

Abstracts
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NOTE: Presentations are ordered alphabetically by author's last name.

MRSA Process Implementation in Healthcare Settings: Trust and Media Selection during Organizational Change

Vinita Agarwal, Purdue University

Keywords: trust, media selection, organizational change, MRSA, hospital staff

Healthcare organizations invest valuable time, money, and resources in innovation implementation to improve delivery of care outcomes. While clinical evidence demonstrates importance of staff practices like hand-hygiene in reducing nosocomial transmission of infections like methicillin-resistant *Staphylococcus aureus* (MRSA) within healthcare settings, research shows their compliance with practices remains below 50% of hand-hygiene opportunities (IHI, 2006). Within the overarching diffusion of innovations framework (Rogers, 1995), the study employed media selection and information processing perspectives (Daft & Lengel, 1986) to theorize contribution of organizational trust (Hon & Grunig, 1999) and usefulness of communication channels employed by staff to get information about MRSA during organizational change implementation (Lewis & Seibold, 1998). Some findings are presented. For example, availability of information and resources to control MRSA and strength of organizational support together account for a significant 7.9% ($p < .001$) of positive change in staff attitudes towards MRSA practices. With respect to staff media selection regarding usefulness of information on MRSA, professional publications account for highest mediational influence on association of climate on staff attitudes at about 52.0%, followed by face-to-face meetings with supervisors at 36.0%, and discussions with unit members accounted for about 33.0% of the climate related variance on attitudes. Additionally availability of information and resources and organizational support are strong predictors of organizational trust of staff and trust serves as a moderator of their influence on climate. The presentation touches on theoretical implications of results on trust and media selection during organizational change implementation in health care organizations.

Stigmatization and the Seasonal Employee

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Keywords: stigmatization, seasonal employee, social identity theory, organizations

Scholars have begun to examine the comparative experiences of temporary versus full-time employees, including the organizational and personal outcomes associated with the stigmatization of temporary employees. This paper proposes a study exploring the stigmatization of a unique subset of temporary employees - those that are hired on a seasonal basis. Utilizing aspects of Boyce et al.'s (2007) model of temporary worker stigmatization, this paper emphasizes the need to identify the covert and overt stigmatization treatment of seasonal employees in relation to job satisfaction, productivity, and intentions to return. Social identity theory (Tajfel & Turner, 1979; Tajfel, 1981) is applied to further understand the stereotypes and stigmatization targeted toward seasonal employees, and organizational strategies to diminish stigmatization are explored.

For several years, organizational communication research has been criticized for its heavy emphasis on microphenomena—mostly individual interactions within organizations—at the expense of macrophenomena—larger forms of social structure. However, few of its critics have suggested what a macroperspective on organizational communication might entail. In an attempt to fill that gap, some organizational communication theorists have recently suggested that an institutional perspective can provide a way to incorporate macrophenomena into organizational communication research. Echoing that suggestion, this paper uses an institutional perspective to understand and theorize about the phenomenon of interorganizational networking among development International Nongovernmental Organizations (INGOs). The argument made is that interorganizational collaboration or networking has become institutionalized in the international development field and, as a result, development INGOs may not necessarily form ties or join networks for efficiency or other “rational” purposes, but also to try to conform to their institutional environment and thus acquire legitimacy and other tangible and intangible resources. A few hypotheses are enunciated to strengthen the case for an institutional perspective on interorganizational networking.

Embodying Denial: Face Loss and the Rhetoric of the Undergraduate Admission Process

Zachary M. Benjamin, University of Illinois at Chicago

Keywords: applications university politeness criticism denial

The competitive undergraduate admission process has become a rite of passage for college-bound high school seniors, providing countless teenagers each year with their first significant denial experiences. As the children of the baby boom generation reach college age, they submit applications in record numbers to universities that could fill their freshman classes many times over with the talented students that comprise their applicant pools. These numbers force undergraduate admission offices to send denial letters to hundreds of thousands of disappointed students each spring, contributing to an increasingly complex rhetorical phenomenon on which scholars have performed little study. / / Polite denial is an art common to various types of organizations and is one that undergraduate admission offices have perfected. It is a phenomenon that begs the question of whether or not we are afraid of saying no, and furthermore, of whether or not there are distinct rhetorical devices devoted to the art of denial. This theoretical discussion, which I submit as a poster presentation, explores the competitive application process through the lens of Brown and Levinson's politeness theory and Tracy, et al, 's work on criticism. It argues that poorly executed denial holds face-threatening consequences not only for the applicant, but for the institution, as well.

Health Information Resources for Rural Kansans

Leilani Carver, University of Kansas

Keywords: Health Communication, Health Literacy, Rural Communities

This research project explores the communication challenges in delivering relevant health information in rural communities. Interviews were conducted with patients who had a chronic health condition from 18 different rural communities in Kansas. The home interviews explored if and how participants receive health information, what participants consider credible information, participants' levels of health literacy, and how participants prefer to receive health information. Findings suggest that rural Kansans do not seek out health information and that their primary care physician is considered the most credible source of information.

This study's findings may guide practitioners with suggestions for how future health information delivery should be conducted in rural Kansas communities.

Identity in Translation: Organizational Identification for International Professionals (poster)

Cathy K. Chou, University of Missouri

Keywords: organizational identification, international professional, narrative, identity

The experience of international professionals living and working in the U.S. has received little attention in organizational communication research aside from the acknowledgment that internationals' communication patterns are different from their U. S. co-workers. Through narrative analysis on international professionals I attempt to understand how international professionals' narratives reveal organizational identification sense-making and their management of differences between their identities as a member of their home culture and a member of a U.S. organization. Eleven internationals working in U.S. organizations in a Mid-West college town were recruited through snowball sampling method. Participants were asked to tell the story of how they came to the U.S., how they started working, and how they adapted to the U.S. culture. Analysis of the transcripts yielded four themes: a "different" worker, America—the classroom, identification with profession, and understanding misunderstandings. The themes shed a light on the complexity of communication strategies in identity management. An attempt was made to situate the themes within the five elements of narrative plot structure. America the classroom served as the "setting" of the narrative in terms of laying the groundwork on which international professionals construct professional identities. The "character," or identity, of international professionals is situational, cued by cultural similarities and differences present in the narrative. The nature of dynamic relationships between "setting" and "character" allowed the "problem" of identity management to unfold through the "action" of organizational identification, which ultimately was "resolved" through the strategy of understanding misunderstandings

The Other Shift: Exploring the Influence of the Volunteer Role on Traditional Views of Work Family Management and Individual Identity.

Disraelly Cruz, University of Missouri

Keywords: Work-Family Interface/Enrichment, Volunteering, Social Identity, Multiple Role Interface

Among the multiple frames used to view volunteering, many have described volunteerism as a staple of democracy, a valuable source of labor for the nonprofit sector, and a source of personal and work related benefits (Musick & Wilson, 2008; Salamon & Dewees, 2002). Without this voluntary work force, a number of nonprofit organizations would need to find alternative means of providing services to their respective publics. To date, much of the scholarship dedicated to understanding this phenomenon has sought to uncover predictors of volunteer behavior or determine causes for the decline in volunteerism (for review see Musick & Wilson, 2008). Absent from volunteer scholarship is a discussion of how volunteerism impacts overall social identity. This manuscript takes an alternative approach to understanding this phenomenon by focusing on issues of identity. Specifically, this paper focuses on the ways in which individuals discursively discuss the volunteer role in light of additional life demands.

Branding feminism for consumers: Political economies, cultural artifacts, and organizing

Suzy D'Enbeau, Purdue University

Keywords: feminism, consumerism, political economies, organizational communication

In the United States and throughout the world, feminist theories, research, and activism have enjoyed a contradictory and context-specific history with diverse causes, consequences, and solutions for gender inequity. One area of this research that has yet to be fully developed concerns the relationship of feminist organizing and popular culture as situated within varied capitalist economic structures.

To address this gap, my dissertation explores how an independent media organization with a message of social change works within and through financial constraints, internal power struggles, and gender mainstreaming. I spent three months living in New York City, working for a popular culture magazine as an unpaid intern, and engaging in participant observation. In addition to writing fieldnotes and journaling about my experience, I conducted 43 in-depth interviews with current staff including the editor-in-chief/publisher, editors, contributing writers, and interns as well as former staff, former interns, and advertisers. Preliminary themes explicate and critique: (a) a disconnect between the explicit feminist magazine message and the behind-the-scenes organizing processes, (b) the packaging of feminism in a consumerist and neoliberal political economy, and (c) the dialectical tensions of power, control, and resistance among stakeholders.

As such, I confront the contradictory and nuanced intersections of changing ideological discourses (i.e., mundane conversations and organizing practices as well as cultural formations); volatile economic and media environments (i.e., material conditions and consequences including profit, standard operating procedures, strategic planning, and the consequences of new media on the publishing industry), and emotional turmoil of one independent social change media organization.

The Potential Power of Identification in Promoting Condom Use: Assessing the Effect of Imprinting Condoms with Organizationally Significant Symbols on the Behavioral Intention of Fraternity-Identified Males to Use Condoms

Mark J.Di Corcia, Purdue University

Keywords: Organizational Identification, Condom, Campaign, Fraternity

In the U.S., the face of the HIV/AIDS pandemic has changed significantly over the years. As a result, campaign designers need to explore different theoretical models to promote condom use and compliance. This study, positioned at the intersection of health and organizational communication research, explored organizational identification in the Greek system and examined the effects of eliciting organizational identification with condoms as an effective method of promoting condom use and compliance. Making organizational identification salient when promoting behavior change can be an effective avenue of persuasion in contexts where group identification is strong because there already exists a conceptualization of a shared fate, similar values and attitudes, a desire to emulate the common qualities of its members, and identification with the trial and tribulations of the group. Created as another expression of organizational identification, condoms imprinted with organizationally significant symbols have the potential to be recognized as congruent with this shared reality and foster condom use. For this study thirteen members from eight different fraternities were interviewed about their identification with their fraternity, university, and then evaluated 3 different types of condoms designed to invoke organizational identification. Preliminary findings indicate that several factors influence an individual's identification with an organization such as: the size of the organization, the ability to directly see one's impact on the organization as a whole, the strength of interpersonal relationships within the organization, and the status of the organization within the Greek community. These findings provide the basis for a larger quantitative study.

INVESTITURE VS. DIVESTITURE IN MBA SOCIALIZATION: TOWARD UNDERSTANDING ITS IMPACT ON WOMEN

Joy G. Dietz, Purdue University

Keywords: Socialization, Dialectics, Gender, Investiture, Divestiture

This study seeks to enhance the current understanding of socialization processes for individuals entering Master's of Business Administration (MBA) programs and, by extension, the management profession. Specifically, the study is designed to understand how one socialization tactic called investiture vs. divestiture is experienced and perceived by MBA students. Further, it asks how investiture vs. divestiture may impact women differently from men. Researchers assert that divestiture (an identity transforming process), as opposed to investiture (or identity preserving process), is fundamental to the process of becoming a professional (Haas & Saffir, 1982; Van Maanen & Schein, 1979). It is, therefore, important to understand how this tactic impacts various populations as they seek to enter professions. Study participants were male and female MBA students, and all were U.S. citizens. Focus groups and electronic diaries were used for data collection. The study uses a discourse analytic approach to generate mid-range theorizing. In preliminary findings, students described a socialization process that fits the definition of divestiture, but results also reveal a more complex and nuanced socialization experience that may be explained through a dialectic tension between upending and supportive experiences. Further, preliminary indications are that women experience the investiture/divestiture tactic differently than men. Both women and men indicate that women's professional socialization is complicated by Discourses surrounding work and family. Additionally, women's MBA socialization experiences may sometimes be complicated by relationship tensions both inside and outside the organization.

“First Do No Harm”, but Say You’re Sorry When You Do: The Role of Health Organizations in Promoting Open Disclosure and Apology Behaviors following a Medical Mistake

Patrick J. Dillon, Central Michigan University

Keywords: Health Organizations, Apology, Disclosure, Medical Mistakes

When medical problems arise, patients depend on health care providers to inform, counsel, evaluate, provide them with advice, and treat them so that they can carry on with their daily lives (Geist & Gates, 1996). Unfortunately, health care providers are far from infallible and mistakes are often common when care is provided. Studies have estimated that medical mistakes affect up to 7.5% of patients admitted to acute care hospitals (Kohn, Corrigan, & Donaldson, 2000) and cause as many as 98,000 deaths each year (Institute of Medicine, 1999). When medical errors occur, effective communication between providers and patients is critical. It is clearly the ethical duty of health care providers to respect a patient's autonomy and to disclose unintended outcomes (American College of Physicians, 1998). Hospital accreditation standards also consider the disclosure of unexpected outcomes by health providers to patients (Joint Commission on Accreditation of Healthcare Organizations, 2004). It is clear that ethical and professional guidelines support the notion that physicians have a responsibility to disclose medical errors (Mazor, Simon, & Gurwitz, 2004), and studies have frequently found that patients desire disclosures of medical errors and apologies from health providers when they occur (Manser & Staender, 2005). Unfortunately, research has also demonstrated that disclosure and apologies to patients and their families after errors occur are infrequent (Mazor, Simon, & Yood, 2004). This study will focus on the common barriers to disclosure and apology behaviors by physicians and discuss ways that health care organizations can promote these behaviors to better meet patients needs.

Violating the Stereotype: A Thematic Analysis of Women's Approaches to Organizational Conflict
(poster)

Jenny D. Dixon, University of Missouri

Keywords: workplace conflict, gender, thematic analysis

A wealth of feminist literature asserts that approaches to conflict are gendered. While there is no shortage of theoretical musings of how men and women differ in how they approach conflict, research based directly on the accounts of women in competitive organizational settings is far less prevalent. Through thematic analysis, this study looks at how women approach conflict in the workplace. Results indicate that successful conflict management for women comes from the ability to overcome gender stereotypes.

Effects of Cognitive Complexity on Network Perceptions

Melissa Dobosh, University of Illinois at Urbana Champaign

Keywords: cognitive complexity, networks, perception

Group research often focuses on decision-making and problem solving, ignoring the relational dimensions of group interaction. This serves to simplify the complexity of group communication. Communicating in groups is reliant on the fulfillment of both task and relational functions and members are often forced to balance relationships with group members that encompass both friendship and task dimensions. The ability to effectively manage these blended relationships is further impacted by the perceptions that each group member has regarding the connections of fellow group members. These perceptions can directly impact how one communicates with others.

Cognitive complexity is an individual difference variable that is linked to social perception skills, impression organization, and person-centered communication. Since cognitive complexity influences the ways in which individuals perceive, classify, and make sense out of phenomena, it would follow that cognitive complexity could shape the ways in which an individual perceives their social networks. Members with more honed social perception skills may be more accurate in identifying the network connections between fellow group members. Additionally, since they are more apt to create sophisticated impressions of communication phenomena, they may be better able to perceive finer differences among the networks. Finally, highly complex individuals may find themselves assuming a central role within their group's networks, leading to more accurate network perceptions and differentiated impressions. In order to investigate the connection between cognitive complexity and network perceptions, a leadership team in a social organization will be explored. Data is being collected that looks at the effects of cognitive complexity on perceptions. Exploring both task and friendship networks within social groups serves to move group literature beyond a singular task focus and emphasizes the importance of relational communication in groups.

The culture of Millennial entrepreneurship: A comprehensive analysis of the communicative strategies of Millennial entrepreneurs (poster)

Rebecca L. Dohrman, Purdue University

Keywords: entrepreneur, generation Y, Millennials,

As the landscape of the American workforce is transformed over the next ten years when the Baby Boomer generation retires and the Millennials take their place, the landscape of organizations and careers will also change. The Millennial generation has thus far shown a high interest in entrepreneurship as a career philosophy and as a career itself, so it is imperative that communication scholars study this generational characteristic to determine how it may impact the organizational landscape. In addition, the communicative strategies that Millennial entrepreneurs make to legitimate their non-traditional career choice and to legitimate themselves as entrepreneurs to potential funding sources are theoretically interesting to study. These strategies and their utility in the lives of Millennial entrepreneurs are the central elements of this proposed study. Through secondary data analysis, interviews and focus groups, I will determine the communicative strategies used and the best practices for this unique and timely cohort. The results will provide administrators of entrepreneurship programs and organizational leaders hoping to attract this group with the information and insight necessary to successfully recruit these individuals into their organizations.

Social actors in a Reentry Court: Balancing support and control (poster)

Jerri Fari, Purdue University

Keywords: reentry court, dialectic tension, ethnography

In this ethnographic study, I examined how members of a Reentry Problem Solving Court act and interact in the weekly public sessions of the court. The story of a reentry court is important to tell because it is making a difference in the lives of the reentering participants and the community. Assumptions guiding the qualitative research approach are explained. Data were 25 pages of field notes taken during four courtroom sessions and including casual interview notes prior to and after each court session. Other methods of data collection provided triangulation for the data. Accounts of activities and interactions that occur in the weekly courtroom sessions are examined and analyzed using the frame of three functions of support: emotional, informational, and tangible. The balancing of issues of support and control by the judge, members of the reentry court team, and reentering ex-prisoners emerged as a focus of analysis.

Organizational Rhetoric: Getting There (poster)

Mattea A. Garcia & Vincent Pham, University of Illinois Urbana Champaign

Keywords: Organizational Rhetoric

The communication literature on organizational rhetoric has typically, though not exclusively, focused on issues of identification and commitment, crisis and image management, and persuasion. In many organizational studies, the rhetoric becomes a tool by which to understand a previously chosen issue such as crisis or identity. Similarly, the management literature on organizational rhetoric has been criticized for the reduction of rhetoric to a technique or method for understanding organizations and for insufficient use of rhetorical theory. We take on Conrad and Malphurs' (Are we there yet? Are we there yet? , Management Communication Quarterly, Vol. 22, No. 1, 123-146 (2008)) call to get there by embracing both organizational and rhetorical theories of communication to explore the following questions:

- How do we define organizational rhetoric?
- What challenges do we face when studying organizational rhetoric?
- What questions might we ask ourselves when taking on a project?
- What theories, organizational and/or rhetorical, might we turn to?
- What are ideal texts or artifacts for studying organizational rhetoric?

- How, methodologically, might we take on various texts/artifacts?

An in-progress case study will place these questions into a useful context for conversation. We are examining the University of Illinois' rhetoric surrounding the Chief Illiniwek, an issue of organizational image, stakeholder involvement, and community action.

The Development of Technological Management Theory: A Conceptualization of Computer Technology in the Workplace as Either Partner or Adversary

Paul E. Madlock, West Virginia University

Keywords: Technology, Technological Management Theory, organizational communication, control, and power

As a result of the introduction of computer technologies into the workplace, a new organizational form has emerged (one dependant of computer technologies) which is that of Technological Management Theory (TMT). I developed a theoretical model of TMT that explains how communication influences the way in which positive and negative perceptions of technology are fostered through organizational and personal factors. Central to TMT is the notion that relationships between employee and computer technology develops in a similar fashion as do other interpersonal relational forms. Further, it is the ability of users to develop interpersonal relationships with technology that cultivates the acceptance of computers in the workplace today. The heuristic value of my study is that it expands workplace relationships beyond that proposed by Sias, Krone, and Jablin (2002) to include computer technology. The TMT model also takes into account the relational valence users ascribe to their computer technology. In essence, the type of relationship that develops between workers and their technology will influence the extent to which workers perceive technology as either a partner or adversary. This determination will in turn, influence a number of employee and organizational outcomes. TMT recognizes that both organizational and personal factors influence the relational development between employees and computer technology. The organizational factors are grounded in Symbolic Interaction Theory, Structuration Theory, Organizational Socialization, and Leader Member Exchange (LMX). The personal factors consist of trust, Uncertainty Reduction Theory, attribution style, locus of control, and interpersonal needs. Social Influence Theory then mediates this relationship.

Politeness on e-health web sites: A semantic network analysis (poster)

Ginnifer Mastarone, University of Illinois at Chicago

Keywords: e-health, politeness theory, semantic network, tone

This research aims to elicit overall impressions of tone on e-health web sites. A semantic network analysis revealed that supplemental e-health discussion forums created by the general public contain an overall feeling of politeness despite their lack of face- to-face cues. In contrast, e-health articles written by professionals display diminished politeness levels when addressing face threatening acts related to medical conditions and symptoms. The study makes a case for the pairing of semantic network analysis and established face-related theory for investigating and predicting audience comfort levels and perceptions of tone online.

**Critically Analyzing Corporate Social Responsibility (CSR) Discourse In Developing Countries:
Reliance Industries Limited's HIV/AIDS Intervention Program in India**

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Keywords: corporate social responsibility, discourse, sustainable development, corporate accountability, participation

Given the immense power and control that corporations wield in present times, corporate social responsibility (CSR) has begun to be of the utmost importance in a world where more than two-thirds of humanity lives in developing countries. However, the discourse of CSR is far from value-free, and must be considered in terms of grossly unequal power relations, the so-called modernization paradigm of development, and the much-in-vogue rhetoric of sustainable development. Focusing on the case of India, the largest privately held company, Reliance Industries Limited, this paper critically analyzes the corporate social responsibility discourse revealed by Reliance in its web site and through its media releases, on its CSR work in HIV/AIDS intervention work in India. A new model of corporate social responsibility is suggested, focusing on participatory approaches, systematic and long-term commitment, recognition of political clout, regulation, and above all, social accountability to the diffused publics for every corporation.

Reformulating Boundary Spanning Communication

Kaustubh Nande, Ohio University

Keywords: Boundary Spanning, Communication, Organizing

In response to recent call for more engaged scholarship, this paper positions boundary spanning communication as one of the potential areas of scholarly interest to organizational communication scholars. The paper very briefly reviews cross disciplinary literature on boundary spanning, finding three important deficiencies in how boundary spanning communication is defined and conceived in existing literature. First, communication is treated as a mere variable in a mix of other variables. Second, actors in organizational settings are non-problematically treated as rational and mechanistic. Third, the political nature of organization and organizing is largely ignored. These deficiencies and definitions of the term pose severe limitations on alternative ways of thinking about boundary spanning. Thus, this paper attempts to reformulate existing definition of boundary spanning communication. Towards this goal, the author provides an alternative and more inclusive definition that emphasizes the process of organizing and allows organizational scholars to ask questions about voice, identity and coping of boundary spanners.

Organizational Identification Strategies of a Low Face-to-Face Member Contact Organization

Deepa Oommen, Bowling Green State University

Keywords: Identification Strategies, low-member contact

This study looked at the identification seeking strategies of a low-member contact organization, The National Honor Society of Phi Kappa Phi. I used thematic analysis to identify the strategies that the organization used to seek the identification of its members. Results of the study showed that by emphasizing membership as an exclusive privilege, recognizing the individual as a symbol of excellence,

celebrating member achievements, inviting member contributions, emphasizing commitment to diversity, emphasizing organizational symbolism and highlighting testimonials of appreciation, the organization tried to seek the identification of its members. In addition, the study also revealed that the nature of organizing may be a major factor that determines the kind of identification strategies an organization may adopt.

Discourse, control, and resistance: Constructing Identity in the National Park Service.

Amy R. Pearson, Arizona State

Keywords: Discourse

This study examined the means by which employees of the National Park Service discursively construct their identities. Previous organizational identity research has explored how females develop their subjectivities within traditionally feminine roles as they are controlled by and resist Discourses of patriarchy. This study expands that research through an exploration of the identity construction process of women in a traditionally masculine Park Service role. In addition, most identity research has been criticized for neglecting to examine the specific, discursive details that influence identity construction. Furthermore, Mumby (2005) argues that scholars should explore how identity develops within a dialectic of control and resistance. This study utilizes a postmodern, feminist lens to explore the discursive identity construction of backcountry rangers in Glacier National Park within a dialectic of control and resistance.

The research questions for this study were explored using interview data and participant observation data which were collected over the course of three months. A total of 30 participants were involved in this study including male and female backcountry rangers and trail crew members.

Results indicated that Park Service employees use three major categories of discourse to construct their identities: gender, seasonality, and government discourses. Within each of these categories of discourse, participants drew on overarching Discourses of patriarchy, traditional work identities, and bureaucracy to construct their identities. Participants were both controlled by these Discourses and resistant to them. Their resistance to overarching Discourses of identity resulted in real and specific consequences. For instance, as participants resisted femininity, they adhered to traditional masculine Park Service gender norms and seemed to perpetuate the hegemonically masculine nature of the organization. This research expands what scholars have traditionally defined as “organizational” by illustrating how organizational members draw on larger Discourses from outside of typical organizational bounds to construct their identities. Furthermore, this research draws together discourse, Discourse, control, resistance, and materiality and thus problematizes the way organizational communication scholars have explored occupational identity.

Measuring Perceptions of Listening Skills in an Organizational Environment

Nathan E. Peck, Western Michigan University

Keywords: Listening, credibility, competence

Managerial communication has been studied from a variety of perspectives for many years, including manager leadership styles, subordinate support, and communication climate. In particular, source credibility has received considerable attention in recent years as an important dimension of managerial communication. Recent research has established relationships between supervisor credibility and subordinates' perceived job satisfaction and liking. An important part of being perceived as credible is the ability to communicate effectively. Extant literature has linked supervisors' communicative behavior to

important organizational outcomes, most notably supervisor credibility. An important dimension of effective managerial communication is listening. Listening effectiveness is a significant dimension of overall managerial communication effectiveness. Communication effectiveness, in turn, is a central component of managerial effectiveness, one that corporate executives have noted as indispensable for more than forty years. Therefore if being a good communicator is an important part of establishing one's credibility and being a good listener is an important part of being a good communicator, it is reasonable to assume that individuals who are perceived as being good listeners will be perceived as being both credible and competent. Therefore, the purpose of this study will be to test the relationship between managerial listening skill and subordinates' perceptions of managerial credibility and competence. The proposed research will utilize the Conversational Listening Span as a measure of individuals' perceptions of listening ability in an experimental research design in a Tier-2 automotive supplier in a mid-size Midwest city.

Emotional labor and social identity in sales organizations: A look at Mary Kay Cosmetics, Inc.
Laura C. Rawlins, Bowling Green State University

Keywords: Emotional Labor, Social Identity, Sales

Mary Kay Cosmetics, Inc (MK) provides an organizational context for the examination of connections between emotional labor and social identity within sales organizations. Highly involved members of the MK sales force experience emotional labor and commonly embrace social identities promoted by the organization. While providing contextual examples from MK, this paper elucidates key aspects of social identity theory and suggests associations with emotional labor. Individuals involved with MK and other organizations often find that belonging to a group develops emotional significance and personal value which serve to create and define an individuals place in society (Hogg and Terry, 2000). Prototypes and social/group acceptance surface as central themes for MK members in understanding the generation of a conventional MK social identity. Propositions reflecting connections between emotional labor and social identity emerge throughout this paper. With the exception of a few studies (Abiala, 1999; Brotheridge & Grandey, 2002; Wharton, 1996) emotional labor literature rarely connects to social identity theory, especially within the context of direct sales organizations. This preliminary study suggests that emotional labor co-creates the personal and social identities of workers who must display certain emotions in the context of their work environments. While the propositions connecting emotional labor and social identity suggest both positive and negative potential outcomes, future research is proposed to aid in the clarification of these discrepancies.

Women and Work in India: (Re)Engaging Class, Occupations, and Careers in a Globalizing Economy
Suchitra Shenoy, Purdue University

Keywords: India, women, globalization, careers, socialization

Despite the massive economic growth and the globalization and technology driven social architecture (Nath, 2007) in India today, social and economic disparities continue to remain everyday realities for the nation's over 1 billion population, particularly women. Even though much has been written and researched about the lives of Indian women in general, little is known about them in the context of careers and their approach to work-defined as paid employment. More importantly a comparative study of Indian women's work and careers across income levels and occupational categories has never been done before. Inkson (2007) argues that studying individual careers is flawed unless they are also understood from a wider

perspective. The current study therefore investigates the work lives and careers of India's women within a historical context influenced symbiotically by India's cultural and traditional realities as well as the contemporary phenomenon of globalization. The current study also explores how class, caste, society, socialization, and individual agency influence women in making meaning of their work in 21st century globalizing India. In order to do so, interviews were conducted with 65 women across income and occupational categories. By focusing on the subjectivities of work and career experiences in the lives of India's working women through the multiple lenses of society, culture, development, and globalization, this study answers several recent calls (e.g. Broadfoot & Munshi, 2007; Cheney, 2000; Thomas & Inkson, 2007; Zoller, 2006) simultaneously, while also addressing the accusations of individualism and parochialism levied on the organizational communication and career studies.

Three Degrees of Failure: Michael Vick and the Performance Evaluation Model of Leadership

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Keywords: Leadership, Performance, Evaluation, Failure, Vick

Current literature on leadership studies typically draw on several attributes of the leader that define his or her performance. Characteristics such as personal traits, decision making abilities, and/or overall success are often considered in order to evaluate leadership. In this paper, I posit that valuable knowledge of leadership can be gained not only from success but also from leadership failure. Specifically, I propose a model of leadership failure, focusing on leadership communication with an institutional perspective. A leader enacts a performance before audiences of stakeholders who subsequently make an evaluation of this performance. Three distinct audiences of stakeholders (community stakeholders, organizational stakeholders, and institutional stakeholders) evaluate and influence a leader's success or failure. Each audience develops a schema based on different sets of rules and accepted evaluative elements. First, second, or third degree failures are the potential end products of stakeholders' negative evaluations of the leader's performance. Once a leader undergoes an evaluation, he or she can be classified as a success or one of the three degrees of leadership failure. Using the proposed model, the current paper examines the case of former National Football League star Michael Vick, his leadership performance, and subsequent leadership failure. Application of the model in this case study and potential future utility are discussed.

Understanding organizational socialization and job satisfaction for Univeirsty Police

Yusuf Yuksel, Rutgers University

Keywords: Police socialization, police satisfaction, socilaization models, and university police

Over the past 25 years, policing has changed in at least two major respects: the spread of a community policing philosophy and the increasing diversity of police officers. However, the literature on police socialization has largely ignored these developments which may change policing practices, training, occupational attitudes of police officers, and thus patterns of interaction and socialization. The purpose of this study, therefore, is to explore the socialization process of police officers at a university police department, with particular attention to the activities engaged in at each stage in the process, the influence of community policing and other changes at different stages of their process, the influence of all this on member satisfaction.

Based on an analysis of interview data using grounded study approach, the socialization process and satisfaction level of the police officers are influenced by community policing, the nature of the job, and the

local environment in which this police organization operates. The police officers who work in this environment stressed more problem solving and service roles over law enforcement or fighting crime. In addition, these officers developed different occupational attitudes and expectations, higher satisfaction levels and experienced more fragmented, more varied, and different socialization processes compared to traditional and urban police officers. Given these findings, this study questions previously suggested models of police socialization.