IMPACT OF ORGANIZATIONAL STRUCTURE ON EFFECTIVE COMMUNICATION FLOW: THE CASE OF SHARP-ROXY CORPORATION

by

Vemala Devi d/o Venkatachalam

A Thesis submitted to the Graduate School of Universiti Utara Malaysia iu partial fulfillment of the requirements for the degree of

Masters in Management Science

May 1994

ACKNOWLEDGMENTS

I would like to express my thanks to the Deputy Vice Chancellor (Academic) of Universiti Utara Malaysia, Prof. Madya Dr. Hj. Mohd. Salleh Hj. Din, my supervisors Tuan Hj. Safri Samit and En. Mohd. Taib Ariffin for their valuable time, guidance, opinions, suggestions and encouragement throughout the preparation of this thesis.

I would also like to express my gratitude to En. Akashah Ismail, En. Mohd Ali Hj. Ayub, Cik Asnidar Mohd Yusop and Mr. Lee Weng Choy of Sharp-Roxy Corp. (M) Sdn. Bhd., Sungei Petani, Kedah, for their valuable time and assistance in helping me to conduct the study at their organization.

My special thanks are extended to Jabatan Perkhidmatan Awam Malaysia for sponsoring me to pursue the Master's course at Universiti Utara Malaysia.

My sincere appreciation is also extended to my colleagues En. Shahril Hassan, En. Sarani Dollah, all my friends and staff of Universiti Utara Malaysia, particularly, Puan Rosnah Othman who have helped me in one way or another during the Master's course and completion of this thesis.

Finally and most specially, I extend my sincere appreciation and gratitude to my parents, Mr. SP. Venkatachalam and Mrs. V. Meenakshi for their encouragement, reassurances and support throughout my pursuance of the course in Masters in Management Science and ultimate completion of this thesis.

TABLE OF CONTENTS

ACKNOWLEDGMENTS ii

LIST OF TABLES vii

LIST OF FIGURES ix

LIST OF ABBREVIATIONS x

ABSTRAK xii

ABSTRACT xv

CHAPTER I

1. INTRODUCTION 1

1.1 Background of the Study 1

1.1.1 Effective Communication
- definitions 2

1.1.2 Importance of Effective Communication 3

1.1.3 Functions of Communication in Organizations 4

1.1.4 Dimensions of Organizational strllchlre and theii Influence on Communication Flow 6

1.1.5 Organizational Structure and Information Flow 16

1.1.6 Communication Implications of Mechanistic and Organic structures 18

1.2 Context of the Problem 18

1.3 Objectives of the Study 20

1.4 Significance of the Study 20

1.5 Scope of the Study 23

1.6 Limitations of the Study 23

1.7 Definition of Terms 24

1.8 Organization of the Study 26

CHAPTER II

2. **REVIEW OF RELATED LITERATURE** 27

2.1 Preview 27
2.2 Related Theories on Organizational Communication 29
2.3 Organizational Structural Dimensions and Communication 34

2.3.1 Configuration 35
2.3.2 Complexity 42
2.3.3 Formalization 44
2.3.4 Centralization 45

2.4 Overview 48

CHAPTER III

3. **THE STUDY SETTING** 51

3.1 Background of the Study Setting 51
3.2 Organization Structure of **Sharp-Roxy** Corporation 52

3.2.1 Configuration 52
3.2.2 Complexity 63
3.2.3 Formalization 66
3.2.4 Centralization 67

3.3 Parts of an Organization 68

CHAPTER IV

4. **RESEARCH METHODOLOGY** 71

4.1 Theoretical Framework of the Study 71
4.1.1 Theoretical Model of the Study 75

4.2 Hypotheses of the Study 78
4.3 Design of the Study 80
4.3.1 Type of Study 80
4.3.2 Nature of Study 80
4.3.3 Study Setting 80
4.3.4 Time Horizon 80
4.3.5 Unit of Analysis 81

4.4 Sampling Frame 81
4.4.1 Characteristics of the Sampling Frame 81

4.5 Sampling Procedure 81
4.6 Instrumentation 84
4.6.1 Validation of the Instrument 85
4.6.2 Variables and Measures 86
4.6.3 Pretesting the Instrument 88

4.7 Collection of Data 89
4.8 Analysis of Data 90

CHAPTER V

5. ANALYSIS OF FINDINGS 93

5.1 Statistical Analyses used for the Research Questions 93
5.2 Reliability of the Measures: Cronbach's Alpha 94
5.3 Descriptive Statistics of the Sample 95
5.4 Measures of Central Tendency and Dispersion 109
5.5 Findings for Variables of Organizational Structure on Effective Communication Flow 111
5.5.1 Pearson Correlation 111
5.5.2 Effects of Demographic Variables 116
5.5.3 Effects of Structural Variables 124

5.6 Recapitulation 127

CHAPTER VI

6. SUMMARY, CONCLUSIONS AND SUGGESTIONS 129

6.1 Summary 129
6.2 Discussions and Conclusions 133
6.2.1 Demographic Variables 133
6.2.2 Organizational Structural Variables 135

6.3 Suggestions and Recommendations for Further Research 139
6.3.1 Suggestions 139
6.3.2 Recommendations for Further Research 143

BIBLIOGRAPHY 146

APPENDIXES

APPENDIX A:COMMUNICATION OPINION QUESTIONNAIRE 15 1

APPENDIX B: APPROVAL LETTER FROM SRC 162

LIST OF TABLES

TABLE 1.1	TEAM SIZE AND CHANNELS	13
TABLE 3.1	SRC: ORGANIZATIONAL SIZE, FEBRUARY 1994	62
TABLE 3.2	SRC: OCCUPATIONAL SPECIALTIES BY NUMBER OF STAFF, FEBRUARY 1994	66
TABLE 4.1	SRC: MANAGERIAL STAFF AS AT JANUARY 1994	82
TABLE 4.2	PROPORTIONAL STRATIFIED SAMPLE	83
TABLE 4.3	CRONBACH'S ALPHA FOR THE PILOT TEST	89
TABLE 5.1	CRONBACH'S ALPHA FOR THE STUDY	94
TABLE 5.2	FREQUENCY DISTRIBUTIONS: AGE	96
TABLE 5.3	FREQUENCY DISTRIBUTIONS: GENDER	96
TABLE 5.4	FREQUENCY DISTRIBUTIONS: RACIAL COMPOSITION	96
TABLE 5.5	FREQUENCY DISTRIBUTIONS: EDUCATION LEVELS	97
TABLE 5.6	FREQUENCY DISTRIBUTIONS: YEARS OF COMPANY EXPERIENCE	98
TABLE 5.7	OPINION ON COMMUNICATION CLIMATE	99
TABLE 5.8	OPINION ON GRAPEVINE COMMUNICATION	100
TABLE 5.9	OPINION ON LEVELS OF TRUST	101
TABLE 5.10	OPINION ON ORGANIZATION'S CONCERN	102
TABLE 5.11	OPINION ON EMPLOYEE BENEFITS	103
TABLE 5.12	CHANNEL USAGE: FACE-TO-FACE	104
TABLE 5.13	CHANNEL USAGE: TELEPHONE	104

TABLE 5.14	CHANNEL USAGE: WRITTEN FORM	105
TABLE 5.15	CHANNEL USAGE: GROUP MEETINGS	105
TABLE 5.16	CHANNEL USAGE: ELECTRONIC MEDIA	106
TABLE 5.17	CHANNEL PREFERENCE: FACE-TO-FACE	106
TABLE 5.18	CHANNEL PREFERENCE: TELEPHONE	107
TABLE 5.19	CHANNEL PREFERENCE: WRITTEN FORM	107
TABLE 5.20	CHANNEL PREFERENCE: GROUP MEETINGS	108
TABLE 5.21	CHANNEL PREFERENCE: ELECTRONIC MEDIA	108
TABLE 5.22	DESCRIPTIVE STATISTICS OF THE STRUCTURAL VARIABLES	109
TABLE 5.23	PEARSON CORRELATION MATRIX	112
TABLE 5.24	RESULTS OF T-TEST	118
TABLE 5.25	ANOVA FOR ECF BY DEMOGRAPHIC VARIABLES	120
TABLE 5.26	DUNCAN MULTIPLE RANGE TEST FOR ECF BY AGE	121
TABLE 5.27	DUNCAN MULTIPLE RANGE TEST FOR EDUCATION BY EMPLACEMENT	122
TABLE 5.28	RESULTS OF CHI-SQUARE TEST FOR EDUCATION BY EMPLACEMENT	123
TABLE 5.29	RESULTS OF MULTIPLE REGRESSION ANALYSIS	125
TABLE 5.30	STEPWISE REGRESSION RESULTS	127

LIST OF FIGURES

FIGURE 1.1	THE CYCLE OF EFFECTIVE COMMUNICATION	3
FIGURE 1.2	ALTERNATIVE STRUCTURAL SHAPES	8
FIGURE 1.3	FIVE NETWORK STRUCTURES	12
FIGURE 1.4	GRAPEVINE COMMUNICATION NETWORKS	15
FIGURE 1.5	ORGANIZATIONAL FORM AND INFORMATION FLOW	17
FIGURE 3.1	SRC: FACTORY LAYOUT	52
FIGURE 3.2	SRC: DEPARTMENTAL ORGANIZATIONAL STRUCTURES	54
FIGURE 3.3	SRC: HIERARCHICAL STRUCTURE	61
FIGURE 3.4	SRC: ORGANIZATION STRUCTURE	64
FIGURE 3.5	SHARP-ROXY CORPORATON IN MAJOR PARTS	69
FIGURE 4.1	SCHEMATIC DIAGRAM OF THEORETICAL FRAMEWORK	75
FIGURE 4.2	ORGANIZATION STRUCTURE: DETERMINANTS AND OUTCOMES	77
FIGURE 5.1	FREQUENCY DISTRIBUTIONS: POSITIONS HELD	97
FIGURE 5.2	FREQUENCY DISTRIBUTIONS: EMPLACEMENT	98
FIGURE 5.3	COMMUNICATION CHANNELS MOST USED VS MOST PREFERRED	109

LIST OF ABBREVIATIONS

ACC	Accounts
AE	Assistant Engineer
ALIGN	Alignment
AM	Assistant Manager
ANOVA	Analysis of Variance
ASSY	Assembly
BCD	Bachelor's Degree
CC	Confidential Clerk
CD	Compact Disc
CEN	Centralization
CK	Clerk
CL	Cleaner
CONT	Contract
CTRL	Control
DEP	Departmentalization
DF	Degrees of Freedom
DIPL	Diploma
DV	Driver
ECF	Effective Communication Flow
EF	Expected Frequency
ELEC	Electrical
EN	Engineer
ENGRG	Engineering
EX	Executive
FORM	Formalization
GM	General Manager
H	Hypothesis
H_A	Alternate Hypothesis
HIER	Hierarchical Level
H_O	Null Hypothesis
HSC	High School Certificate
INF	Informal structure
IQC	Incoming Quality Control
LL	Line Leader
MA	Manager
MC	Materials Checker
MD	Managing Director
ME	Mechanic
MECHA	Mechanical
MECHM	Mechanism
MGR	Manager
MIS	Management Information System
MS	Mean Square
NU	Nurse

OF	Officer
PGA	Personnel & General Affairs
PHD	Doctorate
PHSG	Purchasing
PROD	Production
PS	Production Staff
QA	Quality Assurance
QI	Quality Inspector
QLTY	Quality
SE	Senior Engineer
SG	Security Guard
SGM	Senior General Manager
SH	Storehand
SHPG	shipping
SOC	Span of Control
SPA	Spatial Dispersion
SPEC	Specialization
SRC	Sharp-Roxy Corporation
SS	sum of squares
TE	Technician
TP	Temporary Production Staff
TTL	Total
VE	Value Engineering

ABSTRAK

IMPAK STRUKTUR ORGANISASI KE ATAS ALIRAN KOMUNIKASI YANG BERKESAN: KES SHARP-ROXY CORPORATION

Komunikasi yang berkesan merupakan penentu utama untuk pengurusan yang efektif dalam organisasi, serta juga satu cara untuk mencapai objektif organisasi. Kedudukan dalam organisasi yang besar, biasanya tidak memudahkan komunikasi yang berkesan. Sumber masalah ini terletak dalam ciri-ciri struktur organisasi. Kajian ini tertumpu kepada impak angkubah-angkubah struktur organisasi ke atas komunikasi yang berkesan. Saluran-saluran komtmikasi yang diwujudkan oleh struktur organisasi adalah penting untuk menjalankan fungsi organisasi melalui aliran komunikasi ke bawah, ke atas dan melintang. Maka struktur organisasi haruslah memudahkan aliran komunikasi yang berkesan.

Kajian ini meneliti hubung kait di antara angkubah-angkubah tertentu dalam struktur organisasi dan struktur informal, dengan aliran komunikasi yang berkesan di kalangan pengurusan di Sharp-Roxy Corporation (M) Sdn. Bhd., Sungei Petani, Kedah. Angkubah-angkubah struktur organisasi yang dikaji ialah pengkhususan, penjabatan, hirarki, linkungan kawalan, serakan kawasan, formalisasi dan pemusatan, serta struktur informal. Faktor-faktor demografi seperti jantina, umur, bangsa, jawatan, pengalaman kerja dan penempatan juga dikaji untuk menentukan impaknya ke atas aliran komunikasi yang berkesan, serta perbezaan di antara berbagai kumpulan yang dikelaskan mengikut faktor-faktor demografi.

Maka kajian ini cuba mencari jawapan kepada soalan-soalan penyelidikan yang berikut:

1. Adakah faktor-faktor demografi mempengaruhi aliran komunikasi yang berkesan?

2. Adakah angkubah-angkubah struktur organisasi menyumbang kepada keberkesanan aliran komunikasi di kalangan pihak pengurusan?

Kajian ini telah dijalankan ke atas satu sampel yang terdiri daripada 68 responden dari berbagai golongan pengurusan dan jabatan di Sharp-Roxy Corporation (SRC). Responden-responden ini telah menyempurnakan Soalselidik Pandangan Komunikasi. Alat kajian ini merekodkan persepsi responden terhadap komunikasi mengikut dimensi angkubah struktur organisasi.

Penemuan utama kajian ini ialah impak angkubah-angkubah struktur organisasi ke atas keberkesanan komunikasi. Tujuh angkubah bebas (struktur organisasi) ini telah menerangkan 67.2 peratus daripada keberkesanan angkubah bersandar (aliran komunikasi yang berkesan).

Daripada angkubah-angkubah ini, formalisasi dan pengkhususan, muncul sebagai angkubah yang paling signifikan. Maka disimpulkan bahawa tahap angkubah struktur organisasi yang wujud, memudahkan aliran komunikasi yang berkesan di SRC. Tiada terdapat perbezaan yang signifikan mengikut faktor-faktor demografi seperti jantina, bangsa, jawatan, atau pengalaman kerja terhadap keberkesanan komunikasi. Walau

bagaimanapun, terdapat perbezaan yang signifikan di antara kumpulan umur di mana responden dalam kumpulan berumur 40-49 merasa lebih keberkesanan dalam aliran komunikasi. Perbezaan yang signifikan juga terdapat di antara responden-responden yang ditempatkan di jabatan-jabatan yang terpilih di SRC.

Pandangan responden terhadap iklim komunikasi dan saluran komunikasi juga diperolehi. Jawapan-jawapannya menunjukkan bahawa konflik diselesaikan melalui saluran komunikasi yang sesuai, tahap kepercayaan terhadap pengurus atasan dan di kalangan para pekerja adalah tinggi, dan organisasi tidak kerap menjalankan kursus dalam komunikasi. Saluran komunikasi yang paling kerap digunakan dan paling disukai ialah komunikasi bersemuka dan telefon.

Kajian ini juga mengemukakan cadangan-cadangan dan syor-syor untuk kajian lanjutan dalam bidang ini. Faktor-faktor seperti 'intrapersonal' dan 'interpersonal' perlu dikaji. Juga kajian dalam skala 'longitudinal' dalam pelbagai persekitaran organisasi perlu dijalankan.

ABSTRACT

IMPACT OF ORGANIZATIONAL STRUCTURE ON EFFECTIVE COMMUNICATION FLOW: THE CASE OF SHARP-ROXY CORP.

Effective communication complements managerial effectiveness in organizations and is also a means of achieving organizational objectives. The settings in large organizations often makes effective communication difficult. One source of this lies in the characteristics of organizational structure. This study confines to the impact of organizational structural variables on effective communication in organizations. The communication channels created by the organizational structure serve specific functions through downward, upward and lateral communication. Thus an organization's structure must facilitate this effective flow of communication.

This study examined the relationship of selected variables of organizational structure and the informal structure to effective communication flow among the managerial ranks at Sharp-Roxy Corp. (M) Sdn. Bhd. in Sungei Petani, Kedah. The organizational structural variables examined were specialization, departmentalization, hierarchical level, span of control, spatial dispersion, formalization and centralization, and the informal structure. Additionally, the demographic factors of gender, age, race, position, years of company experience, and emplacement were investigated to determine their impact on communication effectiveness as well as the differences among the various groups classified by the demographic factors.

The study thus sought answers to the following research questions:

1. Did selected demographic factors influence the effective communication flow?

2. Did the organizational structural variables and informal structure contribute significantly to the effective communication flow among the managerial ranks?

This study was conducted on a sample of 68 respondents from various managerial ranks and departments of Sharp-Roxy Corporation (SRC), who completed the Communication Opinion Questionnaire. This instrument recorded the respondents' perception of communication effectiveness along the dimensions of organizational structural variables.

The major finding of the study was the impact of the organizational structural variables on communication effectiveness. The seven independent variables of organizational structure, explained 67.2 percent of the dependent variable of communication effectiveness. Of the variables examined, formalization and specialization, emerged as most significant in explaining the variance in effectiveness. It was concluded that the existing levels of the organizational structural variables facilitated effective communication flow in the organization. There was no significance found for effectiveness by demographic factors of gender, race, position, or years of company experience. However, significance was found for age groups, where respondents between 40-49 years old perceived the most effectiveness in communication flow. Significance was also found for the variable of emplacement where respondents among selected departments of SRC perceived differences in

communication effectiveness.

Opinions on communication climate and channels of communication were also sought. The responses conveyed that conflicts were handled through proper communication channels, trust with senior management and among co-workers was fairly high, and that not enough training programs in communication were conducted by the organization. The channels of communication most used and most preferred were face-to-face and the telephone.

The study also made some suggestions and recommendations for further research in this field of inquiry. Of note are the need to study other intrapersonal and interpersonal factors affecting communication effectiveness. Also, research on a longitudinal scale in various organizational settings is needed.

CHAPTER I

I. INTRODUCTION

1.1 Background of the Study

Communication is pervasive in all areas of organizational life. It is the means by which organizational members collect and disseminate the information that they need and it is also a means by which they achieve coordination and cooperation (Chung, 1987). Several studies suggest that managers spend about eighty percent of their time communicating with other people, including subordinates, peers, superiors, clients, and suppliers (Mintzberg, 1973/1975; Megginson, Mosley & Pietri, 1989; Kovach, 1989; Mondy, Sharplin & Premeaux, 1991.).

Chester I. Barnard (Ruch & Crawford, 1991), described the value of communication in organizations in his book, "The Functions of the Executive". He connected organizational structure and scope to communication techniques, saying that communication should occupy a central place in organizational life. Accordingly, the variables that influence communication in an organization concern both structure and management. Child (Frank & Brownell, 1989), Robbins (1990), Wagner & Hollenbeck (1992), Ruch & Crawford (1991), posit that three dimensions of organization structure: specialization, formalization and centralization influence the flow of communication in organizations.

The contents of the thesis is for internal user only

BIBLIOGRAPHY

Alcerreca, J.C. (1988). Management Control Systems, Criteria of Effectiveness, and the Organizational Life Cycle of Manufacturing Firms. Ph. D dissertation abstract. University of Colorado at Boulder, *DAI-A*. 49(10), 3080.

Berger, M. (1991). Breaking Down Barriers - Part I: Inter-Departmental Team Building. ***Industrial & Commercial Training.*** 23(1), 24-30.

Burdett, J.D . (1992). A Template for Organizational Design. ***Business Quarterly.*** 57(1), 35-41.

Burns, T. & Stalker, G.M., (1961). The Management of Innovation; Courtright, J.A., Fairhurst, G.T. & Rogers, L.E., (1989). Interaction Patterns in Organic and Mechanistic Systems. ***Academy of Management Journal***. Dec. (1989), 773-802.

Bush, J.B. & Frohman, A.L. (1991). Communication in a Network Organization. ***Organizational Dynamics.*** 20(2), *23-36.*

Bowditch, J.L. & Buono, A.F. (1990). ***A Primer on Organizational Behavior,*** 2nd. edn. New York: John Wiley & Sons.

Chewning, F.C. & Harrell, A.M. (1990). The Effect of Information Load on Decision Makers' Cue Utilization Levels and Decision Quality in a Financial Distress Decision Task. ***Accounting, Organizations & Society.*** 15(6), *527-542.*

Chung, K.H. (1987). ***Management: Critical Success Factors.*** Boston: Allyn & Bacon. Davis, K. (1981). Human Behavior at Work: Organizational Behavior. USA: Mc-Graw Hill, Inc.

Davis, K. (1981). ***Human Behavior at Work: Organizational Behavior,*** USA: Mc-Graw Hill, Inc.

Davis, K. & Newstrom, J.W. ***(1989). Human Behavior At Work: Organizational Behavior,*** 8th. edn. New York: McGraw-Hill Publishing Co.

Denton, D.K. (1990). Customer-Focussed Management. ***HRM Magazine.*** 35(8), *62-63, 66-67.*

Dess, G.G. & Miller, A. (1993). ***Strategic Management.*** New York: McGraw Hill, Inc.

DeVito, J. (1988). ***Human Communication: The Basic Course, 4th.*** edn. New York: Harper & Row Publishers.

Downs, ***C.C.*** (1988). ***Communication Audits.*** Glenview, llinois: ***Scott,*** Roresman & co.

Drucker, P.F. (1988). The Coming of the New Organization, ***Harvard Business Review. 66, 45-53***

Eyre, E.C. (1983). ***Effective Communication Made Simple.*** London: Heinemann.

Frank, A. & Brownell, J. (1989). ***Organizational Communication and Behavior: Communicating to Improve Perfromance.*** USA: The Dryden Press.

Goklhaber, G.M. (1983). ***Organizational Communication,*** 3rd. edn. Iowa: Wm C. Brown Co. Publishers.

Gopalakrishnan, V. (1991). An Exploratory Study of Changes Induced in Organizational Structures by Information and Communication technologies. MS. thesis abstract. The University of Texas at Arlington. ***MAI***. 30(2), 180.

Greenbaum, H . H . ; Falcione, R. L. & Associates. ***(1982). Organizational Communication: Abstracts, Analysis and Overview.*** Beverly Hills, California: Sage Publications.

Hall, R.H. (1972). ***Organizations: Structure and Process.*** Englewood Cliffs, N.J.: Prentice-Hall, Inc.

Hamilton, C. & Parker, ***C.*** (1990). ***Communicating for Results: A Guide for Business and the Professions,*** 3rd edn. Belmont, California: Wadsworth Publishing co.

Hamilton, ***S. (1987). A Communication Audit Handbook: Helping Organizations Communicate.*** London: Pitman Publishing.

Harcourt, J., Richerson, V. & Wattier, M.J. (1991). A National study of Middle Managers' Assessment of Organizational Communication Quality. ***The Journal of Business Communication.*** 28(1-4), ***349-363.***

Higgins, J.M. & Vincze, J.W. (1993). ***Strategic Management: Concepts. New*** York: Harcout Brace Jovanovich College Publishers.

Hill, C.W.L. & Jones, G.R. (1989). ***Strategic Management: An Integrated Approach.*** U.S.A.: Houghton Mifflin Co.

Hoffman, A.N., Stearns, T.M., Shrader, C .B. (1990). Structure, Context, and Centrality in Interorganizational Networks. ***Journal of Business Research.*** 20(4), 333-347.

Hwang, S. J. (1992). Adoption of Telecommunications Innovations in Telephone Organization: The Influence of Individual, Organizational and Environmental Factors on Innovations Adoption. Ph.D dissertation abstract. The University of Texas at Austin. *DAI-A*. 53(4), 976.

Jablin, F.M., ***Putnam,*** L.L., Roberts, K.H. & Porter, L.W. (1987). ***Handbook of Organizational Communication: An Interdisciplinary Perspective.*** Newbury Park, California: Sage Publications, Inc.

Kreps, G.L. (1990). ***Organizational Communication,*** 2nd edn. New York: Longman.

Kovach, B. E. (1989). ***The Organizational Gameboard: Winning The Game at Work In Changing Times.*** Englewood Cliffs, N. J. : Educational Technology Publications.

Levin, R.I. & Rubin, D.S. (1991). ***Statistics for Management,*** 5th edn. Englewood Cliff, N.J.: Prentice- Hall, Inc.

Lewis, P.V. ***(1987). Organizational Communication: The Essence of Effective Management,*** 3rd edn. New York: John Wiley & Sons, Inc.

Lincoln, J.R., Hanada, M. & McBride, K. (1986). Organizational Structures in Japanese and U . S . Manufacturing. ***Administrative Science Quarterly . 3*** 1 (1-4), 338-364.

Littlejohn, S.W. (1989). ***Theories of Human Communication,*** 3rd edn. Belmont, California: Wadsworth Publishing Co.

Mandy, R.W., Sharplin, A. & Premeaux, S.R. (1991). ***Management: Concepts, Practices and Skills,*** 5th edn. Boston: Allyn & Bacon.

Manning, P.K. (1992). ***Organizational Communication.*** New York: Aldine De Gruyter .

Megginson, L.C., Mosley, D.C. & Pietri, P.H. (1989). ***Management: Concepts & Applications,*** 3rd. edn. New York: Harper & Row, Publishers.

Menon, S. (1989). An Empirical Investigation of the Organizational and Informational Factors Influencing Utilization of Marketing Knowledge in Firms. Ph.D dissertation abstract. Texas A&M University. ***DAI-A.*** 5 1(1), 224.

Mintzberg, H. (1979). ***The Structuring of Organizations.*** Englewood Cliffs, N.J. : Prentice-Hall.

Mintzberg, H. & Quinn, J.B. (1991). ***The Strategy Process: Concepts, Contexts, Cases,*** 2nd. edn. Englewood Cliffs, N.J.: Prentice-Hall, Inc.

Myers, M.T. & Myers, G. E. (1982). ***Managing By Communication: An Organizational Approach.*** New York: Mc-Graw Hill Book Co.

Njoku, J. A. (1988). Organizational Communication as Perceived by Maryland Cooperative Extension Service State Specialists. Ph.D dissertation abstract. University of Maryland College Park. *DAI-A*. 49(8), 2075.

Nykodym, N. (1988). Organiztional Communication Theory: Interpersonal and Non-interpersonal Perspectives. ***Communications.*** (1-3), 7- 13.

Orna, E. (1990). ***Practical Information Policies: How to Manage Information Flow in Organizations. Worcester: Gower Publishing Co. Ltd.***

Pace, R. W. & Faules, D. F. (1989). ***Organizational Communication,*** 2nd edn. Englewood Cliffs, New Jersey: Prentice-Hall, Inc.

Peters, T. ***(1987). Thriving on Chaos: Handbookfor a Management Revolution. New*** York: Harper & Row.

Reuss, C. & Silvis, D.E., ***(ed.)*** (1981). ***Inside Organizational Communication: The*** International Association of Business Communicators. New York: Longman.

Roach, T.W. (1992). Effective Systems Development and Use in the United States Army Medical Department. Ph.D dissertation abstract. The University of Texas at Austin. *DAI-A*. 53(4), 1204.

Robbins, S.P. (1990). ***Organization Theory: Structure, Design and Applications,*** 3rd edn. Englewood Cliffs, New Jersey: Prentice-Hall, Inc.

Robbins, S.P. (1993). ***Organizational Behavior,*** 6th edn. Englewood Cliffs, New Jersey: Prentice-Hall, Inc.

Robey, D. (1991). ***Designing Organizations,*** 3rd edn. Homewood, Illinois: Irwin.

Ruch, W.V. & Crawford, M.L. (1991). ***Business Communication. New*** York: McMillan Publishing Co.

Rosenblatt, S.B., Cheatham, T.R. & Watt, J.T. (1992). ***Communication in Business,*** 2nd edn. Singapore : Prentice-Hall International Editions.

Rybczyk, E. J. (1987). The Relationship of Communication Style to Effectiveness Among Manufacturing Supervisors. Ed.D dissertation, University of Bridgeport. Michigan: ***UMI Dissertation Information Service.***

Sedlack, R.G. ***& Stanley,*** J. (1992). ***Social Research: Theory and Methods.*** Needham High, MA: Allyn and Bacon.

Sekaran, U. (1992). ***Research Methods for Business: A Skill- Building Approach,*** 2nd edn. Singapore: John Wiley & Sons (SEA) Pte. Ltd.

Smith, A. L. (1991). ***Innovative Employee Communication: New Approaches to Improving Trust, Teamwork & Performance***. Englewood Cliffs, N. J. : Prentice-Hall.

Sonnenberg , F . K . (199 1). Internal Communication: Turning Talk into Action. ***Journal of Business Strategy.*** 12(6), 52-55.

Steers, R.M., Ungson, G.R. & Mowday, R.T. (1985). ***Managing Effective Organizations: An Introduction.*** USA: Kent Publishing Co.

Stewart, T.A. (1993). Welcome to the Revolution. ***Fortune Zntemational.*** Dec. 1993, 30-34.

Thayer, L. ***(1986). Communication & Communication Systems: In Organizations, Management & Interpersonal Relations.*** Lanham: University Press of America.

Theus, K.T. (1993). Organizations And The Media: Structures of Miscommunication. ***Management Communication Quarterly).*** 7(1) , 67-94.

Thill, J.V. & Bovee, C.L. (1991). ***Excellence in Business Communication.*** USA: Mc-Graw Hill, Inc.

Thompson, J. L. (1991). ***Strategic Management: Awareness and Change.*** London: Chapman & Hall.

Torrington, D., Weightman, J. & Johns, ***K.*** (1989). ***Effective Management: People and Organizations.*** Great Britain: Prentice-Hall International (U.K.) Ltd.

Wagner, J.A. & Hollenbeck, J.R. (1992). ***Management of Organizational Behavior.*** Englewood Cliffs, N.J. : Prentice-Hall, Inc.

Wilke, J.R. (1993). Computer Networks Erode Hierarchies in Workplaces. ***The Asian Wall Street Journal.*** Dec. 1993, 24.

Williams, J.C. (1978). ***Human Behavior in Organizations.*** Cincinnati, Ohio: South-Western Publishing Co.

Wright, P., Pringle, C.D. & Kroll. M.J. (1992). ***Strategic Management: Texts &*** Cases. Boston: Allyn & Bacon.

Yukl, G.A. & Wexley, K.N. (1985). ***Organizational Behavior.*** Homewood, Illinois: Dow Jones-Irwin.