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THE INFORMAL NEWS NETWORK

BY

DOUGLAS C. CAREY

A THESIS
SUBMITTED TO THE FACULTY OF GRADUATE STUDIES AND RESEARCH
THROUGH THE DEPARTMENT OF SOCIOLOGY AND ANTHROPOLOGY
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF ARTS AT THE
UNIVERSITY OF WINDSOR

WINDSOR, ONTARIO, CANADA

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ABSTRACT

The purpose of this research thesis was to study the transmission of informal news including rumours and gossip on a "grapevine" network in a large private utility. The subject of internal communications within organizations has had considerable discussion in the literature but little factual research has been attempted to measure the various communication networks within an organization.

The informal network system (referred to as grapevines) contains the following: factual news, rumours, and gossip. Organizations contain both formal and informal communication networks. The formal one is usually represented by an organizational flow chart corresponding to the chain-of-command. Such a flow chart establishes a control system for the transmission of all officially derived messages. The informal network or grapevine, supplements the formal network and can have either a positive or negative effect on the organization and in contrast to the formal network, it emerges spontaneously and is situationally derived.

The major problems are: How does the grapevine work? Does the information contained in the grapevine move vertically down through a department or does it move horizontally through other departments? Does the information move primarily down from the top levels of management to the lower

levels? Finally, does an increase in scientific management bring about a growth in grapevine activities?

This research project took place within a large private public utility in a division located in Southwestern Ontario. The division was broken down into two separate branches, with a total of 225 employees. Of this total, 151 were males and 74 were females. The theoretical approach was the, "exchange theory" as defined and developed by Homans (1958) and Blau (1964).

THIS THESIS IS DEDICATED TO PAUL, JENNIFER, AND MATTHEW

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CHAPTER I

INTRODUCTION

The subject of internal communications within organizations has had considerable discussion in the literature but little factual research has been attempted to measure the various communication networks within an organization. The communications of an organization are built upon three basic processes to achieve co-ordination. First, each employee's job occupation activities are programmed with a system of rewards and punishments that are used to insure conformity to the organizational needs. Second, a formal communication network system provides a continuous flow of information and most importantly provides for continuous flow of feedback information along the network channels. This formal communication network is maintained through both verbal and written directives and responses and is another method for achieving organizational co-ordination. The pressure comes not so much from formal sanctions but from peer groups and inner standards of quality developed through socialization (Hage, Aiken, Marrett, 1971: 861). Third, an informal communication network system provides a continuous flow of

information and also provides for a continuous flow of feedback information along informal network channels especially within departments. Humans are social animals and most do spend a great deal of time exchanging informal news. The informal network system, referred to here as the grapevine contains the following: factual news, rumours, and gossip. It is a social exchange which could range from a simple discussion on the weather to the dismissal of the President.

There are then three basic processes that are used or can be used to achieve co-ordination: programmed activities, formal news network, and informal news network. The larger and more diversified an organization becomes, the more difficult it becomes to plan for organizational co-ordination and success. To quote Hage, Aiken, and Marrett:

" As the variety of tasks in an organization increases, the number of potential connections among parts increases even more rapidly and the articulation of organizational parts by a set of predetermined rules becomes more complicated. More over, the application of sanctions becomes more difficult because each of the jobs may require a different set of standards. The decision-makers in such organizations are likely to be forced to rely more upon feedback mechanisms than upon rigidly programmed mechanisms of communication. In addition, differences in power and status among job occupants in an organization are likely to inhibit the rate of feedback communications" (1971: 863).

In large organizations, not only is the formal network feedback inhibited but so is the informal network feedback inhibited. This situation usually leads to an increase in rumours in the informal news network system, and such

rumours will increase at times of crisis. There would appear to be a tendency for employees in a large organization to rely as much upon the informal news network for their information as upon the formal news network. The focus of this Thesis research paper is aimed directly at the informal communication network system within a large private utility.

THE PROBLEM

The purpose of the research is to study the transmission of informal news including rumours and gossip on a "grapevine" network in a large private utility.

Organizations contain both formal and informal communication networks. The formal one is usually represented by an organizational flow chart corresponding to the chain-of-command. Such a flow chart establishes a control system for the transmission of all officially derived messages. The informal network or grapevine, supplements the formal network and can have either a positive or negative effect on the organization and in contrast to the formal network, it emerges spontaneously and is situationally derived. On the positive side, the informal network serves to translate the messages formally transmitted by the management for employees who use them, it establishes a means by which employees can socialize with one another and express them-

selves about the organization's happenings. It is an informal means by which the management can tap employee sentiment to aid in the decision process. On the negative side, information that is destined to be announced through the formal network can, and is at times, leaked via the "grapevine" prior to the formal announcement through proper channels. This information can be inaccurate and distorted causing disruptions and morale problems (Hellweg, 1983:4).

Frequently, the formal network becomes out-of-date and needed or required information is not passed on. It becomes devoted to routine matters and at times does not make distinctions between specific events. The informal networks become an important vehicle by which employees can obtain much needed information, especially during times of crisis or when information is being withheld. The basic assumptions of this research are three fold. First, there is a need for informal institutional news. Secondly, we are basically social animals and are expected to interact with some of our fellow workers. Thirdly, information is power, it helps new employees to learn the organizations expected norms and helps employees to adapt to changing organizational norms.

The major problems are: How does the grapevine work? Does the information contained in the grapevine move vertically down through a department or does it also move horizontally through other departments? Does the information

move primarily in one direction, that is, does the information move primarily down from the top levels of management to the lower levels? Also, does personal gossip remain localized within a local group structure or is it passed on to other levels of management? Lastly, does an increase in scientific management bring about a growth in grapevine activities?

CHAPTER II

THEORETICAL FRAMEWORK

During War World II, Gordon W. Allport and Leo Postman carried out a series of experimental studies in order to study the serial transmission of the rumour process. They defined rumour as a "specific proposition for belief, passed along from person to person, usually by word of mouth without secure standards of evidence being presented" (Allport and Postman, 1965: 4). They were the first to state the "basic law of rumour": the intensity of rumour is the product of the importance of the subject to the individual and the ambiguity of evidence pertaining to the topic at issue (Allport and Postman, 1965: 33-34).

Allport and Postman concluded that there were three major types of distortion occurring in their experiments. The first distortion is what they called "Levelling". As the rumour is transmitted from person to person, it tends to grow shorter and shorter and can lose as much as 70% of its original detail. The second pattern of distortion is what they called "Sharpening". After a series of transmissions only a certain number of details are retained. This reten-

tion of specific details Allport and Postman attribute to individual prejudices and interests. The third pattern of distortion is what they called "Assimilation". Details are levelled or sharpened depending upon, circumstance, situation, and general theme of the story.

They concluded, that rumour should lead us to examine the psychological characteristics of the people involved in rumouring rather than the situational context in which rumours occur.

George C. Homans's version of social exchange is a theory of individual interactions and of small groups not of psychological characteristics of the people involved. Homans based his theory on the works of B.F. Skinner. In the study of pigeon behaviour in experimental psychology, Skinner found that as a pigeon explores its cage in the laboratory, and if it happens to peck at a target then the psychologist feeds it corn. The evidence is that it will peck again. It has learned the behaviour or as Skinner says, the behaviour has been reinforced and the pigeon has undergone "operant conditioning" (Homans, 1958: 598).

The more hungry the pigeon feels, the more often it will peck. If the pigeon is often reinforced with more corn, the pecking rate will fall off as the pigeon gets more satiated. On the other hand, if the pecking behaviour is not reinforced, its rate of emission will fall off until it stops (after a long time) or in other words, is extingui-

shed. In the emission of behaviours, the pigeon incurs aversive stimulation or what Homans calls "costs" which too will lead to a decrease in the pigeon's pecking behaviour. Fatigue would be an example of such a cost.

The pigeon is engaged in an exchange with its feeder and it pecks for corn. Where the determination is mutual, two persons are emitting behaviour reinforced to some degree by the behaviour to the other. Such reinforcers are called "values" by Homans and are the equivalent of the pigeon's corn. As each person emits a behaviour, each may incur costs, and each has more than one course of behaviour open to them. The problem is not only what a persons values are or what they have learned in the past to find reinforcing, but how much is any one value is his behaviour getting him now. The more of one value they get, the less valuable any further unit of that value is to them and therefore the less often they will emit behaviour reinforced by it.

There are many variables that influence behaviour. One of these variables is called "cohesiveness", and is defined as anything that attracts people to take part in a group (Homans, 1958: 599). It refers to the degree of reinforcement people find in the activities of the group. Homans refers to two kinds of reinforcing activity: Symbolic behaviour we call "social approval" (sentiment) and activity valuable in other ways, such as doing something interesting. Communication (interaction) is a frequency variable, it is a

measure of the frequency of emission of valuable and costly verbal behaviour. The more cohesive a group is, the more valuable the sentiment or activity the members exchange with one another, the greater the average frequency of interaction of the members. That is, the greater the reinforcement, the more often the reinforced behaviour emitted. Also, the more cohesive a group is, the greater the exchange that members can produce in the behaviour of other members in the direction of rendering activities more valuable. That is, the more valuable the activities that members get, the more valuable those that they must give. If every member of a group emits the same behaviour at the end of a specific time period as he/she did at the beginning of a specific time period, the group is said to be in equilibrium. Should one member begin to emit less and since most activity carries cost, a decline in the value of what he emits will mean a reduction in the cost to him that more than offsets his losses in sentiment. Where and when his/her behaviour stabilizes, is a social control problem (Homans, 1958: 601). In simplified terms, the exchange theory can be expressed in an equation taken from the school of economics: $PROFIT = REWARD - COST$ (Homans, 1958: 603).

Peter Blau, in his work on social exchange agrees with Homans work on exchange but attempts to go beyond Homans's and addresses exchange theory at the institutional level.

According to Blau, Homans social exchange theory can be observed everywhere once we are sensitized by this conception to it. Neighbours exchange favours; children, toys; colleagues, assistance; acquaintances, courtesies; politicians, concessions; etc. (Blau, 1964: 88). Blau goes on to say, "the pervasiveness of social exchange makes it tempting to consider all social conduct in terms of exchange, but this would deprive the concept of its distinctive meaning" (Blau, 1964: 89). People do things for fear of other men, or for fear of God, or for fear of conscience, etc., and nothing is gained by trying to force such action into a conceptual framework of exchange. What Homans has forgotten in his exchange theory is the "underlying motives" that are part of the driving force behind any social exchange.

Blau's major interest is in social structure rather than the relationship between individuals. He argues that exchange increases social integration by creating trust, by enforcing conformity with group norms, and developing collective values. Social exchange creates a trust between people and integrates individuals into social groups, this is what the economic exchange does not achieve (Blau, 1964: 93).

George Homans's and Peter Blau's work on exchange theories has created one of the greatest impacts on sociology in the last 34 years. If we take George Homans's essay on Social Behaviour exchange to be the beginning, then

social exchange has been part of Social Psychology for the last 34 years (Homans,1958) It does bear some resemblance to many of the 19th century thinkers. The utilitarians described people as "self-interested", whereby they desired pleasure and avoided pain. George Simmel was interested in identifying universal characteristics of behaviour. His interest was in how people moved from isolation to different forms of contacts in order to satisfy needs and pursuits of individual goals (Wallace and Wolf, 1986: 178). Simmel goes on to argue that although the return may not always be equal, their interactions are always characterized by some form of reciprocity (Wallace and Wolf, 1986: 178) Blau argues that the "need to reciprocate for benefits serves as a starting mechanism of social interactions" (Blau, 1964: 103) He goes on to say "group norms including the fundamental and ambiguous norm of reciprocity regulate exchange transactions and a known failure to reciprocate brings with it group sanction" (Blau, 1964: 103).

For social psychologists engaged in exchange theories, their explanation relies on five general statements about human psychology and behaviour. These are:

"(1) The success proposition; for all actions taken by persons, the more often a particular action of a person is rewarded, the more likely the person is to perform that action. (2) The stimulus proposition; if in the past the occurrence of a particular stimulus, or set of stimuli, has been the occasion on which a person's action has been rewarded, then the more similar the present stimuli are to the past ones, the more likely the person is to perform the action, or some similar

action now. (3) The value proposition; the more valuable to a person is the result of his action, the more likely he is to perform the action.

(4) The deprivation satisfaction proposition; the more often in the recent past a person has received a particular reward, the less valuable any further unit of that reward becomes for him.

(5) The aggression-approach proposition;

(a) when a person's action does not receive the reward he expected, or receives punishment he did not expect, he will be angry and will become more likely to perform aggressive behaviour and the results of such behaviour become more valuable to him. (b) when a person's action receives the reward he expected, especially a greater reward than he expected, or he does not receive punishment he expected, he will be pleased; he becomes more likely to perform approving behaviour, and the results of such behaviour become more valuable to him" (Wallace and Wolf, 1986: 188).

THE PRINCIPLE OF RATIONALITY

The first three propositions are really statements of rationality. People repeat rewarding actions, act according to stimuli associated with such rewards, or act on the basis of the value of things. These are acts of rationality to these people. This is true even if their rational acts turn out to be non-rewarding (Wallace and Wolf, 1986: 189).

THE PRINCIPLE OF DEPRIVATION - SATIATION

This proposition is directly related to the economists' principle of declining marginal utility. The declining marginal utility plays a major role in the economic and exchange theory of price. It explains how exchange rates are set and how exchange relationships are entered into and left. Relationships decline as the saturation point is reached, that is, where the reward is no longer worth the price (Homans, 1958: 597-8).

THE PRINCIPLE OF AGGRESSION APPROVAL

It is important because many of people's expectations are rooted in custom and norms. If people's expectations are disappointed, they become angry and aggressive but if they are fulfilled or exceeded, they are happy (Homans, 1958: 599).

For Homans, the main interest was in what he terms "elementary social behaviour". This behaviour appears and re-appears whether or not people plan on its doing so. This elementary social behaviour can be explained by the above propositions of social exchanges (Homans, 1958: 152).

Homans defined power in the economic sense of supply and demand. He states, "Power depends on an ability to provide rewards that are valuable because they are scarce" (Homans, 1958: 152). Both Homans's and Blau's theory of exchange are both classified under theories of Rational Choice. These theories are guided by the assumption that people are rational and base their actions on what they perceive to be the most effective means to their goals. People are constantly weighing up alternative means to alternative ends and choosing between them.

Tamotsu Shibutani studied rumours in their natural setting rather than under controlled conditions as Allport and Postman did. Shibutani turned the classical view of Allport and Postman around:

"Rumour is a recurrent form of communication through which people attempt to construct a meaningful or working interpretation of a threatening or ambiguous situation by pooling their intellectual resource. The collective results are not necessarily inaccurate, exaggerated, nor implausible, neither does it necessarily affect the morale adversely" (Shibutani, 1966: 17).

"It appears, that the belief that rumours necessarily affect morale adversely is based upon two false assumptions: that a group's cause is so just that truth will always favour it and that rumours are always untrue" (Shibutani, 1966: 147).

Shibutani acknowledged that rumours can relieve anxiety and be shaped by the psychological needs of the people. Rumour is, for the most part, primarily a substitute for news which is usually supplied through institutional channels: rumour is improvised news (Shibutani, 1966: 57). Shibutani restated Allport and Postman's basic law of rumour in somewhat different terms, "if the demand for news exceeds the supply made available through institutional channels, rumour construction is likely to occur" (Shibutani, 1966: 164). There are times when a rumour which forecasts a coming event becomes a self-fulfilling prophecy in that it aids in its own outcome. The outcome of such rumours can be fatal. Shibutani's approach to informal news was through the use of Symbolic Interactionism. Symbolic interactionism is defined as "a common set of symbols and understandings that are possessed by people in a group". It focuses on the individual and on the interaction between a person's private thoughts and emotions and the individual's social behaviour. Individuals interpret, evaluate, define, and map out their

own action rather than rely on outside forces. It dwells on how individuals make decisions, form opinions, and the processes thereof (Wallace and Wolf, 1991: 236,237).

H. Taylor Buckner states two different kinds of rumour patterns. In the first type, the chain, the rumour moves from person to person in a series of single interactions. At each point there is an interaction between one person who knows the rumour and one who does not (Buckner, 1965: 92).

SERIAL CHAIN

A----->B----->C----->D----->E----->F----->G----->H----->I

In the second type of rumour, many people hear the rumour from more than one source - a multiple interaction network.

MULTIPLE INTERACTION NETWORK

```

>A<----->C<----->F<
  \  \                               /  \
  \  \--->D<----->E<----->/
  \<----->B>----->G<----->/
  
```

CHAPTER III

REVIEW OF LITERATURE

Davis (1953) performed "ECCO" (Episodic Communication Channels in Organization) on personnel in the Jason Company, a manufacturer of leather goods. He studied 67 managerial employees through administration of questionnaires. The personnel study ranged from top executives to foreman in the company which employed 600 persons.

The informal network system was found to work in conjunction with the formal network, so that if one were active, both were active. The cluster chain was found to be the primary transmission pattern for the "grapevine" communication, suggesting that only a few employees who received information ever passed it on. Such employees were called "Liaisons", these liaisons were not consistently the same individuals. "Isolates" were persons who consistently stayed out of the grapevine transmission process always (Hellweg, 1983: 6).

The predominant flow was found to be downward or horizontal and there was a direct relationship between the position of the employee in the hierarchy and his knowledge of the company events. Informal communications may reach

the top of the organization through a single line of communication, but was usually transmitted downward and outward through the cluster chain. Davis discovered that the predominant flow of information was found to be across functional lines, rather than within them. That communications occurred more between departments than within them. Isolated or group isolates tended to occur more in some groups than others, which tended to interrupt the flow of communications within departments (Hellweg, 1983: 6).

Sutton and Porter (1983) duplicated Davis's 1953 (Hellweg, 1983:6) study and performed an ECCO analysis in a regional tax office. Unlike Davis' study, all employees including the rank and file were surveyed. Among the rank and file, 33% were identified as isolates (did not hear the information more than 50% of the time), 57% were identified as "dead enders:" (passed information on less than one-third of the time), 10% were identified as liaisons (passed information on more than one-third of the time). There was a direct relationship between information gained through the grapevine and the hierarchical position of the employee, confirming Davis's findings. In contrast to Davis's study, the predominant flow of information in the tax office occurred within functional groups rather than between functional groupings. Sutton and Porter attempted to correlate personality variables with grapevine behaviour, the liaisons were found to be more interaction-oriented, the dead-enders

to be more task-oriented, and the isolates to be more self-oriented (Hellweg, 1983: 9-10).

Marting (1969) performed an ECCO analysis in an electronic manufacturing organization. The results showed that: (1) grapevine communication operated at least at a 80% accuracy rate, (2) at least 10% of the employees functioned as liaisons, (3) managers communicated across functional groupings more than non-managers, (4) grapevine behaviour did not vary between rank and file and management, (5) informal social associations were more a determinant of grapevine behaviour than formal lines of power and authority (Hellweg, 1983: 11).

Kaufman (1977) performed an ECCO analysis in three sales-oriented companies to study grapevine behaviour. No difference was found between lower and middle management grapevine patterns. Grapevine communication behaviour was shown to be equal between males and females. Secretaries were found to play a significant role in grapevine transmission. Grapevine communication was shown to take place between and within functional groups primarily at the work place. Top management was found to be the key initiator of grapevine information to other levels. Grapevine communications was shown to be primarily downward or horizontal in nature.

Susan Hellweg's survey of research findings on informal communication grapevine networks produced the following generalizations (Hellweg,1983: 16).

(1) The grapevine emerges out of the social and personal interests of all employees, rather than formal requirements of the organization (Davis,1954).

(2) Five out of every six messages in the organization are transmitted through grapevine channels, rather than formal ones and tend to be people oriented rather than issue oriented (Lewis,1980).

(3) While the formal organization provides a "blue print" as to the ways employees are supposed to behave, the informal one describes ways in which they actually do and operates largely through oral communications (Jacoby,1968, Knippen,1974).

(4) The grapevine flows in all directions in an organization, horizontally, vertically, and diagonally (Lewis,1980).

(5) The grapevine carries more accurate than inaccurate information and can stop and start anywhere in the organization. Much of the information it carries, would be inappropriate on formal channels (eg.social information) (Rudolph, 1973:Koontz,1955).

(6) The grapevine generally carries rumours that are incomplete. These rumours become distorted through sharpening, levelling, and assimilation. In organizations that

foster secrecy, rumours become prevalent (Lewis,1980,Yoder,1970).

(7) Only a small percentage of employees act as liaisons in grapevine transmissions (Davis, 1953).

(8) Individuals are not held accountable for distortion of information in the same way that they would over formal channels, thus allowing them to treat grapevine information more freely. Rumours may be easily carried over the grapevine since they offer no reliable source from which individuals can confirm facts (Davis,1954).

(9) Grapevine news via the rumour is a predictable happening in any organization and once a rumour is assigned credibility, other events in the organization are aligned to fit in with it and support it (Davis,1953: Hellweg,1983: 16-17-18).

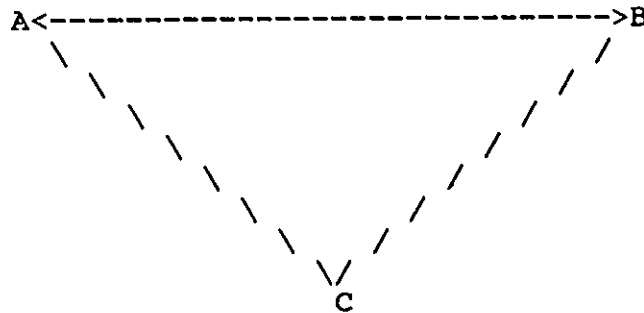
GOSSIP REVIEW

Rosnow and Fine (1976) approached gossip in the light of social exchange theory. For them, there are three main types of gossip: (1) information gossip is the trading of information and provides the participants with a cognitive map of their environment, (2) moralizing gossip is a manipulative device where one person attempts to gain an advantage over another, (3) entertainment gossip is for the

mutual recreation and fun of the performers, as shown below (Rosnow and Fine,1976: 7-8).

RULES OF GOSSIP

In all cases below, person A and person B are the gossipers, and person C is the subject of the gossip. The relationship among the parties can be diagrammed as follows, where the arrows show the communication exchange, A and B are involved in the communication process of gossiping about C.



The following rules are the necessary conditions of gossip, and if one of them is not met, the resulting exchange does not constitute the process of gossiping.

RULE (1) When A and B gossip about C, C is not to be within listening distance of A and B.

RULE (2) The exclusive information A imparts to B (or vice versa) is not public knowledge about C from either the perspective of either gossipier A or B. This is referred to by Rosnow and Fine as the "Content Rule" for gossip (Rosnow and Fine,1976: 9-10).

RULE (3) The information A or B transmits about person C is an entirely voluntary process. This rule is referred by Rosnow and Fine as the "procedure rule" for gossip. Shared information must be by one's free choice and not be bound by his/her status, occupation, situation, or relationship.

RULE (4) The relationship between A and B must be comparatively closer than that to C. This referred to as the "Structural Rule" (Rosnow and Fine, 1976: 11-12).

SUMMARY - The first rule concerns the context of gossip, the second rule restrains the content of disclosure, the third rule focuses on the voluntary procedure of gossip, and the fourth rule delineates the structure of the relationship between the gossipers and the gossipee (Rosnow and Fine, 1976: 13).

CHAPTER IV

METHODOLOGY

This research project took place within a large public utility in a division located in Southwestern Ontario. The division is broken down into two separate branches, with a total of 225 employees. Of this total number, 151 were males and 74 were females.

Use was made of both participant observation and a take-home-questionnaire. The questionnaire totalled 42 questions with some having sub-parts. Since the questionnaire was to be a take home project for working men and women, it was decided to limit the length of the questionnaire. The questions ranged from: personal data, rumours, gossip, scientific management, to rumour control. The sampling was both random and stratified.

It was stratified in that 33% of the questionnaires were handed out to females and 67% were handed out to males. Also, an attempt was made to have a good representation of age, years of experience, and departments. It was random in that no specific persons were asked to complete the questionnaire.

A preliminary interaction typology has been developed where participants are described as: "liaisons", "dead-

enders", and "isolates". Where liaisons are persons who readily receive information and also readily pass information on. Dead-enders are those who receive information but seldom pass information on to others. Isolates are those who receive information but pass it on only to a few selected persons.

The classifications of what is transmitted includes "factual rumour"; "speculative rumours", where fact A plus fact B will logically produce fact C; "innovative rumours", where fact A plus fact B does not logically produce the assumed fact C and fact C is merely someone's guess work; and finally "gossip". A rumour never contains the whole story but will be considered to be factual if it is based on fact. Gossip is extremely personal in nature and usually refers to a person's private life.

SOCIAL EXCHANGE

The social exchange perspective of both Homans and Blau rests on a number of shared and basic propositions: first, a set of general psychological propositions describing individual motivations and behaviour, which were derived from economics and psychology, secondly, a description of the norm of reciprocity, which was taken from anthropology. It does not explain the origin of institutions or roles but explains variations in actual behaviour once

the role is developed and identifies common principles of such aspects of social life as the formation of groups, power, leadership and opposition, friendship, and conformity (Homans,1958). Homans is logically correct about the way psychological propositions underlie sociological explanation but most sociologists concerned with social institutions will continue to discuss their subject matter in terms of structural variables,such as class structures, rather than individuals decisions and reactions. However, the exchange is extremely valuable in explaining people's actions when the institutional setting is largely given and the details of individual behaviour are of special interest. It is valuable in explaining people's reactions to institutional changes when we can assume that their values remain much the same. This theoretical approach can be applied to the study of rumour transmission within a given organizational setting.

SCIENTIFIC MANAGEMENT

A small number of questions were included in the survey questionnaire relating to scientific management. These questions were aimed at the effects of the growing number of electronic products being introduced by the company (eg.tel-phones, computers,fax machines,radio transmissions,etc.) on the transmission of informal news. They were not aimed at

the total context of scientific management as introduced by Frederick Taylor during the early years of this century.

According to Taylor, there is no single element but rather a whole combination of elements that constitutes scientific management. Science in production is required: it is not the "rule of thumb". The workmen of that era were taught their skills and trades by observations of those immediately around them and as a result, there were many different ways in common use for doing the same job. The skills and production were in the hands of the workers not in the hands of the management (Taylor,1911:24). Men, according to Taylor were normally lazy and this coupled with the fact that men tended to restrict their output for fear of losing their jobs seriously hindered their production (Taylor,1911:19). Such a system produced discord not harmony, individualism not co-operation, and restricted output not maximum output (Taylor,1911:140).

According to Taylor, it was the management's responsibility to gather together all of the traditional knowledge which had in the past been possessed by the workers. It was then their responsibility to classify, tabulate and reduce this knowledge to rules, laws, and formulae in order to aid the workers in the work place (Taylor,1911:36). In developing a science this way, management developed new duties and responsibilities for themselves.

These new duties and responsibilities were grouped by

Taylor under four headings:

FIRST. They develop a science for each element of a man's work, which replaces the old rule-of-thumb method.

SECOND. They scientifically select and then train, teach, and develop the workman, whereas in the past he chose his own work and trained himself as best he could.

THIRD. They heartily co-operate with men so as to insure the principles of the science which has been developed.

FOURTH. There is an almost equal division of the work and the responsibility between the management and the workmen. The management takes over all work which they are better fitted than the workmen, while in the past almost all of the work and the greater part of the responsibility were thrown upon the men" (Taylor,1911:36).

One of the more prominent single elements in scientific management was the task idea."The work of every workman is fully planned out by the management at least one day in advance, and each man receives in most cases complete written instructions, describing in detail the task which he is to accomplish, as well as the means to be used in doing the work" (Taylor,1911:39).

These general principals of scientific management are with us to-day. To these principles there have been added different approaches, and ideas. Some of these approaches and ideas includes the following: bonuses, stock plans, profit sharing, human relations management, structuralist management, and electronic equipment to name a few. It is the effects of electronic equipment on the movement of informal news within a modern day company governed to some extend by scientific management that was of interest in this study. The scientific management of Frederick W.Taylor is often referred to as the "Classical Management Approach".

The basic structure of the company used in this survey is that of classical management and the theoretical approach is that of exchange theory as proposed by Homans and Blau.

SIGNIFICANCE OF RESEARCH PROJECT

Some years ago, a first line supervisor at this Company had a serious personal problem with the informal network structure. He was located in a regional plant in a community which also contained the Head Office. Part of his job was to oversee the vehicle maintenance of both the Region and the Head Office company vehicles. He was then in a good position to become a "liaison" within the informal network system. One day, a group of upper management personnel came down to the regional plant and in a closed meeting with this supervisor, they demanded to know how he knew so much about corporate affairs before they were formally announced. His answer was quite simple, "its like answering the telephone, if you want to know what is going on informally within the company, all you have to do is talk". It is obvious, that many people do not understand the informal network and how it works.

HYPOTHESES

The objective of this study is to provide empirical evidence by way of the company grapevine to support the following hypothesis:

- (1) Information flows along the grapevine both vertically and horizontally through various departments.
- (2) The flow of information is primarily a downward movement from the upper levels of management to the lower levels.
- (3) Speculation is one of the greatest contributors to the development of rumours.
- (4) Grapevine activities increase with increases in scientific management.
- (5) In relation to electronic equipment, people will generally agree that scientific management is a good idea.
- (6) Gossip is a common form of local grapevine news.
- (7) Younger people and older people near retirement will show less interest in informal news than middle aged people.
- (8) Liaisons and isolates are few in number.
- (9) Innovative rumours are disruptive.

CHAPTER V

QUESTIONNAIRE SURVEY RESULTS

DEMOGRAPHIC DESCRIPTION

At the time of this questionnaire survey, there were a total of 74 females and 151 males employed in the division. The division was broken down into two branches, Windsor and Leamington. Of the 74 females, 27 (33%) received questionnaires and a total 12 (44%) were returned. Of the 151 males, 43 (67%) received questionnaires and a total of 33 (77%) were returned. For what ever reason unknown, the males were much more responsive than the females. (See Appendix A for copy Questionnaire)

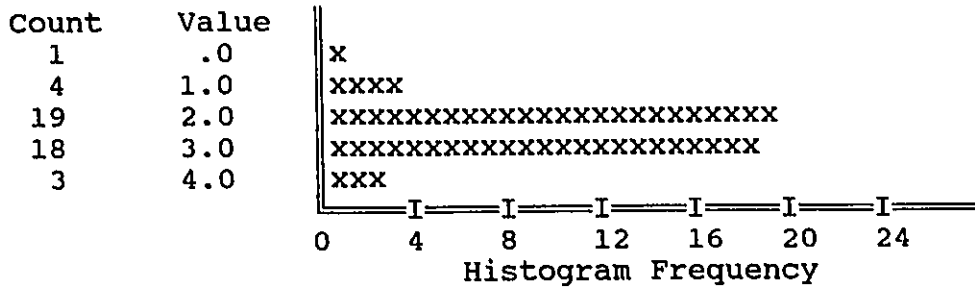
TABLE 1 - FREQUENCY AND PERCENT OF WOMEN AND MEN

Questionnaire Handout	Percent Handout	No Of Return	Percent Return	Females Total	Males Total
27 Females	33%	12	44%	74	-----
43 males	67%	33	77%	-----	151

The exact ages of the population at this utility was unknown but the ages of the respondents returning their questionnaires is indicative of the population at this Utility. They do have an aging population (See Table 2).

TABLE 2 - AGE OF RESPONDENTS

Age	Count	Frequency	Percent	Cum. Percent
No. Ans	0	1	2.2	2.2
18-30yrs	1	4	8.9	11.1
31-45yrs	2	19	42.2	53.3
46-55yrs	3	18	40.0	93.3
56-over	4	3	6.7	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	<u>100.0%</u>



MARITAL STATUS AND CHILDREN

Of the total number of respondents returning questionnaires, 77.8% were married and of the total number, 68.9% had two or more children (See Tables 3 and 4).

TABLE 3 - MARITAL STATUS AND CHILDREN

Status	Value	Frequency	Percent	Cum. Percent
Single	1	4	8.9	8.9
Married	2	35	77.8	86.7
Divorced	3	4	8.9	95.6
Widowed	4	1	2.2	97.8
Separated	5	1	2.2	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

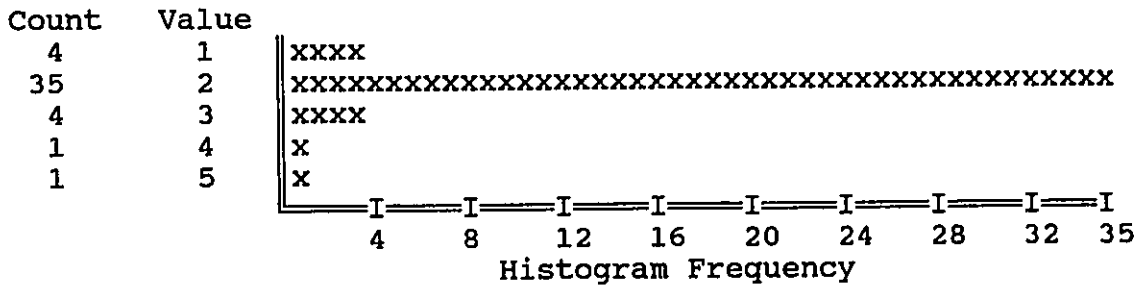
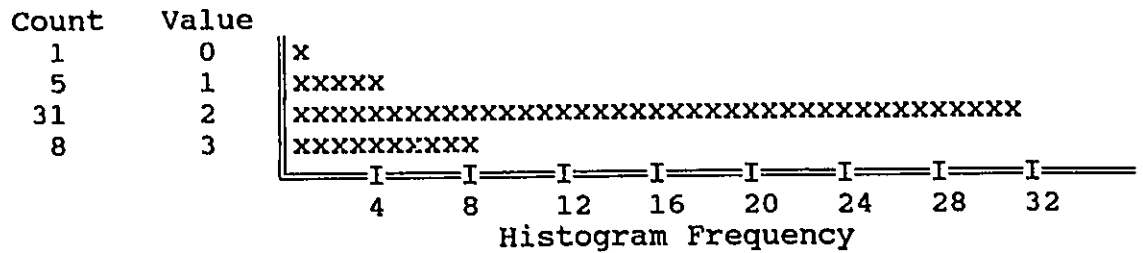


TABLE 4 - NUMBER OF CHILDREN

Children	Value	Frequency	Percent	Cum. Percent
No Answer	0	1	2.2	2.2
One	1	5	11.1	13.3
Two or More	2	31	68.9	82.2
None	3	8	17.8	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

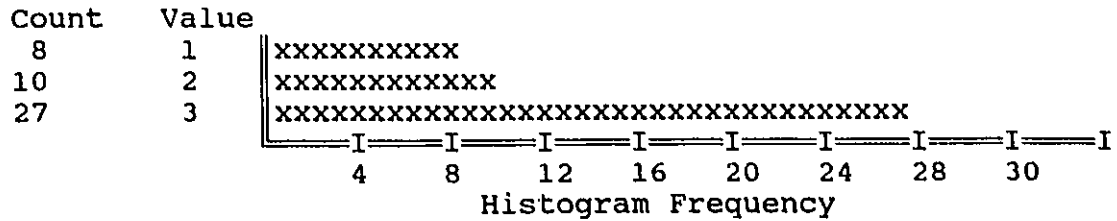


YEARS OF SERVICE

For the total population of 225, 24.8% had served between 1 to 10 years as compared to 17.8% for the respondents. For 10 to 20 years the percentage of the total population was 35.2% as compared to 22.2% for the respondents. For 20 and Over years of service the percentage of the total population was 40% as compared to 60% for the respondents. In terms of years of service, the survey is fairly indicative of the over all population (See Table 5).

TABLE 5 - YEARS OF SERVICE

Service	Value	Frequency	Percent	Cum. Percent
1 to 10	1	8	17.8	17.8
10 to 20	2	10	22.2	40.0
21 & Over	3	27	60.0	100.0
<u>Total</u>		<u>45</u>	<u>100%.0</u>	<u>100.0%</u>

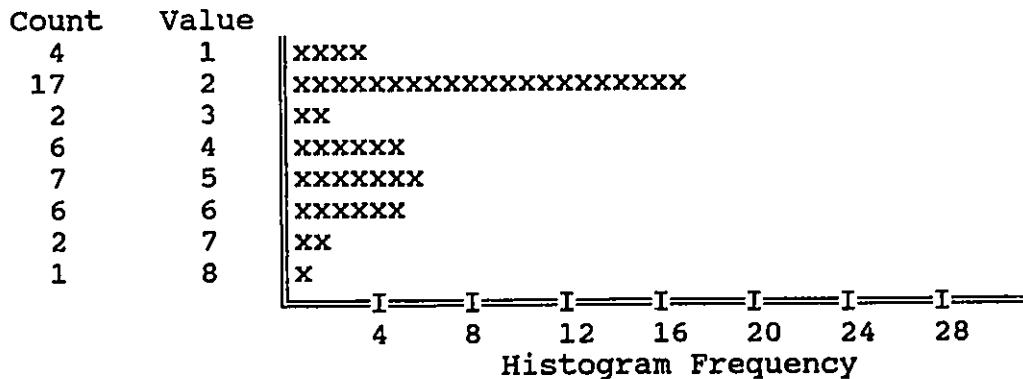


LEVEL OF EDUCATION COMPLETED

It is interesting to note that only 8.9% of respondents did not finish High School and that 48.9% of the respondents continued their education at the College or University level. Of this latter percentage, 15.6% had graduated from College and 4.4% had graduated from University. For many, this continuing education after High School has been aided financially by the Utility.

TABLE 6 - EDUCATION LEVEL COMPLETED

Education	Value	Frequency	Percent	Cum. Percent
Some High	1	4	8.9	8.9
HS Grad	2	17	37.8	46.7
VS Grad	3	2	4.4	51.1
Some Colleg	4	6	13.3	64.4
Colleg Grad	5	7	15.6	80.0
Some Univer	6	6	13.3	93.3
Univer Grad	7	2	4.4	97.8
Post Grad	8	1	2.2	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

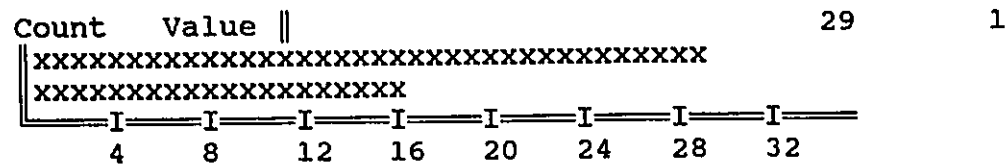


BRANCH LOCATION

Of the 70 questionnaires handed out 17 were delivered to personnel in Leamington branch (24.3%). In Leamington, 16 or 94% were returned. In Windsor, 53 (75.7) were delivered to the personnel and 29 or 54.7% were returned. A total of 45 (64%) of the questionnaires were returned.

TABLE 7 - BRANCH

Branch	Value	Frequency	Percent	Cum. Percent
Windsor	1	29	64.4	64.4
Leamington	2	16	35.6	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	<u>100.0%</u>



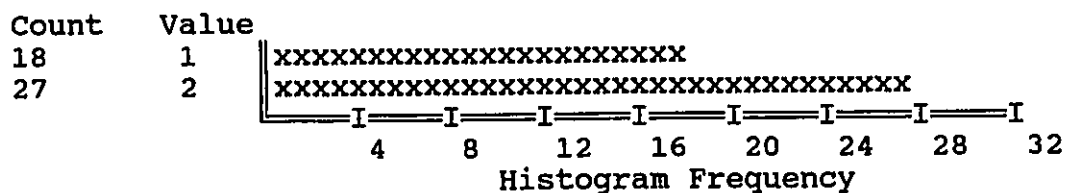
Histogram Frequency

PARTICIPATION IN COMPANY ACTIVITIES

It is of interest to note that less than half of the respondents (40%) are engaged in organized activities inside the company while over half (60%) are not.

TABLE 8 - INTEREST IN COMPANY ACTIVITIES

Activities	Value	Frequency	Percent	Cum. Percent
Yes	1	18	40	40.0
No	2	27	60	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	



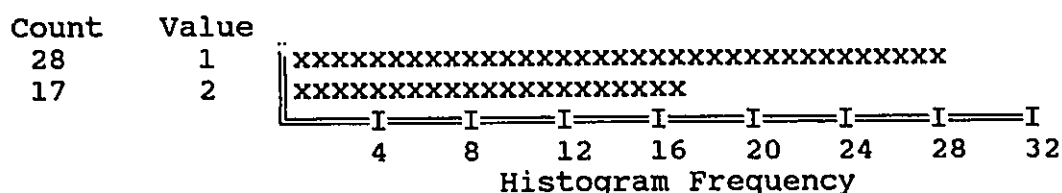
Histogram Frequency

PARTICIPATION IN ACTIVITIES OUTSIDE THE COMPANY

It is of interest here to note that the numbers are almost reversed from the previous question, 62.2% were engaged in activities outside the company and 37.8% were not. There is no doubt that many of the respondents were engaged in both inside and outside activities, but this count is unknown.

TABLE 9 - INTEREST IN ACTIVITIES OUTSIDE THE COMPANY

Activities	Value	Frequency	Percent	Cum. Percent
Yes	1	28	62.2	62.2
No	2	17	37.8	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

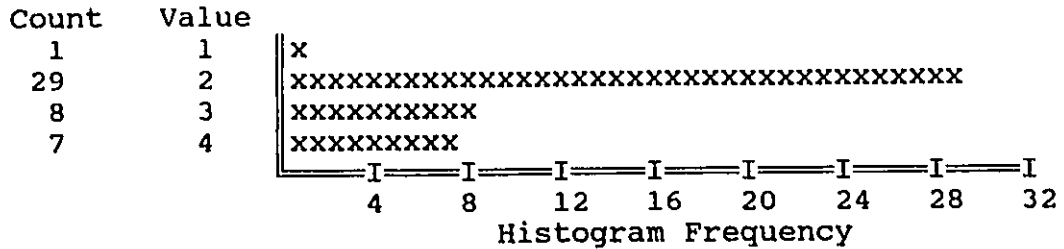


ATTITUDE TOWARDS INFORMAL NEWS

66.6% of the respondents believed that informal news is an aid, while 33.4% believed that informal news was never an aid. Of the latter percentage, 15.6% believed that informal news had a negative effect.

TABLE 10 - INFORMAL NEWS ATTITUDE

Belief	Value	Frequency	Percent	Cum. Percent
Always Aid	1	1	2.2	2.2
Occas. Aid	2	29	64.4	66.7
Never Aid	3	8	17.8	84.4
Negative Eff.	4	7	15.6	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

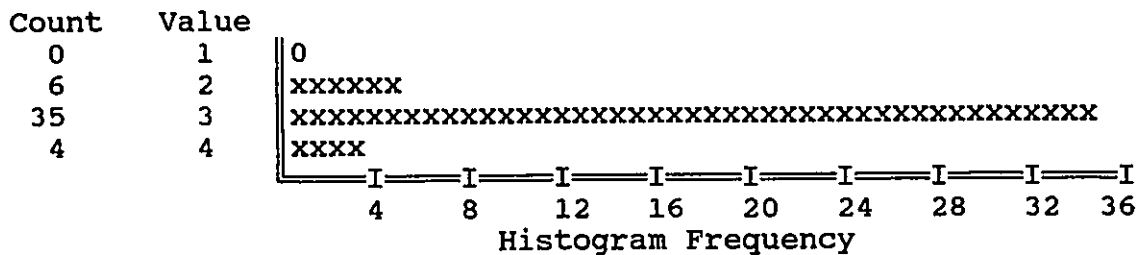


INTEREST IN INFORMAL NEWS

Before this survey was done, I would have thought that most people would be interested in rumours most of the time, but according to the results they are only interested some of the time. It may be some people do not want to admit that they have a keen interest in rumours.

TABLE 11 - ATTITUDE TOWARDS INFORMAL NEWS

Belief	Value	Frequency	Percent	Cum. Percent
All The Time	1	0	0	0
Most Of Time	2	6	13.3	13.3
Some Of Time	3	35	77.8	91.1
Never	4	4	8.9	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

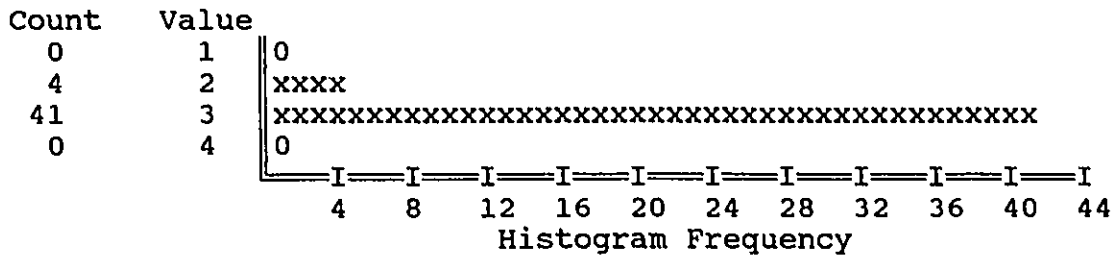


BELIEF THAT RUMOURS ARE TRUE

Most people like to have some factual knowledge before accepting a rumour as being true. The survey points to this as being factual.

TABLE 12 - ARE RUMOURS TRUE

Belief	Value	Frequency	Percent	Cum. Percent
Always	1	0	0	0
Most Of Time	2	4	8.9	8.9
Some Time	3	41	91.1	100.0
Never	4	0	0	100.0
<u>Total</u>		<u>45</u>	<u>100.0</u>	

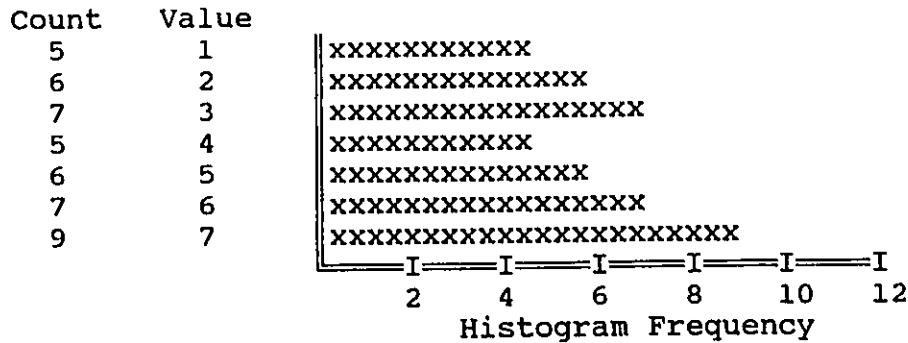


INTEREST IN RUMOURS OVER TIME

Interest in rumours seems to remain very constant over time whether it was 6 months ago or 15 years ago. The interest in rumours 10 or 15 years ago rather than to-day may be the results of a large and aging population, where older people facing retirement have less interest in the company's organization and have more interest in retirement plans.

TABLE 13 - INTEREST OVER TIME

Interest	Value	Frequency	Percent	Cum. Percent
No Answer	1	5	11.1	11.1
6 Mons Ago	2	6	13.3	24.4
1 Yr Ago	3	7	15.6	40.0
5 Yrs Ago	4	5	11.1	51.1
10 Yrs Ago	5	6	13.3	64.4
15 Yrs Ago	6	7	15.6	80.0
Never	7	9	20.0	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

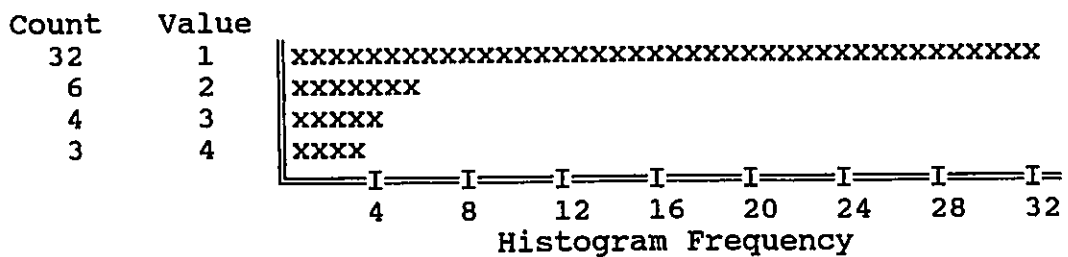


LEVEL OF RUMOURS FOR CONTRACT NEGOTIATIONS

It is obvious that at the time of crises such as union negotiations people are extremely interested in the grape vine news. This is of course brought about by closed mouth policies of the negotiators on both sides until a contract agreement is reached.

TABLE 14 CONTRACT NEGOTIATIONS AND LEVEL OF RUMOURS

Plentiful	Value	Frequency	Percent	Cum. Percent
More Plenty	1	32	71.1	71.1
Same Level	2	6	13.3	84.4
Less Plenty	3	4	8.9	93.3
Never Interest	4	3	6.7	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	



TYPES OF RUMOURS IN NORMAL TIMES

It is interesting to note that whether or not there is

a crisis (Tables #15 and #16) Company and Union rumours are of equal interest to over 60% of the people.

TABLE 15 - RUMOURS IN NORMAL TIMES

Rumours	Value	Frequency	Percent	Cum. Percent
Company More Interesting	1	5	11.1	11.1
Union More Interesting	2	2	4.5	15.6
Union and Company Same	3	29	64.4	80.0
Not interested	4	9	20.0	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

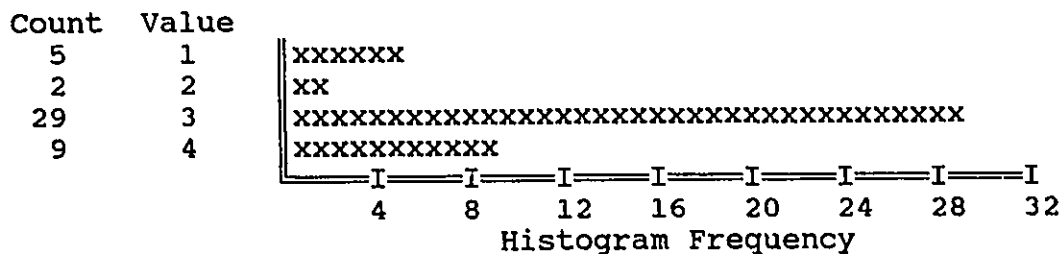
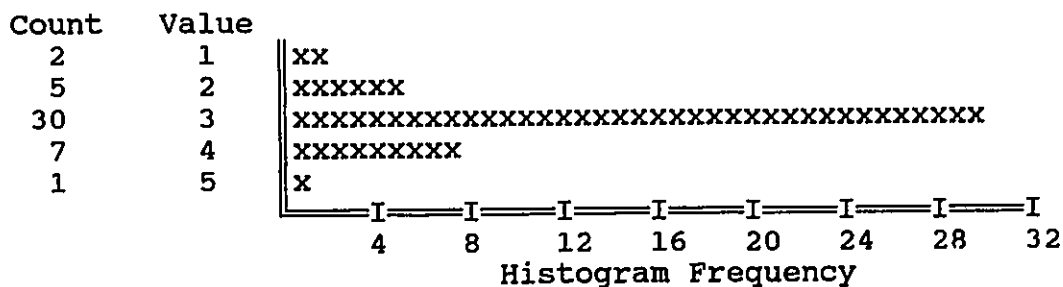


TABLE 16 - RUMOURS AT PERIODS OF CRISIS

Rumours	Value	Frequency	Percent	Cum. Percent
Company More Interesting	1	2	4.4	4.4
Union more Interesting	2	5	11.1	15.5
Union And Company Same	3	30	66.7	82.2
Not Interested	4	7	15.6	97.8
No Answer	5	1	2.2	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

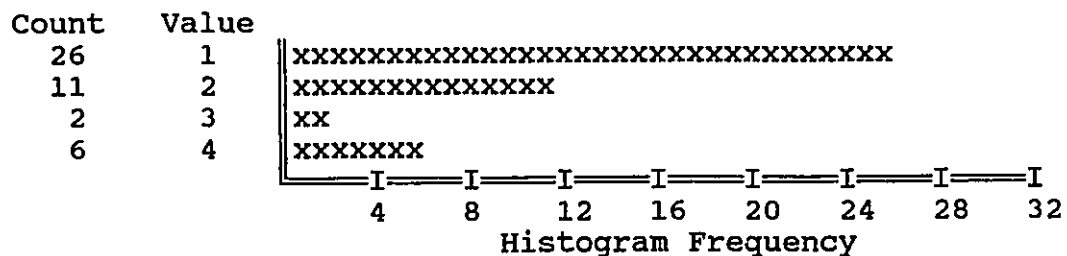


TYPES OF RUMOURS DURING CONTRACT TIMES - OPEN -ENDED QUESTION

It is interesting to note that of the 45 respondents who returned the questionnaire, 57.8% did not answer this question. The failure of this question is probably due to the fact that I asked the respondents to put their answers in writing. I undoubtedly would have had a better response to questions like this if I had done these types of questions in a face to face interview. The rate of pay during contract negotiations is always one of the most common rumours. An early retirement package has been a common rumour since the early nineteen-eighties. In the early nineteen-eighties, the Company came out with an early retirement package that proved to be too costly. This rumour is more of wishful thinking rather than one of reality.

TABLE 17 - CONTRACT TIMES AND OPEN-ENDED QUESTION

Rumours	Value	Frequency	Percent	Cum. Percent
No Answer	1	26	57.8	57.8
Rate Of Pay	2	11	24.4	82.2
Retirement	3	2	4.4	86.7
Rumours To Manipulate	4	6	13.3	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	



NON-CRISIS RUMOURS - OPEN ENDED QUESTION

Again like the last request for written answers, over 50% (55.6%) did not answer this Question. The strongest rumour reported was that of layoffs. There was of course a good reason for this rumour, a short time before this survey was done a person in the lower management mentioned to one of the large outside groups that the company had only enough work for half of the group. The layoffs of course never happened but undoubtedly the fear is still there as there is in every other group working under to-days conditions.

TABLE 18 - NON CRISIS TIMES AND OPEN-ENDED ANSWERS

Rumours	Value	Frequency	Percent	Cum. Percent
Personal related	1	4	8.9	8.9
Layoffs	2	5	11.1	20.0
Pay Rates	3	3	6.7	26.7
Contract Work	4	1	2.2	28.9
Customer relations	5	1	2.2	31.1
Safety	6	3	6.7	37.8
Retirement	7	1	2.2	40.0
Management-Union related	8	2	4.4	44.4
No Answer	9	25	55.6	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

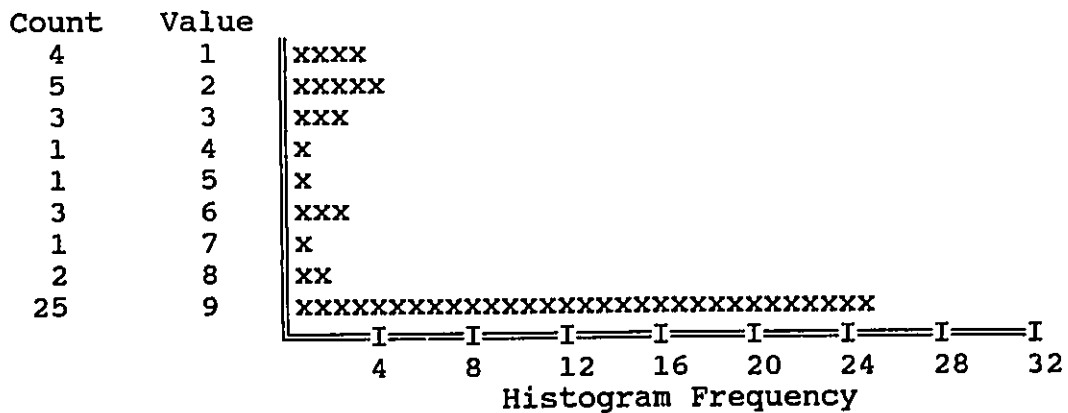
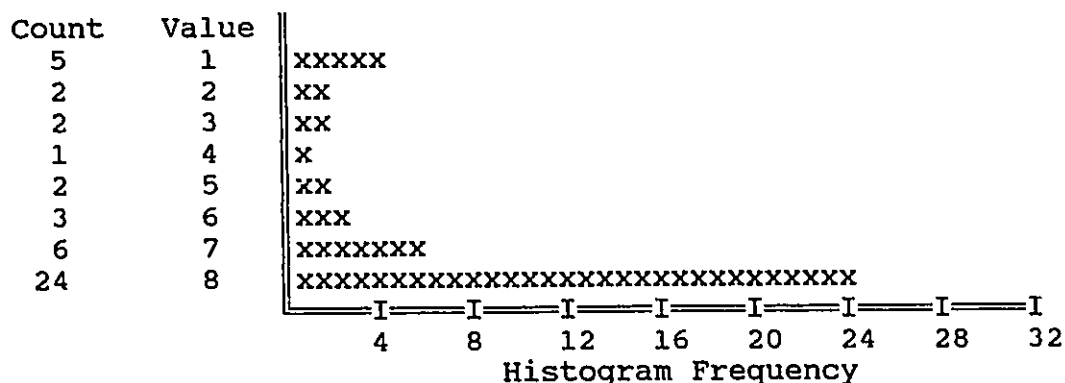


TABLE 20 - RUMOURS THIS MONTH-OPEN-ENDED

Rumours	Value	Frequency	Percent	Cum. Percent
Personal	1	5	11.1	11.1
Layoffs	2	2	4.4	15.5
Contract Work	3	2	4.4	19.9
Customer relations	4	1	2.2	23.4
Safety	5	2	4.4	27.8
Retirement	6	3	6.7	34.5
Management-Union Related	7	6	13.3	48.8
No Answer	8	24	53.2	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

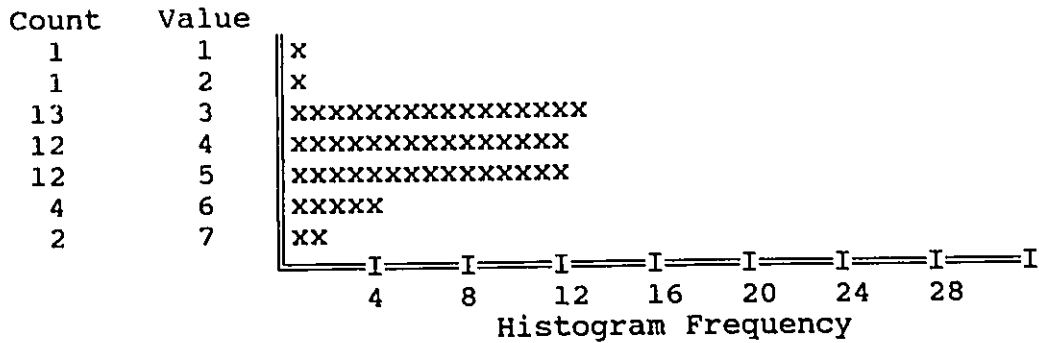


BELIEF THAT RUMOURS ORIGINATE AT THE MANAGEMENT LEVEL

Of the total number of respondents who answered this question 38.5% believed 60% or more of the rumours began with the management.

TABLE 21 - BELIEF THAT RUMOURS ORIGINATE AT THE MANAGEMENT LEVEL

Belief	Value	Frequency	Percent	Cum. Percent
100%	1	1	2.2	2.2
80%	2	1	2.2	4.4
60%	3	13	28.9	33.3
40%	4	12	26.7	60.0
20%	5	12	26.7	87.7
0%	6	4	8.9	96.6
No Answer	7	2	3.4	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

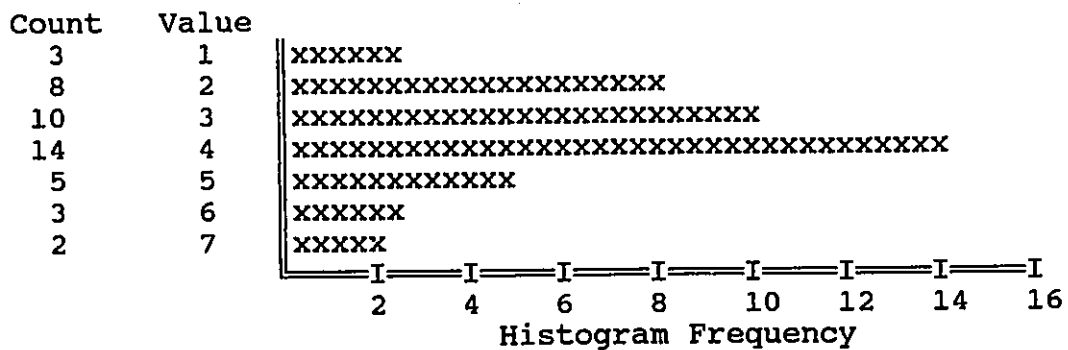


BELIEF THAT RUMOURS ORIGINATE AT THE LOWER LEVELS

In question #22 a total of 21 respondents believed (52.5%) that 60% or more of the rumours originated at the levels below the management level. There seems to be a lack definite direction for the origination of rumours between questions #21 and #22. This can be perhaps attributed to the wording of the questions themselves.

TABLE 22 - BELIEF THAT RUMOURS ORIGINATE AT THE LOWER LEVELS

Belief	Value	Frequency	Percent	Cum. Percent
100%	1	3	6.7	4.4
80%	2	8	17.8	24.5
60%	3	10	22.2	46.7
40%	4	14	31.1	77.8
20%	5	5	11.1	88.9
0%	6	3	6.7	95.6
No Answer	7	2	4.4	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

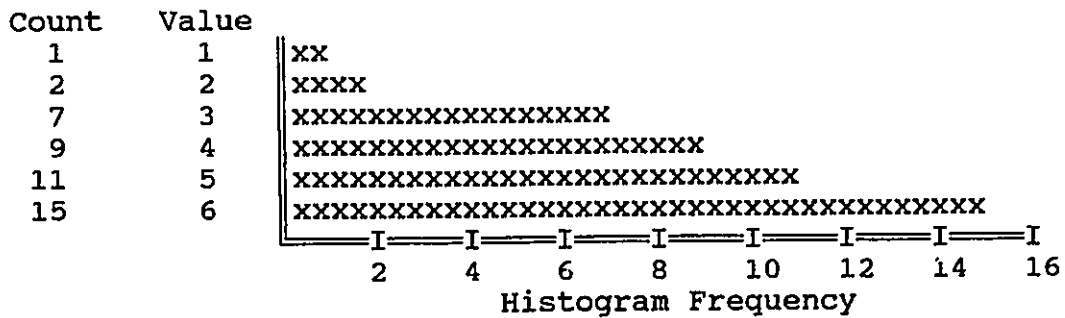


INVESTIGATE RUMOURS FOR TRUTH

Of the total number of respondents (45) who answered this question, 66.7% expressed some interested in rumours for truth. Of this number only 22.2% investigate rumours 60% or more, this number probably represents the Company and Union leadership. In referring back to question 12, 91.1% expressed interest in rumours, therefore one would have to conclude that 24.4% (91.1-66.7=24.4) are engaged in rumours for social interaction only. The remainder 8.9% (100-91.1=8.9) are probably representative of the area isolates.

TABLE 23 - RUMOURS FOR TRUTH

Investigate	Value	Frequency	Percent	Cum. Percent
100%	1	1	2.2	2.2
80%	2	2	4.4	6.7
60%	3	7	15.6	22.2
40%	4	9	20.0	42.2
20%	5	11	24.4	66.7
0%	6	15	33.3	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	



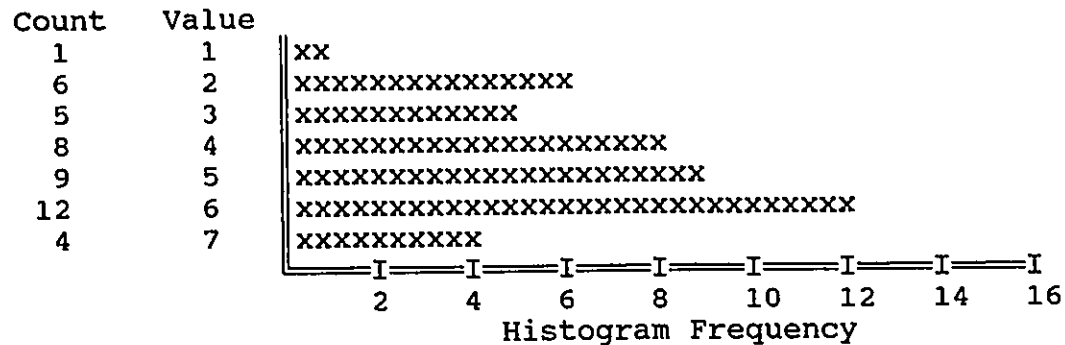
SATISFIED WITH INVESTIGATION OF RUMOURS

There appears to be little satisfaction in investigating rumours for truth with 64.5% of the respondents

finding satisfaction 40% time or less. It is interesting to note that the isolates (8.9%) had no answer.

TABLE 24 - SATISFACTION WITH INVESTIGATION

Satisfied	Value	Frequency	Percent	Cum. Percent
100%	1	1	2.2	2.2
80%	2	6	13.3	15.5
60%	3	5	11.1	26.6
40%	4	8	17.8	44.4
20%	5	9	20.0	64.4
0%	6	12	26.7	91.1
No Answer	7	4	8.9	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

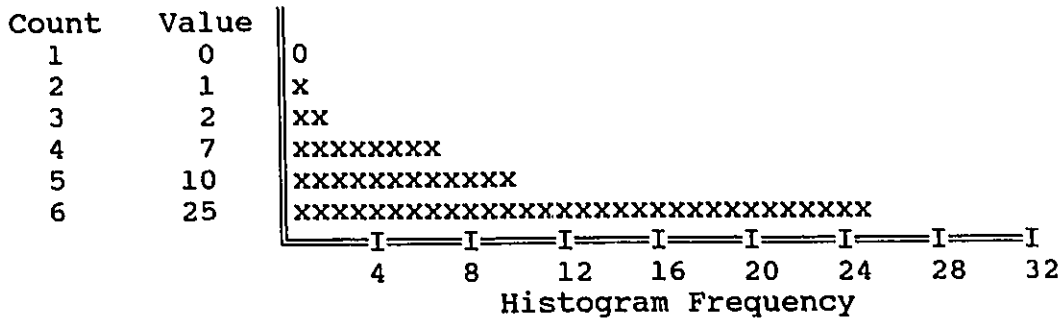


TAKING ACTION ON RUMOURS

It is of interest to note that only 6.6% of those surveyed engaged themselves into taking action on 60% or more of the rumours they hear. Of the total number of respondents surveyed, 55.6% never take action on rumours they hear. Probably this 55.6% view rumours not only as a source of news, but also as a source of entertainment and social interaction. It would be interesting to know what type or types of personalities would take action on rumours they heard 60% or more of the time, this question of course is beyond the scope of this paper.

TABLE 25 - RUMOUR ACTION

Action	Value	Frequency	Percent	Cum. Percent
100.0%	1	0	0	0
80.0%	2	1	2.2	2.2
60.0%	3	2	4.4	6.6
40.0%	4	7	15.6	22.2
20.0%	5	10	22.2	44.4
0.0%	6	25	55.6	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	



**DEPARTMENTS WHERE 50% OR MORE OF THE RUMOURS
COME FROM**

If we compare the answers to this question (26,27&28) with questions (18,19&20) we see that information flows along the grapevine both vertically and horizontally through various departments and regions. It is interesting to note that an average of 40% of the respondents did not answer questions 26,27,or 28. There were probably two fears at work here, first of all the fear of letting other people know what departments they get their information from. Secondly, the fear of getting these departments in trouble with the management for spreading rumours. Department A is the largest department in the Region and therefore is the largest source of rumours. It is also interesting to note that a fairly large percentage of rumours come from Head

Office, so that not only do rumours spread from department to department but also from region to region. Undoubtedly Scientific Management (Electronics) has a lot to do with this flow of information.

TABLE 26 - 50% or MORE OF THE RUMOURS COME FROM

Department	Value	Frequency	Percent	Cum. Percent
Head Office	1	7	15.6	15.6
Region Dept.A	2	13	28.9	44.5
Region Dept.B	3	3	6.7	51.2
Region Dept.C	4	1	2.2	53.4
Region Dept.D	5	3	6.7	60.1
Region Dept.E	6	1	2.2	62.2
No Answer	7	17	37.8	100.0
Total		45	100.0	

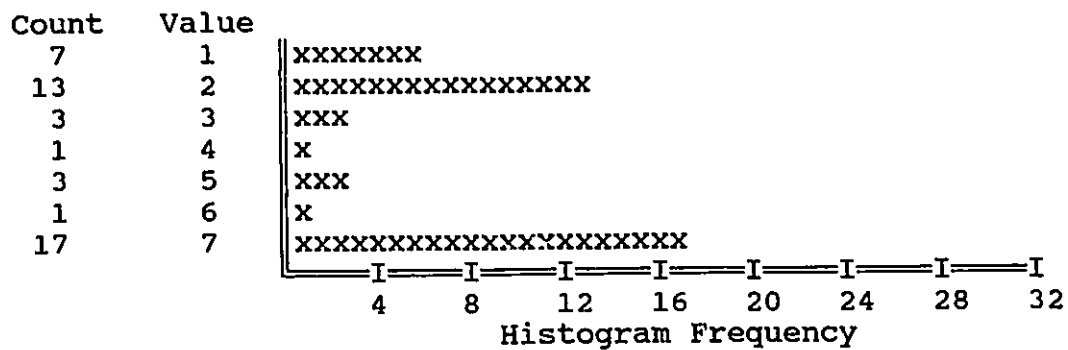


TABLE 27 - DEPARTMENTS WHERE 30% TO 50% OF THE RUMOURS COME FROM

Department	Value	Frequency	Percent	Cum. Percent
Head Office	1	3	6.7	6.7
Region Dept.A	2	7	15.6	22.3
Region Dept.B	3	4	8.9	31.2
Region Dept.C	4	1	2.2	33.4
Region Dept.D	5	5	11.1	44.5
Region Dept.F	6	3	6.7	51.2
Region Dept.G	7	1	2.2	53.3
Region Dept.H	8	3	6.7	60.0
No Answer	9	18	40.0	100.0
Total		45	100.0%	

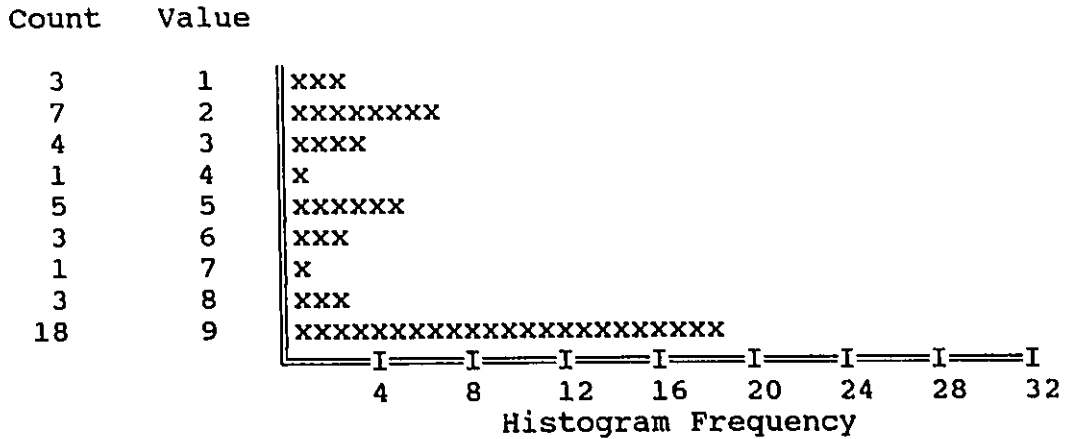


TABLE 28 - DEPARTMENTS WHERE 10% TO 30% OF THE RUMOURS COME FROM

Department	Value	Frequency	Percent	Cum. Percent
Head Office	1	4	8.9	8.9
Region Dept.A	2	5	11.1	20.0
Region Dept.C	3	1	2.2	22.2
Region Dept.D	4	5	11.1	33.3
Region Dept.E	5	1	2.2	35.5
Region Dept.F	6	7	15.6	51.1
Region Dept.G	7	1	2.2	53.3
Region Dept.H	8	1	2.2	55.5
No Answer	9	20	44.5	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

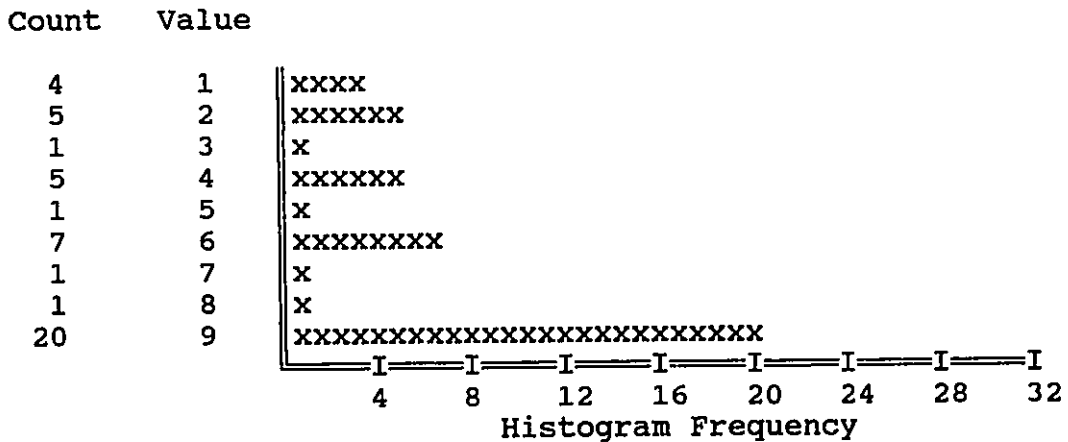


TABLE 29 - BELIEF IN THE NUMBER OF RUMOURS ORIGINATING FROM OUTSIDE THE DIVISION

It is interesting to note that 42 of the respondents or 93.3% believed that many rumours do originate from outside the division.

Belief	Value	Frequency	Percent	Cum. Percent
5%	1	12	26.7	26.7
10%	2	7	15.6	42.3
15%	3	2	4.4	46.7
20%	4	7	15.6	62.3
25%	5	6	13.3	75.6
30% & Over	6	8	17.8	93.3
No Answer	7	3	6.7	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

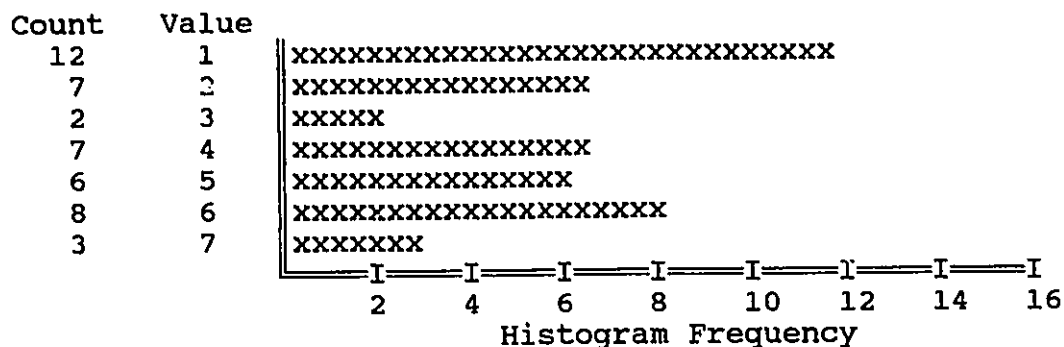
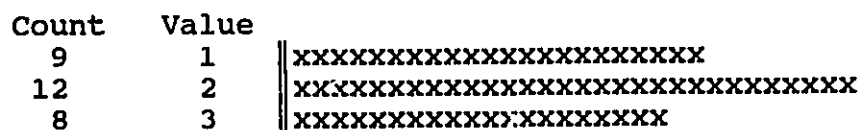
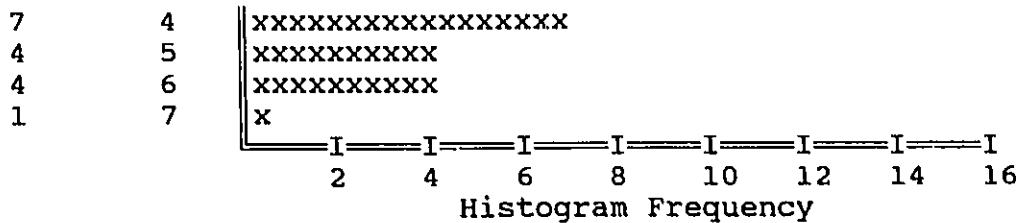


TABLE 30 - NUMBER OF INDIVIDUALS WITHIN A DEPARTMENT ENGAGED IN RUMOURS

Individuals	Value	Frequency	Percent	Cum. Percent
100%	1	9	20.0	20.0
80%	2	12	26.7	46.7
60%	3	8	17.8	64.5
40%	4	7	15.6	80.1
20%	5	4	8.9	89.0
Under 20%	6	4	8.9	97.8
No Answer	7	1	2.2	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	





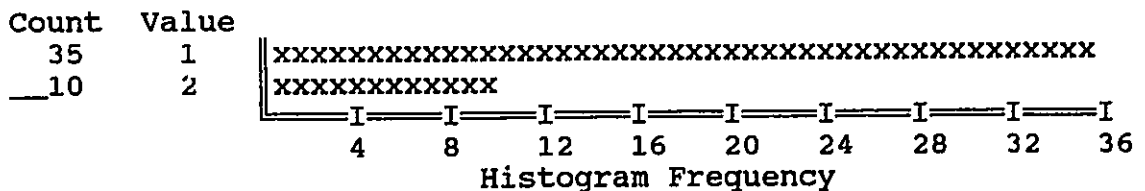
In the above question (30) it is obvious that 97.8% of the respondents are active in the grapevine news. Of the total number active respondents, 64.5% are active 60% or more most of the time.

SOME INDIVIDUALS HAVE MORE INFORMATION THAN OTHERS

Of the total number of respondents 77.8% have agreed that some people have more information about rumours than others. This question is in agreement with question #27 were 64.5% are active 60.0% or more most of the time, and 20.0% are engaged in rumours all time. Those who show little or no interest in rumours within their own department may very well be engaged in rumours with friends in other departments.

TABLE 31 - INTEREST IN RUMOURS

Interest	Value	Frequency	Percent	Cum. Percent
Yes	1	35	77.8	77.8
No	2	10	22.2	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

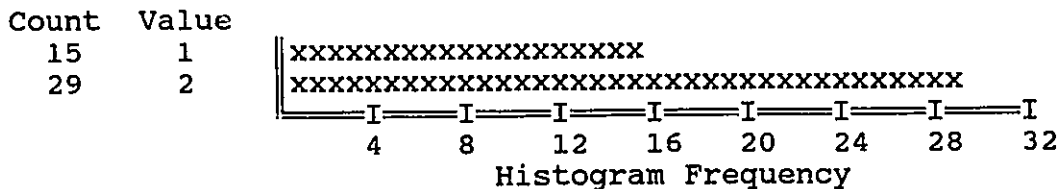


NUMBER OF INDIVIDUALS THAT SHOW NO INTEREST IN RUMOURS

As in question 28, there are probably individuals who show little or no interest in rumours within their own department but may very well be engaged in rumours with friends in other departments. The 64.5% is in agreement with the percentage in question 27 were 64.5% are engaged in rumours 60% or more of the time. It may very well be, if you do not show a high interest in rumours within your group you are considered to be a person not interested in rumours at all. This of course does not take in to account persons who tend to be isolates and very seldom engage themselves in group activities. These isolates tend to be few in number.

TABLE 32 - INDIVIDUALS THAT SHOW NO INTEREST IN RUMOURS

Interest	Value	Frequency	Percent	Cum. Percent
No answer	0	1	2.2	2.2
Yes	1	15	33.3	35.6
No	2	29	64.4	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	



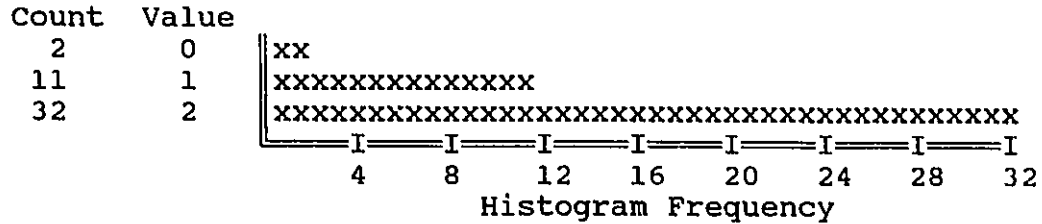
DO YOU ONLY ENGAGE IN RUMOURS WITHIN YOUR OWN DEPARTMENT

It is not hard to see how information flows along the grapevine both vertically and horizontally through various departments when 71.1% respondents are engaged in rumours

with people outside of their department.

TABLE 33 - INTEREST IN RUMOURS IN OWN DEPARTMENT

Engaged	Value	Frequency	Percent	Cum. Percent
No Answer	0	2	4.4	4.4
Yes	1	11	24.4	28.9
No	2	32	71.1	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

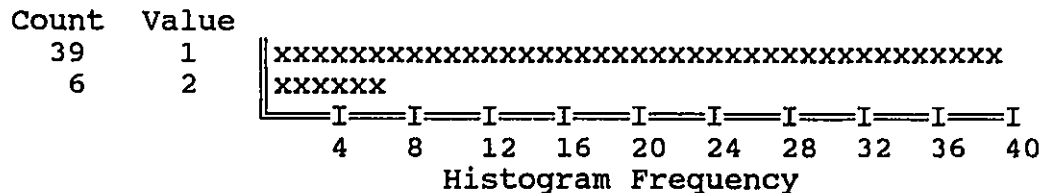


SPECULATING ABOUT RUMOURS FROM COMMON FACTS

A great majority of respondents believe (86.7%) that people begin rumours merely by speculating on common known facts. Speculation then is one of the greatest contributors to the development of rumours. The 13.3% of respondents (6) may very well be representative of people who tend to be isolates.

TABLE 34 - SPECULATION ABOUT COMMON FACTS

Speculation	Value	Frequency	Percent	Cum. Percent
Yes	1	39	86.7	86.7
No	2	6	13.3	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

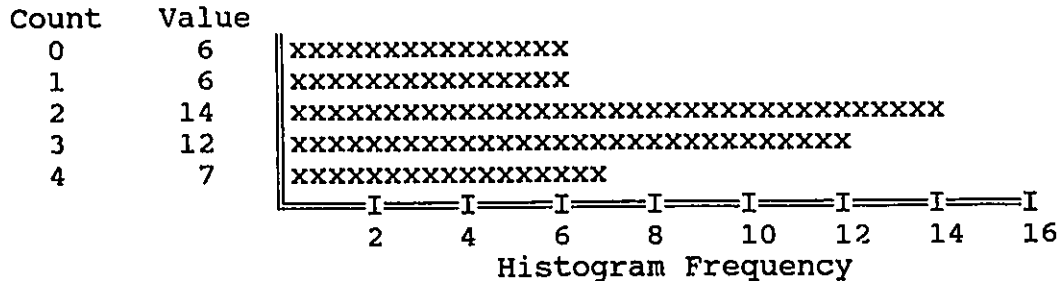


ARE THERE ELEMENTS OF TRUTH IN SPECULATIVE RUMOURS?

It is interesting to note that most respondents (86.7%) believe that there is some element of truth in rumours, with the range running between 10% to 60%. As in the previous question, there are a number of respondents (6) who showed no interest in rumours which tends to re-enforce the confic-tion that (6) is the number of individuals that have the tendency to be isolates.

TABLE 35 - ARE SPECULATIVE RUMOURS TRUE?

True Value	Frequency	Percent	Cum. Percent
No answer 0	6	13.3	13.3
60% 1	6	13.3	26.6
40% 2	14	31.1	57.7
20% 3	12	26.7	84.4
10% 4	7	15.6	100.0
<u>Total</u>	<u>45</u>	<u>100.0%</u>	



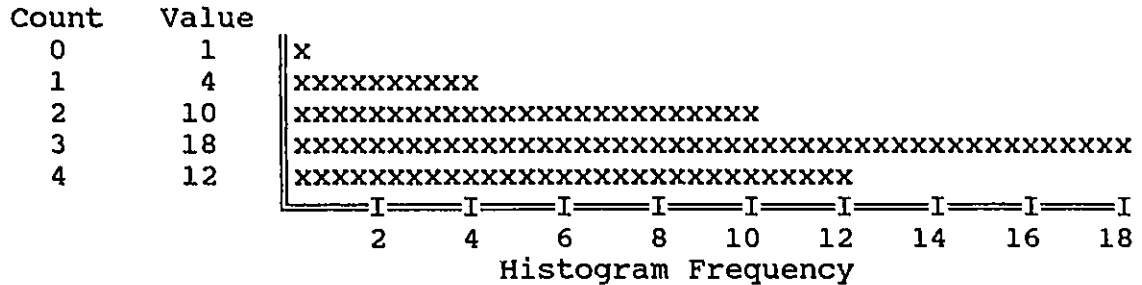
INNOVATIVE RUMOURS BASED ON SOMEONES GUESS WORK NOT FACT

Of the total population, 73.3% found innovative rumours disruptive in varying degrees. Only 8.9% found these types of rumours very disruptive but 40.0% of the population found these types of rumours only slightly disruptive. Based on the figures, it appears that many of the respondents are not too sure whether or not a rumour is based on fact or on

someone's innovation. This observation is further backed by the fact that 26.7% offered no opinion to this question.

TABLE 36 - INNOVATIVE RUMOURS ARE DISRUPTIVE

Innovation	Value	Frequency	Percent	Cum. Percent
No Answer	0	1	2.2	2.2
Very Disrupt.	1	4	8.9	11.1
Disruptive	2	10	22.2	33.3
Slight Disrupt.	3	18	40.0	73.3
No Opinion	4	12	26.7	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	<u>100.0%</u>

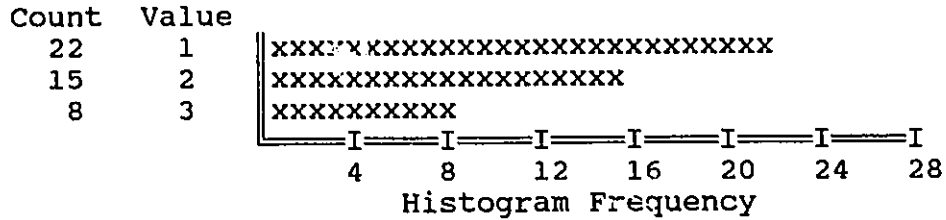


THAT GOSSIP IS FUN AND ENTERTAINING

Almost 49% of the respondents believed that gossip is for fun and entertainment while 33.3% take gossip to be serious social interaction. Eight persons or 17.8% of the respondents had no opinion. It is difficult to understand what a no opinion answer really means, it could mean that this number represents the number of persons who avoid gossiping and have a tendency to isolate themselves from such conversations. Gossiping does appear to be very popular among the respondents with 82.2% engaging in it.

TABLE 37 - GOSSIP IS ENTERTAINING

Fun	Value	Frequency	Percent	Cum. Percent
Yes	1	22	48.9	48.9
No	2	15	33.3	82.2
No Opin	3	8	17.8	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

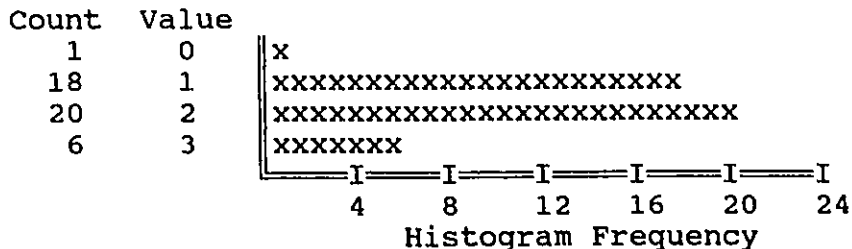


DO YOU BELIEVE THAT GOSSIP CAN BE VERY INFORMATIVE?

Of the total number of responses, 40% thought that gossip was very informative while 44% thought gossip was not informative. Which means that 84% of the respondents were engaged in gossip but from question #38, we see that some what less (82.2%) were interested in gossip. The 2% difference could represent persons that are only interested in the information that gossip provides and not whether or not gossip is fun.

TABLE 38 - GOSSIP IS INFORMATIVE

Informative	Value	Frequency	Percent	Cum.Percent
No Answer	0	1	2.2	2.2
Yes	1	18	40.0	42.2
No	2	20	44.4	86.7
No Opinion	3	6	13.3	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

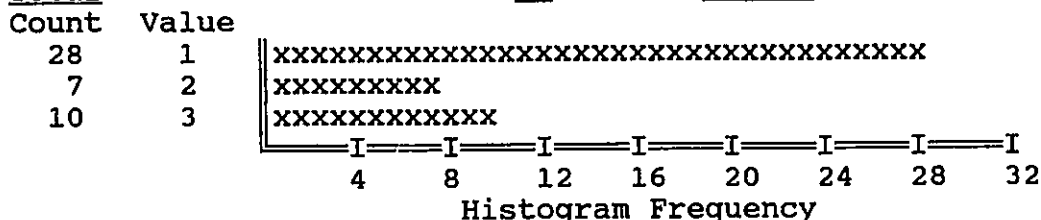


SOME GOSSIP IS AN ATTEMPT BY PERSONS TO MANIPULATE AND GAIN ADVANTAGE OVER OTHER PEOPLE

Of the 45 respondents that answered this question a total of 28 (62.2%) persons believed that some gossip is an attempt to manipulate and gain advantage over other people. This large percentage means that a large segment of the population does scrutinize gossip they hear. If people who attempted such manipulative rumours knew that less than 40% of the population would believe them, perhaps there would be fewer such rumours.

TABLE 39 - GOSSIP CAN BE MANIPULATIVE

Manipulate	Value	Frequency	Percent	Cum. Percent
Yes	1	28	62.2	62.2
No	2	7	15.6	77.8
No Opinion	3	10	22.2	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	



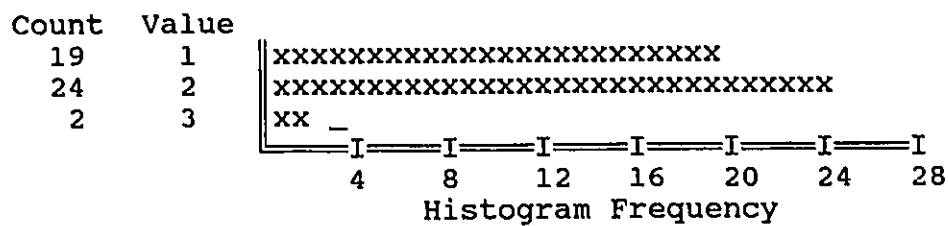
SCIENTIFIC MANAGEMENT AND FACE TO FACE CONTACT

The majority of respondents believe that with the increase in Scientific Management over the past twenty years (53.3%) there is less face-to face contact with people

than there use to be; scientific Management meaning the use of such electronic equipment as telephones, computers, fax machines, etc.

TABLE 40 - IS THERE LESS FACE-TO-FACE CONTACT?

Face-to-Face	Value	Frequency	Percent	Cum. Percent
Same	1	19	42.2	42.2
Less	2	24	53.3	95.6
No Opinion	3	2	4.4	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

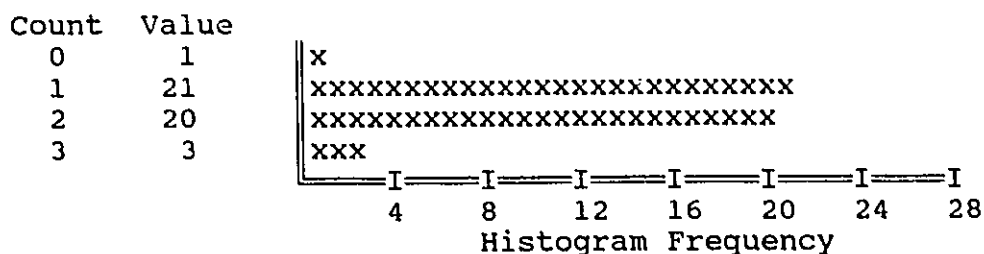


DO YOU BELIEVE THAT COMPUTERS AND TELEPHONES HAVE BECOME MORE IMPORTANT THAN FACE-TO-FACE CONTACT?

The respondents were somewhat divided equally on their answers to this question with 46.7% answering yes and 44.4% answering no. This division could be attributed to the length of seniority with older respondents answering yes, the use of computers and telephone has greatly increased over the past twenty years.

TABLE 41 - ARE ELECTRONIC COMMUNICATIONS NOW MORE IMPORTANT THAN FACE-TO-FACE CONTACT?

Believe	Value	Frequency	Percent	Cum. Percent
No Answer	0	1	2.2	2.2
Yes	1	21	46.7	48.9
No	2	20	44.4	93.3
No Opinion	3	3	6.7	100.0
Total		45	100.0%	

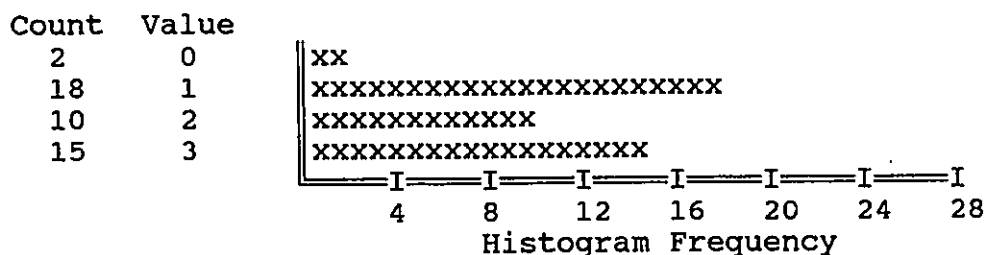


DO YOU BELIEVE THAT THE INCREASE IN SCIENTIFIC MANAGEMENT HAS BEEN A GOOD IDEA?

Of those respondents who expressed an opinion (62.2%), 64.3% answered yes to this question and 35.7% answered no. It is of interest to note that 15 respondents or 33.3% of the respondents had no opinion on this question.

TABLE 42 - IS SCIENTIFIC MANAGEMENT A GOOD IDEA?

Believe	Value	Frequency	Percent	Cum. Percent
No Answer	0	2	4.4	4.4
Yes	1	18	40.0	44.4
No	2	10	22.2	66.7
No opinion	3	15	33.3	100.0



IF THE ANSWER TO QUESTION #42 WAS YES, PLEASE EXPLAIN BRIEFLY YOUR ANSWER IN WRITING

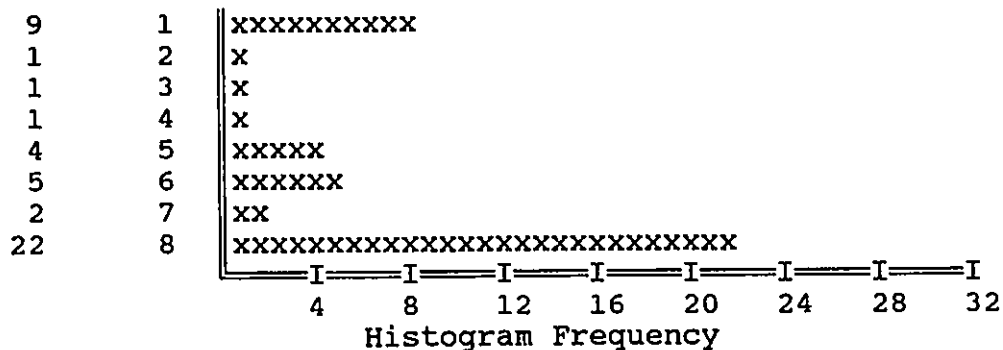
The response to the request for written answers was poor just as previous request for written answers was poor. (see table 19). Of the total number of respondents (45), 22 respondents or 48.9% gave no answer. Of those that

answered 39% gave the answer "that people are only numbers under scientific management".

TABLE 43 - ARE PEOPLE JUST NUMBERS?

Believe	Value	Frequency	Percent	Cum. Percent
People Nos	1	9	20.0	20.0
Quick answers	2	1	2.2	22.2
Increases	3	1	2.2	24.4
Discussion				
Explains Better	4	1	2.2	26.6
Increases	5	4	8.9	35.5
Production				
Not As Reliable	6	5	11.1	46.6
As Old System				
Speeds up	7	2	4.4	51.0
Communication				
No Answer	8	22	49.0	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

Count Value



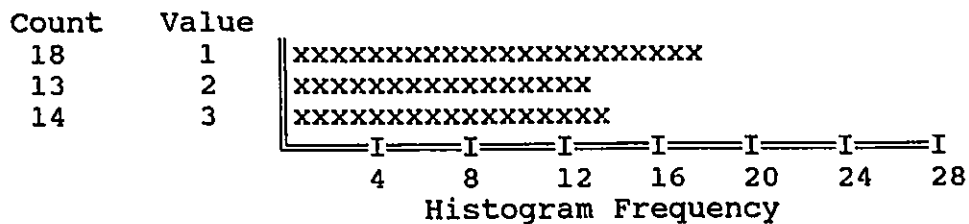
WITH THE INCREASE IN SCIENTIFIC MANAGEMENT, DO YOU FIND THAT INFORMAL NEWS TRAVELS MUCH FASTER AND IN GREATER QUANTITIES?

It is apparent that of those respondents who answered this question the majority (58%) believed that the increase in Scientific Management has increased the speed with which informal news travels. Also quantity of informal news has increased. It can be observed that of the total number of

respondents (45) 28.9% did not answer the question. The reason for this could be two-fold: first of all a number of respondents did not understand what exactly the term Scientific Management means; secondly, there would have been those persons in supervisory capacity that do not like the term "Scientific Management".

TABLE 44 - SCIENTIFIC MANAGEMENT SPEEDS UP INFORMAL NEWS

Increases	Value	Frequency	Percent	Cum. Percent
Yes	1	18	40	40
No	2	13	28.9	68.9
No Answer	3	14	31.1	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

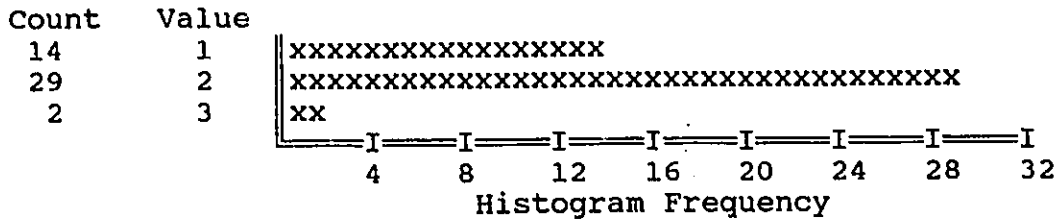


DO YOU BELIEVE THAT A RUMOUR AND POLICY CONTROL CENTRE IF ESTABLISHED WOULD BE AN ADVANTAGE?

Of the 43 respondents that answered this question well over the majority (67.4%) answered no and only 32.6% gave a yes answer to this question. Upon interviewing a number of respondents about this negative response, the general feeling was that such an organization would be nothing but a propaganda outlet for: Union activities and beliefs, Company activities and beliefs or a combination of both.

TABLE 45 - WOULD A NEWS CENTRE BE AN ADVANTAGE?

Rpcentre	Value	Frequency	Percent	Cum. Percent
Yes	1	14	31.1	31.1
No	2	29	64.4	95.5
No Answer	3	2	4.5	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

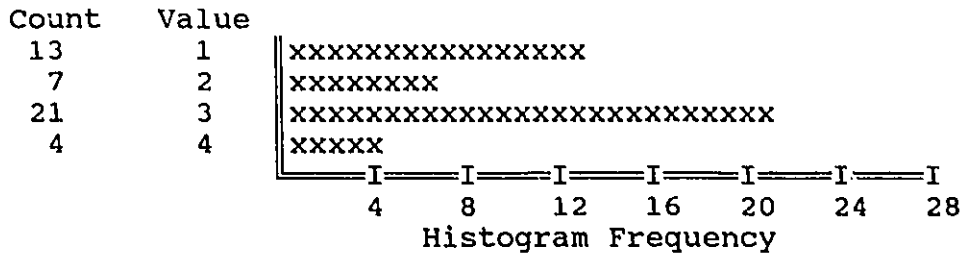


SHOULD A RUMOUR AND POLICY CONTROL CENTRE BE ESTABLISHED?

Of the 45 respondents 28.9% answered yes to an establishment of a rumour control centre only during times of crisis, 15.6% of the respondents agreed to a permanent rumour control. Thus a total of 44.5% of the respondents agreed to some form of rumour control centre (20 individuals). The majority of respondents (25) either had no opinion or didn't bother to answer the question (55.5%). This turned out to be another question that should be asked in an interview rather than on a questionnaire. I suspect that many people either did not fully understand the question or they were highly suspicious of such an organization.

TABLE 46 - SHOULD A CENTRE BE ESTABLISHED?

Rumour Control	Value	Frequency	Percent	Cum. Percent
At Crisis	1	13	28.8	28.8
Permanently	2	7	15.5	44.3
No Opnion	3	21	46.7	91.0
No Answer	4	4	9.0	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	

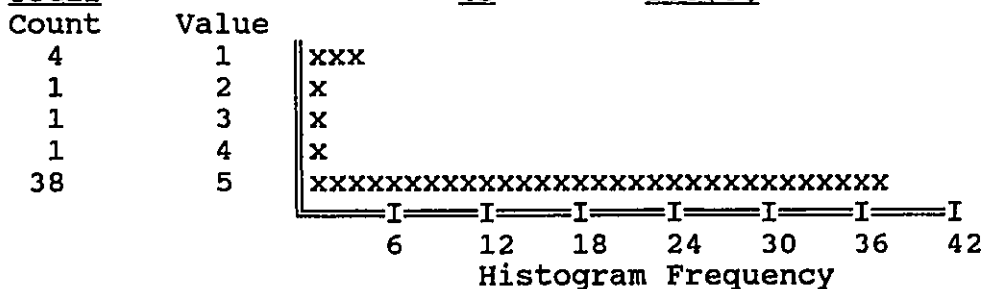


DO YOU HAVE ANY OTHER COMMENTS THAT ARE OF IMPORTANCE TO THE TRANSMISSION OF INFORMAL NEWS?

This is by far the worst answered question with the poorest response contained in the survey questionnaire. Like previous questions that required a written response, the response was quite poor. On one hand the majority of respondents answered that they are keenly interested in rumours but when it comes to putting down comments in writing they lose their interest. This is another question that perhaps should have been asked in an interview question period.

TABLE 47 - COMMENTS ABOUT INFORMAL NEWS

Comments	Value	Frequency	Percent	Cum. Percent
How reliable was source	1	4	8.9	8.9
Enjoys Rumours	2	1	2.2	11.1
Better than Formal News	3	1	2.2	13.3
Rumours Are for Manipulation	4	1	2.2	15.6
No Answer	5	38	84.4	100.0
<u>Total</u>		<u>45</u>	<u>100.0%</u>	



CHAPTER VI

DISCUSSION

Demographics

There were a total of 74 females and 151 males employed in the division at the time of this survey. Of the 74 females, 27 (33%) received questionnaires and a total of 12 (44.4%) of those handed out were returned. Of the 151 males, 43 (67%) of the total received questionnaires and a total of 33 (76.6%) of those handed out were returned for a total of 45 questionnaires returned. A total of 70 questionnaires were handed out with a return of 45, a percentage return of 64.2%.

At the time of this survey the ages of the respondents indicated an aging population at this utility. Of the total population 89% were 31 years of age or older and a total of 47% were 46 years or older. These figures were fairly indicative of the over all population of the company in this area. (see pg.31 Table 2)

Of the total number of respondents returning questionnaires, 77.8% were married and of the number, 68.9% had two or more children. (see p31 Table 3 and p32 Table 4)

Cross Tabulations Of Interest

Because of the small cell size produced by the questionnaire no statistical analysis was attempted.

AGE VS INFORMAL NEWS

In reference to question number 10 on interest in informal news.

TABLE 48 - AGE AND ATTITUDE TOWARDS INFORMAL NEWS

	Age				
Informal News	18 to 30	31 to 45	46 to 55	56 and Over	Row Total
Always An Aid			1		1 2.2%
Occasionally An Aid	4	11	10	4	29 64.4%
Never An Aid		4	4		8 17.8%
Has An Negative Effect		4	3		7 15.6%
Column Total	4 8.9%	19 42.2%	18 40.0%	4 8.9%	45 100.0%

It is of interest to note that persons under the age of 30 years old show little interest in informal news, people 31 years to 55 years show the largest interest in informal news, but this interest then declines sharply until retirement. Persons 30 years or under represent the bulk of new employees. They are probably more interested in learning

their jobs, company rules and regulations, company norms, and getting to know their fellow employees. Persons 31 years to 55 years of age are usually well established in their jobs and the company organization, they will have a strong sense of security. It is security in my opinion that promotes loyalty and a keen interest in both formal and informal news. Persons over the age of 55 are facing the reality of retirement and many will lose interest in the company's formal and informal news networks even though their loyalties remain the same. (see questions 2 & 11)

MARITAL STATUS VS INSIDE COMPANY ACTIVITIES

This tabulation is in reference to question number 8 on interest in activities inside the company.

TABLE 49 - MARITAL STATUS AND INSIDE COMPANY ACTIVITIES

Status	Inside Activities		Row Total
	Yes	No	
Single	2 50%	2 50%	4 8.9%
Married	13 37.1%	22 62.9%	35 77.8%
Divorced	2 50%	2 50%	4 8.9%
Widowed	0	1 100%	1 2.2%
Separated	1 100%	0	1 2.2%

It is of interest to note that about 63% of the married persons do not attend company activities. Single persons will of course be selective on which company activities they attend while married persons will have more outside family activities especially if they have children at home. The population of the divorced, widowed, and separated persons is not large enough to draw any conclusions. (see questions 3 & 8)

MARITAL STATUS VS OUTSIDE COMPANY ACTIVITIES

This tabulation is in reference to question number 9 on interest in activities outside the company.

TABLE 50 - MARITAL STATUS AND OUTSIDE ACTIVITIES

Status	Outside Activities		Row Total
	Yes	No	
Single	3 75%	1 25%	4 8.9%
Married	22 62.9%	13 37.1%	35 77.8%
Divorced	2 50%	2 50%	4 8.9%
Widowed	1 100%	0	1 2.2%
Separated	0	1 100%	1 2.2%

Whereas 62.9% of the married respondents do not attend company activities, 62.9% do attend activities outside the company. There is a slight change in the activities of

single individuals in that more attend outside activities than company activities. This difference would probably be greater if the sampling of the population was greater. Company activities have little to offer single persons. As in the previous tabulation on inside company activities, the population sampling was not large enough to draw any conclusion on the activities of divorced, widowed, or separated persons.

AREA VS INFORMAL NEWS

This tabulation is in reference to question number 10 on interest in informal news and what area the respondents work in.

TABLE 51 - LOCATION AND INFORMAL NEWS

Area	Informal News An Aid Or Not				Row Total
	Always An Aid	Some Aid	Never An Aid	Negativ Effect	
Windsor	1 3.4%	16 55.2%	5 17.2%	7 24.1%	29 64.4%
Leamington	0	13 81.3%	3 18.8%	0	16 35.6%
Column Total	1 2.2%	29 64.4%	8 17.8%	7 15.6%	45 100%

It was felt that before this survey was done, the Leamington branch would feel more isolated than Windsor branch since Leamington is out of the main stream of the divisional management. As can be seen from the results the isolation and lack of interest in informal news is a lot

stronger in the main branch of the company rather than its Leamington satellite. In Leamington 81.3% of the respondents believed that informal news was occasionally an aid while only 55.2% of the respondents in Windsor believed informal news was an aid. Undoubtly the Leamington respondents attempt to make up for their isolation from main activities of the company by taking a greater interest in the informal news network. In Windsor 24.1% of the respondents believed that informal news has an negative while 0% believed this to be true in Leamington. Isolates as defined earlier will undoubtly be found within this 24.1% (7) of the respondents. (see question 10).

AREA VS INTEREST IN RUMOURS

This tabulation is in reference to question number 11 on should employees be interested in rumours.

TABLE 52 - LOCATION AND INTEREST IN RUMOURS

Area	Interest In Rumours			Row Total
	Most Of Time	Some Of Time	Never	
Windsor	3 10.3%	22 75.9%	4 13.8%	29 64.4%
Leamington	3 18.8%	13 81.3%	0	16 35.6%
Column Total	6 13.3%	35 77.8%	4 8.9%	45 100.0%

It is obvious that the vast majority of the respondents are interested in the informal news network (91.1%). The 4

persons in Windsor who claim they are never interested in rumours represent the isolates in the region, an over all percentage of 8.9% of the respondents. It is interesting to note that 3 of the 4 respondents come from the same department. It will be noticed the there are a total of 6 persons who expressed interest in rumours most of the time, a percentage of 13.3%. These 6 persons undoubtedly represent the liaisons of the region and the 13.3% seems quite reasonable.

CHAPTER VII

CONCLUSION

Hypotheses Results

Hypothesis 1

Information flows along the grapevine both vertically and horizontally through various departments. There was sufficient evidence given by the respondents in their answers to questions #21,#22,#26,#27,#28 and #29 (see tables with corresponding numbers) to accept this Hypotheses as a fact.

Hypothesis 2

The flow of information is primarily a downward movement from the upper levels of management to the lower levels. With reference to questions #21 and #22 the respondents were really unsure about the direction of rumour beginnings. In question #20 a total of 15 respondents believed (38.5%) that 60% or more of the rumours originated at the management level, while 24 respondents believed (61.5%) that 40% or less of the rumours originated at the management level. These percentages are based on the number of respondents that answered the question (39 respondents).

In question #22 a total of 21 respondents believed (52.5%) that 60% or more of the rumours originated at the

levels below the management level, while 19 respondents believed (47.5) that 40% or less of the rumours originated lower levels. The lack of positive results from questions #21 and #22 can be attributed to wording of the question itself.

The strongest rumour reported was that of layoffs (Table 18 & Table 19). There was a statement made down through the management that there was only enough work for half of the workers in a specified outside department. This management action led directly to the layoff rumours which began in the lower levels. A better approach would have been to ask a question or questions built around the following statement, "the primary flow of information is a downward movement caused by management's action or lack of action, these management decisions can have a great effect on so-called rumour-mill at most levels of the company especially in the lower levels". There is enough evidence in this research project to accept this hypothesis as being true.

Hypothesis 3

Speculation is one of the greatest contributors to the development of rumours. This hypothesis is confirmed in question #34 where 86.7% of the respondents believed that many rumours begin merely by speculation. It was also interesting to note that 86.7% of the respondents believed that there is some element of truth in these rumours (see table 35). This hypothesis is accepted as being true.

Hypothesis 4

Grapevine activities increase with increases in scientific management. In reference to table #44 the majority (58%) of those respondents who answered this question believed that the increase in scientific management has increased the speed with which informal news travels. Also the quantity of informal news has increased with this speed. This hypothesis is accepted as being true.

Hypothesis 5

In relation to electronic equipment, people will generally agree that scientific management is a good idea. The answer to this question can be found in table #42 were 64.3% of the respondents who answered the question believed that scientific management is a good idea even though some had some critical comments to make (see table 43). This hypothesis is accepted as being true.

Hypothesis 6

Gossip is a common form of local grapevine news. In reference to table #38, gossiping does appear to be very popular among the respondents with 82.2% engaging in it even though some do not believe it to be fun or entertaining. This hypothesis is accepted.

Hypothesis 7

Younger people and older people near retirement will show less interest in informal news than middle age people. The answer to this hypothesis can be found under cross tabulations Table 48 (age vs informal news). It can be noted that persons under 30 years of age and those closing in on retirement show a lot less interest than those persons between the ages of 32 to 55 years of age. This hypothesis is accepted as being true.

Hypothesis 8

Liaisons and isolates are few in number. The answer to this hypothesis can be found in Tables 11 and 52. In both tables the total number of respondents that are interested most of the time in rumours is 6, a percentage of 13.3%. The total number of respondents who are never interested in is 4, a percentage of 8.8%. Undoubtedly the 13.3% represents the liaisons of the group sampling and the 8.8% represents the isolates of the group sampling. They are in fact, few in number. It is interesting to note that of the 6 liaisons, 3 are in Windsor and 3 are in Leamington. All the isolates are in Windsor with 3 in one department. The hypothesis is accepted as being true.

Hypothesis 9

Innovative rumours are disruptive. Of the total population, 32 respondents or 71.1% agreed that innovative rumours

are disruptive in varying degrees. The remaining 29.9% either had no opinion or did not answer the question. Based on these facts, the hypothesis is accepted as being true.

SUMMARY

Based on the fact that little factual research has been attempted within organizations, the research project was considered to be successful. It was indeed difficult to design a questionnaire that the respondents would accept and attempt to complete. Few employees prior to the research project had any experience in answering questionnaires. Since the project was completed, the employees have had a great deal more experience in answering questionnaires through company activities.

It may be that to-day the employees are more receptive to questionnaires of this nature. Another fact that made this project difficult was that I did not have the resources or the time to do personal interviews for the written portions of the questionnaire and as a result, this section of the questionnaire was poorly answered. I asked a number of employees why they did not attempt the written portion of the questionnaire, their common answer was they were too lazy to do it. I think this answer was an indication that the respondents were just not interested enough to do those written questions.

Despite these difficulties, the research project as

stated before is considered to be highly successful and much more information was obtained on the respondents and what they believe in than was expected.

The research project along with the employees changing knowledge and attitudes has provided an opportunity for future research projects within organizations provided the employee trust is not broken by the information that is gathered being used against them. Future research projects should deal with improving the questionnaire and doing personal interviews. One area that could certainly be dealt with is the ever expanding and changing field of Scientific Management and its effect on the employees.

The informal news network within an organization will of course always exist even though people's attitudes and beliefs change over time. It would be interesting to do the same research project in a few years in the same region or the same research in another region now to see if the results are basically the same.

APPENDIX A

SAMPLE QUESTIONNAIRE

UNIVERSITY OF WINDSOR
SURVEY QUESTIONNAIRE
FOR THE STUDY OF
INFORMAL NEWS
WITHIN AN ORGANIZATION

1. SEX

1----MALE

2----FEMALE

HOW OLD ARE YOU ?

1----18-20yrs

2----21-25

3----26-30

4----31-35

5----36-40

6----41-45yrs

7----46-50

8----51-55

9----56 or older

3. ARE YOU ?

1----SINGLE

2----MARRIED

3----DIVORCED

4----WIDOWED

5----SEPARATED

4. DO YOU HAVE ANY CHILDREN ?

1----ONE CHILD

2----TWO OR MORE

3----NONE

5. YEARS OF SERVICE

1----1 to 5 Years

3----10 to 15 Years

5----20 to 25 Years

2----5 to 10 Years

4----15 to 20 Years

6----Over 25 Years

6. WHAT IS YOUR EDUCATION ?

1----SOME HIGH SCHOOL

2----HIGH SCHOOL GRAD.

3----VOCATIONAL GRAD

4----SOME COLLEGE

5----COLLEGE GR

6----SOME UNIVERSITY

7----UNIVERSITY GRAD.

8----POST GRAD. SCHOOL

7. BRANCH LOCATION

1----WINDSOR

2----LEAMINGTON

8. ARE YOU ENGAGED IN ORGANIZED ACTIVITIES INSIDE THE COMPANY ? (such as sports,clubs,etc.)

1-----YES

2-----NO

9. ARE YOU ENGAGED IN ORGANIZED ACTIVITIES OUTSIDE OF THE COMPANY?

1-----YES

2-----NO

10. DO YOU BELIEVE THAT , INFORMAL NEWS (RUMORS) ARE:

1-----ALWAYS AN AID TO THE WORK PLACE ?

2-----OCCASIONALLY AN AID TO THE WORK PLACE?

3-----NEVER AN AID TO THE WORK PLACE?

4-----HAVE AN NEGATIVE (Bad) EFFECT AT WORK ?

11. DO YOU BELIEVE THAT EMPLOYEES SHOULD BE INTERESTED IN RUMORS :

1-----ALL THE TIME?

2-----MOST OF THE TIME?

3-----SOME OF THE TIME?

4-----NEVER?

12. DO YOU BELIEVE THAT RUMORS ARE :

1-----ALWAYS TRUE?

2-----TRUE MOST OF THE TIME?

3-----TRUE SOME OF THE TIME?

4-----NEVER TRUE?

13. WERE YOU MORE INTERESTED IN RUMORS :

1-----6 MONTHS AGO THAN YOU ARE TO-DAY?

2-----1 YEAR AGO THAN YOU ARE TO-DAY?

3-----5 YEARS AGO THAN YOU ARE TO-DAY?

4-----10 YEARS AGO THAN YOU ARE TO-DAY?

5-----15 YEARS AGO THAN YOU ARE TO-DAY?

6-----NEVER BEEN INTERESTED?

14. DURING CONTRACT NEGOTIATIONS ARE RUMORS :

1-----MORE PLENTIFUL?

2-----REMAIN AT THE SAME LEVEL?

3-----LESS PLENTIFUL?

4-----NEVER BEEN INTERESTED?

15. WHEN THERE IS NO CRISIS LIKE CONTRACT NEGOTIATIONS:

- 1----COMPANY RUMORS ARE MORE INTERESTING?
- 2----UNION RUMORS ARE MORE INTERESTING?
- 3----UNION AND COMPANY RUMORS ARE OF EQUAL INTEREST?
- 4----NOT INTERESTED IN RUMORS

16. WHEN THERE IS A CRISIS LIKE CONTRACT NEGOTIATIONS :

- 1----COMPANY RUMORS ARE MORE INTERESTING?
- 2----UNION RUMORS ARE MORE INTERESTING?
- 3----UNION AND COMPANY RUMORS ARE OF EQUAL INTEREST?
- 4----NOT INTERESTED IN RUMORS

17. DURING THE RECENT CONTRACT NEGOTIATIONS THERE WERE MANY RUMORS AROUND, SOME BASED ON FACT AND SOME NOT. STATE IN WRITING ONE OR MORE RUMORS THAT WERE EITHER FACTUALLY OR WERE NOT FACTUALLY BASED . (Use the back of the page if necessary and be sure to number the answer with the question number).

18. EVEN WITHOUT A CRISIS , THERE ARE CONSTANT RUMORS AROUND THE WORK PLACE ABOUT THE COMPANY ORGANIZATION AND/OR THE UNION ORGANIZATION , STATE IN WRITING (Use the back of the page if necessary and number the answer to the question):

- 1. A rumor or rumors that you have heard to-day:

19. A RUMOUR OR RUMOURS THAT YOU HAVE HEARD THIS WEEK:

20. A RUMOUR OR RUMOURS THAT YOU HAVE HEARD THIS MONTH:

21. DO YOU BELIEVE THAT RUMORS OPIGINATE AT THE MANAGEMENT LEVELS OF AN ORGANIZATION AND WORK THEIR WAY DOWN THROUGH TO THE LOWER RANKS OR NOT ?

- 1----100% of the Time
- 2----80% of the Time
- 3----60% of the Time
- 4----40% of the Time
- 5----20% of the Time
- 6----0% of the Time

22. DO YOU BELIEVE THAT RUMORS ORIGINATE AT THE LOWER LEVELS OF AN ORGANIZATION AND WORK THEIR WAY UP TO THE MIDDLE AND UPPER LEVELS OF MANAGEMENT?

- 1----100% of the Time
- 2----80% of the Time
- 3----60% of the Time
- 4----40% of the Time
- 5----20% of the Time
- 6----0% of the Time

23. DO YOU EVER INVESTIGATE RUMORS FOR TRUTH ?

- 1----100% of the Time

- 2----80% of the Time
- 3----60% of the Time
- 4----40% of the Time
- 5----20% of the Time
- 6----0% of the Time

24. IF YOU INVESTIGATE RUMORS FOR TRUTH , ARE YOU SATISFIED?

- 1----100% of the Time
- 2----80% of the Time
- 3----60% of the Time
- 4----40% of the Time
- 5----20% of the Time
- 6----0% of the Time

25. DO YOU EVER TAKE ACTION ON RUMORS ?

- 1----100% of the Time
- 2----80% of the Time
- 3----60% of the Time
- 4----40% of the Time
- 5----20% of the Time
- 6----0% of the Time

26. NAME THE DEPARTMENT WHERE 50% OR MORE OF KNOWN RUMOURS COME FROM?

27. NAME THE DEPARTMENT THAT 30% TO 50% OF YOUR RUMOURS COME FROM?

28. NAME THE DEPARTMENT THAT 10% TO 30% OF YOUR RUMOURS COME FROM?

29. HOW MANY RUMORS DO YOU BELIEVE ORIGINATE OUTSIDE OF YOUR DIVISION? (eg.Head Office,London,etc.)

- 1.----5%
- 2.----10%
- 3.----15%
- 4.----20%
- 5.----25%

6.----30% or over

30. HOW MANY INDIVIDUALS IN YOUR DEPARTMENT ENGAGE IN RUMOR CONVERSATION ?

- 1----100%
- 2----80%
- 3----60%
- 4----40%
- 5----20%
- 6----less than 20%

31. DO SOME INDIVIDUALS IN YOUR DEPARTMENT HAVE MORE INFORMATION CONCERNING RUMORS THAN OTHERS ?

- 1----yes
- 2----no

If answer is yes , how many would you estimate?

32. ARE THERE INDIVIDUALS IN YOUR DEPARTMENT THAT SHOW NO INTEREST IN RUMORS ?

- 1----yes
- 2----no

33. DO YOU ONLY ENGAGE IN RUMOR CONVERSATION WITH MEMBERS OF YOUR OWN DEPARTMENT ?

- 1----yes
- 2----no

34. DO YOU BELIEVE THAT MANY PEOPLE BEGIN RUMORS MERELY BY SPECULATING ABOUT COMMON KNOWN FACTS ?

- 1----yes
- 2----no

35. DO YOU BELIEVE THAT THESE SPECULATING RUMORS ARE TRUE ,

- 1----100% of the time
- 2----80% of the time
- 3----60% of the time
- 4----40% of the time
- 5----20% of the time
- 6----10% of the time

36. THERE ARE ON OCCASION INNOVATIVE RUMORS WHICH ARE NOT BASED ON FACT BUT ARE MERELY SOMEONE'S GUESS WORK.THESE TYPES OF RUMORS ARE HARD TO TRACE SINCE THEY ARE NOT BASED ON FACT.

- 1----do you find these rumors very disruptive?
- 2----disruptive?

3----slightly disruptive?
 4----no opinion

37. GOSSIP IS ALWAYS VERY PERSONAL IN NATURE,DO YOU BELIEVE THAT GOSSIP CAN BE FUN AND ENTERTAINING AT TIMES OR NOT ?

1----yes
 2----no
 3----no opinion

38. DO YOU BELIEVE THAT GOSSIP CAN BE VERY INFORMATIVE OR NOT ?

1----yes
 2----no
 3----no opinion

39. DO YOU BELIEVE THAT SOME GOSSIP IS MERELY ONE PERSONS ATTEMPT MANIPULATE AND GAIN ADVANTAGE OVER OTHER PEOPLE?

1----yes
 2----no
 3----no opinion

40. SCIENTIFIC MANAGEMENT HAS STEADILY BEEN INCREASING OVER THE PAST TWENTY YEARS(such as computers, fax machines,etc.)DO YOU THINK YOU HAVE AS MUCH FACE- TO- FACE CONTACT WITH PEOPLE IN YOUR AREA AS YOU USED TO?

1----yes
 2----no
 3----no opinion

41. DO YOU BELIEVE THAT THE COMPUTER AND THE TELEPHONE HAVE BECOME MORE IMPORTANT THAN FACE TO FACE CONTACT?

1----yes
 2----no
 3----no opinion

42. DO YOU BELIEVE THAT THE INCREASE IN SCIENTIFIC MANAGEMENT HAS BEEN A GOOD IDEA?

1----yes
 2----no
 3----no opinion

43. IF THE ANSWER TO #42 IS YES, EXPLAIN BRIEFLY YOUR ANSWER

44. WITH THE INCREASE IN SCIENTIFIC MANAGEMENT , DO YOU FIND THAT INFORMAL NEWS TRAVELS MUCH FASTER AND IN GREATER QUANTITIES?

1----yes 2----no
3----no opinion

45. DO YOU BELIEVE THAT A RUMOR AND POLICY CONTROL CENTRE TO BE AN ADVANTAGE IF ESTABLISHED?

1----yes 2----no

46. SHOULD THIS RUMOR AND POLICY CONTROL CENTRE BE ESTABLISHED?

1----only at times of crisis
2----permanently
3----no opinion

47. HAVE YOU ANY OTHER COMMENTS THAT ARE OF IMPORTANCE TO THE TRANSMISSION OF INFORMAL NEWS

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VITA AUCTORIS

I graduated from Ryerson in Toronto in 1958 and began working in Windsor and Essex County area in 1962. I began taking part-time courses at the University of Windsor in 1967 and graduated in 1972 with a general BA (major in Psychology). In 1988 I graduated with an Honours degree in Anthropology from the University of Windsor.