



International Journal of Business Communication Newsletter

January 2019

In this month's newsletter

Table of Contents

Greetings for the New Year	1
Call for Proposals: Special Issue on Organizational Culture and Identification	1
Call for Book Reviewers	2
Associate Editor Spotlight.....	3
The January 2019 Issue of <i>IJBC</i>	3
Easy Journal Access from the ABC Website.....	6
Our Associate Editors	6

Welcome to the New Year everyone! We hope that your holidays were both refreshing and re-energizing. This issue of the *IJBC* newsletter gives the opportunity to submit papers (see the *Call for Papers* below), introduces our newest member of the *IJBC* team, and gives you an overview of the excellent articles in the January 2019 issue. We also welcome all comments/questions about *IJBC*. Feel free to send them to jmayfield@tamiu.edu.



The *International Journal of Business Communication* seeks and encourages the submission of high quality scholarly manuscripts for a special issue on Communication Perspectives on Organizational

Culture and Organizational Identification, scheduled for publication in January, 2020. Listed in the Social Sciences Citation Index, *IJBC* is a respected, well established, high impact international journal that disseminates theoretical and practical knowledge from the business communication field. The journal draws contributions from multiple disciplines so as to fully explore all aspects of business communication, and accepts manuscripts from the administrative disciplines, liberal arts, and social sciences.

The general consensus is that communication is vital to organizations and is central to the construction of effective organizational cultures. The organizational identification construct indicates how much someone's identity comes from the organization to which he or she belongs. From a social constructionist perspective, communication is foundational to both the creation of culture and identity. This special issue will investigate the linkage between communication, organizational culture, and organizational identity creation.

A wide array of methodological strategies have been utilized – embracing a spectrum of quantitative to qualitative approaches – to investigate organizational culture and organizational identification, but the effects and role of communication in these processes has been underemphasized.

For all of these reasons, this special issue seeks manuscripts that either reflect these diverse perspectives and/or investigate developing trends in the linkages between communication, organizational culture, and organizational identification. All quality manuscripts that address communication and organizational culture, communication and organizational identity, or the linkages between all three constructs are welcomed for submission.

This special issue on communication perspectives on organizational culture and organizational identification is being edited by Dr. Robyn Walker of the University of Southern California Marshall School of Business, Los Angeles, CA. The editor will gladly discuss preliminary paper ideas and can be contacted at rcwalker@marshall.usc.edu.

All manuscripts will be reviewed following *IJBC*'s normal double-blind review process. Submissions are open to everyone.

For your submission, please send an initial proposal consisting of approximately a 1,500-word abstract. This proposal should include your research question(s), method (quantitative and qualitative), findings, and conclusions. Theory development and simulation proposals will also be considered provided there is a strong fit with the issue's theme and the work is of especially high quality. Your proposal should be submitted through e-mail (to rcwalker@marshall.usc.edu) no later than April 30, 2019. Contributors will be informed of decisions by May 31, 2019. All accepted proposals must be completed and submitted as full papers by July 31, 2019.

We invite book review manuscripts on all business communication topics. These reviews should be a maximum of two pages or less. Please submit your manuscript on the *IJBC* site to Dr.

Kathryn Rybka, Book Review Editor, Regional Vice-President ABC, Midwestern United States, University of Illinois at Urbana-Champaign.

In this month's reviewer spotlight we recognize our new Associate Editor Dr. Thant Syn.



Dr. Thant Syn is an Assistant Professor of Management Information Systems at the Texas A&M International University. He received his Ph.D. from the Florida International University, Miami, Florida; M.B.A. from the International University of Japan, Niigata, Japan; and B.E. in Aeronautical Engineering from the Yangon Technological University, Yangon, Myanmar. He currently focuses on applying an innovative research method based on ontological analysis and synthesis to conceptualizing and envisioning a wide range of research domains including but not limited to information systems, healthcare informatics, healthcare policy, public policy, electronic government, social inclusion, big

data analytics, and project management. His diverse works have appeared in high impact publications such as *International Journal of Medical Informatics*, *Communications of the Association for Information Systems*, and *Journal of Cleaner Production*.

IJBC

We are happy to announce the latest *IJBC* issue which examines a diversity of topics. To give you a peek into the contents we present the article abstracts.

Can Perceptions of an Individual's Organizational Citizenship Be Influenced Via Strategic Impression Management Messaging?

Elissa Arterburn Adame, Ryan S. Bisel

A two-part investigation explored whether strategic messaging can influence others' perceptions of one's organizational citizenship. In a first study, inductive analysis of interviews ($N = 24$) revealed working adults hold implicit rules for how (and how not) to present themselves to their colleagues as good citizens: The rules require organizational members' attempt to avoid being interpreted by colleagues as motivated by personal gain or working through ostentatious means. Then, the content of impression management (IM) messages were crafted—based on these

rules—and used for a message-processing experiment ($N = 274$). Analysis demonstrated working adults' perceptions of organizational citizenship behavior were influenced by strategic self- and other-referential messaging regarding motives and means. Results imply that strategic IM messaging, which conforms to the rules of organizational citizenship behavior impression-construction, are rewarded with audience perceptions of being citizenly. Implications for IM in the workplace are discussed.

A Path Model of Workplace Solidarity, Satisfaction, Burnout, and Motivation

Patrick MacDonald, Stephanie Kelly, Scott Christen

Communication dynamics within the business world dictate that the formality of interaction between supervisor and subordinate is determined by the supervisor. The present study investigates the influence of negotiated formality and closeness via supervisor-subordinate solidarity on subordinates' burnout, motivation, and job satisfaction. An online questionnaire was administered to subjects across various occupations and organizations in the United States. The data are consistent with a mediated model in which job satisfaction mediates the relationships between solidarity-motivation and solidarity-burnout. These results are novel in that, first, job satisfaction is identified as an input of motivation and burnout rather than outputs of a shared induction, And, second, the results place renewed emphasis on the role of supervisor communication in the workplace as subordinates are unable to initiate solidarity.

Emails From the Boss—Curse or Blessing? Relations Between Communication Channels, Leader Evaluation, and Employees' Attitudes

Stephan Braun, Alina Hernandez Bark, Alexander Kirchner, Sebastian Stegmann, Rolf van Dick

The present research investigates if and how a more digitally centered communication between supervisors and employees satisfies employees' needs regarding the communication with their supervisors and influences employees' attitudes toward the supervisor and the job. In a cross-sectional online study, 261 employees rated their supervisors' actual and ideal use of different communication channels (i.e., telephone, face-to-face, email) regarding quality and quantity. Employees' job satisfaction and their perceptions of their supervisors' effectiveness and team identification were measured as dependent variables. Employees perceived face-to-face communication to be of higher quality than telephone and email communication, and they indicated a preference for more face-to-face communication with their supervisors than they actually had. Moreover, the perceived quality of communication, especially via face-to-face, was strongly and positively related to the dependent variables. These results provide insights into potential problems of increasing e-leadership in organizations. We conclude with recommendations to reduce these problems.

Investigating the Dark Side of Stories of “Good” Leadership: A Discursive Approach to Leadership Gurus' Storytelling

Jonathan Clifton

Since the quest for locating an agreed upon prediscursive phenomenon behind the word “leadership” has proved fruitless, some researchers have suggested that leadership is an empty signifier to which many meanings can be attached. Taking this ontological shift seriously, rather than trying to locate leadership as a “thing” that is out there somewhere, it is perhaps better to investigate how meanings of leadership are constructed as in situ social practice. Adopting a discursive approach to leadership and using transcripts of a celebrity interview with management gurus Jack and Suzy Welch, this article analyses the stories they tell in which they provide normative accounts of what good leadership should be. Rather than taking these stories at face value, this article investigates both the way in which these stories are told as in situ social practice and the Discourses of leadership that are used as resources for storytelling and which are (re)produced in the storytelling. Findings indicate that while Jack and Suzy Welch do morally accountable identity work that presents leadership as heroic and positive, these stories also hide a darker side of leadership that is revealed in the analyses of wider societal Discourses that are invoked. The article closes with a call for a more critical approach to stories of leadership.

Leaders’ Behaviors During Radical Change Processes: Subordinates’ Perceptions of How Well Leader Behaviors Communicate Change

Timothy Hartge, Thomas Callahan, Cynthia King

This research asked 252 upper-, middle-, and first-line-level managers in organizations experiencing radical change to assess the effects of their own leaders’ communications and behaviors on their perceptions of the change process. Results indicated that the frequency of exhibition of most behaviors by leaders positively affected subordinates’ perceptions of change. For three types of behaviors, soliciting upward feedback, driving change, and providing resources, the importance of these behaviors to the subordinates’ moderated perceptions of the change process. Discussion of these results and their implications conclude the study.

Left in the Dust: Employee Constructions of Mission and Vision Ownership

Irina M. Kopaneva

Research on organizational mission and vision primarily has approached the concepts from managerial perspectives. This study employed a communicative constitution of organizations perspective to problematize the concepts of mission/vision alignment and assimilation and to focus on employee mission/vision ownership. The study sought to understand how employees construct ownership, that is, their ability to control, change, or contribute to mission and vision. A thematic analysis of 46 in-depth interviews with employees from 22 organizations revealed factors that impede employee ownership and those that facilitate it. The findings have important implications for understanding an employee’s role in the construction of organizational reality.

We have good news to announce about easy access to the *International Journal of Business Communication* and *Business and Professional Communication Quarterly* for ABC members. In 2018, ABC switched to a more secure website (https) and that necessitated people accessing the journals via a separate Sage login. We have been able to update our website to give ABC members, once again, access to both our journals directly from our website. To access our journals, login to the ABC site with your credentials, look for the “Publications” tab near the top of the page, and then click on it. You should see a “Browse BPCQ and IJBC Online” option that you can click. You will then go to a page with links to both *IJBC* and *BPCQ*. You can also click on this link: <https://www.businesscommunication.org/page/browse-publications>. Clicking on the cover of either journal will take you to their respective Sage homes and you can browse the issues and read or download any article you have an interest in.

Ryan S. Bisel, Paola Catenaccio, Rod Carveth, Jonathan Clifton, Bertha Du-Babcock, Paul Madlock, Sky Marsen, Amber N. W. Raile, Jacob D. Rawlins, Thant Syn, Robyn Walker, and Marlies Whitehouse.

Contact Editors-in-Chief Jackie Mayfield and Milton Mayfield at jmayfield@tamiu.edu or mmayfield@tamiu.edu with research news or announcements that you would like included in the next newsletter.

IJBC is a publication of



**Fostering Excellence in Business
Communication**

The Association for Business Communication (ABC) is an international, interdisciplinary organization committed to advancing business communication research, education, and practice.