother: “Where did I come from?” The mother had been anticipating such a question and was ready with a long detailed explanation of the reproductive system. After all this, the child asks “But Mom, Johnny comes from Chicago, Mary comes from Detroit, where do I come from?”

At IIIII we are not dealing with a parent child relationship. Being adults, differentiating between wants and needs is an inherent responsibility of all of us. If there are any questions about a policy or a set of instructions it is not only the right, but the duty of the recipient to make the questions known. It is also the duty of the sender to provide answers that are clear and concise. That is not always easy, but it is absolutely necessary to try and keep trying.

This newsletter is an attempt to improve communication. Frankly, it is my opinion that a newsletter, no matter how good, cannot help that much. Each individual in the company will have to take responsibility for making their communication clear and accurate and to question communication from others that does not appear to be clear and accurate. That is the only way in my opinion that communication at IIIII can be improved.
Just a few comments and suggestions
By Robin Kingsley

I would like to see a statement from the operating committee reaffirming the "open door" policy here at IIIIII.

I Questions: Are hard-hats really needed at IIIIII? Are they required by NIOSH or OSHA? This seems to be a needless headache to supervisors trying to enforce this safety rule.

I Was any thought been given to scrapping the Christmas party in favor of a more family-oriented summer picnic?

I We need articles or information about personal achievements by our employees at work and in their private lives, such as Karl Sandoval and his running, Ted and Howard and their bird watching, milestones in longevity of employees, etc.

I I think most people are waiting to see what the newsletter will be about before they take an active role in its publication. Make it interesting to everybody and it will work.

I What advancement possibilities are there at IIIIII and are there training and education programs at IIIIII?

I Do we need more positive incentives here. We have negative incentives such as disciplinary action, so why not positive incentives?

ANNOUNCING

BLUE CROSS REPRESENTATIVE HERE-JULY 28: Roxane Malinek, a group sales representative will be here Thursday July 28, to discuss your health care benefits with Blue Cross/Blue Shield.

There will be two sessions held in the Fireside Room. One at 2:00 PM and one at 3:00 PM. You and/or your spouse are invited to attend whichever session is most convenient for you. Please check with your supervisor beforehand.

Maryann

Through this section it is useful to be informed about personal, group or organizational events, projects or programs, so that we can plan ahead and to receive or give opportune suggestions.

MISCELLANEA

The Elusive of Coffee: one 8 oz. cup twice 21 work days= 1.3 gallons per month of coffee. There are plenty of people willing to teach you how to make a fresh pot so that you can do your share to keep coffee available whenever you want a cup.

(Anonymous)

Did you know that one drop of Aqueous Cinnamon in a cup of coffee makes a delicious desert drink?

(Anonymous)

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After the first issue, the content and form of the Newsletter appears more clear and defined, and many of our expectations are being clarified. However, there are still some aspects related to the Newsletter that are worth highlighting.

A Newsletter was originated at IIIII because many IIIII employees requested one. The format of the Newsletter is simple - a publication by THE EMPLOYEES FOR THE EMPLOYEES. Everyone must take the initiative to contribute. It is the responsibility of the appropriate employee or employees to respond to a question requiring an answer. Timely responses are very important. Hopefully, all articles that warrant a response in one issue can be answered in the following issue. Anyone having an opinion or concern on an article, message or any other kind of content appearing in the Newsletter is also encouraged to write.

The purpose of the Newsletter Committee is to:
1- Encourage participation.
2- Answer questions.
3- Assemble, print and distribute the Newsletter.

The purpose is not to solicit input for the Newsletter. The Committee will never try to force anyone to write.

The success of the Newsletter depends entirely on the VOLUNTARY contributions by everyone at IIIII.

The Newsletter Committee.

-----------

WE DID IT !!!!

Congratulations to Nancy Knebel on her life-saving high boiling gas of 231 recently.

Anonymous.

-----------

SAFETY MATTERS - BY DON TIMONS

To answer to Rob Kingsley question on the necessity of HARD HATS at IIIII, I would say that the use of hard hats is a company rule, and while it is true that NIOSHA has relaxed some of its original rulings on the use of hard hats, this was in no small part due to pressure from large companies caused by the expense of furnishing the hats. The agency is now ruling on specific jobs within an area and in some cases finding that hard hats are not required. At IIIII it is felt we are safer because we do not wear the hard hats and this is encouraged by NIOSHA, even though it may not be enforced. The scars on everyone's face from head injuries is a good indication that the use of hard hats is very worthwhile.

I have been asked several times, why we don't now issue SALT TABLETS in the summer, as was done in the past. It has been found that issuing salt tablets to those on a restricted salt diet, such as those individuals with high blood pressure, heart trouble, or diabetes can be very dangerous. Even more dangerous would be for those individuals taking the tablets not knowing they should be on a limited salt diet.

Everyone should be aware of the symptoms and first aid for HEAT STROKE and HEAT EXHAUSTION.
HEAT STROKE - SYMPTOMS:
1- Body temperature is high (may be 104 F or higher).
2- Skin is hot, red and dry. (the sweating mechanism is blocked).
3- Pulse is rapid and strong but the victim may be unconscious.

HEAT STROKE - FIRST AID:
1- Most immediately take measures to reduce victim body temperature. Apply cold packs, sponge body with cool water or rubbing alcohol or place victim in a tub of cold water.
2- Seek immediate medical attention; heat stroke is a LIFE THREATENING SITUATION.

HEAT EXHAUSTION - SYMPTOMS:
1- Pale, clammy skin; with profuse perspiration.
2- Tiredness and weakness which may be accompanied by dizziness and fainting.

HEAT EXHAUSTION - FIRST AID:
1- Have the victim sip of salt water (1 teaspoon of salt per glass every 15 minutes). If victim vomits do not give any more fluids.
2- Apply cool, wet cloths to the body and loosen clothing.
3- Seek medical attention.

Don Tmons

When I was assembling the Newsletter input, I found an important question which I am pleased to answer. An anonymous author asked why the source of the message (plant, laboratory, office) has to be indicated in the input form. The explanation for that question relies in the organizational project that involves the implementation of the Newsletter. As a participant researcher in the project I have to monitor the effects the Newsletter has on the communication flow; then, I need specific data to demonstrate such effects at the different working areas of I.I.I. According to the communication needs observed in these areas through previous organizational surveys.

Once such effects are demonstrated, there will not be the need of asking for the source of messages, and the Newsletter input may be given and collected without including information about its source.

Patricia Callie

IN ANSWER TO A COUPLE QUESTIONS IN SPICY HENGE'S FIRST ISSUE - BY MARY Ann SHEPPARD

OPEN DOOR POLICY...
We do have an "open door policy". Employees are free to confer with their supervisor or any supervisor or manager when they feel a need.

ADVANCEMENT...
Positions, when available at I.I.I. are posted. However, our turnover has decreased over the past couple of years and because our growth in slow, we've added only a couple of positions.

TRAINING...
The company pays for training necessary to accomplish the job one is hired to do. Our O.J.T. (On-the-Job Training) program is winding down, however, as needs arise in the maintenance area training will be offered and undertaken by the company as in any area.

Classes and seminars which pertain to one's job as well as membership in professional organizations are also paid for by the company and employees are encouraged to participate in these programs. Participation in meetings such as the IFT (International Flavor Technologists) and ASTA (American Spice Trade Association) are considered necessary training as well as part of the job responsibilities for certain positions, and designated employees are requested to attend.

Periodically training is held to update lift truck licences, and Red Cross cards.  Files are shown on proper lifting techniques, what to do in case of fire, etc. Ideas from employees are always welcome. If you see a need in any specific area and have an idea please share it with your supervisor.

INCENTIVES...
I can think of a few positive incentives such as relaxed atmosphere, steady employment, positive Union/Management relationship, active safety program, concerned and empathetic employees (overall we have a very caring group).
country atmosphere! Where else can you have directions to a visitor saying..."turn right at the goat pen and drive around the horse barn"?

How about recognition? Do we take the time to compliment? smile? acknowledge? say thank you? One thing I appreciate is the first thing everyone says Good Morning when they first see you. That sure starts my day off right.

What are your ideas?

Maryann

How about...

... An idea that has rattled more than one brain I’ve talked to! Why doesn’t XXXX bottle beer? The facilities seem to be here to do such a thing and it’s a market that doesn’t seem to shrink. Personally, I think an ale would be better than beer but if it were marketed exclusively in the surrounding area - with the idea to keep it exclusive and small - there is still tremendous potential.

Even if it isn’t the best brew in the world - local brew sell and keep a loyalty among patrons. I’ve had a can or two of Dixie Beer or Iron Country which would get a horse but they’re still selling and making the stuff, somewhere else, thank goodness !!!.

Dave Cripps

How about...

... A new drinking fountain in the production area?

1. Because of the limitations on smoking in and around the plant, there is a need for receptacles in the areas where people are known to put butts and other related trash, such as by the stairs leading to the production area and on the dock near the steamer.

3. There seems to be a need for bathroom facilities near the new facility.

Anonymous.

How about...

... Seekers giving non-smokers some consideration? There is no need to carry a lit cigarette around the office area and subject others to their smell.

The Non-Seekers of XXXX.

How is it going ???

How from the issue #1, there are some specific aspects that are worth noting:

1 We encourage Laboratory personnel to go ahead with the idea of "Sensory Evaluation Panelist of the Month" - given anonymously in the "How About..." Section).

1 The given idea of interviewing personnel and publishing in the newsletter the gathered information is a very good one, and everyone is encouraged to do it. These recordings may be accomplished by the personnel interested in thee.

1 The classified section suggested in the issue #1 will start as soon as the corresponding input is received.

The Newsletter Committee.

You may have noticed some errors in our first Newsletter and in this one also. The authors and editors are trying to please as many people as possibly, and some people are not happy unless they can find mistakes made by others.

Anonymous.
III A new input form has been designed. I hope this new form will be more appropriate and efficient in the facilitation of writings in the Newsletter, since it is given a classification and description of the topics that can be included. I will appreciate your comments and suggestions about the Newsletter-related material, which may be changed according to its efficiency and current needs.

Patricia Coles.

I THINK THAT

ANNOUNCING

III Chat Springer broke his foot at work Wednesday. He's recovering at home and if you wish to send a card his address is 40940 27th St., Allentown, 49071.

Maryann

NISCELLANEA

CONTEST: WHAT IS THE VALUE OF X WHEN X RAISED TO THE POWER OF 2 IS EQUAL TO 10??! i.e. $x = 10^2$.

Give us your answer and I will mention the names of the people with the best accurate answers in the next Newsletter.

Alan Smith.

ANNOUNCEMENT: On Wednesday, August 3, the Kalamazoo Track Club will have a "Fun Run". Distances will be 4 miles and 8 miles. Meet at KVCC near Physical Education Building about 6:45 A.M. Run starts about 7 P.M. This is very informal and will have participants in most age groups and skill levels. The KTCC holds their informal runs free of charge every other Wednesday at 7 P.M. through August and at 6 P.M. starting in September through Thanksgiving Day. If you have any questions please contact John Kingsley in the Still Department.

Anonymous.

ADVERTISEMENT: Anyone with a scrambled Rubik's Cube who wants it returned to its original appearance can give it to me and I will fix it (no charge) with the help of a computer program I have at home. Satisfaction is guaranteed or I will give you double the money back.

Alan Smith.

HUMOR: If you think the bite of a yellow jacket at 3:32 is bad, just wait until one of the YELLOW BELTS that work in the lab bite you. So watch out you fellows from the Still Area.

P.S. The Yellow Belts are Sue Dingoe and Deb Bets.

Anonymous.

INFORMATION: On the back of this page there is a map copied from the Kalamazoo Gazette showing the location of the counties around us. This will help you to know how close bad storms are when alerts or warnings are given on the radio.

Alan Smith.
SPICY NEWS

ISSUE 83 AUGUST 3, 1983

Newsletter Committee: Dave Longjohn
Steve Haverkaap
Patricia Call

EDITORIAL

The end of the month usually means very heavy activity for the finishing department in order to meet customer needs. The end of July was not the exception, with Friday the 29th also being one of the hottest days this year. In spite of the heat, a lot of extra effort was put forth in fulfilling the commitments made to our customers. You did it and it is appreciated!!!

Don Tiranno

WE DID IT

At this point in the development of our Newsletter, we say say that it has started well, hoping this enterprise continues that way and even better with our increasing participation. It is important to appreciate the people whose participation has made possible the initial three issues of SPICY NEWS. They are Don Tiranno, John Kingley, Kenyon Sheppard, Alan Smith, Dave Criggs, Howard Criggs, Bob Herbstii, Beverly Turner, Bob Reitz, Linda Austin, Karl Sandelin, Dave Longjohn, Steve Haverkaap, Patricia Call, Vicky Hill, and all the anonymous contributors from Production, Plant, Laboratory and Office.

Paul Todd

LET'S SET THE RECORD STRAIGHT

(NO INPUT)

HOW ABOUT.....

How about... letting everyone know where the IIIUS - Ethiopia situation is at ???
Anonymous

I would like to reiterate the concern on smokers in the office area. It is very irritating when you are working in an area with no ventilation and someone has to bring a lit cigarette into your office. Also, if there are no ashtrays available, where do they put their ashes and butts? On the carpet???
Anonymous

Is there enough interest in decaffeinated coffee to warrant a pot of BLENDED caffeine-free coffee?
Anonymous
H O D  I S  I T  6 0 I N G ???

The first two issues of Spicy News have built a solid and encouraging foundation from which to build. A big part of the foundation is the PERSONAL ELEMENT which is vital to sustain interest and promote thoughts and opinions. Employees must not hesitate to express opinions or comments on almost any subject, specially those related to our work life, letting others know what is POSITIVE in it or what could be considered for analysis and improvement.

Recognition of accomplishments exists on a person-to-person basis. Why not see some of them in print? Everyone appreciates a pat on the back!!!

We would like to emphasize that the main purpose of this Newsletter is accomplished mainly through all the sections of this Newsletter being the least important the "Miscellaneous" section, because the reason of each section is to maintain a running BALANCE of people-oriented issues.

The Newsletter Committee

I T H I N K  T H A T.....

I think that...

1...III should reserve Friday night, second shift, 8 hours for clean-ups instead of worrying about profits, more emphasis should be stressed on cleanliness of the plant. This would most likely boost employee morale and when visitors were taken through the plant, they would most likely feel a sense of pride.

2...Supervisors should exercise their authority. There have been instances where a supervisor has told an employee to do a certain job and the employee does not do the job and nothing further is said. The supervisors would receive more respect from the employees in the long run if they would take a solid stand on an issue.

3...If the production employees' comments were taken seriously, the officers would realize that they really do care about quality of the product, cleanliness of the plant and the overall growth of III.

Anonymous

ANNOUNCING

Once in everyone's work, the chance comes to do something great. Here at III the chance is coming. Don’t blow it!!!

The members of Local 456, Allied Industrial Workers, cordially invite the employees of III and their families to our annual GROWTH PICNIC!!!, SATURDAY, August 20th at Prairie View Park on D. Avenue, we promise an equal opportunity to good food and a good time. It will cost two dollars to park your car and we are asking everyone to bring a dish to pass, (salads or whatever), but that’s all.

Look for sign up lists on any local bulletin board or just ask anyone about the details. If they don’t know anything about it, at least you’ll have someone else asking around too.

Anonymous

The results of the survey on Our Communication System and Work Life will be given through the Newsletter, starting next issue.

Anonymous
**Gus Sorenson**

**PERSONAL AND SOCIAL ANNOUNCEMENTS**

Congratulations to Carol Campbell and Tim Lacey who will be married August 6, 1983. They are going to Florida for their honeymoon and will live in Seville Apartments.

Congratulations C C !!!

Anonymous

Congratulations to Ted Lapina on his 30th birthday (8/7/83). May the Blue Bird of Happiness - in your case a Red Wing Blackbird - never fly over your coffee.

1080 Birding Society.

**RESULTS OF LAST WEEK CONTEST : WHAT IS X IF X = 10 ?**

Answer: It must be somewhere between 2 and 3, since 2 equals 4 and 3 equals 33.

JACK, DONN and EUGM got this far. Ted, using his calculator which has an X function key, calculated (by successive approximations) that X equals 2.5061844 approximately. I used the same method on the Hewlett-Packard calculator and got 2.50618445. So Ted won, being only .000016 X in error.

Alan Smith.

**CROSSWORD PUZZLE - BY ALAN SMITH**

**ACROSS**

1. River, creek
2. Together with 10 across, product of a good joke.
3. A spite.
4. Room of Jupiter.
5. This.
6. See 2 across.
7. Date reference name for 44111.
8. And PA.
9. Woman's name (continues right column)
10. Workplace name.
11. An herb.
12. Together with 8 down, this.
13. An essential oil which contains such sulfur.
15. Desperate request.
16. Another herb.
17. Spot, pats.
18. 3.141572.
117

36. The 5th tone of the musical scale.
37. Greek letter used in mathematics to indicate difference.
38. Goes with hops.
39. Shoes with shoestrings properly placed.
40. First tone of the musical scale.
41. Coming from (continues right column).

20. Rub with something rough.
22. Australian sweetheart.
23. Product of our orchard.
25. Ice house (Slightly misspelled).
27. And spices.
28. Part-time receptionist.
29. Chemical symbol for arsenic.
30. South.
31. Either....
32. Third tone.
33. To the same degree.
34. Not you.

DOWN

1. Drink small quantities.
2. And FRD.
4. A spice closely related to nutmeg.
5. Interjection used to express surprise.
7. Several of these are contained in T down.
8. Article of supresea.
9. Part of transmission.
10. Rander.
11. Flat plastic discs having long spiral grooves on each side.
13. Intelligent spice.
15. Biblical food.
16. Linda. (Continues right column)
THE 1983 SHUTDOWN IS HOW A MEMORY AND I MIGHT ADD, A PLEASANT MEMORY FOR ME. DUE TO CIRCUMSTANCES, WE WERE GIVEN AN EXTRA WEEK TO ACCOMPLISH THE TASK WHICH REDUCED THE PRESSURE CONSIDERABLY, PLUS EACH AND EVERY MAINTENANCE MECHANIC PERFORMED THEIR TASKS IN WHAT I WOULD CALL A PROFESSIONAL AND TIMELY MANNER. IT HAS IN PLEASURE WORKING WITH THEM. STEVE HANSEN AND CAL OLMER WORKED WITH US DURING THE SHUTDOWN. A SPECIAL THANKS TO THEM FOR THEIR CONTRIBUTION.

FOR THOSE WHO MAY NOT HAVE REASON TO KNOW WHY AND WHAT IS ACCOMPLISHED DURING THE ANNUAL SHUTDOWN, PERHAPS A BRIEF EXPLANATION IS IN ORDER.

THE WAY IS TO INSPECT AND REPAIR THE GRINDING AND EXTRACTION SYSTEMS, PLUS MAKE REPAIRS ON OTHER PARTS OF THE PLANT THAT WOULD INTERRUPT PRODUCTION DURING NORMAL OPERATION. SOME REPAIRS ARE ROUTINE AND ACCOMPLISHED ON A TIME CHANGE BASIS. OTHERS ARE MODIFICATIONS OR CHANGES TO IMPROVE DURABILITY OR IMPROVE PRODUCT FLUX.

EXAMPLES OF ROUTINE REPAIRS INCLUDE REPLACING THE EXTRACTION MACHINE CHAIN, REPAIRING DEFECTIVE BAGGERS, AND REPLACING DEFECTIVE BEARINGS, SHAFTS AND BELTS THROUGHOUT THE ENTIRE SYSTEM.

EXAMPLES OF MODIFICATIONS ARE ENLARGING THE DUPP END SLOTT, CHANGING THE DRYER SPRAY OR INSTALLING A DRYER SPRAY SYSTEM TO PREVENT THE NECESSITY FOR SHUTDOWN DURING A PRODUCT RUN FOR CLEAN-UP.

THE SHUTDOWN WENT WELL IN SPITE OF THE SHAM CONDITIONS DUE TO HIGH TEMPERATURES AND HUMIDITY. IF CONDITIONS ARE THE SAME NEXT YEAR, MAYBE WE COULD PLACE BENCHES ON TOP OF THE EXTRACTION MACHINE FOR USE ON A SPACE AVAILABLE BASIS.....FOR A NORMAL FEE OF COURSE.

Bob Cain.

HE DID IT

118 PANELIST OF THE MONTH: ANDY WINTER !

For service above and beyond the call of duty, Andy participated in most of the panels evaluated (listed below). In the "now is it going" section, plus he is involved in the Aquarosa project - that's a lot of tasting ! His input and interest are greatly appreciated.

118 Special thanks to all sensory panelists: Don Baird, Bob Betz, Joe Bost, Valt Boever, Carol Campbell, Sue Ding, Howard Nealy, Steve Haverland, Vicki Hill, Nancy Knaute, Dorothy Partello, Lori Rocha, Mary Sager, Carl Sandel and Beverly Turner. Without your help, we could never have accomplished all we did this month. Thanks again !

Linda Bono

118 Many thanks to Dorothy, Lori and Barbara for typing and circulating that 100 page report of nine in record time. Your efforts are appreciated !

Linda Bono.
The U.S.-Ethiopia situation is fundamentally working its way through the U.S. judicial system. Because we are using a foreign state for property which they have taken from us without fair, adequate, prompt, and effective (all legal terms) compensation, it is very complicated litigation and we suspect that the resolution is some years away. In the case of a similar Cuban nationalization, it took 23 years to get to the Supreme Court, which then held in favor of the U.S. firm whose property was nationalized.

Consequently, infinite patience is required, as well as infinite attention to detail when the hearings are active, so that we don't miss an opportunity to make our claim.

We do not consider it likely that they will want to settle the case for a number of reasons, one of which being that the Russians (which are allies of the present Ethiopian government), through their East German satellite, control the secret service and therefore are able to provide impediments to improvements of relations between Ethiopia and the U.S. The failure of Ethiopia to settle with us is such an impediment. Therefore, we expect the litigation to go on a long time, and probably require a Supreme Court decision to resolve it.

Paul Todd.

RESPONSE TO COMMENT ON FRIDAY NIGHT CLEAN-UP.

Clean is all in the eye of the beholder. Adverse comments about the cleanliness of our plant have been made by visitors, even when special efforts to schedule clean-ups have been made prior to the visits. Such things as rags and tools thrown carelessly on the floor, square tanks with dirty tape, shipments awaiting pick up covered with dust, create an impression of sloppy housekeeping and sloppy work.

Obviously, this does not cause a sale and if sales aren't made, profits aren't earned. We deal with some pretty easy products. Most of our customers recognize that fact, because they deal with our products after we ship them. Even though looking efficient and being efficient isn't exactly the same thing, looking more efficient or clean can't impair our efficiency and may give people the impression that we are efficient. That is exactly what is needed to get an order.

Better cleanliness will get immediate support from sales. It is certainly recognized that if we spend all our time cleaning up nothing will get done, but more emphasis on cleanliness, on the part of all employees, could have as significant an effect on our profits as anything we could do.

Anonymous Officer.

IFT MEANING:
IFT is Institute of Food Technologists.

SURVEY RESULTS.
Beginning with this issue, the highlights of the survey conducted in June will be given. Detailed graphics and the corresponding report are in preparation and will be located at the Library when completed.

The survey was responded by 31 people, which is about 10% of the total number of current employees. From this total of 31 respondents, 23 were from Plant, 12 from Laboratory and 18 from Office.

Only 31 responded completely the first part of the survey, which was a checklist about the source, channel, performance and value related to different types of information. Therefore, the results obtained from the checklist must be interpreted very carefully.
The second part of the survey (the Work Life Questionnaire) was responded entirely by all the people who participated in the survey. This part constitutes really a follow-up of the survey conducted in 1982 and will offer more accurate information.

From the first part of the survey, and with respect to the perception of the information related to compensation, advancement, job characteristics and performance feedback, there are some main points:

- Information about Compensation is rated, in the average, as complete, accurate, received often, in a quantity between scarce and enough, and its quality is rated between poor and fair. Room for improvement is moderately considered; it is viewed as information of some but not great importance, and it is dissatisfactory for about 50% of the respondents.

- Information received on job characteristics is dissatisfactory for about 40% of the respondents, and at the same time it is perceived, in the average, as accurate, but incomplete, often received in enough quantity and fair quality. Room for improvement was strongly pointed out. It was considered information of great importance.

- Performance feedback was also considered accurate but incomplete; it is perceived as received with a frequency between seldom and often, in a quantity between scarce and enough, with a considerable room for improvement; it is considered as an information of great importance and it is dissatisfactory for about 40% of the respondents.

The previous comments are a summary of the average results, which have to be considered very carefully, due to the reduced amount of respondents to the first part of the survey.

For the next week, I will complete the presentation of the results for the communication checklist.

Patricia Colle

**SPECIAL PROJECT**

* Aquarelle for Home and Commissary Use * We did some intensive flavor work on this project in July, which involves finding replacement levels of Aquarelle herbs and spices for ground herbs and spices. The idea is to determine a dilution for each Aquarelle at which one teaspoon of Aquarelle will equal one teaspoon of ground spice in flavor quantity and strength. Once this is accomplished, Aquarelles could be packaged and sold at retail for use in home and food service cooking. A summary of our results so far is in the library, for those who are interested.

Linda Donohue

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I THINK THAT......

BEING WRONG IS NOT BAD (At least on a Sensory Evaluation Panel)!!!!!!

The majority of us, in every day life, are not too thrilled about being wrong. Don't let this bother you when we do a Sensory Evaluation Panel. Through the good work in purchasing, buying high quality raw spices, grinding and extraction, maintaining the high quality bought, and distillation (recovering the volatile oil), we have been controlling our flavor and aroma much better. This central makes it much easier to watch our panel standards.

Most notable improvements have been in our Clove and Black Pepper and Raisin.

The next time you make the wrong choice on a Sensory Panel, blame it on PRODUCTION FOR THE GOOD WORK THEY ARE DOING.

Ted Lupina & Linda Bono

ANNOUNCING

Let's Go to a Picnic!!!

Prairie View Park will be rocking and rolling, Saturday, August 20th from 11 A.M. E.S.T. until you go home. Bring balls and bat, frisbees and frisbees. Bring a dish to pass. Bring your cats or dogs, your Mum and Dad, your horseshoe pitch and your volleyball net. Throw everything in the car and bring two dollars ($2.00) to park that hopp and party.

You won't need hamburgers or hot dogs or mustard or ketchup or tea or lemonade or onions or pickles or potato chips (unless you are fuzzy) or a picnic table or a grill. If you want to swim, bring stuff that floats and if you want to sink, don't. Beer and wine can be cooled but if your boys and girls in the lake you'll be net. Don't use Sar-2.

Aldea.

ISCELLANEA

REAL INFORMATION

9 There has been much written recently about research into the pain relieving capability of Capsaicin. Now attention is being focused on a possible health risk this work has turned up. The same process by which Capsaicin reduces pain may also affect other body functions. It seems that Capsaicin works on type B neurons; type A neurons handle many tasks aside from sensing pain, such as helping to regulate body temperature and monitoring key functions in the lungs and heart. Care should be taken when handling Capsaicin for such more research needs to be done as to its safety.

9 Regardless of the weather, a person at rest generates as much heat as a 100-watt light bulb, the same amount needed to bring a quart of 70 F water to a boil.

9 Body temperatures of 106 F are not uncommon in athletes during exercise but can be fatal in an average person.

Anonimus.

For those of you who are still puzzled by my crossword puzzle, don't feel bad if you cannot complete it. I had made some last minute changes and gave wrong clues for a couple items, and I missed giving clues (or numbers) for a couple other words. Some called me into his office yesterday and pointed out what I was doing (joking). He is, however, the only person who got it done as such as it was possible to do, including the words which had no clues. I will put the answers in the next letter, giving others a longer time to finish it (tell me if you finish it and I will mention your name, too).

Alan Smith
If you punch a very small hole in the copper plating of a 1982 or 1983 penny (with a hammer and pin, perhaps) and drop the penny in a cup of vinegar, the penny will slowly give off bubbles of hydrogen gas and eventually start going up and down from the bottom of the container, and later will just float on the surface. This is because the pennies made since 1982 are made from copper plated zinc instead of pure copper (copper costs 73 cents per pound and zinc costs only 43 cents per pound). Zinc is readily attacked by acids whereas copper is not (to most acids). The zinc in the middle of the penny dissolves and what eventually results is a hollow penny filled with hydrogen gas, floating on the surface.

In the future, if you find post-1981 pennies in the sand on the beach, they will be at least partially hollowed out (the surface will corrode until the zinc is exposed, and then only the zinc will corrode and also change the corroded copper back to copper metal.)

Alan Smith
MORE CONCERNS ABOUT CLEANLINESS

In any production scenario where productivity is pushed close to its maximum or beyond, cleanliness and efficiency do not necessarily go hand-in-hand. Why—there isn’t time for it. But still there is no excuse because there simply isn’t one, especially in the business we are in.

Shutting down on second shift every Friday night would help, but may not be fair. All of us note our areas which is beside the point. We note messes because it is part of the game.

How about winding down activities about 15 minutes before the end of each shift. I don’t mean shutting down but cutting off other tasks for just clean-up. This could be equitable to all involved as we clean-up after ourselves instead of leaving the “mess” next for second shift or someone else.

Perhaps your area is clean but there are several areas in common which everyone uses. (i.e. the ramps, alleys and storage areas). It is our plant, it is old and worn but is where we work. It is not a question of pride but changing an attitude which allows the plant to look the way it does.

Please let’s quit talking about profits, cleanliness and morals. Let’s just do something about it!!!

Bruce Johanning.

WE DID IT

THANKS TO FLODD OKEN AND STEVE HOPKINS FOR THE EXCELLENT METAL FABRICATION WORK DONE ON THE ROTARY FILTER IN THE SPECIALTALY PLANT.

Bruce Johanning.

GETTING THE RECORD STRAIGHT

III TRAINING SESSION

COMPUTER PROGRAMMING

Programming a computer can be easy, or as complex as you need it to be in order to accomplish a large task. The computer sees certain words as commands, and does what it is told. A person who knows the computer must know what these certain words are and use them properly in a program. For example, "PRINT" is a command. It causes to be displayed on the computer screen what the computer is told to "print". If I type in PRINT "HELLO", then "HELLO" will immediately appear below what I had just typed in.

To make a program, commands must be arranged together with each command (or group of commands) preceded by a number. The program will not do anything until you type in (with no preceding number), "RUN".
An example of a very simple program is:

10 PRINT "Here come da Judge"
20 GOTO 10
30 PRINT "Something else why not"

Since numbers precede the commands ("GOTO" is another command), they become part of a program (which is saved in the computer's memory) and nothing will happen until "RUN" is typed in.

When RUN is typed in, the computer reads the first line of the program and does what it is instructed to do - in this case "Here come da Judge" prints out (is displayed on the screen). After that command is performed, the computer goes to the next line (10). The GOTO command in line 20 tells the computer to go to the line which is numbered 10, and perform that line instead of going on to the next line.

So, the computer displays on the next line on the screen "Here come da Judge" again. And again, and again... all day long and forever, unless the power is turned off or the "BREAK" key is pressed. Line 30 is never performed because the computer is always told by the command in line 20 to go back to line 10.

"CLS" is a command which clears the screen of everything that was on it. "LIST" causes the program in memory to be displayed on the screen. If you now typed in "CLS", and then "LIST" (with no preceding number), you will see:

3 CLS
10 PRINT "Here come da Judge"
20 GOTO 10
30 PRINT "Something else why not"

The computer automatically rearranges the program so that line 3 will be in proper numeric sequence. If RUN is typed in, the screen will become clear just before being filled with a lot of "Here come da Judge"'s.

End of Lesson 8.

Alan Saith

NOW ABOUT........

.....Putting buzzers on office doors to be heard in Lab. so that if someone wants to get in at night, the doors won't have to be left unlocked for them.

Harley.

OURS CONCERN INTERESTS AND Hobbies

Karl is planning a project for the Rotary Club which I think may be interesting if done here at IIII III.

Alan. He is going to propose that each person in the Club make a list of their interests and hobbies and return the lists to him.

I am going to write a short program on the TRS-80 computer with which we can make a sorted list of interests and hobbies with each being followed by the names of everyone who indicated that interest or hobby on their own lists. This will help people who want to find others who share common interests.

Anyone who is interested in sharing the knowledge of their interests to others may give us their list, and I will run them through the computer for sorting and printing. I will censor it only to the extent of eliminating the obvious lewdness, people of the opposite gender, etc., or the illegal and/or immoral (drugs, people of the same gender, etc.).

Some example of interests and hobbies are Bird-watching, Bowling, Fishing, Hunting, Stamp collecting, Poker, Checkers, Chess, Aquarist, Home-computers, Soccer, Parapsychology, Martial Arts, Astronomy, and so forth.

This list will be updated weekly and posted on the bulletin board.

Alan Saith
HOW IS IT GOING?????

SURVEY RESULTS (CONTINUED)

Taking again into consideration the first part of the survey the checklist about the source, channel, performance and value attributed to different types of information, the first 15 items were divided in 5 categories: 1) Downward communication, 2) Organizational events, 3) Organizational rules, 4) Feedback of organizational performance and 5) Safety Information.

The following summarizes the principal results of these five categories:

1) DOWNWARD COMMUNICATION: Information sent by officers and supervisors. This is perceived as prompt and accurate most of the time. Half of those surveyed feel this communication is complete and half feel it is incomplete. Frequency ranges almost equally between "often," "seldom" and "usually" for messages sent by officers. The quantity is considered sufficient with quality rated good in general terms but fair in respect to messages sent by Officers. Value is rated high with the majority of respondents expressing satisfaction, especially in the Office.

2) ORGANIZATIONAL EVENTS: Situations, announcements, new employees, activities. Generally, this type of information is considered moderately accurate and complete, received often, of fair quality and enough quantity except in the Plant where it is rated as scarce. There is strong agreement that there is considerable room for improvement. It is satisfactory for most of the respondents and it is rated as of "very great importance" by the Lab, "great importance" by the Office and of "some importance" by the Plant.

3) ORGANIZATIONAL RULES: Policies, methods, schedules. This is perceived as information with great value and room for improvement in general terms is rated very positively, especially in the Office and less so in the Plant, mainly with respect to work methods and schedules. Such information (methods and schedules) is considered complete and accurate, given often, although work schedules were rated as given with low frequency, and in enough quantity and fair quality.

With respect to Organizational Policies, there is little agreement in the responses for rating timeliness, since almost the same amount of respondents considered it as information given late as those who consider it given promptly; it is rated most often as incomplete, with ratings for frequency spread among the categories of "seldom," "often" and "usually" with the lowest ratings given by the Office area by its quantity is rated scarce (mostly by Plant) and enough, and its quality is considered fair. This information is perceived as of great value, and is rated satisfactory for about 80% of the respondents, with considerable room for improvement.

4) FEEDBACK OF ORGANIZATIONAL PERFORMANCE: Company's achievements, improvements, products, competition in the market and production projects. This category showed the lowest ratings of the five categories of information that were mentioned at the beginning of this report.

For Plant and Lab, this information is not satisfactory. It is of moderate or little value for Plant, moderate for Lab, and considerable for Office. Room for improvement was highly rated, and its increase and intensification were slightly suggested in all areas.

It is considered given more late than prompt and more incomplete than complete. It is considered for the most part accurate, released with low quantity and frequency; its quality ratings are between fair and good.

5) SAFETY INFORMATION: Generally, it is rated as given slightly late, but with accuracy and of fair quality. Frequency was rated either as "seldom," "often" and "usually" so that there was little agreement in rating; its quantity is considered enough by Office and Lab, but scarce by Plant. It is perceived as an information of great and very great value, and it is satisfactory for 70% of the respondents, although it is rated unsatisfactory by the Plant.

In summary, items relating to feedback of the individual's, group's or organizational's performance are rated lower in quality, quantity and frequency than the information given on a formal and regular basis.

Most of the information systems are perceived as being of great value but with room for improvement. There is more satisfaction with information related to organizational or group matters than with information related to individual matters.

In the next issue, I will present results for the second part of the survey: The work life.

Patricia Collins.
According to numerous and valuable feedback received from various people, another type of input form is advisable to ease the writing of input for the newsletter easier. We are working on this project, and hopefully it will be ready for the next issue. Look for the input form baskets.

The Newsletter Committee.

ANNOUNCING

The only other person who finished my crossword puzzle, so far as I have been told, was Hans’ wife. The next one I take will be somewhat easier. The answers are:

STREAK HA GINGER
10 MARRON ED E D
M SPEICE HA SARA
KALDEC MARJORAH
A GEE ERION DBO
FLA GREYHOUND TOPS
PT 50 DELTA LUI
LACED 30 OF AG
ERASES L ORAN USA
BT OLDRESINS R

Alan Smith

YOU ARE WHAT YOU EAT - BY TED LUPING

The next time you are traveling and need a meal, keep these rules in mind:

The Pepper-Mill Law: The disparity between a restaurant's price and food quality rises in direct proportion to the size of the pepper mill. Upon entering a restaurant, discreetly ask the manager or maître d'what if you could take a look at the pepper mill (do so in a polite, unobtrusive way to avoid suspicion, perhaps mentioning that you have a collection of unusual pepper mills from around the world and want to see what they've got). If it is a utilitarian instrument no larger than your fist, eat there. If, however, it resembles a deftly turned Louisville Slugger, tell the manager you think you left your tea keys in the trunk and scurry out.

The Billboard Law: When a restaurant mounts an expensive and repetitive billboard campaign that reads “30 Miles To Indian Joe’s/Miles to Indian Joe’s,” accents upon reaching Indian Joe’s.

The Hallowed Law: You will never go hungry in a restaurant that features a huge plastered animal out front or on the roof. Waitresses are generally pleasant at these places and the milk has a frothy head.

The Dishwasher Law: Contrary to popular notion, truck drivers know nothing about good restaurants. If you want a reliable tip, drive into a town, go to the nearest appliance store and seek out the dishwasher repairman. He spends a lot of time in restaurant kitchens and usually has strong opinions about them.

The Law of Velocity: Bad food eaten at 60 miles per hour tastes better than bad food eaten in the restaurant that prepared it. This is a twist on the “Hot dogs taste better at the ball park” law. If you fall asleep in a loud restaurant, ask the waiters for doggie bags so you can eat in the car.

The Casual Law: Never eat in a restaurant that has a dog sleeping on or near the front step; it is probably the town’s version of your gray meals underground.

The Law of Velocity: Your chances of getting an expensive platter consisting mainly of pea soup, pickle wedges and shredded iceberg lettuce is greatest in restaurants with (A) a long, poorly lit story on the menu describing how the restaurant’s name came about; (B) curvaceous menu dance diners (“Davey Jones’ Platter,” for example); (C) “luscious macaroni in the divine room.

The Altitude Law: The quality of food is in inverse proportion to a dining room’s altitude, especially atop hotels and hotel buildings (airplanes are an extreme example). There are some notable exceptions in this rule, of course, but I stand by it in general.


The Local Color Law: If time permits, scan local weekly newspapers for church suppers, teen rallies and events such as Daughters of the American Revolution picnics. The price will be right for a family meal, and while the food may not be great, it will be copies and you won’t have to leave a tip.

The Survival Law: Never eat at a place called Mom’s Ever.

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Here are 25 boxes containing words and/or symbols which are clues for certain words or phrases. Enter these in the spaces provided at the bottom of the page. Three answers are already given.

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<th>2</th>
<th>3</th>
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<td>Touch</td>
<td>Mother</td>
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</table>

1. Long underwear
2. Dark Ages
3. Hurry up
4. 12.
5. 13.
7. 15.
8. 16.
9. 17.
10. 18.
11. 19.
12. 20.
13. 21.

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EDITORIAL

In the last few days we have had a number of visitors when I have conducted through the plant. Among them were the marketing director of Zinnermann-Hobbs (our representatives in England) and others interested in international sales or other forms of cooperation with us--all hopefully leading to more work and profit.

I very much appreciate the courteous and attentive manner in which our visitors were received in our organization; a friendly greeting makes the visitor feel at home and causes him to have a good memory of us--from a sales point of view that helps. Thus, in a real sense, everyone of us is a salesman.

Favorable comments were received about the housekeeping in the factory working areas. This was given in full recognition of the fact that room is at a premium, and by people who have considerable industrial experience. This was one more instance when everyone's help must be acknowledged in general terms--no one can be singled out as having been particularly responsible. It often is so when there is team work. There may be no star player, but yet the team wins.

When the team wins, everyone is a winner!

Karl Sandalin.

WE DID IT ! ! !

Now that summer's almost over, I'd like to say THANKS TO THE COMPANY for the cooler hours we've been enjoying on Friday afternoons. It was nice to get off early on some of those hot afternoons!!

Anonymous

*** Many thanks to DORIS for taking care of the library while I was gone. Doris, you did a super job in completing all the projects I gave you.

Lots of thanks to FLOYD and STEVE for painting the library floor and to MARTHA and BOB for getting it painted. I was thrilled to see the sign "GET PAINT" on the library door when I came back from my vacation on Monday. It was such a nice surprise for me. But my happiness did not last long... when I unlocked the door, I found dirt and dust all over the floor since it got flooded over the weekend. So, I still have problems!!! Anyway, the library floor looks very nice now. If we could get away with the problem of water, the floor will look pretty for a long time. Thanks again for the nice surprise and all the trouble you have taken to make the floor look good.

Mary Sagar.

*** Super food!!!, Super games!!!, Super people!!!, Super day!!!, Thanks for the picnic!!!

Anonymous.

Super food!!!, Super games!!!, Super people!!!, Super day!!!, Thanks for the picnic!!!
**SETTING THE RECORD STRAIGHT**

**ANOTHER POINT OF VIEW ABOUT SALT TABLETS -- BY JOHN SHEEHY**

A recent issue of Spicy News made some comments on the use of salt tablets during summer heat. Perhaps a few comments are in order based on the experience of long distance runners who have given to the medical profession the first large sample of exhausted athletes.

Coaches used to tell their athletes not to swallow water during the time out in a game believing that cramps would result. Who knows how many great athletes were hampered by this advice? This has now changed and the importance of water during sports is now accepted.

In regard to salt tablets, the following quote from a sports medicine book should be of interest:

"Never take salt tablets! Let your taste buds tell you when to salt your food. If you are low in salt, you will crave salt. Salt tablets bypass your taste buds, which are nature’s protection against eating too much salt."

The best protection against heat exhaustion is the drinking of moderate amounts of water or diluted juice on a regular basis to replace that which has been sweated-out. Runners try to take water every fifteen minutes during a long run.

Talk to Karl Sandelin about the amount of salt loss that occurred during his ultra-marathon in South Africa. That will give you some idea of how salt loss can be tolerated as long as fluids are replaced on a regular basis.

A good indication of excessive dehydration during these hot months is a sudden loss of a pound or more of weight in a day. It is an easy warning that fluids should be replaced.

**HOW ABOUT....**

How about... having an article every week on the different solvents, acids, cleaning agents, etc., that we use at XXXX, describing the uses, precautions, and dangers involved in working in or around these solvents.

Anonymous.

**HOW IS IT GOING??**

Continuing with the survey results...

This time, I will begin with the presentation of the results from the Work Life questionnaire. Because of its extension and importance, results will be presented for a particular working area in each of the next issues. In this issue, results are focused on the production area, including janitors, and maintenance.

The items in the questionnaire have been grouped in 8 different topics:

1. Participation/Involvement.
2. Working relations.
3. Communication.
4. Trust/respect.
5. Working conditions.
7. Incentives.
8. Overall Job Satisfaction.

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Ratings can be considered as "perception" of the degree of appropriateness over the different types of situations and conditions that were described through the items in the questionnaire. Therefore, it is possible to say that some particular item or category of items is perceived positively or negatively and with moderate or high degree of intensity. But sometimes, ratings fall in the middle of the neutral and respect point, where the response to the item is neither positive nor negative. We can consider that kind of rating as "neutral response".

Of the participants, 25% of this group filled out the survey form therefore, the results have to be considered more carefully because they are not representing all the production personnel. This results are summarized as follows:

- **Incentives**: This includes advancement opportunity, rewards, recognition of performance, compensation and job security. This category presented the lowest average rating of all items, moderately negative. It is rated highly negative by non-managerial positions at plant.

  Among the components of this category, Compensation is highly negative, both in managerial and non-managerial positions; rewards and recognition and advancement opportunities are considered moderately negative, especially at non-managerial positions and neutral for managerial positions.

  - **Workload**: (Physical environment, equipment and tools, work load, task interference and stress). This category was rated as moderately negative, especially by non-managerial positions. Low ratings are attributed mostly to physical conditions (noise, space, light, ventilation, tools, etc). The work load and interference of non-controllable factors with the job is negatively evaluated by non-managerial position but in contrast considered highly positive by managers.

    Stress conditions and reactions are neutrally rated.

- **Trust/Respect**: (Trusting and respectful relationships and treatment to the individual, among peers, and from managers and supervisors). In this category, ratings tend to be sharply neutral (neither positive nor negative) but among the components of this category "trust among peers" has the lowest rating, being considered extremely negative for all positions in plant.

  In general, individuals feel positive about being respected inside and outside the organization. Trust and respect from supervisor in slightly negative for non-managerial positions and moderately positive for managers and supervisors.

- **Working Relations**: Formal and informal on the job relationships with supervisors and managers, peers, labor-union management. The ratings for this category are located at the neutral point of the scale, presenting slightly negative evaluations for non-managerial positions and slightly positive ones for managers and supervisors; these results are observed particularly for items related to relations with supervisor and for labor-union management. Peers and group relations tend to be evaluated positively, but not highly.

- **Participation**: Loyalty to the organization, participation and involvement opportunity, problem solving, performance feedback. The overall rating for this category is slightly negative, especially for non-managerial positions. In contrast, managers and supervisors rated it, slightly positive. The same situation is observed in evaluation conditions of problem solving and performance feedback. All personnel evaluate moderately positive those items related to loyalty to the organization; opportunity for participation is moderately positive for managers and supervisors and only slightly positive for non-managerial positions.

- **Job Enrichment**: Use of variety of skills on the job, task significance inside and outside the organization. In all the components of this category, non-managerial positions rated lower (neutral and slightly positive) than managerial positions (moderately positive).

- **Overall Job Satisfaction**: Jobs themselves are rated slightly positive by both managerial and non-managerial positions, but with a marked tendency toward the neutral point of the scale. Job satisfaction itself is rated neutral by non-managerial positions and moderately positive by supervisors and managers.
COMMUNICATION (Communication with supervisor and managers, within work groups and opportunity for communication). In general, no negative ratings are observed in this category. The lower ratings are in the neutral point of the scale and are assigned to opportunity for communication; the higher scores are observed in items related to communication with supervisor, which is rated highly positive by managerial positions and moderately positive by non-managerial positions.

For the next issue, we will consider the results for office and laboratory.

Patricia Callie.

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ANNOUNCING

From now on, our Spicy New will be issued every other week. The next issue will be published September 9 and the input will be collected September 8.

The Newsletter Committee.

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MISCELLANEA

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ANSWERS TO LAST WEEK'Sgeoisph:

1. Easy on eyes.
2. Touch down.
3. Red balls.
5. Time after time.
7. Hurry up.
8. Quiet fellow see.
9. Split level.
11. Man overboard.
12. He's beside himself.
13. Reading between lines.
15. Cross roads.
16. 3 degrees below zero.
17. Long underwear.
18. What's up.
20. Tri cycle.
22. Down town.
23. Circles under the eyes.
24. I understand.

Anonymous.

---

What is the longest word you can think of which always has other words when either the first or last letter (your choice) is dropped off one after the other (leaving either an "a" or an "i").

For example "ants" goes to "ants" which goes to "ant", then "an" and finally "a". I will mention the person who has the longest valid word, and their word next week if and in the future weeks if someone comes up with a longer word later.

Alan Smith.
There are about 250 to 300 views on how IIIIII should be managed (some employees have several views, and this increases the average). Nevertheless, in spite of the difficulty of trying to stay on course in the shifting winds and troublesome waves of inconsistent views of how we should be managed, the Operating Committee is attempting to steer a steady course based on its wisdom and conscience.

The Committee has examined such texts as "Up the Organization", written by the founder of Aris. The conclusion of this study was "Never answer the telephone or respond to a memo." He cannot adopt this philosophy for obvious reasons, or massive layoffs would result. Another work we have consulted is Peter Drucker's "The Practice of Management". He is the godfather of modern management theory, and his conclusion is that in spite of management, solid organizations will prosper. Obviously, we cannot accept this principle, for we would lose all our beloved officers, and maybe some beloved others. We have also studied "Management and Machiavelli", by Tony Day. This study concludes that the only principle of management is no principle. In addition, we have viewed the works of Murphy, whose law states, "If anything can go wrong, it will." We had concluded, temporarily, that this principle is the most appropriate for our guidance.

However, all of this erudition was shattered by the observation of Sue Binge that the most important lesson to which our management should adhere is "Eat Left-Overs FAST!". Just think what this fundamental principle of management could mean to us: (1) No drums of used solvent; (2) No scraps; (3) No spent; (4) No dangling jobs; (5) No line ups; (6) No calls left waiting; (7) No pile ups on Monday mornings; (8) and many more.

Now, there are other suggestions about management theory, like identifying with each other. But how better to identify and communicate than over fresh left-overs? In fact, Sue's law may be as such a contribution to marriage theory as to management theory.

Sue's law will certainly emerge as a unique and superlative contribution: "EAT LEFT-OVERS FAST!!!"

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GARETT, FLOYD AND DAVE did a SUPER JOB in painting the outside of the computer room.

Garett painted the walls, and the nice little extra of the IIIIII Logo was drew by Dave Longjohn and painted by Floyd Owne.

THANKS GUYS!!!

Anonymous
GETTING THE RECORD STRAIGHT.

LATE IS NOT BETTER THAN NEVER! 

A problem has come up recently in the sensory evaluation area - that of panelists being chronically late or forgetful - and I feel it would help for us to come to an understanding of your situation, and for you to come to an understanding of mine.

First of all, I know how busy we all get, and how meetings and special projects can come up at the last minute. Some days can feel like one and rush from beginning to end, and it's easy for a request to do a panel to get lost in the shuffle.

On days like that, please tell me that you're busy and you'd rather not participate when I first ask you to do a panel. Usually there's no problem, unless EVERYONE is busy - we have a fairly large pool of panelists to choose from. I'd rather have someone tell me right away that they can't do a panel, than to ask someone - wait for them - remind them - wait again - and remind them again -, because they're busy and keep forgetting. This wastes both my time and yours, and also holds up the final approval of a product which may need to be shipped as soon as possible. It can also hold up many products. It's a rare day when only one product needs flavor and aroma evaluation usually five or six samples are waiting behind the one I've asked you to do. Ideally, I'd like to have someone tell me right away that they can't do a panel, than to ask me to do a panel, and something comes up, please try to give me a call and let me know whether you can still do the panel or not, or be able to participate. Then I'll be able to find someone else right away if necessary.

Getting the job done depends on YOU and ME. If you have any concerns or suggestions, please let me know.

How about some encouragement to Production personnel to participate in the Newsletter. How about entering their valuable concepts, ideas, opinions, requests, feelings, thoughts, program, projects, questions, answers, accomplishments, anecdotes, suggestions, improvements, and all of that which is part of our work and community. The list is endless, and the newsletter stands partly because most of us ask for it, and there are some reasons why you are scarcely participating.

The Newsletter Committee.

SURVEY RESULTS - CONTINUATION

In the last issue of the Newsletter, the results of the Work Life Questionnaire were presented with respect to the Production Area. In this issue, the results from the Office area will be examined briefly. Half of the respondents in this area are from managerial positions and the other half are in non-managerial positions. There was 100% participation from the Office area.

Among the item-categories, those issues related to INCENTIVES received low ratings, mainly by personnel in non-managerial positions. In general, incentives are perceived moderately negative, especially the issues related to "advancement", "rewards for performance" and "compensation". "Pay" is rated moderately negative both in managerial and non-managerial positions. On the contrary, "job security" and "community betterment" are viewed moderately positive by all office personnel.
WORKING CONDITIONS is another category rated as moderately negative, with personnel in managerial positions showing the lowest scores. Stress conditions are moderately negative for managers and neutral for non-managers. Items related to work load are rated as neutral in managerial positions, but as moderately positive in non-managerial positions. With respect to job instruments and tools, there is more agreement between managerial and non-managerial positions, being rated as moderately negative.

COMMUNICATION tends to be placed in the "neutral" point of the rating scale; nevertheless, "communication with supervisors" tend to be perceived as moderately positive by all office personnel; "supply of job-related information" is moderately positive in non-managerial positions and "neutral" for managerial personnel. Communication inside workgroups has no definite direction in its rating (neutral); finally, managers tend to rate negatively the items related to opportunity for communication, which is viewed as moderately negative in non-managerial positions.

With regard to TRUST AND RESPECT, ratings tend to be placed on the positive side of the scale, but still are within the "neutral" area; agreement in the scores is observed among all office personnel.

WORKING RELATIONS are perceived slightly positive by all office personnel, but especially in the non-managerial positions. Considering this pattern of response, items related to "labor management" (union relations) received the highest ratings (slightly positive); finally, "management support" and "relations with managers" all showed the lowest scores (slightly negative in managerial positions and neutral in non-managerial positions).

PARTICIPATION is also perceived slightly positive in general terms by all office personnel; specifically, items referred to as "loyalty to the organization" are rated as moderately positive; "opportunity for problem solving, independence and control" are rated as neutral, and "opportunity for improvement" is viewed as moderately negative in managerial positions and as slightly positive in non-managerial positions.

With respect to JOB ENVIRONMENT, ratings tend to be slightly positive, especially in the managerial positions. For example, the "use of skills" and "skill variety at the job" are perceived as moderately positive in managerial positions, but moderately negative in the non-managerial positions. Nevertheless, the amount of effort and significance of tasks are perceived in general as slightly positive.

The last category of items, OVERALL JOB SATISFACTION, is moderately positive for all office personnel, especially in the non-managerial positions.

In the next issue, the last summary of survey results will be presented, and it will be related to the Laboratory area.

Patricia Calle.
ANNOUNCING!!!

III III III OPEN BOWLING TOURNAMENT I
II CONTINENTAL LANES II NOVEMBER 12, 1982 II 2:00 P.M. II

Open to all IIIIII employees and their guest (wife/husband, friend). Entry fee is $4.00 per person. There will be prizes awarded for those who bowl well. The tournament will be handicapped and based on 60% from 200. Please use your highest league average from last year’s bowling season. If you don’t bowl on a league and don’t have an average you can still bowl!! Arbitrary averages for men will be 130 and 110 for women. Please see Jack Griffin for entry blanks and any questions you may have.

Please turn in your entry blanks by November 4, 1982.

III Please remember that this event is for fun and you don’t have to be a good bowler to participate. So come on out and have a good time!!!

Jack Griffin

MISCELLANEA

Nasturtium flowers make an attractive addition to a tossed salad; they have a sharp, peppery flavor.

Anonymous.
EDITORIAL

A RECORD YEAR !!! THANKS TO YOU !!!

O UR FISCAL YEAR ENDED SEPTEMBER 30, 1983. SALES HIT A RECORD 10.5 MILLION DOLLARS WHICH IS A REAL MILESTONE. THIS RECORD HAS BEEN ACHIEVED IN SPITE OF PRICE DECREASES IN MOST OF OUR MAJOR PRODUCT LINES, WHICH MEANS THAT THE VOLUME OF PRODUCTS WE SHIPPED HAS GONE UP VERY SUBSTANTIALLY.

THIS COULD NOT HAVE BEEN DONE WITHOUT CAREFUL PLANNING AND MAXIMUM EFFORT ON EVERYONE'S PART. THAT INCLUDES ALL OPERATING DEPARTMENTS, BUT PERHAPS THE GREATEST STRAIN HAS BEEN FELT IN BULKING AND SHIPPING WHERE ADDITIONAL SLEEPS AND CONSIDERABLE OVERTIME HAS BEEN NECESSARY.

GETTING A NEW SALE IS NOT AN EASY PROPOSITION, OUR SALES FORCE HAS EVERY REASON TO BE VERY PROUD OF THIS RECORD YEAR IN A VERY SOFT ECONOMY. KEEPING THOSE SALES AND BUILDING ON THEM IS THE TASK IN FRONT OF US, WHICH WILL REQUIRE SERVICE, QUALITY AND CONTINUED INNOVATIONS.

THANKS TO ALL OF YOU FOR A RECORD YEAR!!!

HOWARD CRIPPS
Marketing Manager.

WE DID IT !!!!

Library floor is dry.

Two weeks ago when there was heavy rain, there was no water in the library !!! You can't imagine how happy I was to work in an office with a dry floor, while there was thunder, lightening and heavy downpour outside! No more worry about wet files and a damp and dirty floor.

Thanks a million to Paul, Piano, ferris and Brad and all those who worked hard to divert rain water away from the library. YOU DID IT !!!!.

Mary Sagar.

HOW ABOUT ...

We are looking for ways to IMPROVE OUR PROFITS and your help is needed. Please write down your ideas (forms available at bulletin boards or ask your supervisor) - and turn them in to your supervisor who will either give them to me or bring them forward to the Operating Committee.

Thank You,

Maryann.
HOW IS IT GOING ???

III A REVIEW AND FORECAST III BY PAUL TODD - PRESIDENT.

The annual retreat of the Operating Committee occurred the weekend of September 24. The principal activity was to review sales and expense projections, and to determine what we can do to make the forthcoming year successful.

A year ago, at our retreat, we forecast a poor year, with before-tax profits too small to finance increases in inventory and plant improvements. Everyone took actions which contained our costs, maintained customer service and quality and gave wholehearted attention to bringing new products into the market. As a result, and in spite of some unanticipated losses of color in paprika, we have had a good year. Our sales, both in volume and dollars, have grown by about 15%, and our profit before taxes probably be slightly better than 1% of sales. We are probably one of the few, or perhaps the only, firm in our field which has accomplished this.

Because of very severe foreign competition in paprika, with prices being some 20% below a year ago from Spain vs. the same costs for us, and because of dumping by manufacturers in India and Singapore, we expect serious erosion in our prices in the year ahead. For all practical purposes, our forecast shows a year of no profit. This means that plant improvements will not be undertaken as quickly as we would have liked, for they are made out of earnings. It means that inventory turn-over will have to increase, as we will not have profits to finance inventory growth. And it means that we will have to be sure our own internal costs do not go up faster than the rate of inflation, or we will surely permanently suffer at the hands of foreign competition. It also means that if we can do what we did this year, we will be able to turn a very rotten year into a not so bad, or even a good year.

I would like to offer a few suggestions as to how each of us can help do this. In the first place, I do not think it will be because we work harder. Virtually everyone here is working hard, and conscientiously. We can continue to offer the service and quality and reliability which is seeing us through the recession. We can continue to refrain from taking marginal business, which doesn’t allow us to put quality and service into our products. But we will still have to follow markets down when there has been a major decline, as in paprika.

So, the question remains: How can we reduce costs, produce more and maintain standards? I have a couple of suggestions:

1. OBSERVE SUE’S LAW - GET RID OF LEFTOVERS FAST.

This takes planning, scheduling and dedication. It also takes a resolution that we can do it. In the plant, in the lab, in the office, in sales, in inventory management. No one person or group can be responsible for the implementation of Sue’s law; rather, it requires that anyone aware of leftovers call it to the proper person’s attention, and that person take action. For example, there is really no excuse for having a lot of recovered solvent sitting around and not in use.

2. STRINIGHTEN GROUP INTERACTIONS.

Sometimes I feel that the lab, for which I have responsibility, does not sufficiently identify with the problems which production may reasonably be expected to encounter. Instructions are partial, not complete, and as a consequence both emotional energy and time are drained. By the same token, procedure modification should be written up immediately upon completion of a job, and not some weeks or months thereafter or, even worse, have to be rediscovered.

3. BE SURE TO INFORM COLLEAGUES ON A NEED-TO KNOW BASIS.

We pass around a lot of information which we don’t need to know, perhaps because it is harmless and interesting. But often we wait and wait and avoid passing around information someone or some group may need to do their job well. Nice reports two weeks late only plug files, information needed and timely, in such a manner productive. Each of us needs to make an increased effort to make sure our colleagues are given the information they need to know to do their job as well as possible.
4. **WE SHOULD LEAVE FEWER THINGS UNDONE...**

...and this implies that we will try not to scatter our efforts too much. This gets back to

Sew's law - except that in this case it applies to leftover jobs, or partial jobs, or open

questions and not materials.

5. **LISTEN.**

Most people do this terribly or not at all.

None of these things are going to happen just because an order is issued. The activities we have been doing are much too complex to regulate with orders. They will happen as a result of self-discipline and equality and understanding of the needs of others. If we can improve along these lines, I think we will improve upon our costs, our surpluses and our profits for the coming year.

It is fair to say how I say change the emphasis in my job to help in this effort. It will be to

observe and comment on our progress in the above, as well as to promote the following:

1. Close attention to developing job pro-formas as a means of anticipating cost overruns and

   gaining control before the fact and not after. This tool must be sharpened immediately and used

   religiously.

2. Take into consideration, at evaluation time, the responsiveness of individuals to requested

   information and the quality of feedback. Sometimes my requests have to be repeated three or

   four times, and if this is characteristic of the organization, there is a great deal of slop

   which can be eliminated. Another way of saying this, is that it is reasonable for people to meet

   deadlines, except when excused in advance.

3. More attention to process improvement and market investigations, as well as cost control.

   We have got to elevate to the highest level of consciousness these three factors, and to be willing

   to adapt as changes appear worthwhile. If we can make these improvements in our interactions during the

   coming year, what does this do other than maybe make the year better than terrible?

   In the first place, it will help us in our evolution into an organization which is not so dependent

   upon commodity prices as we are today, and which will be even better insulated than we have been to

   depressions. It will make us less dependent upon anyone. And it gets us into higher surplus and more

   specialized products, in which reliability and quality are an even more important factor, and it will

   provide funds for equipment and growth.

   WE ARE, RIGHT NOW, THE ONLY EXTRACTOR IN THE WORLD WHICH MAKES A FULL LINE OF SPICE, HERBS AND

   NATURAL COLORS. We have done this because we could not achieve satisfactory quality control by relying

   on others. And we are beginning to successfully use our very impressive expertise in basic analyses and

   colors to make blends for particular applications, further contributing to the stability of our markets.

   If we continue our search for knowledge and excellence in our field, and continue to tune our own

   work-place relationships with each other, we will most certainly continue to be an organization which

   offers job security and which will grow in size at a modest and sustainable rate.

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**SURVEY RESULTS - LAST REPORT**

This is the last report on results obtained from answers to the Quality of Work Life Questionnaire.

This time, results are referred to the Laboratory Area:

With 86% of the laboratory personnel responding to this questionnaire, the following is the summary

of results:

Similar to the Office area, INCENTIVES showed the lowest ratings. It was considered moderately

negative with respect to all the topics considered in the survey such as advancement, rewards for

performance and compensation (including benefits). Job security was rated moderately positive, but

community involvement / projection of the organization within the community was viewed moderately

negative.
Wages showed the lowest rating of all the items included in the category of incentives, being rated as strongly negative.

WORKING CONDITIONS were considered moderately negative. In this category, personnel rated the stress conditions and the workload in the neutral area of the scale, and considered the physical environment and work equipment and tools as moderately negative.

WORKING RELATIONS were rated in the moderately negative area of the scale. For example, items related to relationship with superiors were rated moderately negative, and those items related to peer relations were rated as "neutral" as was "support from managers".

COMMUNICATION was a category where ratings approached more to the "neutral" area of the rating scale. The lowest ratings of "moderately negative" were assigned to on-the-job communication and communication with supervisor or information necessary to perform a job were rated as neutral.

JOB ENRICHMENT was also rated within the neutral area of the rating scale. Items related to "work effort" were scored slightly positive. The variety of skills and task significance used on the job tend to be viewed moderately negative in non-managerial positions and moderately positive in the managerial positions.

With respect to PARTICIPATION, "loyalty to the organization" showed the highest score moderately positive of all related items, and "involvement in organizational events" showed the lowest score moderately negative. Items related to "problem solving" were rated moderately positive by people in managerial positions and moderately negative by people in non-managerial positions.

In terms of OVERALL JOB SATISFACTION, scores tended to be moderately positive. The same tendency in the scores toward the positive side of the rating scale was observed for the category of TRUST AND RESPECT. Items related to personal trust and trust within work group were also considered slightly positive. On the other hand, especially in managerial positions scores tended to be moderately negative for trust and respect toward the organization.

In closing the presentation of the survey results, there are some comments that may point out what happened and what is next.

The Quality of Work Life Questionnaire was a very interesting follow up of the organizational survey that was conducted in June, 1983, since both surveys evaluated practically the same factors. The 1983 survey shows that there are factors that are thought of as having considerable room for improvement, especially those related to working conditions and incentives. Nevertheless, considering the organization size, challenges, achievements and human resources, these factors are not critical at the moment in performing efficiently and effectively. On the other hand, and in comparison with the organizational survey of 1983, factors such as participation, communication and overall job satisfaction have been perceived more positively, although they also have some room for improvement, especially communication and working relations that deal with feedback, evaluation and praise on organizational and individual accomplishments.

These two surveys supported the idea of the Newsletter implementation, which is today 8 issues old. The newsletter is an interesting organizational experience, that is also part of my academic research. The next step in that research is reporting the theoretical basis, variables, procedures and results that can be drawn from the newsletter experience. That does not mean the termination of the newsletter. The research report is just a midway evaluation on how the newsletter is doing.

The newsletter has had a hard beginning, but it will work for all of us if we make it work, since it can be a very close "impression" of the work life and an important organizational window and mirror.

Patricia Calla.
APPENDIX G

NEWSLETTER IMPACT QUESTIONNAIRE FORM

EVALUATION OF NEWSLETTER IMPACT - OCTOBER 1983

The following short questionnaire is intended to evaluate the impact of the organizational newsletter in order to reframe or adjust the newsletter purposes, procedures and results related with our work life.

Your help is needed to accomplish this evaluation, so please complete the following short questionnaire after carefully reading the instructions.

INSTRUCTIONS:

1. Select one answer or term from each of the 5 sets of choices which best fits how YOU think or feel about each of the 15 statements or questions.

2. Draw a circle around your selected term in each of the sets of choices.

Therefore, you will select one answer from each set of choices that best matches how YOU feel, so that you will give five different answers for each statement.

3. Your answers will be about THEMES ARE NOW, AFTER THE IMPLEMENTATION OF OUR NEWSLETTER.

For example:

The weather forecast is received:

- Never
- Seldom
- Usually
- Always

- Very Poor
- Poor
- Fair
- Good
- Excellent

Therefore, a person thought that after the newsletter was implemented, he or she received information on the weather forecast OFTEN, and that such information has been FAIR, and is received PROMPTLY.

4. The terms "message", "information" or "communication" refer to information YOU RECEIVE from different people in the organization that is job or work related.

Take your time answering this short questionnaire. In no way will you be identified by your answers. Your response is very important. Please answer the entire questionnaire.

Since questionnaire results will be summarized for each job area and for each job responsibility or position, please circle the correct area and position that applies to you.

JOB AREA:  OFFICE LABORATORY PRODUCTION & GROUNDS

JOB POSITION:  MANAGEMENT Officers, Managers, Supervisors

NON MANAGEMENT: Technicians, Bookkeepers, Maintenance, Production, Secretaries, Engineers, Janitors, Accountants, clerks

( Questionnaire begins on next page )
1. Information you have about organizational events/activities, situations is received:
   a) Never  Seldom  Often  Usually  Always
   b) Very poor  Poor  Fair  Good  Excellent
   c) Complete  Incomplete
   d) Accurate  Inaccurate
   e) Promptly  Late

2. Communication about organizational policies/rules, purposes, objectives is received:
   a) Never  Seldom  Often  Usually  Always
   b) Very poor  Poor  Fair  Good  Excellent
   c) Complete  Incomplete
   d) Accurate  Inaccurate
   e) Promptly  Late

3. The information you have about XXXXXX’s accomplishments is received:
   a) Never  Seldom  Often  Usually  Always
   b) Very poor  Poor  Fair  Good  Excellent
   c) Complete  Incomplete
   d) Accurate  Inaccurate
   e) Promptly  Late

4. The communication about XXXXXX’s improvements is received:
   a) Never  Seldom  Often  Usually  Always
   b) Very poor  Poor  Fair  Good  Excellent
   c) Complete  Incomplete
   d) Accurate  Inaccurate
   e) Promptly  Late
5. Information on IIU's product projects is received:
   a) Never   Seldom   Often   Usually   Always
   b) Very poor   Poor   Fair   Good   Excellent
   c) Complete   Incomplete
   d) Accurate   Inaccurate
   e) Promptly   Late

6. Safety information that reaches you is received:
   a) Never   Seldom   Often   Usually   Always
   b) Very poor   Poor   Fair   Good   Excellent
   c) Complete   Incomplete
   d) Accurate   Inaccurate
   e) Promptly   Late

7. Information on health programs is received:
   a) Never   Seldom   Often   Usually   Always
   b) Very poor   Poor   Fair   Good   Excellent
   c) Complete   Incomplete
   d) Accurate   Inaccurate
   e) Promptly   Late

8. Information on benefits program(s) is received:
   a) Never   Seldom   Often   Usually   Always
   b) Very poor   Poor   Fair   Good   Excellent
   c) Complete   Incomplete
   d) Accurate   Inaccurate
   e) Promptly   Late
9. Information you have about how well you are performing is received:
   a) Never  Seldom  Often  Usually  Always
   b) Very poor  Poor  Fair  Good  Excellent
   c) Complete  Incomplete
   d) Accurate  Inaccurate
   e) Promptly  Late

10. Messages about your job contribution to the organization are received:
   a) Never  Seldom  Often  Usually  Always
   b) Very poor  Poor  Fair  Good  Excellent
   c) Complete  Incomplete
   d) Accurate  Inaccurate
   e) Promptly  Late

11. Encouraging messages on your performance are received:
   a) Never  Seldom  Often  Usually  Always
   b) Very poor  Poor  Fair  Good  Excellent
   c) Complete  Incomplete
   d) Accurate  Inaccurate
   e) Promptly  Late

12. Suggestions to improve your performance are received:
   a) Never  Seldom  Often  Usually  Always
   b) Very poor  Poor  Fair  Good  Excellent
   c) Complete  Incomplete
   d) Accurate  Inaccurate
   e) Promptly  Late
11. Responses to your requests/complaints/suggestions/needs/comments, are received:

a) Never  Seldom  Often  Usually  Always
b) Very poor  Poor  Fair  Good  Excellent
c) Complete  Incomplete
d) Accurate  Inaccurate
e) Promptly  Late
### NEWSLETTER IMPACT QUESTIONNAIRE - ITEMS CLASSIFICATION

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