

AN INVESTIGATION OF
EMPLOYEE PUBLICATIONS
AND THEIR USE AS A
SOURCE OF ORGANIZATIONAL COMMUNICATION
AT DUPONT

by

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Abstract

Employee publications are used extensively as a communication channel in organizations of every kind. This study explored the purpose of employee publication as perceived by editors and employees, what content editors deem important to include, what articles are actually printed, the "typical" employee publication in the research company, and how effective the publications are.

The main purposes of employee publications in the research organization as perceived by editors and employees were "to keep employees informed" and to recognize employees' achievements. The types of articles which editors prescribed for inclusion in the publications generally reflected these purposes. In addition, the types of articles actually printed in the publications reflected both the perceived purposes and the editors' prescriptions.

The "typical" employee publication in the organization was produced primarily for employees and retired employees with articles written primarily by editors with varied journalistic training.

The use of employee publications in this company was found to be effective because they have a high readership level, the editors are achieving their goals in sending messages, employees are receiving the majority of messages editors are sending and employees perceive the publication to be effective.

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Chapter I
Introduction
The Rise of the Organization

Perhaps the single greatest American sociological phenomena in the last century is the rise of organizations as systems for coordinating human activities. Comparing today's complex society full of intricate organizations to America just a little more than a hundred years ago provides a stark confirmation of the incredible emergence of organizations. For example, just over a century ago there were no labor unions, farm organizations, philanthropic foundations, or professional societies of any scale.¹ Corporations were few, large businesses were almost non-existent, and even government was small. The University of Kansas, now a huge institution with more than twenty thousand students and eight thousand employees didn't even exist.

Today, by contrast, nearly every aspect of life is organized on a grand scale. For example, at least ninety-four labor unions have a membership of 25,000 or more. There are some 250 major U.S. religious bodies with a combined total of more than 242 million people.² In education, although there are more than 1,500 institutions of higher learning, the role adopted by the large university can be seen in the fact that about 50% of U.S. college enrollment is congregated in less than 8% of the institutions.³

The rise of the organizations can be attributed in great part to two factors: increased urbanization and increased industrialization. These two factors occurred in response to each other. The growth of urban centers increased as cities became the land of opportunity for industry. As industry grew in the cities, so did the need for more workers. Thus, the population in cities increased at a rapid pace in order to meet the demand for employees to fill the factories and businesses.

The effects of urbanization can be seen in the way people began to organize themselves. There was a shift from individual-centered approaches to civic, social, and philanthropic problems to organization-centered approaches to handling problems generated by urbanization. There are hundreds of examples of these organizations but a few of the most well-known as reported by The World Almanac and Book of Facts 1981 include the NAACP which claims 500,000 members, the PTA which boasts 6.5 million members, the YMCA which has 10 million members and the Big Brother/Big Sister Club which records 370 affiliates nationwide.⁴

The effect of increased industrialization can be seen in the shift from smaller businesses, home industries, etc., to corporations, businesses, and large labor unions.

The large business organizations became the effective tool of the new economy, for the lone artisan or craftsman, the household industry, and the small shop were not equipped to handle Herculean jobs. Henry Ford and other creative

innovators changed the way goods were produced--from small one-man operations to huge assembly line companies churning out dozens of products made exactly the same way, every day.

Indeed, the rise of the organization has affected everyone, whether at work, at social events, at school, or at church. This total enveloping of a person by organizations has changed many aspects of our lives, some in a positive and others in a negative way. Some of the more common problems are due to social shifts caused by organizations.

In the book, Future Shock, Alvin Toffler suggests that our involvement with organizations, especially our occupational organizations, is like that of a transient--we move from one to another.⁵ The fact that the average worker under thirty-five years of age looks for a new job every eighteen months⁶ is proof that Toffler was on the right track regarding the influence of the organization of humans. Although the rise of the organization has enabled society to achieve a great deal, it has also presented some problems.

Probably the most notable problem blamed on the organization is the alienation of the individual. The scope of activities and the number of people in an organization often overwhelms the individual. The question "Who am I?" is often asked as the individual looks upward at the pyramid of the organizational chart, senses complex processes at work, and confronts swarms of people he will never know scurrying to

unimaginable tasks.⁷ This feeling of personal isolation is destructive. If the individual lacks a proper understanding of the organization and the belief that he has a respectable and meaningful place within it, the possibilities of frustration are enormous.

The frustration one feels when alienated in his job can manifest itself in many ways. Frustration can lead to job dissatisfaction which may lend itself to many work-related problems--absenteeism, tardiness, low productivity, even sabotaging the work being done.⁸

As shown in this discussion, worker alienation within an organization can become a problem which often leads to many other problems. One major means of reducing worker alienation is by providing more effective communication for employees in an organization. In fact, effective communication plays a central role in a successful organization.

There are several methods of providing communication in an organization. Each method of communication, whether it be personal (face-to-face group meetings) or structural (manuals, employee publications, announcements) has specific advantages and disadvantages. For example, personal communication, such as face-to-face interaction is important and effective, but it is impractical to expect all communication within an organization to be relayed face-to-face.⁹ In particular, face-to-face communication is insufficient for disseminating informational concerns organization-wide.

As an organization grows, as its products or services diversify, and as the various units of an organization scatter geographically, a point is reached where oral communication as an organization-wide form of communication becomes increasingly difficult. When this occurs, the organization may institute other methods of organization-wide communication which enhances oral communication. One such method may be the creation of an internally circulated publication to help establish an organization-wide channel for communication. According to Gebbie's House Magazine Directory, the definition of an employee publication is: ". . . a publication that carries no paid advertising, is given free to its readers, and is produced by a company, firm, association or even an individual with the completely frank intention of promoting the sponsor's interest."¹⁰

The importance of employee publications has grown with the rise of organizations and they have become increasingly useful in disseminating large amounts of information to many people. Their importance and increased use will be discussed in the following section.

The importance of having various communication channels present in an organization to perform different functions is apparent. The use of employee publications has become an increasingly important channel of communication as organizations have grown and diversified. The employee publication has risen from an organizational rarity to a common fixture of

employee relations activities.

In 1929, for example, one authority estimated the U.S. had 575 "house organs." By 1949 the number had grown to about 5,000 or ten times as many; and by 1960 the number had doubled again to around 10,000. According to Don Fabun, there were about 8,000 to 10,000 company-sponsored publications in 1970 with a total audience of approximately 160 million persons.¹¹ This circulation estimate is up from 100 million in 1952 as reported in Fortune magazine.

This increasing appearance of employee publications is also seen in the amount of press comment they encourage. Personnel Journal, Fortune, Harvard Business Review, Public Relations Quarterly and a host of other trade papers or management newspapers have repeatedly evaluated, criticized, praised, and advised this "new" form of press. In addition, the growth of the employee publications has inspired a professional press of its own with such publications as The House Magazine for House Magazine Editors and The Editor's Notebook, produced by the American Association of Industrial Editors. The magnitude of U.S. management's turn to the use of the printed word eliminates the possibility that employee publications are the unplanned by-product of high profits or temporary whims. When ten thousand managements of all backgrounds agree on any course of action, something fundamental is involved. The existence of that fundamental element is apparent when looking at other organizations such as unions, the churches and the Army.

According to Employee Publications, U.S. trade unions alone produce 650 weekly and 250 monthly publications with combined circulations in excess of twenty million readers.¹² Some one thousand magazines and newspapers are produced by religious bodies in this country. The Army, in addition to publishing such Army-wide titles as Troop Topics and Report to the Army, reports that hundreds of small post, camp, and station newspapers are published today.¹³

Justification for the Study

The incredible rise of employee publications as a tool for communicating in an organization is an important reason for conducting research on their use. However, there are other important reasons which will be discussed here.

Although employee publications have become widely-used instruments for disseminating information in an organization and have become regarded as an effective channel of communication, there is very little systematic research in this area. Usually, their existence is only briefly mentioned in any literature about communication within an organization.

A second reason for studying employee publications deals with the lack of previous research conducted on this topic. Unlike other facets of downward communication, this form of written communication has not received much attention by researchers. Much of the literature on employee publications

focuses on improving the publications. These include perspectives of what should and should not be included and other "how to" approaches.

Rodney Mara presents items for inclusion in an employee publication, suggesting editors ask such questions as, "What do we want to communicate?" and "What do our employees need to know?"¹⁴ Walter St. John, in a similar prescriptive approach provides specific guidelines for an editor to follow. These include writing style, types of stories, frequency of publication, etc. These are only a few examples of the numerous prescriptive articles available on employee publications.¹⁵ These "how to" approaches are quite valuable for the editor who needs assistance in producing a high quality publication. However, none of these articles addresses the issue of what do these publications actually achieve? There is very little descriptive information available regarding the actual use of employee publications as a communication source in an organization.

Due to the lack of descriptive research regarding employee publications as a source of communication in an organization, a study of this nature would provide such information about one specific organization. By focusing this study on the DuPont corporation, not only would the results provide an insight into the use of employee publications as a communication channel, it would also supply meaningful information to the DuPont Public Affairs Department. Perhaps through the

results of this project, this organization will have a clearer picture of the accomplishments of the communication departments in the individual DuPont plants.

As shown in this section, there are several reasons for conducting research on employee publications. The first and most important reason deals with the small but significant role they play in the broad field of organizational communication. Second, their increased use in industry makes it clear that employee publications are an important component of an internal communications program and should be studied further to determine why these publications have become such a vividly-used source of communication. Third, the lack of previous research about employee publications makes a study regarding them even more important an investigation to shed light on a previously shadowed topic.

Purpose of the Study

The purpose of this study is to investigate the production of employee publications as a communication source at a major national company. Within this primary purpose are six research questions upon which the study will focus.

These are:

Research question number 1: What are employee publication editors' perceptions of the publication's purpose?

Research question number 2: What are employees' perceptions of the publication's purpose?

Research question number 3: What kinds of articles do editors perceive to be important to include in employee publications?

Research question number 4: What is the actual content of employee publications?

Research question number 5: What is a description of the "typical" employee publication in this company? Included in this description are: audience, authors of the articles, training possessed by editors, how often the publications are produced, cost of the publications, number of copies printed per issue and how many employees are employed at the plants.

Research question number 6: Are the use of employee publications in this company effective?

An important aspect of studying any type of organizational communication is determining its effectiveness. Because effectiveness can be a vague term, specific criteria regarding employee publication effectiveness was developed before this study was conducted.

Employee publication effectiveness includes the following components:

1. Readership level--Are the employee publications read by their primary audiences (employees)?

2. Objectives achieved--Are the editors accomplishing their objectives? And as a part of this, are the employees receiving the messages editors perceive they are sending?

3. Do employees perceive the publications as effective?

Positive responses to these components of effectiveness would constitute a level of effectiveness with employee publications.

This report is divided into five chapters. Chapter II is entitled Review of Literature and discusses employee publications as messages in the context of organizational communication. In addition, research comparing types of organizational communication messages is presented.

The methodology used in the study is presented in Chapter III. This section describes how the research study sample was chosen, and the research tools used. Telephone interviews with publication editors form the preliminary research for the study. These were followed by mailed questionnaires to the editors and plant employees. In addition, content analysis of plant publications was used to complement the interviews and questionnaires. Analysis of the data is discussed here.

Chapter IV consists of the results outlined from the research. A discussion of how the data were analyzed to obtain the results is also included.

Conclusions from the research project are covered in

Chapter V. Also, limitations and suggestions for future research are presented.

Chapter II
Review of Literature
Employee Publications as Messages
in the Context of
Organization Communication
Introduction

Communication within an organization is a complex phenomena and can take on many forms. Researchers have recognized the complexity of communication within an organization and have worked to identify its various components. The purpose of this section is to discuss employee publications as they relate to the following organizational communication components: networks, direction flow, behavior, immediacy and effectiveness.

In the realm of organizational communication, one of the most studied aspects is the role of communication networks. These networks refer to the flow of information in an organization and may be identified as either formal or informal. Informal networks are those which are not structured into the organization. Rather, these networks emerge through social situations, the grapevine, etc. When the flow of messages follows the formal and specified structure of the organization as presented by the organization chart, they are following formal communication networks. Employee

publications are a part of formal networks.

Another aspect of communication is the direction in which messages can flow in an organization. Messages can flow vertically (up and down between levels) or horizontally (across to the same levels) in the organization.

Employee publications fit into the realm of downward communication flowing through formal communication networks because these messages are typically sent down to employees from management through a structured communication channel.

In terms of choice of direction for communication, research shows that downward communication is valued by both labor and management but that it often fails. Goldhalber suggests several reasons for this failure. First, many organizations rely heavily upon mechanical and written communication media and neglect face-to-face transmission.¹⁶ This lack of immediacy in communication often adversely affects its reception. Second, in some situations, employees may become saturated with messages directed downward. An overabundance of announcements, memoranda, notes, letters and employee publications eventually may cause employees to ignore all messages. Davis calls this situation "overpublication."¹⁷

A third problem is that the timing of downward messages is sometimes inappropriate. For example, when an employee publication is used to disseminate information that is outdated, it loses its effectiveness.

According to Tortorilleo, the direction of message flow

in an organization is determined by the organizational design. But organizational design also affects the type of communication behavior people exhibit as individuals.¹⁸ There are two types of communication behavior which are referred to by W. Charles Redding as "structural and personal communication."¹⁹

Personal communication, according to Redding, is the speaking, listening, writing, reading, and nonverbal communication behavior of individual persons within the organizational setting. He cites such examples as issuing orders, conducting appraisal interviews and talking to employee groups.

In contrast, employee publications are a form of structural communication which is defined as:

"those forms of communication activity not primarily associated with any individual person as sender or receiver, but representing messages required by the inherent 'structural-functional' demands of the organization per se. Examples are manuals and handbooks; general, impersonal bulletins and notices of all kinds, suggestion systems; 'house organs' or employee publications, directional signs, advertisements; company announcements, safety instructions, union contracts, and orientation materials for new employees."²⁰

Employee publications have also been categorized into channels of immediacy. According to Mehrabian, immediacy is the concept underlying the effects of communication channels.²¹ Although Mehrabian offers no specific definition of the concept, the statement "immediacy behaviors involve an increase in the sensory stimulation between two persons"²² offers some insight. Immediacy takes into con-

sideration the number of message cues available to the receiver through the channel.

In Mehrabian's term of immediacy, communication channels can be ranked on a continuum from most to least immediate. Face-to-face communications are, of course, the most immediate because a maximum number of cues is available. The receiver can observe the nonverbal behaviors of the source, receive his or her words, and hear the vocal cues which accompany them. The receiver can then, according to Mehrabian, interpret more accurately the true meaning of the message.²³

Written communication, where employee publications reside, are at the end of the least immediacy range. Visual messages (such as body language), vocal cues and the nonverbal elements are removed altogether. The loss of these various elements in written communication have prompted some researchers to criticize the use of such channels to disseminate information.²⁴ Employee publications are sometimes included in this criticism.

Another important aspect of communication is judging its effectiveness. There are many components of effectiveness as it relates to general communication channels and more specifically to employee publications.

The components used to judge effectiveness of communication as described by Downs, Linkugel and Berg are especially appropriate for this study. These authors list three main considerations in defining communication effectiveness.

The first consideration deals with the qualities of the message--clarity, timeliness, receiver orientation, interest, ability to attract attention, thoroughness and consistency.

The second consideration, which is especially applicable to employee publications, involves defining the communicator's purposes. Downs, et. al., see four patterns in these purposes:

- "1. Some people are satisfied if they get the message said or written.
2. At a different level, communication is said to be effective when someone has not only received the message but also indicates that he understands it the way the sender wanted it understood.
3. Others interpret effectiveness in terms of the receiver not only understanding the message but also agreeing with it.
4. In some cases, communication is not deemed effective until the receiver understands, agrees, and does what the sender wants done."²⁵

The final consideration asks, "When should effectiveness be determined?" In other words, should effectiveness be judged by short-term or long-term results?²⁶

From these general considerations of communication effectiveness, three specific components of employee publication effectiveness were developed. These are:

1. Readership level--"Are the employee publications read by their primary audience?" Unlike some forms of communication which can be verified by immediate feedback, senders of written communication cannot begin to be effective unless their messages are read. It was postulated that the responses to this question

must be positive or the other components would not be applicable.

2. "Are the editor's (sender's) objectives achieved?"
As discussed previously, this would demand that employees perceive the purpose of the publication to be the same or similar to what editors perceive them to be.
3. "Do employees perceive the publications as effective?" As noted by Downs, et. al., the quality of the messages and presentation would apply here.²⁷

Use of Employee Publications as a Communication Channel

Marshall McLuhan is famous for the concept that the "medium is the message."²⁸ While this may be an overstatement of the importance of the medium used in the overall process of communication, it is no exaggeration to say that the choice of the right medium for the message improves the chances of gaining the desired response from the receiver. It is precisely this notion that runs through the literature as support and credence for the use of employee publications.

Walter St. John points out that "the best medium depends upon the goals, message content, receivers, climate and a host of other variables influencing message reception."²⁹

In other words, there is no one best medium for relaying all messages. St. John lists three specific factors to consider when selecting media: the receiver, the message, and the medium.

The sender should consider if the receiver is a group or individual, the receiver's attitudes, background, the feedback needs, the receiver's familiarity with the subject presented, etc. In considering the medium, the sender should consider the availability of the medium, its costs, efficiency, speed of transmission, the receiver's attitude toward the medium, etc.

The sender should also evaluate the message asking such questions as: "What is the goal and desired response of the message? What is the desired motivation? What are the urgency and timing of the message? How long and complex is the material, etc.?"³⁰ All of these questions should be answered when a company considers its purpose for developing and producing an employee publication.

There is a great deal of prescriptive information in the literature which focuses on answering these questions. This information, followed by a discussion of the very little descriptive research, will be presented here.

For many years it was assumed that the purpose of an employee publication was to provide "management" a means for reaching "employees" who could not be reached orally, according to Fabun.³¹ This has become misleading, Fabun says,

because "employees" in many organizations have become so diverse. Appealing to the switchboard operator, a nuclear engineer and a machine operator is a very real situation the employee publication must face.

Therefore, the purpose for an employee publication must be investigated thoroughly by each organization rather than taking the attitude that "everyone else is doing it." This is supported by much of the literature on the subject which says the purposes for publishing an employee publication vary among organizations. So, when stating the purpose for implementing an employee publication, Fabun says that it is not enough to say that management wants to communicate with employees. The questions--"What is to be communicated? To whom are we communicating; and assuming we have communicated, what is the response we want to evoke?" Fabun goes on to say that an employee publication "can be more successfully based on the premise that it not only helps employees gain a better understanding of management but understands the needs and aspirations of employees."³²

St. John says the primary purposes of an employee publication are to introduce new ideas, suggest solutions to problems, and inform employees of company activities. Content of the publication, St. John suggests, should focus on employee needs and interests and should avoid self-serving statements by management. Topics should include company developments which affect employees, information they can use on the job,

and news about co-workers.³³

Other prescriptive approaches to employee publications abound. For example, Diane Depew states that the employee publication must keep the employees current as to promotions, new employees, latest equipment acquired and general information concerning their company.³⁴ Rodney Mara prescribes that the employee publication is like any internal communications program, should generate support for organizational objectives and motivate employees to work toward them.³⁵

George Vardaman advises that since employee publications are an in-house, broad-spectrum written media, they should communicate effectively with almost all members of the organization. And, he says that the employee publication should be made to appear to serve readers' social (or individual) needs, with organizational needs secondary.³⁶

In his book Employee Publications, Halley notes there are two dominant purposes of an employee publication. The first is to help the individual identify himself/herself with the organization and to take pride in its achievements. The second purpose of a publication is that of winning members' support for the organization's goals and objectives.³⁷

These prescriptive authors have suggested a variety of purposes for producing employee publications. But, in investigating why organizations actually produce employee publications, it is apparent that very little research has been conducted regarding this topic. In fact, evidence of only

two descriptive studies conducted about the use of employee publications could be found in the literature.

The first study, conducted by the International Association of Business Communicators in 1981, surveyed a random sample of their members representing a variety of organizations in the United States and Canada. According to this survey, employee publications were published to present information on organization operation/news and organization trends/outlook/issues. These two topics comprised nearly 70% of the publications. Employee news totaled only 18% of the articles.³⁸

Another recently conducted study by Clampitt, et. al., reported sharp differences from the IABC study. This 1981 exploratory study surveyed a random sampling of companies with operations in the United States.³⁹ One hundred and thirty-five companies out of three hundred questioned responded to the survey.⁴⁰ Results from this study showed that editors listed employee recognition as the primary purpose for producing employee publications. This was followed by company awards and personnel changes/promotions. In addition, content analysis of fifty-three publications was employed and showed that the articles published actually reflected these purposes.⁴¹

It is not clear why the results from these two studies differ so greatly; but the way in which the two studies were conducted may account for the differences. For example,

the IABC used its own members in the United States and Canada to generate data. Clampitt, et. al., sampled companies listed in Who's Who in American Society for Personnel Administration, 1981, and The Working Press of the Nation, Volume 5: Internal Publications Directory, 1981 Edition. The IABC sample size was 2,742 while Clampitt's was 135.

But perhaps the major reason the results differed so greatly was because the research tools used were quite different. The IABC used a questionnaire designed to gather information about the entire communication structure in the company; employee publications were only a small part of the study. Clampitt's study, on the other hand, focused exclusively on employee publications and perhaps referring to the publications specifically rather than communication in general accounted for the differences.

In addition, Clampitt used content analysis of employee publications; the IABC did not. Content analysis of the publications was useful because it dealt with the actual content of the publications rather than just perceptions.

Because the studies were so different, it is probably not appropriate to compare their results too closely. Rather, they can be used as a reference point from which future studies can be conducted.

As seen by the various views of many researchers, there are many different perceived purposes of employee publications. It appears that one's definition of the purpose is dependent

upon what organization one is associated with. Therefore, it is not practical to make a general statement describing what the purpose of an employee publication is. Rather, as was done in this research, one should probably limit describing the purpose to a single organization.

As noted in the review of literature, several authors said that organizations must have a reason for using employee publications as a communication channel. Research question 1 was posed for producing employee publications to determine the reasons in the study organization. Research question 2 was asked to compare the employees' perceptions of the publication's purpose to the editors' perceptions. It was postulated that if the employees didn't perceive either the same or similar purposes, then the editors' goals probably weren't being achieved.

Research questions 3, 4, and 5 were posed primarily due to the lack of previous descriptive research conducted on employee publications. Information gathered from these research questions will contribute to the overall knowledge about the use of employee publications.

The final research question was included because it was postulated that when investigating any type of communication channel, judging its effectiveness is an important part of the research. The questions posed regarding effectiveness reflected the effectiveness definition developed as a result of the review of literature.

Chapter III

Methodology

The research methods employed in this study were designed to investigate the many areas involved in the production of employee publications. There were four specific areas of interest which became the research questions for the study:

Research question number 1: What are employee publication editors' perceptions of the publication's purpose?

Research question number 2: What are employees' perceptions of the publication's purpose?

Research question number 3: What kinds of articles do editors perceive to be important to include in employee publications?

Research question number 4: What is the actual content of employee publications?

Research question number 5: What is a description of the "typical" employee publication in this company? Included in this description are: audience, authors of the articles, training possessed by editors, how often the publications are produced, cost of the publications, number of copies printed per issue and how many employees are employed at the plants.

Research question number 6: Are the use of employee publications in this company effective?

The company chosen for the study in order to answer these research questions was organized in Paris in 1801. Since that time, this company grew from a handful of employees producing gunpowder to a multi-million dollar company with nearly 1800 product lines and 159 plants around the world.⁴² A 1981 report shows the employee count at 177,235 worldwide.⁴³ The growth of this company is a typical example of how an organization grows, diversifies and develops many lines of communication in order to operate effectively.

It was decided to study a small sample of plant editors and employees from this company in the United States. After approval of the project was obtained from the corporate Public Affairs department, research began. From the list of seventy-six plants in the United States, the following were chosen randomly, by lot:

Ten editors were selected to participate in telephone interviews and editor questionnaires, to distribute questionnaires to thirty of their employees and to provide copies of their employee publications. Twenty editors were selected to complete the editors' questionnaires and to provide samples of their employee publications.

Before any research was conducted, a letter (see Appendix A) was sent to the manager at each plant where the study was conducted. The letter explained the research and asked for support and approval of the project. Because no plant manager

objected, the letters and questionnaires were sent. The purpose of each research tool is discussed next.

Telephone Interviews

The first research tool used in the study was the telephone interview. Ten employee publication editors were chosen at random by lot from the population to participate in the telephone interviews. Of the ten selected, eight agreed to be interviewed.

There were several purposes for conducting the telephone interviews. The first purpose was simply to talk with editors and become familiar in a general way with their perspectives on employee publications. Because many of the questions were open-ended, the editors were allowed to speak freely and provide information that may not have been specifically sought, but may have offered insight not found in the review of literature.

A second purpose was to "test" certain questions for their appropriateness and possible use in the mail questionnaire. To some degree, the testing of these questions resulted in a decision to either include or delete a particular question. Additionally, the telephone interview allowed me to determine if the questions should be rephrased in any manner. This could be determined by the editor's ability to understand specific terms used, phrasing, etc.

A third purpose of the telephone interviews was to test not the questions, but the responses. Many of the questions asked on the mail questionnaire were forced choice. Results of the telephone interviews were to be used to develop the list of choices on the forced choice questions.

Finally, the telephone interviews provided a means to establish rapport with the editors. These editors were asked to participate in the study not only through the interviews and the mail questionnaires, but were also asked to distribute questionnaires to thirty of their employees. Because this request involved some effort on their part, personal contact with the researcher was deemed valuable in soliciting their help.

Questions for the interview schedule (see Appendix B) were developed after a review of the literature about employee publications revealed that various aspects of the topic needed further research. Questions for the interview were divided into two groups. The first set of questions elicited demographics and content of the publication. Information sought included: name of publication, when it began, how often it was published, why it was published this number of times, who the audience was perceived to be, what kinds of conflicts occurred with multiple audiences, what types of articles were printed and why each type was printed, and who typically wrote the articles for the publication.

The second set of questions attempted to determine the purpose of the employee publication. These questions asked editors to identify the objectives and goals in producing the publication, what other forms of media the publication was used with, and how effective the editor believed his or her publication to be for getting important information to employees.

After the questions were answered, the editors were thanked for their participation and asked to participate further in the study by distributing the mail questionnaires at random to thirty of their employees.

Mail Questionnaires

The second research tool employed in the study was the mail questionnaire (see Appendix C). Thirty employee publication editors were selected at random by lot to complete a mail questionnaire. Of these, fifteen editors returned completed surveys. Ten editors were chosen at random by lot to distribute employee mail questionnaires (see Appendix D) to thirty employees at their plant. The editors were instructed to choose the employees by selecting the first thirty employee numbers ending with three, and then use the number six if the number three did not complete thirty. Of the ten, seven agreed to the distribution. Seventy-three employee questionnaires were returned.

The editor and employee questionnaires were different but contained some of the same questions or contained similar questions designed to receive information on the same topic. Basically, both questionnaires were designed to determine each groups' perception of the publication's purpose, what articles were actually printed in the publication, the employee's role in the publication, who the publication's audience is, how much the publication is read, and how effective each group perceived the publications to be.

The editor questionnaire contained twenty-five closed-ended questions. Those which were designed to get demographic information were: question number 1--"How often do you publish _____?"; question number 12--"Who writes the majority of articles in _____?"; question number 20--"How do you assess the effectiveness of _____?"; question number 22--"How many copies of _____ are printed per issue?"; question number 23--"How much per copy does _____ cost to publish excluding administration costs?"; and question number 25--"What is the number of employees at your plant including management?"

The editors all received the same questionnaires but the questionnaires given to employees were different to prevent an ordering effect on the results. Questions were renumbered, but for the purposes of the description here, the following comments reflect the editor and employee questionnaires found in the Appendix.

The employee questionnaire was designed to determine their perceptions of the employee publication. Except for the demographic-type questions described in the previous section, the editor questionnaire was also designed to determine perception of the employee publication. For this reason, many of the questions were identical or similar on both questionnaires so that responses between the two groups could be compared. In certain cases, a question would be asked twice on the questionnaire, but worded differently to test the reliability of the question. A description of these perception-seeking questions follows.

The questions which were asked in identical form of both editors and employees to determine perception of employee publication purpose were:

Employee Ques. #	Editor Ques. #	
1	2	"The purpose of _____ is to promote management's philosophy."
2	3	"The purpose of _____ is to keep employees informed."
3	4	"The purpose of _____ is to help employees identify with the plant."
4	5	"The purpose of _____ is to explain the plant's business objectives."
5	6	"The purpose of _____ is to show employees that the company is concerned about their well-being."

Employee Ques. #	Editor Ques. #
---------------------	-------------------

6

7

"The purpose of _____ is to recognize employees' achievements."

Question number 17: "_____ provides me with important information," and question number 7: "_____ provides me with no important information," were both asked to determine if the publication provides the employee with important information. They were phrased in two ways to determine reliability. Question number 11 on the editor questionnaire was: "_____ provides employees with important information." The mean score on this question was to be compared with the mean score on the employee question number 17 to determine the perception of each group.

Question number 8 on the employee questionnaire: "When I read _____, I find information that is new to me," was to be compared with question number 10 on the editor questionnaire: "_____ contains information that is new to the employees."

The following questions were asked to compare responses with the questions asked about the purpose of the employee publication:

Question number 10: "I feel I know more about my fellow employees as a result of reading _____."

Question number 11: "_____ provides me with information which makes me feel good about working here."

Question number 16: "_____ provides me with information which makes me want to do a better job."

The questions on the employee survey: number 12--"My family reads _____," and number 15--"Our family discusses the articles found in _____ at home," were asked for two reasons. The first was to compare the employees' perception of the audience with the editors (asked in question number 8). The second purpose was to determine if the publication is actually read, assimilated, and discussed. The inference made was that if the family discusses the articles, then it indeed was read and provided a true communication channel.

Question number 13 on the employee survey and question number 16 on the editor survey were identical: "To what extent are employees encouraged to make contributions to _____?" This was asked to determine the employees' perceptions of how much editors wanted them to have in involvement in the publication compared to the editors' perception of how much involvement employees should have in the publication. Question number 17: "To what extent do you receive contributions from employees?", and question number 18: "To what extent are employee contributions used in _____?", were asked as a backup check on the employees' response to question 13 on their survey and question 16 on the editors' survey.

The last question on the employee survey, number 18: "In each issue of _____, I typically read _____," was designed to determine how much the publication was actually

read by the employees. This question was used to assist in determining the effectiveness of the publications.

Question number 8 on the editor questionnaire: "Who do you perceive as your audience for _____?", was designed to determine who the editors perceived as their audience.

Question number 9 on the editor questionnaire: "Information printed in _____ is not formally presented to employees through any other communication channel," and question number 13: "_____ disseminates news that is also relayed through other communication channels," were used as a reliability check and to determine if the publications were used as a source of communication for certain subjects. This was to test the importance of the publication--were employees depending upon this medium as a source for certain information?

A number of unique questions were posed to the editors. These questions were: question number 19 on the editors' survey--"To what extent does _____ reflect management's philosophy?", was used as a check for reliability on the questions asked previously centering on the purpose of the publication to promote management philosophy.

Question number 21 on the editor questionnaire: "_____ helps create an atmosphere for improving productivity at the plant," was used to determine if editors perceived the publication as helping to create an atmosphere for increasing productivity.

Question number 26 on the editor questionnaire: "How effective is _____ for getting information to employees?", was used to compare with the effectiveness of the publication perceived by employees and editors.

Content Analysis

Content analysis of employee publications was the final research tool utilized. This research method was used to systematically determine the content of the samples of employee publications. The purpose for analyzing the content of employee publications was to determine the actual types of articles printed. The results of this analysis could then be compared to what types of articles editors said should be published. In addition, it was postulated that the articles printed should in some way reflect the messages the editors were trying to send. These messages were contained in the editors' perceived purposes of the employee publication.

The requirements for coding content data for content analysis as outlined by Ole R. Holsti were followed for this study.⁴⁴ The first requirement is that the categories used in content analysis reflect the purposes of the research. One purpose of the research was to develop a description of the "typical" employee publication by developing a list of the most commonly printed articles. Therefore, this first requirement was met.

Categories must be exhaustive is the second requirement for content analysis. This part of the analysis was most difficult to meet due to the fact that employee publications were quite varied. This was solved by developing a list of all possible articles by a review of the literature and employee publications. In doing this, all possible categories were named and thus categories were exhaustive.

Mutual exclusiveness, which states that no content datum can be placed in more than a single category was also difficult to meet. For example, an article about an employee who was recognized for coming up with a safety slogan might be placed in one of two categories: 1) Employee recognition; 2) Safety.

In order to control this problem, guidelines were established. Because this was the most common problem, it was decided that anything having to do specifically with safety would go into that category whether or not it recognized an employee in some way.

Satisfying the independence of categories requirement, which states that assignment of any datum into a category not affect the classification of data, was not difficult. It did not matter how many of each articles were assigned to a category.

The last rule states that each category must be derived from a single classification principle and that conceptually different levels of analysis must be kept separate. This

criterion was not difficult to meet because these were simply "Yes, it is an article of this type," or "No, it's not an article," judgments.

Analysis of Data

The analysis of data generated by the questionnaires was conducted by using the Statistical Package for the Social Sciences (SPSS).⁴² The procedures employed were: frequency counts with computations for means and standard deviations for continuous variables; chi-squares and pearson correlations. In addition, t-tests were run to determine significant differences between editor and employee perceptions of employee publications.

To analyze the content of the employee publications, content analysis as described above was used. Frequency counts and chi-square statistics were employed. These analyses generated some interesting results.

Chapter IV

Results

The results of the telephone and mailed questionnaires and content analysis generated much data. The questionnaires were analyzed using frequency counts, means and standard deviations, chi-squares and Pearson correlations. In addition, t-tests were run to determine significant differences. Content analysis was used to analyze the content of employee publications. The results are presented in the order of the research questions posed.

Employee and Editor Perceptions

The first research question sought to determine what editors perceived to be the purpose of producing employee publications. A list of six possible purposes for producing employee publications was developed from the results of the telephone survey with editors.

Using a Likert-like scale, with 1 assigned as reflecting judgments which strongly agree and 7 strongly disagree, editors were presented with this list of purposes and asked to rate whether or not each purpose was part of their reason

for producing an employee publication (see Table 1). The mean ratings were then ranked to determine the order of perceived purposes (see Table 2).

Overall, editors perceived "recognize employee achievements" as the most important purpose for producing employee publications (mean rating 1.4 or "strongly agree"). However, "keeping employees informed" was a very close second with a mean rating of 1.5, also "strongly agree."

The third and fourth purposes ("help employees identify with the plant" and "show employees that the company is concerned about their well-being") are ranked very closely. "Explain the plant's business objectives" was the lowest ranked purpose with a mean rating of 3.8 or "neither agree nor disagree." The mean scores for the additional items is listed in Table 2. It should be noted here that no editor disagreed with any of the purposes.

The second research question asked employees their perceptions of the purpose of employee publications. This group "agreed" when they ranked "keep employees informed" as the number one purpose with a mean rating of 2.0, or "agree." "Recognize employee achievements" was ranked second with a mean rating of 2.3, also "agree." The employees' third ranked purpose was "help employees identify with the plant" followed closely by "show employees that the company is concerned about their well-being." Employees ranked "explain the plant's

TABLE 1
 MEANS OF PERCEIVED PURPOSE OF
 EMPLOYEE PUBLICATIONS

PURPOSE	EDITORS			EMPLOYEES			TOTAL		
	MEAN	S. D.	VAR.	MEAN	S. D.	VAR.	MEAN	S. D.	VAR.
Promote management's philosophy	2.933	1.792	3.210	3.817	1.839	3.380	3.663	1.851	3.420
Keep employees informed	1.467	.640	.410	2.082	.682	.465	1.977	.711	.505
Help employees identify with the plant	2.467	1.995	3.981	2.644	1.206	1.455	2.614	1.360	1.849
Explain the plant's business objectives	3.857	1.703	2.901	4.014	1.552	2.408	3.988	1.568	2.459
Show employees that the company is concerned about their well-being	2.200	1.207	1.457	3.027	1.509	2.277	2.886	1.489	2.217
Recognize employees' achievements	1.400	.632	.400	2.315	1.052	1.108	2.159	1.049	1.101

TABLE 2
 RANK ORDER OF PERCEIVED PURPOSE OF
 EMPLOYEE PUBLICATIONS

EDITORS'		EMPLOYEES'		TOTAL	
RANK	PURPOSE	RANK	PURPOSE	RANK	PURPOSE
1	Recognize employees' achievements	1	Keep employees informed	1	Keep employees informed
2	Keep employees informed	2	Recognize employees' achievements	2	Recognize employees' achievements
3	Show employees that the company is concerned about their well-being	3	Help employees identify with the plant	3	Help employees identify with the plant
4	Help employees identify with the plant	4	Show employees that the company is concerned about their well-being	4	Show employees that the company is concerned about their well-being
5	Promote management's philosophy	5	Promote management's philosophy	5	Promote management's philosophy
6	Explain the plant's business objectives	6	Explain the plant's business objectives	6	Explain the plant's business objectives

business objectives" last with a mean rating of 4.0 or "neither agree nor disagree."

In comparing the editors' and employees' perceptions of the purpose for producing employee publications, it appears that the groups share similar views. Both groups ranked the same choices ("keep employees informed" and "recognize employee achievements") as the two most important purposes of employee publications. The group also perceived the same item ("explain the plant's business objectives") as the least important purpose of employee publications. These results show clearly that the two groups' perceptions of the publications' purpose are in agreement.

Recommended and Actual Content of Publications

The third research question was designed to determine what articles editors thought should be presented in employee publications. It was postulated that the types of articles editors thought should be included would in some way reflect their perceived purposes of the publications.

From a list of twenty possible articles, editors ranked, in order, the eight topics which they felt were the most important to include in employee publications (see Table 3). Employee recognition was clearly chosen as the most recommended type of article to be included in the publications. Following in second place was "safety." The other six articles fell far

TABLE 3
EDITORS' RECOMMENDATIONS FOR ARTICLES
TO BE INCLUDED

<u>RANK</u>	<u>ARTICLE</u>	<u>SCORE</u>
1	Employee Recognition	113
2	Safety	97
3	Promoting Good Will Between Management & Employees	52
4	Service Anniversaries	45
5	In-depth Articles Featuring an Individual Employee	38
6	Benefit Programs	30
7	Company Social Functions	29
8	Company Policies	25

behind these first two choices. It should be noted, however, that seven of the eight types of articles recommended by editors fell into the two main purposes of employee publications as perceived by editors. The purpose, "keep employees informed," could be fulfilled by the articles on "safety," "benefit programs," and "company policies." "Recognize employee achievements" could be met by such articles as "employee recognition," "service anniversaries," "in-depth articles featuring an individual employee," and "company social functions."

The postulate that the articles recommended by editors should reflect the editors' perceived purposes of employee publications was demonstrated to have merit as shown by these results.

Research question number four sought to find the actual content (i.e., articles actually included) of employee publications. This was achieved through a content analysis of 506 articles from twenty-four separate employee publications. All articles in the publications were assigned to one category out of a possible list of twenty-five. This list was compiled from a review of publication articles and those used in a previous research study conducted by Clampitt, et al. The frequency and percentage of each article was then computed (see Table 4 for the frequency and percentage list of articles).

Personal news about employees appeared most often in the publications (14.2%). Following very close behind were articles

TABLE 4
 CONTENT ANALYSIS OF PUBLICATIONS
 506 ARTICLES FROM 24 SEPARATE EMPLOYEE PUBLICATIONS

FREQUENCY	%	RANK	
10	2	(12)	Benefit Programs
8	1.5	(15)	Company Awards
4	.7	(18)	Company Policies
60	12	(4)	Company Social Functions
0		(24)	Effect of External Events on Company
70	14 tie	(2)	Employee Recognition
44	9	(5)	Service Anniversaries
10	2	(12)	Financial Results
10	2	(12)	Organization's Community Involvement
2	.4	(22)	Plant's Future Plans
72	14.2	(1)	Personal News
20	3.9	(7)	Personnel Changes/Promotions
6	1.2	(17)	Promoting Good Will Between Management & Employees
70	14 tie	(2)	Safety
4	.7	(18)	Questions & Answers
0		(24)	Uses of Product Produced by the Plant
12	2.3	(10)	In-depth Articles featuring an Individual Employee
18	3.5	(8)	Community Activity Employees are Involved In
18	3.5	(8)	Corporate DuPont News
12	2.3	(10)	Health
4	.7	(18)	Cooking
2	.4	(22)	Employee View (editorial)
38	7.5	(6)	News of Plant Operation/Changes
8	1.5	(16)	Management View (Editorial)
4	.7	(18)	Trading Post
506	100%		

about safety and employee recognition, each consuming 14% of the articles in the publications. Ranked fourth were articles about company social functions (12%); ranked fifth with 9% of the articles was service anniversaries.

It must be noted that, according to the content analysis, seven types of articles comprise more than 75% of the publication content (see Table 4 for a complete list). And, of these seven, five deal directly with identifying employees and in most cases this means seeing the employee's name and often their picture in print. Ironically, the type of article printed most often, personal news, deals with the employees' life away from work and often times concerns their families. The other six types of articles are more closely related to the employees' work.

There are two types of articles which never appeared in the sample of publications. These articles were about the effect of external events on the company and the uses of the product produced by the plant. Articles which seldom appeared included those on company policies, plant's future plans, question and answers, cooking (i.e., receipes), trading post, and employee editorials.

In comparing the list of articles editors recommended to be included in the publication to those which actually appeared, we see a definite correlation exists (see Table 5 for comparison). Editors clearly chose employee recognition-type articles as the most important to include in publications.

TABLE 5

EDITORS' TOP CHOICES FOR ARTICLES TO BE INCLUDED	ARTICLES APPEARING MOST FREQUENTLY
1. Employee Recognition	1. Personal News
2. Safety	2. Safety
3. Promoting Good Will	3. Employee Recognition
4. Service Anniversaries	4. Company Social Functions
5. In-depth Features of Employees	5. Service Anniversaries
6. Benefit Programs	6. News of Plant Operation/ Changes
7. Company Social Functions	7. Personnel Changes/ Promotions
8. Company Policies	8. Community Activities Employees are Involved In
	9. Corporate DuPont News

} Tie

} Tie

They obviously follow their own recommendations because nearly 61% of the articles found in the publications recognize employees in some way.

Also important to note here is the direct relationship between types of articles included in the publications and the editors' perceived purposes of employee publications. Editors chose employee recognition as the number one purpose for producing employee publications. This purpose is obviously met through the publications whose content is comprised of 61% of articles regarding employee recognition.

The "Typical" Plant Employee Publication

The fifth research question posed in this study attempted to produce a description of the "typical" employee publication. This research question was divided into several smaller questions in order to discover information about several aspects of the employee publication.

Research question 5.1 sought to find the editors' perceptions of who comprised the audience for employee publications. As noted in Table 6, the answer to this question was not surprising. Editors ranked, in order, employees, retired employees, and employees' families as the audience for their publications. Ranked last were customers, community members and other company plants.

TABLE 6
AUDIENCE OF EMPLOYEE PUBLICATIONS

The rankings for importance of audience were:

1. Employees
2. Retired employees
3. Employees' families
4. Customers/clients
5. Community
6. Other DuPont plants

TABLE 7
WHO WRITES THE MAJORITY OF ARTICLES?

<u>N=15</u>	<u>FREQUENCY</u>	<u>PERCENTAGE</u>
Department Heads	0	0
Editors	12	80
Editorial Staff Writers	2	13
Employees	0	0
Management	0	0
Outside Contributors	0	0
Others	<u>1</u>	<u>7</u>
	15	100%

Research question 5.2 was designed to determine who writes the majority of articles for the publications. The results of this question were again not surprising as twelve out of fifteen editors said they wrote most of the articles. The only other contributors mentioned were editorial staff writers. Table 7 consists of a list of possible contributors and frequencies of contributions.

An attempt to determine the amount of professional journalism training editors possessed was the subject of research question 5.3. As noted on Table 8, nearly half of the editors received either formal or some formal training for their position. Slightly more than half received either informal or no training at all. It appears that not a great deal of emphasis was placed upon journalism training for the editor position. In informal conversations with plant editors, the researcher found that in most cases the job of editor was not a full-time position. It was often a part-time function of another area such as personnel, public relations, etc.

Research question 5.4 was asked to yield several "demographics" about the "typical" plant employee publication. Results of this question showed that the typical employee publication is published quarterly at a cost of 78¢ per copy with 2,166 copies printed per issue. Most plants employed between 501-1000 workers.

TABLE 8
AMOUNT OF TRAINING POSSESSED BY EDITORS

N=15	FREQUENCY
Formal Training	4
Some Formal Training	3
Informal Training	2
No Training	6

TABLE 9
TYPICAL READING FREQUENCY

N=88	FREQUENCY	PERCENTAGE
1. None of the articles	3	4
2. Less than one half of the articles	9	10
3. Half of the articles	37	42
4. More than one half of the articles	24	27
5. All of the articles	15	17
	88	100%

Employee Publication Effectiveness

The focus of research question 6 was that of employee publication effectiveness. In order to test if employee publications are effective, a definition of "effective" was developed. Each component of the definition formulated a part of the research question. Each part of the research question will be discussed separately followed by a summary.

The first segment of research question 6 involved determining the readership level of the publications. It was postulated if the publication's readership level was low, then employees would not receive the information editors wanted them to and their purposes could not be achieved. The results showed that the publications were well read. Eighty-six percent of the employees said they read at least one-half of the articles in the publications and 54% said they read more than one-half of the articles (see Table 9). Only 4% reported having not read any of the articles in the in-house publications.

Because employee families were considered to be an audience of the publication, their readership level was also tested. Using a Likert-like scale, with 1 representing "strongly agree" and 7 reflecting "strongly disagree," employees "slightly agreed" that their family reads and discusses articles found in the publications.

Research question 6.2 investigated the component of effectiveness that asked "are editors accomplishing what they're

trying to accomplish?" Two methods were used to test this question. First, employees were asked to rate several statements using a 7-point Likert-like scale with 1 being "strongly agree" and 7 indicating "strongly disagree." These statements were actually the purposes of the publication as stated by the editors but rephrased in order to avoid test bias (see Table 10). It was postulated that employees would rate the statements high if the editors were accomplishing their purposes and low if they weren't.

The first purpose named by editors was "to recognize employee achievements." Employees agreed with the two statements used to determine if editors were achieving that purpose:

"I feel I know more about my fellow employees as a result of reading the employee publication."
(Mean rating 2.55.)

"The employee publication provides me with information which makes me feel good about working here."
(Mean rating 2.85.)

To test the second purpose perceived by editors, four statements were presented. Employees agreed with the statements:

"When I read the employee publication, I find information that is new to me." (Mean rating 2.57.)

"I feel I know more about my fellow employees as a result of reading the employee publication."
(Mean rating 2.55.)

TABLE 10
 EMPLOYEES' PERCEPTION OF PUBLICATION AS
 RELATED TO EDITORS' PURPOSE

MEAN	STATEMENT	PURPOSE
2.552	I feel I know more about my fellow employees as a result of reading _____.	Recognize employees' achievements
2.851	_____ provides me with information which makes me feel good about working here.	" " " " " " " " " "
2.571	When I read _____, I find information that is new to me.	Keep employees informed
3.200	Provides me with information.	" " " " " " " " " "
2.552	I feel I know more about my fellow employees as a result of reading _____.	" " " " " " " " " "
5.753	Provides me with no important information.	" " " " " " " " " "

Employees slightly agreed that:

"The employee publication provides me with important information." (Mean rating 3.20.)

Employees disagreed that:

"The employee publication provides me with no important information." (Mean rating 5.753.)

Overall, the employees illustrated through these statements that the editors' perceived purposes for producing employee publications are generally achieved.

Another facet of determining effectiveness investigated in research question 6.3 involved comparing what employees' perceived purposes for the publications with editors' perceived purposes. Similarity in employees' and editors' perceptions was chosen as part of the effectiveness definition because it was postulated that editors and employees should share similar views on why the publications were produced. In other words, employees should feel they are receiving the messages the editors are sending. To test this component of effectiveness, t-tests were employed on the six purposes perceived by editors and employees.

There were no significant differences between editors and employees on three of the six perceived purposes (see Table 11 for a complete list of purposes and score results). The three purposes with no significant differences were:

1. To promote management philosophy.

TABLE 11
 T-TESTS ON EDITORS' VS. EMPLOYEES'
 PERCEPTIONS OF EMPLOYEE PUBLICATIONS

VARIABLE	GROUP	N	X	T	2-TAIL P
Purpose of employee publications is to show employees concern	Editors	15	2.20	-1.99	.049*
	Employees	73	3.03		
Purpose of employee publications is to promote management philosophy	Editors	15	2.93	-1.70	.093
	Employees	71	3.81		
Purpose of employee publications is to keep employees informed	Editors	15	1.46	-3.21	.002*
	Employees	73	2.08		
Purpose of employee publications is to help employees identify with the organization	Editors	15	2.46	-0.46	.648
	Employees	73	2.64		
Purpose of employee publications is to explain business objectives	Editors	14	3.85	-0.34	.734
	Employees	72	4.01		
Purpose of employee publications is to recognize employee achievement	Editors	15	1.40	-3.24	.002*
	Employees	73	2.31		

* significant difference ($p < .05$)

2. To help employees identify with the organization.
3. To explain business objectives.

According to the results, there were significant differences between editors and employees on three purposes. The three purposes with significant differences were:

1. To show employees concern.
2. To keep employees informed.
3. To recognize employee achievements.

In each case, the difference was not great but employees felt less strongly than the editors that these were messages the editors were trying to send.

Research question 6.4 was the final aspect of judging effectiveness of employee publications. Employees were asked outright how effective they judged the publications to be. Using a 7-point Likert-like scale, with 1 reflecting "highly effective" and 7 "highly ineffective," employees were asked: "How effective is your employee publication for getting information to you?" As a group, the employees said the publications were effective, with a mean score of 2.2.

In summary, results indicated that employee publications in the study plants are effective. The various components which formulate the effectiveness definition received positive responses:

1. Employee publications have a high readership level.
2. Editors are achieving what they are trying to achieve.

3. Employees feel they are receiving the majority of messages editors think they are sending.
4. Employees perceive the publications to be effective.

Chapter V

Conclusions

The results generated from this study have led to several conclusions regarding the production of employee publications in one company. Some of these conclusions are similar to past studies and others differ greatly. A summary of these conclusions, as they loosely relate to the six research questions, will be discussed in this chapter.

Research question 1 asked "What are employee publication editors' perceptions of the publication's purpose?" The second research question asked "What are employees' perceptions of the publication's purpose?" Because these two questions are so closely related, conclusions regarding them will be discussed simultaneously.

1. The primary purpose of employee publications in the research organization is to recognize employees.

Employee publication editors ranked employee recognition as the primary purpose for producing the publications. Employees ranked employee recognition second as the perceived purpose for the publication.

That both editors and employees perceived employee recognition as the primary purpose for the production of employee publications laid the foundation for this conclusion. However, results of the content analysis confirmed it. Employee

recognition-type articles comprised nearly 46% of the publications and these were articles that were clearly designed expressly for employee recognition (i.e., employee recognition, employee service anniversaries, personal news, personnel changes/promotions, in-depth articles featuring an individual employee, and community activities employees are involved in).

Content analysis is a much more accurate determination of the publications' purposes because it describes the actual content and not just perceptions. Consistent results from both methods of research (survey of editor and employee perceptions and content analysis) support this conclusion.

This conclusion resembles one found in another recent study on employee publications but is divergent from another. In exploratory research conducted by Phillip Clampitt, employee recognition was also perceived by the editors to be the primary purpose for producing employee publications.

However, a survey conducted by the International Association of Business Communicators showed the major area of emphasis of employee publications to be organizational operation/news and organizational trends/outlooks/issues.⁴⁶ The IABC claimed that employee publications in their study covered different types of articles than those in this study's employee publications. The IABC lists human interest, personnel changes/retirements, and benefits as the three topics most regularly covered.⁴⁷ These differ from those found in this study which include employee recognition, personal news and company social

functions as topics covered most often. A quick review of these categories shows that these types of stories would include what some refer to as the three Bs (birthdays, babies, and bowling scores) that the IABC said were not being published any more.

The difference of results in the studies conducted by the IABC and Clampitt may be attributed to several factors. First, the studies did not use the same sample. Secondly, the IABC did not use content analysis in their study as did Clampitt and this researcher. The IABC results were based on editors' perceptions and not on the actual content of the publications. Also, this study was conducted on employee publications within one company. The other two studied employee publications in different companies and industries. So, one must be careful not to compare results when the studies were not testing the same sample group nor using the same types of research tools.

In summary, this conclusion agrees with one found by Clampitt but disagrees with one found by another study.

2. The use of employee publications in this company is effective.

Although this conclusion may appear to be somewhat subjective, it is based on the definition of "effectiveness" stated in the study previously. This definition involved three components.

The first component of effectiveness involved determining whether or not the publications were read. If they weren't read, employees could not receive the information the editors presented and thereby achieve their purposes.

The results showed that the publications were well read. Eighty-six percent of the employees read at least one-half of the articles in their employee publications and 54% said they read more than one-half of the articles. In addition, the employees "slightly agreed" that their families read and discuss articles contained in the publications.

The second component of "effectiveness" involved discovering if the editors were accomplishing what they were trying to accomplish. To test this area of effectiveness, employees were given several "veiled" statements to rate. These statements were actually questioning if the employees thought they were receiving the messages editors were sending. If the employees agreed that they were receiving information on a particular topic that the editors said they were trying to send, then, it was postulated, the editors were achieving their goals. As it turned out, employees agreed with nearly all the statements that were designed to elicit their agreement that certainly the editors' purposes were being achieved.

The last area of judging effectiveness was to ask employees directly how effective they thought their publication was for giving them information. The results from this question

indicated that the employees judged their publications to be effective.

As shown in this discussion, all components used to judge employee publication effectiveness had positive responses. We can conclude that the publications are effective because they are read, employees are receiving the messages editors are sending and the employees judge the publications to be effective.

3. Employees are receiving the messages editors perceive they are sending.

This conclusion was drawn because employees listed the same main purposes for employee publications as the editors did. But more importantly, employees felt they were receiving the messages which were reflective of the purposes. For example, it was important that employees perceived "employee recognition" as a purpose for the publication. But, it was more important that they felt the "result" of this purpose-- "I feel I know more about my fellow employees as a result of reading the employee publication," and "The employee publication provides me with information which makes me feel good about working here." These were the real messages, what the editors wanted the employees to feel as a result of their purposes being achieved.

4. There is congruency between the stated purpose of employee publications and the articles printed.

As mentioned in the first conclusion, the primary purpose of employee publications as perceived by editors is to recognize employees. The stories printed in the publications reflect this purpose to a large extent. Content analysis showed that 46% of the articles printed dealt with some form of employee recognition.

The second ranked purpose for employee publications as stated by editors was to promote safety. Articles about safety appeared often in the publications, ranking second only to personal news in frequency of publication.

The fact that safety was ranked so high (second) both in purpose and actual articles printed is no surprise. The research company is committed to employee safety and has traditionally included safety as an overall corporate goal. The articles consistently reflect this philosophy.

5. The "typical" employee publication in this study is published quarterly at an average cost of 78¢ per copy with 2,166 copies printed per issue for a primary audience of employees. The author of the majority of articles for the publication is the editor who has little formal training in the area of employee publications.

This conclusion covers the "demographics" of employee publications. It must be noted that due to the small sample size of publication editors, the conclusion does not have the solid foundation as do the other conclusions. However, it

does provide some information about the "typical" employee publication examined here.

6. The plants in the study put little emphasis on formal training for editors of employee publications.

This conclusion was based upon the results that showed more than half of the editors received either informal or no training at all in the area of employee publications. As noted earlier, many times the job of editor was not a full-time position but rather a part-time function of an employee with other responsibilities such as personnel, public relations, etc.

Limitations of the Study

Due to the nature of this research, there were several limitations of the study and the generalizability of its results. First, because a great deal of data was generated through mail surveys, the data was affected by the problems inherent in using surveys. The low response rate from employees had an effect on the extent to which results can be generalized to all other DuPont companies in the United States. Another problem with mail surveys is that they require simple closed-ended questions. There was no opportunity to probe beyond the given answer. So we must interpret the results

with the knowledge that certain answers may have been chosen because it was a forced choice. This obviously limits somewhat the depth of interpreting the results.

Another limitation of the study involved generalizability of the results. Because this survey questioned employees and editors in one company, the results can only apply to this organization. There can be no statements made which attempt to include other organizations and their use of employee publications as a result of this study.

Suggestions for Future Research

Due to the limited amount of descriptive research conducted on the use of employee publications as a source of downward communication, there are several areas which could be explored in future studies. Probably the most obvious suggestion for future study involves repeating this type of research in other organizations. This might involve a study in a single organization or across companies and industries. As noted in the review of literature, evidence of only two previous studies on this topic could be found. Additional studies should be conducted to increase the generalizability of results and to increase the confidence of what can be said about the use of employee publications.

It is also suggested that future research should study more in-depth the use of employee publications in conjunction

with other forms of communication. Many times organizations use several channels of communication to disseminate same or similar information. Future research should explore how the different mediums for sending messages are chosen and how they complement each other.

An extension of the previous study would involve the effectiveness of disseminating information through other communication channels (face-to-face, meetings, bulletin boards, etc.). This would assist organizations in choosing the proper channels to send specific types of messages.

General Conclusions

As a result of this study, there are several observations which can be made about employee publications as they relate to organizational communication. As noted earlier, the rise of the large organization has produced several communication problems including alienation of employees. This study showed that employee publications were used to communicate various kinds of information to employees. As a result of disseminating this information, employees felt recognized. If one assumes that receiving recognition and learning about other employees is a form of lessening alienation, then it is safe to say that employee publications are a source of communication responding to the problem created by the large organization.

Another observation involves the realm of downward communication which is often criticized for its impersonalization, overabundance and lack of timing. Because employee publications are a form of downward communication, it, too, has been the subject of this criticism.

However, because this organization uses employee publications primarily as a source of recognition, one must question whether any of these criticisms apply. Can recognition ever be negative even if it's not given face-to-face? Can employees ever receive too much recognition? Do employees dismiss or reject recognition even when it's not "timely"? If the answer to these three questions is "No," then, the criticisms of downward communication are not relevant to employee publications in this organization.

Perhaps the observations made here can be summarized using McLuhan's concept that the medium used for communications is crucial for gaining the desired response from the receiver. The editors or "senders" of employee publications have defined recognition of employees as the purpose for producing the publications. The employees, as noted in this study, feel recognized as a result of reading the employee publications. Therefore, the "senders" are gaining the desired response from the "receivers"; so the medium used is obviously appropriate for these particular messages.

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- ³ Haley, p. 4.
- ⁴ Almanac, pp. 231-233.
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- ⁷ Haley, p. 4.
- ⁸ Louis Davis and Albert Cherns, The Quality of Working Life (London: Collier-MacMillan Publishers, 1975), p. 113.
- ⁹ Phillip Lewis, Organizational Communications: The Essence of Effective Management (Columbus, Ohio: Grid, Inc., 1975), pp. 37-38.
- ¹⁰ Gebbie's House Magazine Directory (Sioux City, Iowa: House Magazine Publishing Co., 1968), p. 468.
- ¹¹ Don Fabun, "Company Publications," Lesly's Public Relations Handbook (Englewood Cliffs, N.J., 1978), p. 167.
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- 30 St. John, pp. 872-873.
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- 40 Clampitt, et. al., p. 8.
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- 42 Michelle Osborn, "Black Powder to Black Gold . . .
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APPENDIX A

LETTER TO PLANT MANAGER



3090 Wescoe Hall
(913) 864-3633

Dear _____ :

I am a graduate student at the University of Kansas working toward my master's degree in Communication Studies. As part of my degree requirements, I am conducting a research project about the use of employee publications at DuPont.

As part of this research, I am requesting that your employee publications editor participate in a mail questionnaire. In addition, if your plant is chosen in a random selection procedure, thirty of your employees will also be asked to complete a short survey. All answers to the questionnaire will be held in confidence.

I have contacted the national DuPont Public Affairs Department and they have approved the project. However, you are under no obligation to participate.

If you have any questions or concerns about this project, please feel free to call me at 913/864-3633. If I do not hear from you, I will assume your approval and will proceed with the project.

Thank you for your cooperation.

Sincerely,

Lori Lynch

APPENDIX B

TELEPHONE INTERVIEW SCHEDULE

7. This question refers to answers you gave me in the last question. For each type of article you mentioned, I'd like to know why you include those articles. I'll repeat each type to refresh your memory and after each one, please explain why you print those articles:
(Refer to answer given on the corresponding number)

6a.

6b.

6c.

6d.

6e.

6f.

6g.

6h.

6i.

6j.

6k.

6l.

6m.

8. Who typically writes the articles used in the publication? Please rank in order of who writes to the most to those who write the least. (1=most)

_____Editor
 _____Employees
 _____Members of Management
 _____Other _____

PART II (Purpose)

9. Organizations have different goals and objectives for producing employee publications. For example, some use them to recognize employees, others use them more to present management's philosophy. Many organizations have multiple goals. What are the purposes (or the purpose) of your employee publication? (Refer back to #6 if editor has trouble verbalizing a response.)

10. In some organizations, the employee publication is used in conjunction with other forms of media. For example, in one company, when management knew that the insurance program for the organization might be changing in the future, they used bulletin boards, display cases along with the employee publication to explain how insurance was paid, how much it was costing the company and other health-care related information. Is your employee publication used in any way to complement other forms of communication in your organization? _____Yes _____No

If yes, what kinds of media is it used with?

11. How effective do you believe your employee publication is for getting important information to your employees? (Mark response) I'm also interested in what your base your judgment for effectiveness upon. For example, some editors might send a questionnaire periodically to their employees or any other audience and ask them questions about the publications. Others may judge the effectiveness by how well they think the articles are written. What kinds of criteria do you use to determine if your publication is effective?

Effectiveness:

Criteria Used:

Highly Effective

Effective

Neither Effective nor Ineffective

Ineffective

Highly Ineffective

RESEARCHER: That's all the questions I have for you. I'd like to thank you very much for helping me with my project. There's another part of the study that I'd like your assistance. Part of my research is concerned with the primary audience of employee publications: employees. In order to study the perceptions of Du Pont employees about the individual plant publications, it is necessary for me to question a sample number of these employees at several plants. Would you be willing to help me on this part of my study by providing approximately 30 of the employees at your plant with a questionnaire on the topic of employee publications?

Yes No Need more information

NEED MORE INFORMATION (If respondent said need more information:)
I would send you 30 questionnaires with questions about your plant employee publication and how the employees there use the publication. All answers to the questions would be confidential and wouldn't be associated with the plant. (If yes, proceed to YES response, If no, proceed to NO response)

NO Thank you very much with your help in my study. Your information will be very useful.

YES Thank you very much. I'll send you 30 questionnaires through company mail and I ask that you randomly choose 30 employees to fill out the questionnaire and then return them to you. After you have received all the questionnaires, could you please return them to me through company mail? Please be assured that all results from these questionnaires will be confidential and will not be associated with your plant. I'll send an instruction sheet along with the questionnaire. In addition, there will be a questionnaire for you to complete which will be different from those the employees will complete. When the study is complete I'll provide you with a copy of the results.
Do you have any questions?

(If not) Thank you very much for your help in my research. Your information will be very helpful to me.

APPENDIX C

EDITOR QUESTIONNAIRE



3090 Wescoe Hall
(913) 864-3633

August 15, 1983

Dear _____ :

Thank you for agreeing to participate in my study. I have enclosed a questionnaire for you to complete. This questionnaire asks specific questions about the employee publication at your plant and your perceptions of its use. In addition, I would also like to request that you provide me with three different issues of your employee publication.

As I told you over the telephone, a very important part of my study concerns the major audience of employee publications: the employees. In order to study the employees' perceptions, I have developed a questionnaire which will provide that information. I have enclosed thirty of these questionnaires for you to distribute to employees at your plant. It is very important that the employees who complete the questionnaire be selected randomly. In order to do this I suggest that you choose the first thirty employees who have the number 3 as the last digit in their employee identification number. If there are not thirty employees with this number, then use the number 6 to complete the list of thirty.

I have enclosed a self-addressed envelope for you to return your questionnaire, the three publications and the thirty questionnaires completed by the employees. If you have any questions, please feel free to contact me at the Tecumseh DuPont plant at 913/379-0571, ext. 219.

Thank you very much for your help in this project. It is greatly appreciated!!

Sincerely,

Lori Lynch

Enclosures



3090 Wescoe Hall
(913) 864-3633

THE UNIVERSITY OF KANSAS · LAWRENCE, KANSAS · 66045

DEPARTMENT OF COMMUNICATION STUDIES

August 15, 1983

Dear Editor:

A few weeks ago I wrote to you asking for your assistance in a research project I am conducting. As you will recall, my study involves an investigation of Du Pont employee publications as a source of organizational communication.

Enclosed is a questionnaire I mentioned in my letter. The short questionnaire asks questions about your publication and your perceptions of its use at your plant. This survey should take only 10 to 15 minutes to complete.

In addition to completing the questionnaire, I would also like to request that you provide me with three different issues of your employee publication. These issues, along with the questionnaire, will provide me with valuable information for my study.

I have enclosed a self-addressed envelope which you may use to return your questionnaire and employee publications.

Thank you very much for your assistance in my project. Should you have any questions, please feel free to contact me at the Tecumseh plant:
(913)379-0571, ext. 219.

Sincerely,

Lori Lynch

Enclosures

PLEASE READ AND SIGN THIS BEFORE BEGINNING THE QUESTIONNAIRE

Informed Consent Form

The Department of Communication Studies supports the practice of protection for human subjects participating in research. The following information is provided so that you may decide whether or not you wish to participate in the present study.

The purpose of this study is to investigate the use of employee publications as a communication channel at Du pont. You will be asked to answer a few questions about the use of employee publications at your plant. All responses to the questions will be held in the strictest of confidence and you will in no way be evaluated by your answers.

Your participation is solicited, but strictly voluntary. Do not hesitate to ask any questions about the study. Be assured that your name will not be associated in any way with the research findings. I appreciate your cooperation very much.

Sincerely,

Lori Lynch
Investigator
(913)841-1908 or
(913)379-0571

Name of Participant

EDITOR QUESTIONNAIRE

1. How often do you publish _____?
(Please circle appropriate number.)

- | | |
|--------------|---------------------------|
| 1. weekly | 5. quarterly |
| 2. biweekly | 6. semi-annually |
| 3. monthly | 7. annually |
| 4. bimonthly | 8. other (Please specify) |

2. One purpose of _____ is to promote management's philosophy.
(Please circle appropriate number.)

1	2	3	4	5	6	7
Strongly Agree						Strongly Disagree

3. The purpose of _____ is to keep employees informed.

1	2	3	4	5	6	7
Strongly Agree						Strongly Disagree

4. The purpose of _____ is to help employees identify with the plant.

7	6	5	4	3	2	1
Strongly Disagree						Strongly Agree

5. The purpose of _____ is to explain the plant's business objectives

1	2	3	4	5	6	7
Strongly Agree						Strongly Disagree

6. The purpose of _____ is to show employees that the company is concerned about their well-being.

1	2	3	4	5	6	7
Strongly Agree						Strongly Disagree

7. The purpose of _____ is to recognize employee's achievements

1	2	3	4	5	6	7
Strongly Agree						Strongly Disagree

8. Who do you perceive as your audience for _____?
 (Please rank in order of importance with 1 being most important, 2 next important, etc. If an answer doesn't apply, please leave it blank.)

___community	___retired employees
___employees	___customers/clients
___other Du Pont plants	___other (please specify)
___employees' families	_____

9. Information printed in _____ is not formally presented to employees through any other communication channel. (Please circle appropriate number.)

7	6	5	4	3	2	1
Strongly Disagree						Strongly Agree

10. _____ contains information that is new to employees.

1	2	3	4	5	6	7
Strongly Agree						Strongly Disagree

11. _____ provides employees with important information.

7	6	5	4	3	2	1
Strongly Disagree						Strongly Agree

12. Who writes the majority of articles in _____ ?

1. department heads	5. management
2. editor	6. outside contributors
3. editorial staff writers	7. others (please specify)
4. employees	_____

13. _____ disseminates news that is also relayed through other other communication channels.

1	2	3	4	5	6	7
Strongly Agree						Strongly Disagree

14. What types of articles are typically published in _____?
(Please circle all that apply.)

1. benefit programs
2. company awards
3. company policies
4. company social functions
5. effect of external events on the company
6. employee recognition
7. service anniversaries
8. financial results
9. organization's community involvement
10. plant's future plans
11. personal news (birthdays, deaths, etc.)
12. personnel changes/promotions
13. promoting goodwill between management and employees
14. safety
15. questions and answers
16. uses of product produced by the plant
17. in-depth articles featuring an individual employee
18. community activity that employees are involved in (United Fund)
19. corporate Du Pont news
20. health
21. _____ (other)
22. _____ (other)

15. Of the articles you circled above, which do you think are most important to include? (Please write the corresponding numbers in rank order in the blanks below with the blank to the far left being most important.)

22. How many copies of _____ are printed per issue?

23. How much per copy does _____ cost to publish excluding administration costs? (OPTIONAL)

24. Does the editor of _____ have training in editing such a publication? (Please circle appropriate number.)

- 1. formal training
- 2. some formal training
- 3. informal training
- 4. no training

25. What is the number of employees at your plant including management?

- 1. 1-500
- 2. 501-1000
- 3. 2001-3000
- 4. 3001-4000
- 5. 4001-5000
- 6. 5000 and above

26. How effective is _____ for getting information to employees? (Please circle appropriate number.)

- | | | | | |
|------------------|-----------|-----------------------------------|-------------|--------------------|
| 1 | 2 | 3 | 4 | 5 |
| Highly Effective | Effective | Neither Effective Nor Ineffecitve | Ineffective | Highly Ineffective |

APPENDIX D

EMPLOYEE QUESTIONNAIRE



3090 Wescoe Hall
(913) 864-3633

THE UNIVERSITY OF KANSAS · LAWRENCE, KANSAS · 66045

DEPARTMENT OF COMMUNICATION STUDIES

August 15, 1983

Dear Du Pont Employee:

You have been asked to participate in a study I am conducting on employee publications and their use at Du Pont. Attached is a questionnaire which will provide me with very important information about your perceptions of your plant employee publications.

The questionnaire should take no more than fifteen minutes to complete. I greatly appreciate your help in my study.

Sincerely,

Lori Lynch

INSTRUCTIONS FOR COMPLETING QUESTIONNAIRE:

This questionnaire asks several objective questions about the employee publication printed at your plant. There are no right or wrong answers. It is important that you answer all the questions to the best of your ability. You may use either pencil or pen to mark your answers. All of your answers will be kept in the strictest of confidence and will in no way be used to evaluate your performance at Du Pont. When you have completed the questionnaire, please return it to your plant editor.

PLEASE READ AND SIGN THIS BEFORE BEGINNING THE QUESTIONNAIRE

Informed Consent Form

The Department of Communication Studies supports the practice of protection for human subjects participating in research. The following information is provided so that you may decide whether or not you wish to participate in the present study.

The purpose of this study is to investigate the use of employee publications as a communication channel at Du pont. You will be asked to answer a few questions about the use of employee publications at your plant. All responses to the questions will be held in the strictest of confidence and you will in no way be evaluated by your answers.

Your participation is solicited, but strictly voluntary. Do not hesitate to ask any questions about the study. Be assured that your name will not be associated in any way with the research findings. I appreciate your cooperation very much.

Sincerely,

Lori Lynch
Investigator
(913)841-1908 or
(913)379-0571

Name of Participant

EMPLOYEE QUESTIONNAIRE

PAGE 1

1. The purpose of _____ is to promote management's philosophy.
(Please circle appropriate number.)

1	2	3	4	5	6	7
Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree

2. The purpose of _____ is to keep employees informed.

1	2	3	4	5	6	7
Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree

3. The purpose of _____ is to help employees identify with the plant.

7	6	5	4	3	2	1
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

4. The purpose of _____ is to explain the plant's business objectives.

7	6	5	4	3	2	1
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

5. The purpose of _____ is to show employees that the company is concerned about their well-being.

1	2	3	4	5	6	7
Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree

6. The purpose of _____ is to recognize employee's achievements.

1	2	3	4	5	6	7
Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree

7. _____ provides me with no important information.

7	6	5	4	3	2	1
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

8. When I read _____, I find information that is new to me.
(Please circle appropriate number.)

1	2	3	4	5	6	7
Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree

9. _____ prints articles on the following:
(Please check all that apply.)

- 1. benefit programs
- 2. company awards
- 3. company policies
- 4. company social functions
- 5. effect of external events on the company
- 6. employee recognition
- 7. service anniversaries
- 8. financial results
- 9. organizations's community involvement (ex. United Fund Drive)
- 10. plant's future plans
- 11. personal news (births, deaths, marriages, etc.)
- 12. personnel changes/promotions
- 13. promoting good will between management and employees
- 14. safety
- 15. questions and answers
- 16. uses of product produced by the plant
- 17. in-depth articles featuring an individual employee
- 18. community activity that employees are involved in
- 19. corporate Du Pont news
- 20. health
- 21. other (please specify)
- 22. other (please specify)

10. I feel I know more about my fellow employees as a result of reading _____ . (Please circle appropriate number.)

7	6	5	4	3	2	1
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

11. _____ provides me with information which makes me feel good about working here.

1	2	3	4	5	6	7
Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree

12. My family reads _____ .

1	2	3	4	5	6	7
Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree

13. To what extent are employees encouraged to contribute to _____ ?

1	2	3	4	5	6	7
Highly Encouraged						Not Encouraged

14. How effective is _____ for getting information to you?

1	2	3	4	5
Highly Effective	Effective	Neither Effective nor Ineffective	Ineffective	Highly Ineffective

15. Our family discusses the articles found in _____ at home.

7	6	5	4	3	2	1
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

16. _____ provides me with information which makes me want to to a better job.

1	2	3	4	5	6	7
Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree

17. _____ provides me with important information.
(Please circle appropriate answer.)

1	2	3	4	5	6	7
Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree

18. In each issue of _____, I typically read:
(Circle the appropriate number.)

1. none of the articles
2. less than one half of the articles
3. half of the articles
4. more than one half of the articles
5. all of the articles