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RELATIONAL DIMENSIONS, COMMUNICATION SATISFACTION,
GENDER, AND POSITION IN SUPERIOR-SUBORDINATE
COMPLIANCE-GAINING COMMUNICATION

A Thesis
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts
in
Interdisciplinary Studies

by
Gregory Thornton Jones

December 1998

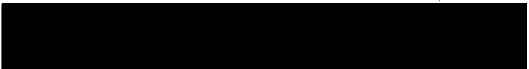
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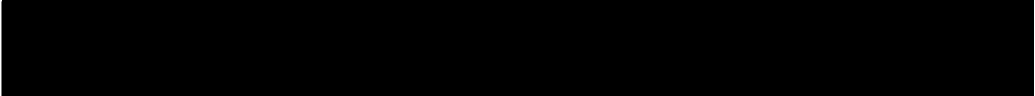
December 1998

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ABSTRACT

This study examined the relationship of managers' relational messages with employees' communication satisfaction, as well as compliance-gaining requests and participants gender in superior-subordinate communication. Immediacy, similarity, composure and receptivity relational messages emerged as the best predictors of subordinate communication satisfaction. In addition, middle managers position was found to be an important moderator of the managers message dimension-subordinate communication satisfaction relationship.

DEDICATION

This thesis is a product of the insights, research, and
life-long commitment
of Dr. Kevin G. Lamude.

Thank you for sharing your brilliant work.

In all my academic involvement, I acknowledge the
encouragement of my father, James Thornton Jones,
the unwavering love and support
of my mother, Willie Lee Jones,
and lately, the continuing devotion and sense of
perspective provided by my wife, Sharon Lee Jones.

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CHAPTER ONE

INTRODUCTION

This chapter provides a discussion of the subject of this thesis and relevant research to the problem, and includes rationale and research questions.

The study of employee satisfaction with immediate supervisors is a long-standing and continuing theme in the literature of organizational communication. Historically, scholars have examined satisfaction as a function of employee perceptions of supervisory behavior defined in terms of communication variables such as supportiveness and upward influence (Jablin, 1979), trust (O'Reilly & Anderson, 1980), and receptivity to upward communication (Wheeless, Wheeless, & Howard, 1984). Generally, such investigations report direct relationships in which the communicative variables of interest account for small to moderate amounts of variance in employee satisfaction with supervisors.

More recently, researchers have turned their attention away from subordinate perceptions of supervisory behavior to explanations of subordinate satisfaction grounded in organizational and relational communication processes which extend beyond supervisory behavior, e.g., assimilation (Jablin, 1984), turnover (Glenn, Rhea, & Wheeless, 1997) and communication rules coordination (Eisenberg, Monge, & Farace, 1984; Lamude, Daniels, & Graham, 1988). These studies presume situational relationships operate to account for employee

satisfaction and the organizational or relational communication factors which they examine. In particular, in a situational perspective of supervisory communication, the perceptions of subordinates are thought to be affected not only by the particular characteristics of the supervisor, but also by the relation of the supervisor's communication to other relevant organizational or interpersonal factors. An example of this type of perspective is found in Lamude, Daniels, and Graham's research on communication rules coorientation, in which supervisor sex and subordinate sex appear to mediate the relationship between coorientation and satisfaction in what was characterized as "a paradoxical manner" (p.132).

The present investigation is intended to add to the body of literature which takes a situational perspective to the study of supervisory communication. The variable of interest is employee satisfaction with supervisory communication, but the study attempts to identify the situational contributions of Burgoon and Hale's (1987) conceptualization of relational message dimensions as these dimensions interact with the supervisor's position, the magnitude of the supervisor's requests and the sexes in the supervisor/employee relationship.

Background

Research on the influence of perceptual congruence and rules coorientation on processes and outcomes in supervisor-employee relationships extends back nearly two decades.

Although these studies pointed to relationships between coordination and variables such as trust, attraction, and job satisfaction (Byrne, 1971; Hatfield & Huseman, 1982; Wesley & Pulakos, 1983), Eisenberg, et al. noted that the entire line of research generally was not integrated under any comprehensive theoretical framework. They extended this line of work by applying Newcomb's (1953) model of coordination in order to assess relationships of accuracy, agreement, and perceived agreement on communication rules to supervisor's evaluations of employees and to employee satisfaction with supervisors.

Among other results, Eisenberg, et al. found a small association between employee satisfaction with supervision and the employee's perceived agreement with the supervisor on communication rules. Accuracy and actual agreement failed to contribute to an account of satisfaction. Lamude, et al. reconsidered the relationship between coordination and the employee's communication satisfaction with the supervisor as mediated by sex. In this investigation, coordination along accuracy, agreement, and perceived agreement dimensions generally was higher in different-sex relationships than in same-sex relationships, which communication satisfaction was greater in same-sex relationships than in different-sex relationships.

Lamude et al. suggested that communication rules coordination might be greater in different-sex than in same-

sex supervisor-employee relationships because sex differences in today's organizational relationships take on a special salience that leads members of different-sex relationships "to be more aware of the dynamics of their interaction" (p. 133). They seemed, however, to leave accounts for the influence of supervisor and employee sex on communication satisfaction to the domain of common-sense speculation. Findings in studies by Burgoon and Hale (1987) and Burgoon, et al. (1987) suggest that some account for the sex-linked variation in employee communication satisfaction with supervisors may be found in employee perceptions of their supervisors' relational message cues.

Extending on an earlier theoretical analysis of the fundamental topoi in relational communication (Burgoon & Hale, 1984), Burgoon and Hale (1987) executed three studies in the development of a measuring instrument that resulted in 26 items distributed across seven dimensions of relational messages: immediacy/affection, receptivity/trust, similarity/depth, dominance, equality, composure, and formality. From this point in the paper, we will refer to the dichotomous dimensions by the first concept label in the pair, i.e., immediacy, receptivity, and similarity.

Burgoon and Hale reported estimates of internal consistency for the seven dimensions ranged from .52 to .81 in the final version of the instrument. An eighth dimension, task orientation, was eliminated at an early stage of instrument

development, but Burgoon and Hale argued that for measurement purposes, if this facet of relational communication is considered pertinent task items should be added. During the course of instrument validation, Burgoon and Hale found that eye contact, reward level, and gender were associated with variations in perceptions of relational messages. In particular, males and females were perceived to differ on formality, dominance, and immediacy and there was a gender by gaze interaction on receptivity.

Burgoon et al. (1987) extended this work further in a study of patient satisfaction and compliance with physicians. In particular, this study examined patient perceptions of physicians' relational messages along various dimensions were associated with cognitive, affective, behavioral, and overall satisfaction. Receptivity, immediacy, composure, and formality provided the best explanatory model for cognitive satisfaction ($R^2 = .54$). Receptivity, immediacy, dominance, and similarity provided the best account for affective satisfaction ($R^2 = .68$). Receptivity, composure, and dominance provided the best model for overall satisfaction ($R^2 = .55$). The occurrence of dominance was negatively associated with affective, behavioral, and overall satisfaction. All other relational message dimensions were positively associated with satisfaction. As indicated in the R^2 values, the models had very high predictive power.

Rationale

Eisenberg et al. found coorientation on communication rules to be positively associated with satisfaction in supervisor-employee relationships. Lamude et al. found that this association was mediated paradoxically by an interaction between supervisor sex and subordinate sex. Specifically, coorientation generally was greater in different-sex relationships than in same-sex relationships, while communication satisfaction was greater in same-sex relationships than in different-sex relationships. Although they provided some account for the findings on coorientation, they failed to account for conditions which lead to lower satisfaction in different-sex supervisor-employee relationships. Work by Burgoon et al. points to a very powerful model for predicting satisfaction on the basis of dimensions of relational messages. Moreover, research by Burgoon and Hale (1987) indicates that males and females are perceived differently along some relational message dimensions.

Whether the Burgoon and Hale conceptualization of relational message dimensions can be generalized in work settings is open to question at this point. The Burgoon et al. study was restricted to physician-patient interactions where the objective was patient compliance with physician instructions. Many studies under the rubric of communication climate and communication style have reported that factors such as openness, supportiveness, and trust are

related to employee satisfaction with supervisors, but such variables are not grounded specifically on relational message cues and dimensions as conceptualized and operationalized by Burgoon and Hale, nor in the specific compliance-gaining context surrounding the physician-patient relationship. Even so, the variables considered in climate and style studies bear sufficient similarity to Burgoon and Hale's relational message dimensions to warrant specific linkages and predictions about the manner in which employees' perceptions of relational message cues might be linked to satisfaction with supervisors.

Positive relationships between employee satisfaction and employee trust of the supervisor (O'Reilly & Anderson, 1980) as well as the supervisor's willingness to listen and to talk (Redding, 1979) suggest that the receptivity dimension of relational messages should predict employee's communication satisfaction with supervisors. Similarity, dominance, and equality dimensions of relational messages appear to correspond to elements in Gibb's (1961) model of defensive and supportive interpersonal climates which have been shown to correlate with communication satisfaction (Daniels & Logan, 1983). Specifically, equality corresponds to the same characteristic in Gibb's control characteristic in defensive climate. Similarity appears to correspond to Gibb's empathy characteristic in supportive climate or, at least, is the opposite of the neutrality characteristic in

defensive climate.

Jablin's review of studies indicating that employees prefer supervisors who are warm and accepting suggests that immediacy also should be positively associated with communication satisfaction. While there may also be some warrant for predicting communication satisfaction from the composure, formality, and task orientation dimensions of relational messages, it does not appear to be as strong as the warrant for immediacy, similarity, receptivity, dominance, and equality.

Hence, we advance our first hypothesis:

H1: The best model for predicting employees' communication satisfaction with supervisors from employee perceptions of supervisors' relational message cues will include positive relationships with immediacy, similarity, receptivity, and equality dimensions of relational messages and a negative relationship with the dominance dimension.

If the Burgoon-Hale model of relational message dimensions can provide a model for employee's communication satisfaction with supervisors that matches the predictive power of models in research on physician-patient interaction, it may also provide a basis for explaining communication satisfaction differences between same-sex and different-sex supervisor-employee relationships, at least in the case of employee satisfaction with the supervisor.

Those dimensions of the supervisor's relational messages which provide the best prediction of communication satisfaction should, themselves, be perceived by employees to vary as a function of supervisor and employee sex, but warrants for specific predictions here are more difficult to advance.

Previous studies of employee perceptions of supervisors' styles of communication indicate that male supervisors are perceived to be more dominant and directive than female supervisors, while female supervisors are perceived to be more attentive and to display more concern (Baird & Bradley, 1979). Such findings should extend to the immediacy, similarity, receptivity, dominance, and equality dimensions of relational messages.

Baird and Bradley also found that attentiveness and concern were positively related to employee perceptions of the equality of communication in the relationship, while dominance and directiveness were negatively related to satisfaction. One would expect that employees generally would be more satisfied with female supervisors and that this would be reflected in the perceptions of relational cues, but previous research suggest that all of these relationships may be mediated by sex of the employee. In addition to findings of lower satisfaction within different sex relationships, prior research also indicates that perceptions of relative superiority for female supervisors on communicative behaviors associated with satisfaction may be

restricted largely to female employees (Lamude et al.).

Collectively, previous research suggests that female employees may be more satisfied with female supervisors because they perceive female supervisors exhibit more immediacy, similarity, and receptivity and less satisfied with male supervisors, who are perceived to exhibit more dominance and less equality. Moreover, male employees may not perceive female supervisors to differ from male supervisors on those dimensions of relational messages which are linked generally to communication satisfaction, but the evidence for this conclusion is weak. In the absence of a compelling warrant for predicting a specific interaction between supervisor sex and employee sex on perceptions of supervisors' relational messages, we advance the following research question:

RQ1: Will employee sex and supervisor sex interact on employee perceptions of supervisors' relational messages.

CHAPTER TWO

METHODS

This chapter contains specific information about the methods and procedures employed in the study.

Participants

This study employed network sampling in order to generate a sufficient number of participants to produce a power estimate of .80+ (Cohen, 1969) for the principle analysis of interest, i.e., the interaction effect in RQ2. Recruiting began with 46 graduate students enrolled in organizational communication courses at a large southwestern university. Each student was instructed to recruit four working participants for the study with the restriction that each participant must have an immediate supervisor in the workplace. This procedure produced 160 participants, but only 134 returned the study questionnaire. Although the system of questionnaire return preserved participant anonymity inasmuch as names were not associated with questionnaires, random checks of names reported by students as recruits were made as a safeguard against the possibility that the students themselves might simply have completed and returned the questionnaire.

The 134 participants who completed the questionnaire ranged from clerical and secretarial to administrator level. The average age of the participants was 33 years; and 51% was male.

Other demographic information was not available.

Instruments

Relational Messages

Participants' perceptions of their immediate supervisors' relational messages were measured with a modified version of the Relational Messages Scale (Burgoon & Hale, 1987). This scale includes eight dimensions of relational messages: immediacy, similarity, receptivity, composure, formality, dominance, equality, and task orientation. The scale was modified to include four items grounded in the organizational context for each of the eight dimensions. The 32 items were presented in four groups of eight items each. Each group included one item from each dimension. This procedure was employed as a safeguard against the possibility of systematic distortion.

Evidence of construct validity for the original version of the scale is reported by Burgoon and Hale (1987) and by Burgoon et al., (1987). Estimates of internal consistency (coefficient alpha) in this administration were: immediacy, .89; receptivity, .78; composure, .76; similarity, .83; formality, .87; dominance, .81; equality, .77; and task orientation, .86.

Communication Satisfaction

Communication satisfaction was measured with a modified version (Wheless, Wheless, & Howard, 1984) of Hecht's Communication Satisfaction scale. Evidence of criterion-

related validity for this scale is reported by Lamude, Daniels, & Graham (1988). Alpha reliability was .78.

Procedures

Questionnaire packets were distributed to study participants by the student who recruited them (see Appendix F). The questionnaires were completed anonymously and returned by mail. The questionnaire instructions directed participants to reflect on a recent event in which their immediate supervisors had attempted to secure their compliance with a request. Participants were asked to report their perceptions of their immediate supervisors' relational messages and their communication satisfaction with the supervisors based on this event. In addition, participants were asked to indicate the size of the request, i.e., whether the immediate supervisor's request imposed a "small," "moderate," or "large" demand upon the participant. Finally, participants were asked to report the supervisor's position (lower management, middle management, or upper management), the supervisor's sex, and their own sex. Position and request size were intended in this study for use in analysis to test rival hypotheses for any effect identified for RQ².

Statistical Analysis

H1 was addressed with stepwise multiple regression analysis. The eight relational message dimensions were regressed on communication satisfaction. The probability to enter and remove variables at each step was set at .05.

Given the results of the analysis for H1, RQ1 was addressed with multivariate analysis of variance for the interaction between supervisor sex and employee (i.e., study participant) sex on immediacy, receptivity, and composure dimensions of the Relational Message Scale. A specific planned comparison was executed for this interaction on communication satisfaction to determine whether the condition of interest, i.e., the difference in communication satisfaction between same sex and different sex superior-subordinate dyads, actually was present in the data for this study.

Ancillary Analyses

Given the results of the analysis for RQ1, two ancillary analyses were conducted. The first considered whether the size of the supervisor's request in the compliance-gaining attempt would provide any explanation for variation in employees' ratings of relational communication, especially through interaction with supervisor and employee sex. This analysis was conducted with multivariate analysis of variance for the interaction of request size, supervisor sex, and employee sex on immediacy, receptivity, composure, and communication satisfaction. The second analysis was identical to the first except that the supervisor's position was substituted for request size in the model. Simple interactions and post hoc analysis with Newman-Keuls (Winer, 1962) procedure were employed for further analysis of sig-

nificant effects. A four-factor model with simultaneous inclusion of position, request size, supervision sex, and employee sex would have been more desirable than two separate three-factor models, but the number of study participants was not adequate for a four-factor analysis.

Analysis of position and request size was intended as a control measure. In this case, it became the object of direct exploratory interest because tests failed to reveal interactions for supervisor sex and employee sex on relational message dimensions.

CHAPTER THREE

RESULTS

Hypothesis One

Stepwise multiple regression analysis for the relationship of relational message dimensions to communication satisfaction resulted at step five in an equation including immediacy, composure, and receptivity as the best predictors of communication satisfaction, $R^2 = .342$, $F(3, 109) = 18.91$, $p < .01$. Immediacy was entered at step one, $R^2 = .240$, $F(1, 111) = 35.04$, $p < .01$. Similarity was entered at step two, $R^2 \text{ Change} = .039$, $F \text{ Change} = 5.96$, $p < .05$. Composure was entered at step three, $R^2 \text{ Change} = .025$, $F \text{ Change} = 4.03$, $p < .05$. Receptivity was entered at step four, $R^2 \text{ Change} = .040$, $F \text{ Change} = 6.62$, $p < .05$. At step five, similarity was removed from the equation, $R^2 \text{ Change} = -.002$, $F \text{ Change} = .436$, $p < .05$. A summary of this analysis is included in Table 1.

Research Question One

The multivariate test for the interaction of supervisor and employee sex on immediacy, composure, receptivity, and communication satisfaction was not significant. Hence, all univariate tests were ignored except for the specific planned comparison on communication satisfaction. This comparison indicated that communication satisfaction in different sex conditions was lower than satisfaction in same sex conditions, $t(130) = -2.09$, $p < .05$. Multivariate

tests for main effects of supervisor sex and employee sex also were not significant. A summary of the analysis is included in Table 2.

Ancillary Analysis

Position

The multivariate test for the interaction of supervisor position, supervisor sex, and employee sex on immediacy, composure, receptivity, and communication satisfaction was not significant. Tests for the interaction of position with supervisor sex and the interaction of position with employee sex also were not significant, but a significant test was indicated on the main effect for supervisor position [Wilk's $\lambda = .20$, $F(8, 228) = 36.47$, $p < .01$]. This test was accompanied by significant univariate tests for all dependent variables in the model, immediacy, $F(2, 117) = 61.40$, $p < .01$, composure, $F(2, 117) = 4.79$, $p < .01$, receptivity, $F(2, 117) = 85.08$, $p < .01$, and communication satisfaction, $F(2, 117) = 4.05$, $p < .05$. A summary of the analysis is presented in Table 3.

Newman-Keuls tests for post hoc analysis of the position effect revealed that the means were higher for employees with supervisors in middle management than for employees with supervisors in upper management on immediacy ($M = 17.08$ vs. 6.33), composure ($M = 8.67$ vs. 6.61), receptivity ($M = 16.15$ vs. 13.22), and satisfaction ($M = 41.65$ vs. 36.22). Means also were higher for employees with middle management

supervisors than for those with lower management supervisors on immediacy ($M = 17.08$ vs. 13.64) and receptivity ($M = 16.15$ vs. 7.25), but composure was higher for lower management ($M = 10.74$) than for middle management ($M = 8.67$). Comparisons of employees with lower management supervisors to those with upper management supervisors also revealed some anomalous results. Immediacy was higher for lower management than for upper management ($M = 13.64$ vs. 6.33), as was composure ($M = 10.74$ vs. 6.61), but receptivity was higher for upper management than for lower management ($M = 13.22$ vs. 7.25). A summary of this analysis is presented in Table 4.

Size of Compliance-Gaining Request

The multivariate test for the interaction of size of request, supervisor sex, and employee sex on immediacy, receptivity, composure, and communication satisfaction was significant [Wilk's lambda = $.85$, $F(8, 228) = 2.40$, $p < .05$]. Examination of accompanying univariate tests revealed a significant effect for the interaction on communication satisfaction, $F(2, 117) = 4.36$, $p < .05$. No other univariate tests were significant.

Multivariate tests for the interaction of request size with supervisor sex and request size with employee sex also were not significant, but a significant test was indicated on the main effect for size of request [Wilk's lambda = $.66$, $F(2, 228) = 6.57$, $p < .01$]. This test was accompanied by significant univariate effects for composure,

$F(2, 117) = 13.94, p < .01$, and communication satisfaction, $F(2, 117) = 7.08, p < .01$. A summary of this analysis is reported in Table 5.

Analysis of simple two-way interactions, i.e., supervisor sex by employee sex within each of the three levels of request size, was performed to explain the three-way interaction on communication satisfaction. Tests revealed only one significant simple interaction. This interaction occurred for requests of moderate size, $F(1, 54) = 10.46, p < .01$. Newman-Keuls tests in this condition indicated that communication satisfaction was lower for male employees with female supervisors ($M = 30.33$) than for male employees with male supervisors ($M = 43.04$) and for female employees with female supervisors ($M = 39.91$).

No post hoc analysis of the main effect for request size on satisfaction was conducted because this effect was confounded by the three-way interaction. Newman-Keuls tests for the effect of request size on composure revealed that employees perceived supervisor composure to be greater in a large request condition ($M = 12.53$) than in moderate ($M = 7.54$) and small ($M = 7.11$) conditions.

CHAPTER FOUR

DISCUSSION

To some extent, the results of the investigation support a situational perspective of satisfaction with supervisory-employee communication. Some of the findings are consistent with theoretical expectations, others are not, and some actually are surprising.

Hypothesis One

Hypothesis one predicted that the best model for predicting employees' communication satisfaction with supervisors from employee perceptions of supervisors' relational messages in a compliance-gaining situation would include immediacy, similarity, receptivity, dominance, and equality. The intent of this analysis was to determine whether the Burgoon-Hale conceptualization of relational messages could be generalized to supervisor-employee relationships. In fact, the results of the regression analysis for H1 are more consistent with findings in the Burgoon, et al. study of physician-patient interaction than with the hypothesized model in this study.

Burgoon et al. (1987) reported very powerful models predicting patient satisfaction in interaction with physicians on the basis of patient perceptions of physicians' relational messages. In particular, the best prediction for general satisfaction included immediacy, receptivity, composure, and dominance dimensions of relational messages.

Dominance was negatively related to satisfaction, while the remaining variables were positively related. In the present study, the best model for predicting employee satisfaction based on perceptions of supervisors' relational messages included all of these variables but dominance. Immediacy, receptivity, and composure accounted for 34% of the variance in employee satisfaction with supervisors. Although the model lacked the predictive power of those reported by Burgoon et al., the fact that the model in this study included three of the four variables reported by Burgoon et al. as predictors of general satisfaction in physician-patient interaction supports generalizability of the relational message conceptualization to supervisor-employee relationships.

Why similarity, dominance, and equality failed to contribute to the prediction of communication satisfaction is a matter of some interest. It is possible that cues expressing these three dimensions of relational messages are just not salient to employee perceptions of the relationship. Similarity, dominance, and equality cues may not be apparent because employees understand that the superior-subordinate role relationship is predicted on dissimilarity and control. Hence, employees expect themselves to be dissimilar from supervisors and for supervisors to exercise a degree of dominance in the relationship.

Research Question One

Research question one asked whether employee sex and supervisor sex would interact on employee perceptions of supervisors' relational messages and on employee communication satisfaction with the supervisor. Given the emergence of immediacy, receptivity, and composure as the best relational message predictors of employees' communication satisfaction with supervisors, analysis of the interaction employed these three relational message dimensions along with satisfaction.

The result of the planned comparison for communication satisfaction was consistent with previous findings reported by Lamude et al. Employees' communication satisfaction with supervisors was lower in different-sex than in same-sex relationships. We had hoped that this condition could be explained by variation between different-sex and same-sex relationships on employee perceptions of supervisors' relational messages, but tests for the interaction of supervisor sex and employee sex on relational message dimensions were not significant. Consequently, the analysis for RQ1 revealed no information which would help to explain lower levels of communication satisfaction in different-sex relationships.

The interaction between supervisor and employee sex on communication satisfaction may be explained to some extent by the mediating influence of size of compliance-gaining

request. Lower levels of communication satisfaction for male employees with female supervisors occurred primarily when the size of the request in the supervisor's compliance-gaining attempt was moderate. There is no ready explanation for this anomaly.

The failure to find a sex interaction on perceptions of relational message cues may indicate that men and women do not differ in their styles of supervisory communication. Stereotypical sex role expectations for the behavior of women may not apply to women in supervisory roles. Indeed, the only factor in this study that appears to account for variations in perceptions of supervisors' relational message cues while at the same time accounting for communication satisfaction is the supervisor's position in the management hierarchy. Specifically, middle managers were perceived to exhibit more immediacy, receptivity, and composure than upper level managers were perceived to exhibit and employees reported greater communication satisfaction with middle managers than with upper level managers.

Conclusions

In summary, the findings of this study indicate that the Burgoon-Hale conceptualization of relational message dimensions can be generalized to the context of superior-employee communication. Although the predictive model for communication satisfaction in this study was not as strong as models found by Burgoon et al., the factors which they

identified in physician-patient communication are also, for the most part, relevant to communication satisfaction in supervisor-employee relationships.

The findings also suggest a greater need for attention to situational as well as relational factors in accounts of employee satisfaction with supervisors. Although the sex of the supervisor and employee may no longer be as important in accounting for communication satisfaction, the types of compliance-gaining requests made by supervisors and the position in the management hierarchy influence both perceptions of relational cues and communication satisfaction.

APPENDIX A: TABLES

Table 1

Regression of Relational Message Dimensions
on Communication Satisfaction

Step	Variables In	RSQ	F	F Change
1	Immediacy	.240	35.04**	35.04**
2	Immediacy Similarity	.279	21.29**	5.96**
3	Immediacy Similarity Composure	.304	15.93**	4.03*
4	Immediacy Similarity Composure Receptivity	.344	14.22**	6.62*
5	Immediacy	.342	18.91**	.44
Variables Out at Step 5:				
	Similarity			
	Formality			
	Dominance			
	Equality			
	Task Orientation			

* $p < .05$, ** $p < .01$

Table 2

**Multivariate Analysis of Variance for Supervisor Sex
and Employee Sex on Relational Message Dimensions
and Communication Satisfaction**

Source	$\hat{\Lambda}$	MultiF	HypothMS	Error MS	UnivF
SSex x ESex	.962	1.20			
Immediacy			.02	29.97	.00
Receptivity			7.94	22.08	.36
Composure			1.69	16.75	.10
ComSatis			164.99	49.21	3.35
Planned comparison 1 1 -1 -1 $t = -2.09^*$					
SSex	.939	1.98			
Immediacy			1.89	29.97	.06
Receptivity			53.75	22.08	2.43
Composure			30.30	16.75	1.81
ComSatis			124.86	49.21	2.54
ESex	.975	.78			
Immediacy			2.49	29.97	.08
Receptivity			11.34	22.08	.51
Composure			47.69	16.75	2.85
ComSatis			4.07	49.21	.08

* $p < .05$

Table 3

Multivariate Analysis of Variance for Supervisor Position,
Supervisor Sex, and Employee Sex on Relational Message
Dimensions and Communication Satisfaction

Source	^	MultF	HypothMS	ErrorMS	UnivF
Pos x Ssex x ESex	.973	.389			
Immediacy			1.61	11.40	.14
Receptivity			4.28	7.94	.54
Composure			5.80	14.67	.39
ComSatis			44.79	45.54	.98
Pos x SSex	.952	.699			
Immediacy			7.65	11.40	.67
Receptivity			6.27	7.94	.79
Composure			24.00	14.67	1.64
ComSatis			.27	45.54	.00
Pos x ESex	.940	.885			
Immediacy			.95	11.40	.08
Receptivity			9.41	7.94	1.19
Composure			9.38	14.67	.64
ComSatis			75.38	44.54	1.66
Sssex x ESex	.967	.962			
Immediacy			11.35	11.40	.99
Receptivity			.00	7.94	.00
Composure			1.24	14.67	.08
ComSatis			143.37	44.54	3.15
Pos	.190	36.47**			
Immediacy			700.25	11.40	61.40**
Receptivity			675.84	7.94	85.08**
Composure			70.28	14.67	4.79**
ComSatis			184.61	44.54	4.05*

Table 3 (Cont.)

Source	^	MultF	HypothMS	ErrorMS	UnivF
Ssex	.946	1.60			
Immediacy			.59	11.40	.05
Receptivity			.22	7.94	.03
Composure			15.76	14.67	1.07
ComSatis			142.29	45.54	3.12
Esex	.971	.847			
Immediacy			12.85	11.40	1.13
Receptivity			1.49	7.94	.19
Composure			34.68	14.67	2.36
ComSatis			.04	45.54	.00

Table 4

Means in Levels of Supervisor Position for Relational Message Dimensions and Communication Satisfaction

Variable	Lower Mgt	Mid Mgt	Upper Mgt
Immediacy	13.64	17.08	6.33
	(SQRT) MSerror/n)q2 = 1.45	6.33 < 13.64*	
	(SQRT) MSerror/n)q3 = 1.74	6.33 < 17.08*	
		13.64 < 17.08*	
Receptivity	7.25	16.15	13.22
	(SQRT MSerror/n)q2 = 1.21	7.25 < 13.22*	
	(SQRT MSerror/n)q3 = 1.45	7.25 < 16.15*	
		13.22 < 16.15*	
Composure	10.74	8.67	6.61
	(SQRT MSerror/n)q2 = 1.65	6.61 < 8.67*	
	(SQRT MSerror/n)q3 = 1.98	6.61 < 10.74*	
		8.67 < 10.74*	
Comm Satisfaction	39.74	41.65	36.22
	(SQRT MSerror/n)q2 = 2.90	36.22 < 39.74 ns	
	(SQRT MSerror/n) q3 = 3.48	36.22 < 41.65*	
		39.74 < 41.65 ns	

* $p < .05$

Table 5

Multivariate Analysis of Variance for Request Size, Supervisor Sex, and Employee Sex on Relational Message Dimensions and Communication Satisfaction

Source	^	MultiF	HypothMS	ErrorMS	UnivF
Size x Ssex x Esex	.850	2.40*			
Immediacy			24.48	29.42	.83
Receptivity			43.29	22.09	1.96
Composure			11.15	12.69	.88
ComSatis			189.67	43.67	4.35*
Size x Ssex	.939	.902			
Immediacy			8.21	29.42	.28
Receptivity			50.99	22.09	2.31
Composure			.79	12.69	.06
ComSatis			65.19	43.67	1.49
Size x Esex	.923	1.15			
Immediacy			16.77	29.42	.57
Receptivity			38.54	22.09	1.74
Composure			6.54	12.69	.52
ComSatis			50.12	43.67	1.15
Ssex x Esex	.968	.930			
Immediacy			7.91	29.42	.27
Receptivity			39.04	22.09	1.77
Composure			.02	12.69	.00
ComSatis			38.29	43.67	.88
Size	.660	6.57*			
Immediacy			60.42	29.42	2.05
Receptivity			38.59	22.09	1.75
Composure			176.94	12.69	13.94**

Table 5 (Cont.)

Source	^	MultiF	HypothMS	ErrorMS	UnivF
ComSatis			300.03	43.67	7.08**
Ssex	.934	1.98			
Immediacy			.58	29.42	.02
Receptivity			44.43	22.09	2.06
Composure			42.35	12.69	3.34
ComSatis			75.26	43.67	1.72
Esex	.972	.816			
Immediacy			1.67	29.42	.06
Receptivity			46.08	22.09	2.09
Composure			18.58	12.69	1.46
ComSatis			5.95	43.67	.14

* $p < .05$, ** $p < .01$

APPENDIX B

The Questionnaire

This portion of the questionnaire is composed of statements concerning your supervisor's communication when he/she attempts to persuade you to do something. For example, he/she may ask you to change your break schedule or to consider changing a work practice and/or policy. Please indicate the number that most accurately reflects your response to the statement in the blank to the left of the statement.

1 = ALWAYS 2 = USUALLY 3 = SOMETIMES 4 = SELDOM 5 = NEVER

1. ___ My supervisor mispronounces a lot of words.
2. ___ The words my supervisor use say one thing while his/her face and tone of voice say something different.
3. ___ My supervisor speaks clearly and distinctly.
4. ___ My supervisor can be persuasive when he/she wants to be.
5. ___ My supervisor's ideas are clearly and concisely presented.
6. ___ My supervisor thoroughly expresses and fully defends his/her position on issues.
7. ___ My supervisor is not able to tell whether or not I have understood what he/she said.
8. ___ I know when my supervisor is telling a fact and when he/she is giving his/her personal opinion.
9. ___ When my supervisor makes suggestions on how I can improve something, I understand the suggestions.
10. ___ I understand information that is given orally by my supervisor.
11. ___ When my supervisor tells something he/she heard at work, his/her version leaves out some important points.
12. ___ When I speak to my supervisor about myself, he/she is able to fully and concisely describe my interests.

13. ___ When I speak with supervisor, I have to ask a question several times, in several ways, to get the information I wanted.
14. ___ I have to answer a question several times before my supervisor seems satisfied with my answer.
15. ___ I find it difficult to express my satisfaction or dissatisfaction about a job task with my supervisor.
16. ___ When my supervisor explains something to me, it tends to be disorganized.
17. ___ When my supervisorI gives information to me, the information is accurate.
18. ___ When my supervisor tries to describe someone else`s point of view to me, he/she has trouble getting it right.
19. ___ My supervisor is able to give a balanced explanation of differing opinions to me.
- 20 ___ My supervisor acted bored by our conversation.
21. ___ My supervisor acted like we were good friends.
22. ___ My supervisor was sincere.
23. ___ My supervisor felt very tense talking with me.
24. ___ My supervisor made the interaction very formal.
25. ___ My supervisor didn't attempt to influence me.
26. ___ My supervisor wanted to stick to main purpose of the conversation..
27. ___ My supervisor seemed to find the conversation stimulating.
28. ___ My supervisor made me feel he/she was similar to me.
29. ___ My supervisor was willing to listen to me.
30. ___ My supervisor was calm and poised with me.
31. ___ My supervisor wanted the discussion to be casual.
32. ___ My supervisor attempted to persuade me.

33. ___ My supervisor considered us equals.
34. ___ My supervisor was very work-oriented.
- 35 ___ My supervisor communicated coldness rather than warmth.
36. ___ My supervisor tried to take the conversation to a deeper level
37. ___ My supervisor was open to my ideas.
38. ___ My supervisor felt very relaxed talking with me.
39. ___ My supervisor wanted the discussion informal.
40. ___ My supervisor tried to control the interaction.
41. ___ My supervisor wanted to cooperate.
42. ___ My supervisor was more interested in social conversation than task at hand.
43. ___ My supervisor created a sense of distance between us.
44. ___ My supervisor seemed to desire further conversation with me.
45. ___ My supervisor was honest in communicating with me.
46. ___ My supervisor was nervous in my presence
47. ___ My supervisor did not want the interaction casual .
48. ___ My supervisor tried to gain my approval.
49. ___ My supervisor did not treat me as an equal.
50. ___ My supervisor was more interested in working on task at hand than having social conversation.
51. ___ My supervisor did not make me feel his/her equal.

In some persuasive situations the request can be quite large or small. For example, a request to borrow someone's car usually is a larger request than to borrow a piece of paper. Circle the number below that most accurately reflects the size of your supervisor's request.

1	2	3	4	5	6
SMALL		AVERAGE			LARGE

Background Information:

Circle the management level below which describes your supervisor's position in the company.

Lower	Middle	Upper
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Your Sex: M or F

Your Supervisor's sex: M or F

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