

COM 590: Employee Communication
An independent study project proposal
Summer 2016
Brian Lamb School of Communication
Purdue University

Professor:
Office:
Office Hours:
E-mail:

Student(s):

COURSE DESCRIPTION

Regarded as significant assets for an organization, employees have been studied in various disciplines including business, psychology, and human resources development (HRD) etc. While an increasing amount of attention has been paid to internal publics as strategic publics for an organization to build relationship with, there is few research about internal communication with systematic and comprehensive approach in public relations. Therefore, this course is designed to give an overview of internal communication, employee relations, and employee communicative behaviors (ECB) in the public relations context. Emphasis will be on establishing a foundational definition of employee communication behaviors and its measurements.

GRADING AND ASSIGNMENTS

Meetings & Reflection Essay / Question (40%): Students and instructor will meet for 1.5 hours/wk during the 8 week course per week. Students are expected to write two 1-page essays with a thought-provoking questions (not simply summarize) about the topic and about the readings every week (No more than 1 page, single-spaced, font size 12 Times New Roman, Margin 1" all sides). This reflection essay and question should not be a summary or a factual question such that students are able to find the answers easily if you do a little research. Rather, the question/reflection should come from critical thinking.

Final Paper (60%):

This paper will be based on a review of literature on one or more topics discussed in this class. The basic purpose of this paper is to go deeper into the research on employee communication and to identify knowledge gaps in the extant research. As for the final research paper, *the student is expected to write a full-length manuscript that could be submitted to a conference and/or for publication review.* (Final paper due: August 5th, 2016, Fri.)

WEEKLY READINGS

WEEK 1 (June, 6- June 11, 2016)

Public relations, internal publics, and internal communication

- Grunig, J. E. (1992). *Symmetrical systems of internal communication*. In J. Grunig (Ed.), *Excellence in public relations and communication management* (pp. 531-576). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Sriramesh, K., Grunig, J. E., & Buffington, J. (1992). *Corporate culture and public relations*. In J. Grunig (Ed.), *Excellence in public relations and communication management* (pp. 577-596). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Jo, S., & Shim, S. (2005). Paradigm shift of employee communication: The effect of management communication on trusting relationships. *Public Relations Review, 31*, 277-280.
- Stein, A. (2006). Employee communications and community: An exploratory study. *Journal of Public Relations Research, 18*(3), 249-464.
- McCown, N. (2007). The role of public relations with internal activists. *Journal of Public Relations Research, 19*(1), 47-68.
- White, C., Vane, A. and Stafford, G. (2010). Internal communication, information satisfaction, and sense of community: the effect of personal influence. *Journal of Public Relations Research, 22*(1), 665-684.
- Pompper, D. (2012). On social capital and diversity in a feminized industry: Further developing a theory of internal public relations. *Journal of Public Relations Research, 24*(1), 86-103.
- Mishra, K. (2012). Talk-the-talk: Using internal communication to build trust with employees. Retrieved from <http://www.instituteforpr.org/wp-content/uploads/Talk-the-Talk.pdf>.
- Hewitt, A. (2015). 2015 Trends in Global Employee Engagement. Retrieved from <http://www.aon.com/attachments/human-capital-consulting/2015-Trends-in-Global-Employee-Engagement-Report.pdf>

WEEK 2 (June, 13-June 18, 2016)

Employee relationship, empowerment, and employee communication behavior (ECB)

- Parker, L.E., & Price, R. H. (1994). Empowered managers and empowered workers: the effects of managerial support and managerial perceived control on workers' sense of control over decision making. *Human Relations, 47*(8), 911-928.
- Spreitzer, G. (1995). Psychological empowerment in the workplace: Dimension, measurement, and validation. *Academy of Management Journal, 38*, 1442-1465.
- Fulford, M. D., & Enz, C. A. (1995). The impact of empowerment on service employees. *Journal of Managerial Issues, 72*(2), 161-175.
- Larkin, T. J. & Larkin, S. (1996). Reaching and changing frontline employees. *Harvard Business Review, 74*, 95-104.
- Liden, R., Wayne, S., & Sparrowe, R. (2000). An examination of the mediating role of psychological empowerment on the relationship between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology, 85*, 407--416.

- Coyle-Shapiro, J. A. M., & Shore, L. M. (2007). The employee-organization relationship: Where do we go from here? *Human Resource Management Review*, 11, 166-179.
- Kim, H. (2007). A multilevel study of antecedents and a mediator of employee-organization relationships. *Journal of Public Relations Research*, 19(2), 167-197.
- Ni, L. (2007). Refined understanding of perspectives on employee-organization relationships: Themes and variations. *Journal of Communication Management*, 11(1), 53-70.
- Lawler, E. & Pringle, A.; (2008). Why are we losing all our good people? *Harvard Business Review*, 86, 41-51
- Kim, W., Ok, C., & Gwinner, K. P. (2010). The antecedent role of customer-to-employee relationships in the development of customer-to-firm relationships. *Service Industries Journal*, 30(7), 1139-1157.
- Men, L. R. (2011). How employee empowerment influences organization-employee relationships in China. *Public Relations Review*, 37, 435-437.
- Kim, J. N., & Rhee, Y. (2011). Strategic thinking about employee communication behavior (ECB) in public relations: Testing the models of megaphoning and scouting effects in Korea. *Journal of Public Relations Research*, 23 (3), 243-268.
- Vlachoutsicos, C. A. (2011). How to cultivate engaged employees. *Harvard Business Review*, Retrieved from http://www.mapfre.com/portal/CFormacion/bol5/Docs/022013/How_to_cultivate_engaged_employees_HBR.pdf
- Park, S., Kim, J.-N., & Krishna, A. (2014). Bottom-up rebuilding of an innovative organization: Motivating employee intrapreneurship and scouting and its strategic values. *Management Communication Quarterly*, 28 (4), 531-560.

WEEK 3 (June, 20 – June 25, 2016)

Employee voice, creativity, and employee behaviors

- Amabile, T. M. (1988). *A model of creativity and innovation in organizations*. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior*, 10, 123-167. Greenwich, CT: JAI Press.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, 39, 1154-1184.
- Kassing, J.W. (1997). Articulating, antagonizing, and displacing: A model of employee dissent. *Communication Studies*, 48.
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: encouraging the expression of voice. *Journal of Applied Psychology*, 44, 682-96.
- Kassing, J.W. (2002). Speaking up: Identifying employees' upward dissent strategies. *Management Communication Quarterly*, 16, 187-209
- Avery, D. R. and Quinones, M. A. (2002). Disentangling the effects of voice: the incremental roles of opportunity, behaviour, and instrumentality in predicting procedural fairness. *Journal of Applied Psychology*, 87, 81-6.
- Batt, R., Colvin, A. J. S. and Keefe, J. (2002). Employee voice, human resource practices, and quit rates: evidence from the telecommunications industry. *Industrial and Labor Relations Review*, 55(4), 573-594.

- Perlow, L. & Williams, S. (2003). Is silence killing your company? *Harvard Business Review*, 81(5), 52-58.
- Van Dyne L, Ang, S., & Botero, LC. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. *Journal of Management Studies*, 40, 1359-1392.
- Milliken, F. J., Morrison, E. W., & Hewlin, P. F. (2003). An exploratory study of employee silence: Issues that employees don't communicate upward and why. *Journal of Management Studies*, 40(6), 1453-1476.
- Vakola, M., & Bouradas, D. (2005). Antecedents and consequences of organisational silence: an empirical investigation. *Employee Relations*, 27(5), 441-458.
- Naus, F., van Iterson, A., & Roe, R. (2007). Organizational cynicism: Extending the exit, voice, loyalty, and neglect model of employees' responses to adverse conditions in the workplace. *Human Relations*, 60(5), 683-718.
- Detert, J. R., & Burris, E. R. (2007). Leadership behavior and employee voice: Is the door really open? *Academy of Management Journal*, 50(4), 869-884.
- Lavelle, J., Gunnigle, P., & McDonnell, A. M. (2009). Patterning employee voice in multinational companies. *Human Relations*, 63(3), 395-418.
- Budd, J. W., Gollan, P. J., & Wilkinson, A. (2010). New approaches to employee voice and participation in organizations. *Human Relations*, 83(3), 303-310.
- Donaghey, J., Cullinane, N., Dundon, T., and Wilkinson, A. (2011). Reconceptualising employee silence. *Work, Employment & Society*, 25(1), 51-67.
- French, S., & Holden, T. Q. (2012) Positive organizational behavior: A buffer for bad news. *Business and Professional Communication Quarterly*, 75(2), 208-220.
- Chan, S. CH. (2013). Paternalistic leadership and employee voice: Does information sharing matter? *Human Relations*, 67(6), 667-693.
- Dundon, T., Cullinane, N., Donaghey, J., Dobbins, T., Wilkinson, A., & Hickland, E. (2015). Double-breasting employee voice: An assessment of motives, arrangements and durability. *Human Relations*, 68(3), 489-513.

WEEK 4 (June, 27 -July 2, 2016)

Leadership and employee communication

- Wright, D. K. (1995). The role of corporate public relations executives in the future of employee communications. *Public Relations Review*, 21 (3), 181-198.
- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of Management*, 22, 259-298
- Farmer, B. A., Slater, J. W., & Wright, K. S. (1998). The role of communication in achieving shared vision under new organizational leadership. *Journal of Public Relations Research*, 10(4), 219-223.
- Mueller, B. & Lee, J. (2002). Leader-member exchange and organizational communication satisfaction in multiple contexts. *Journal of Business Communication*, 39(2), 220-244.
- Amabile, T. M., Schatzel, E. A., Moneta, G. B., & Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *Leadership Quarterly*, 15, 5-32.

- Welch, M., & Jackson, P. R. (2007). Rethinking internal communication: A stakeholder approach. *Corporate Communication: An International Journal*, 12, 177-198.
- Kim, T. Y., Bateman, T. S., Gilbreath, B., & Anderson, L. M. (2009). Top management credibility and employee cynicism: A comprehensive model. *Human Relations*, 62(10), 1435-1458.
- Men, L. R. (2012). CEO credibility, organizational reputation, and employee engagement. *Public Relations Review*, 38(1), 171-173.
- Raes, A. ML., Bruch, H., & De Jong, S. B. (2012). How top management team behavioural integration can impact employee work outcomes: Theory development and first empirical tests. *Human Relations*, 1-26.
- Men, L. R., & Stacks, D. W. (2013). The impact of leadership style and employee empowerment on perceived organizational reputation. *Journal of Communication Management*, 17, 171-192.
- Ekman. S. (2013). Fantasies about work as limitless potential -how managers and employees seduce each other through dynamics of mutual recognition. *Human Relations*, 66(9), 1159-1181.
- Men, L. R., & Stacks, D. W. (2014). The effects of authentic leadership on strategic internal communication and employee-organization relationships. *Journal of Public Relations Research*, 26(4), 301-324.
- Liden, R. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal*, 57(5), 1434-1452.
- Men, L. R. (2014). Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. *Management Communication Quarterly*, 1-21.
- Men, L. R. (2015). The role of ethical leadership in internal communication: Influence on communication symmetry, leader credibility, and employee engagement. *Public Relations Journal*, 9(1).
- Men, L. R. (2015). The internal communication role of the Chief Executive Officer: Communication channels, style, and effectiveness. *Public Relations Review*, 41, 461-47
- Zerfass, A., Vercic, D., & Wiesenberg, M. (2016). Managing CEO communication and positioning: A cross-national study among corporate communication leaders. *Journal of Communication Management*, 20(1), 37-55.

WEEK 5 (July 4 - July 9, 2016)

Media, technology, and employee communication

- Holtz, S. (2005). The impact of new technologies on internal communication. *Strategic Communication Management*, 10(1), 22-25.
- Lee, C., & Chen, W. (2005). The effects of internal marketing and organizational culture on knowledge management in the information technology industry. *International Journal of Management*, 22(4), 13.
- Baltatzis, G., Ormrod, D. G., & Grainger, N. (2008). Social networking tools for internal communication in large organizations: Benefits and barriers. ACIS 2008 Proceedings. Paper 86. Retrieved from <http://aisel.aisnet.org/acis2008/86>.
- Walker, H. J., Feild, H. S., Giles, W. F., Armenakis, A. A., & Bernerth, J. B. (2009). Displaying employee testimonials on recruitment web sites: Effects of communication media,

- employee race, and job seeker race on organizational attraction and information credibility. *Journal of Applied Psychology*, 94(5), 1354-1364.
- Day, A., Scott, N., & Kellaway, E. K. (2010). Information and communication technology: implications for job stress and employee well-being. *Research in Occupational Stress and Well-being*, 8, 317-350.
- Friedl, J., & Vercic, A. T. (2011). Media preferences of digital natives' internal communication: A pilot study. *Public Relations Review*, 37(1), 84-86.
- Crescenzo, S. (2011). *Internal employee communications media*. In T. Gillis (Ed.), *The IABC handbook of organizational communication* (2nd ed., pp. 219-230). Jossey-Bass.
- Park, Y., & Jex, S. M. (2011). Work-home boundary management using communication and information technology. *International Journal of Stress Management*, 18, 133-152.
- Park, Y., Fritz, C., & Jex, S. M. (2011). Relationships between work-home segmentation and psychological detachment from work: the role of communication technology use at home. *Journal of Occupational Health Psychology*, 16, 457-467.
- Barrett, D. J. (2002). Change communication: using strategic employee communication to facilitate major change, *Corporate Communications*, 7(4), 219 -231.

WEEK 6 (July 11 – July 16, 2016)

Corporate culture, identification, and internal system

- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13(2), 103-123.
- Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and member identification. *Administrative Science Quarterly*, 39(2), 239-263.
- Wilson, D., & Malik, S. (1995) Looking for a few good sources: Exploring the intraorganizational communication linkages of first line managers. *International Journal of Business Communication*, 32(1), 31-48.
- Tjosvold, D. (1998). Making employee involvement work: Cooperative goals and controversy to reduce costs. *Human Relations*, 51(2), 201-214.
- Chen, Z. X., & Francesco, A. M. (2000). Employee demography, organizational commitment, and turnover intentions in China: Do cultural differences matter? *Human Relations*, 53(6), 869-887.
- Smidts, A., Pruyn, A., & van Riel, C. (2001). The impact of employee communication and perceived external prestige on organizational identification. *Academy of Management Journal*, 44, 1051-1062.
- van den Hooff, B. & Ridder, J. A. (2004). Knowledge sharing in context: the influence of organizational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management*, 8(6), 117-130.
- Heskett, J. Jones, T., Loveman, G., & Sasser, J. (2008). Putting the service-profit chain to work. *Harvard Business Review*, 72(2), 118-129.
- Rhee, Y., & Moon, B. (2009). Organizational culture and strategic communication practice: Testing the competing values model (CVM) and employee communication strategies (ECS) model in Korea. *International Journal of Strategic Communication*, 3(1), 52-67.

- McElroy, J. C., & Morrow, P. C. (2010). Employee reactions to office redesign: A naturally occurring quasi-field experiment in a multi-generational setting. *Human Relations*, 63(5), 609-636.
- Grady, P. (2010). *Internal branding, employee branding*. In Gillis, T. (Ed.), *The IABC Handbook of Organizational Communication*, 2nd ed., Jossey-Bass Inc, San Francisco, pp. 231-240.
- Wang, P., Rode, J. C., Shi, K., Luo, Z., & Chen, W. (2013). A workgroup climate perspective on the relationships among transformational leadership, workgroup diversity, and employee creativity. *Group and Organization Management*, 38, 334-360.
- Buckingham, M., Goodall, A. (2015). Reinventing performance management. *Harvard Business Review*, 93(4), 40-50.

WEEK 7 (July 18 – July 23, 2016)

Emotion, job satisfaction, and work attitude

- Shapiro, D. (1991). The effects of explanations on negative reactions to deceit. *Administrative Science Quarterly*, 36(4), 614-630.
- Clampitt, P. G., & Downs, C.W. (1993). Employee perceptions of the relationship between communication and productivity: A field study. *Journal of Business Communication*, 30(1), 5-28.
- Crant, J. M. (2000). Proactive behaviour in organizations. *Journal of Management*, 26, 435--462.
- Sprigg, C. A., Jackson, P. R., & Parker, S. K. (2000). Production teamworking: The importance of interdependence and autonomy for employee strain and satisfaction. *Human Relations*, 53(11), 1519-1543.
- Mackie, K. S., Holahan, C. K., & Gottlieb, N. H. (2001). Employee involvement management practices, work stress, and depression in employees of a human services residential care facility. *Human Relations*, 54(8), 1065-1092.
- Drucker, P. (2002) They're not employees, They're people. *Harvard Business Review*, 80(2), 70-77.
- Galford, R., Drapeau, A. (2003). The enemies of trust. *Harvard Business Review*, 81(2), 88-95.
- Gaines-Ross, L. (2010). Reputation warfare. *Harvard Business Review*, 88(12), 70-76.
- Berry, L. L., Mirabito, A. M., & Baun, W. B. (2010) What's the hard return on employee wellness programs? *Harvard Business Review*, 88(12), 104-112.
- Xanthopoulou, D., Bakker, A. B., & Hies, R. (2012). Everyday working life: Explaining within-person fluctuations in employee well-being. *Human Relations*, 65(9), 1051-1069.
- Hekman, D. R., van Knippenberg, D., & Pratt, M. G. (2015). Channeling identification: How perceived regulatory focus moderates the influence of organizational and professional identification on professional employees' diagnosis and treatment behaviors. *Human Relations*, 69(3), 753-780.
- Holman, D. (2015). How does customer affiliative behaviour shape the outcomes of employee emotion regulation? A daily diary study of supermarket checkout operators. *Human Relations*, retrieved from <https://Yirwww.escholar.manchester.ac.uk/apildatastream?publicationPid=uk-ac-man-scw:275952&datastream/d=POST-PEER-REV/EW-PUBLISHERS.PDF>

WEEK 8 (July 25 -July 30, 2016)

Ethics, corporate social responsibility (CSR), and employee behaviors

- Dawkins, J. (2004). Corporate responsibility: The communication challenge. *Journal of Communication Management*, 9, 108-119.
- Mijatovic, I. S., & Stokic, D. (2010). The influence of internal and external codes on CSR practice: The case of companies operating in Serbia. *Journal of Business Ethics*, 94(4), 533-552.
- Dhanesh. G. S. (2012). The view from within: Internal publics and CSR. *Journal of Communication Management*, 16(1), 39-58.
- Wang, Y. D., & Hsieh, H. H. (2012). Organizational ethical climate, perceived organizational support, and employee silence: A cross-level investigation. *Human Relations*, 66(6), 783-802.
- Zollo, M., Minoja, M., Casanova, L., Hockerts, K., Neergaard, P., Schneider, S., & Tencati, A. (2009). Towards an internal change management perspective of CSR: Evidence from project RESPONSE on the sources of cognitive alignment between managers and their stakeholders, and their implications for social performance. *Corporate Governance: The International Journal of Business in Society*, 9(4), 355-372.
- Wang, T., Zhao, B., & Thornhill, S. (2015). Pay dispersion and organizational innovation: The mediation effects of employee participation and voluntary turnover. *Human Relations*, 68(7), 1155-1181.
- Buckho, A. A. (1992). Employee ownership, attitudes, and turnover: An empirical assessment. *Human Relations*, 45(7), 711-733.
- Shadur, M. A., Rodwell, J. J., & Bamber, G. J. (1995). Factors Predicting Employees' Approval of Lean Production

**Final paper due: August 5th, 2016, Fri.