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OPENNESS IN COMMUNICATION BETWEEN MANAGERS AND FREELANCERS IN THE PUBLISHING BUSINESS

A Thesis

Presented to the

Department of Communication

and the

Faculty of the Graduate College

University of Nebraska

In Partial Fulfillment

of the Requirements for the Degree

Master of Arts

University of Nebraska at Omaha

by

Janet Barrell Davis

August, 1989

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THESIS ACCEPTANCE

Acceptance for the faculty of the Graduate College, University of Nebraska, in partial fulfillment of the requirements for the degree Master of Arts, University of Nebraska at Omaha.

Committee

Name	Department
Gregory R. Anrig	Psychology
Ronald A. Rose	Communication
Robert E. Carlson	Communication

Robert E. Carlson
Chairman

7/14/89
Date

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CHAPTER 1

Introduction

The workplace has changed since Frederick Taylor instituted the scientific study of organizations, early in this century. Advances in technology demand increasingly high levels of skill and self-regulation, from assembly-line workers and office workers alike. At the same time, many formal indicators of hierarchical structure, acceptable eighty years ago, have fallen into disuse. Yet tasks still must be supervised; someone has to be boss. How can research in communication help organizational workers get the job done?

One way is by studying a small and (in terms of research procedure) manageable population which displays some of the characteristics that are causing change in the workplace. Freelance workers in the publishing business form such a population. Few in number twenty years ago, in some departments of major publishing companies they now form the greater part of the workforce. Freelancers are skilled and to a large extent self regulated; yet the task they perform - preparing books which will be representative products of a given publisher - is necessarily subject to governance by organizational standards.

Publishing companies use the services of freelance editing supervisors, copyeditors, proofreaders and indexers, who are independent contractors, not employees. Their work is coordinated by full-time managers who are salaried employees of the publisher. Freelancers seldom receive in- house training, and seldom interact with managers face to face. Rules and policies of the organization, and changes in rules and policies, may be communicated by the managers in writing or by telephone.

Because many of the structural characteristics of organizations cannot be seen to apply to freelancers, it is not surprising that their activities are rarely scrutinized by students of organizational communication. Yet it is clear that the publishing workers receive instructions, meet deadlines, and work on manuscripts satisfactorily, so that books bearing the publisher's imprint eventually reach the marketplace. The managers retain control in two ways: they recommend rates of pay, and they control job assignments. Therefore, manager-freelancer communication may legitimately be considered a form of superior-subordinate communication.

The managers must coordinate the activities of several different workers within severe time constraints; and they have few of the conventional symbols of hierarchy to help them, because the workers are physically remote, usually in their own homes. What kinds of communication are effective between these superiors and these subordinates? The present study investigates one aspect of their communication - its openness - to find out how it is perceived on both sides of the relationship.

Survey of Literature

This survey will attempt first to establish a definition of openness, and then to identify ways in which communicative openness may affect the work of freelancers. Literature in the relevant areas of feedback and motivation, superior-subordinate communication, and ambiguity will be reviewed in detail.

1. Working Definition of Openness

Steele (1975) has presented a list of characteristics of open organizations, which includes the following:

1. The open organization has few official secrets, and few formal policies that require secrecy.
2. There is a widely held belief that in the long run it is better to deal with reality than to avoid, deny or distort it.
3. People share their feelings, responses and reactions.
4. The disclosure process is seen, not as creating problems, but as offering opportunities for working them through.
5. Processes for screening information will apply collaborative rather than unilateral relevance tests.

Conditions peculiar to their business favor publishing workers' developing some of the characteristics listed. For example, the consequences of error and misunderstanding in the production of a book eventually appear in easily visible black and white on printed pages. Since both managers and freelancers typically have several years' experience in publishing, they are likely to share a "belief that in the long run it is better to deal with reality" and that the disclosure process (when related to the task) offers opportunities for working through problems before they appear in print.

Eisenberg and Witten (1987) list three different ways in which openness has been defined in the organizational communication literature: as disclosure of personal information, disclosure of nonpersonal information, and as a matter of linguistic choices which affect the clarity or ambiguity of discourse. Arguing that "Much organizational theory and research is characterized by an uncritical acceptance of the efficacy of open

communication," they propose taking a contingency perspective toward organizational openness.

Taking such a contingency perspective permits a re- examination of Steele's list of characteristics which may be helpful in reaching a working definition of openness. When Steele states, for example, "People share their feelings, responses and reactions," if we take a contingency perspective we may then ask, "Under what conditions will people do this sharing? And in relation to what?"

Physical remoteness is one condition governing the communicative choices made by publishing managers and freelancers. Their communication is almost exclusively verbal, since it is most often conducted in writing or by telephone. Another governing condition is that the freelancers are not organization members, so they are less likely than employees to have organizational goals unrelated to the task. In the context of the manager-freelancer relationship, therefore, openness is defined as verbal disclosure that is not intentionally ambiguous of information related to the task.

2. Communication Issues Relevant to the Work of Freelancers

Next we should consider what aspects of communication are especially likely to affect the work of freelancers. Some guidance is found in management literature. Manz (1986; Manz and Sims, 1987) has proposed a theory of self- leadership which is applicable. The theory draws on psychologically based precursors in the area of self-management (Mahoney and Thoresen, 1974; Bandura, 1977; Andrasik and Heimberg, 1982). Manz (1986) describes self- leadership as "a comprehensive self-influence perspective that concerns leading oneself toward performance of naturally motivating tasks as well as managing oneself to do work that must be done but is not naturally motivating."

Three distinguishing characteristics of self-leadership listed by Manz are that: (1) The self-led worker addresses high standards of self-influence, (2) recognizes work as intrinsically motivating, and (3) is free to make creative contributions to the work context and task performance. The first two of these characteristics are considered by studies of feedback and motivation in the field of organizational communication. The third - freedom to make creative contributions to the task - falls within the purview of superior-subordinate communication.

A. **Feedback and Motivation**.--The philosophical basis for the concept of feedback in communication is set forth by Watzlawick, Beavin and Jackson (1967). Recalling the term's origin in the field of cybernetics, they write, "Part of a system's output is reintroduced into the system as information about the output." By showing that "circular and highly complex relatedness is a markedly different but no less scientific phenomenon than simpler and more orthodox causal notions," Watzlawick et al. made it possible to investigate feedback without recourse to either determinism or mysticism.

Early work relating motivation and communication was reported by Deci (1971), who found that the intrinsic motivation of experimental subjects tended to decrease when money was used as an external reward, whereas it tended to increase when verbal reinforcement (i.e., encouragement and praise) was used. (For an intrinsically motivated worker, the locus of causality is internal; he or she performs a task for its own sake, or for personal satisfaction.) Deci (1975) subsequently presented what is termed cognitive evaluation theory (CET), which asserts that there are two processes by which extrinsic rewards can affect motivation: (1) By a change in the receiver's perceived locus of causality, and (2) by a change in his or her feelings of competence and self-determination.

Deci's methodology has been criticized (e.g., Calder and Staw, 1975), partly on grounds that his experimental conditions were not enough like "real world" work conditions. The task his subjects performed was a cube game, and the money reward, when offered, was typically between two and three dollars. However, Cusella (1980) discussed ways in which CET could be applied in organizational communication studies, and has conducted research (1982, 1984) which tends to support Deci's assertion that positive feedback, enhancing feelings of competence and self-determination, will increase intrinsic motivation. The variables considered by Cusella (1980) as likely to affect instrinsic motivation are the credibility and status of the feedback source, and the perceptual abilities, tendency to accept feedback, and goals of the receiver.

Cusella (1982) sought to show that two communication variables can moderate the effect of verbal feedback on intrinsic motivation: (1) Level of source expertise, and (2) feedback valence. He found the hypothesis concerning source expertise was confirmed. Experimental subjects exhibited more intrinsic motivation (for doing a word puzzle task) when feedback had been offered by a researcher identified as a professor than when the researcher was identified as an undergraduate.

Feedback "valence" refers to the evaluative content of a feedback message, and conceptualizes feedback messages on a continuum that can be signed from + to - . The valence hypothesis was not clearly confirmed, perhaps because for ethical reasons only positive and neutral feedback was used in the experiments (not positive and negative). Cusella also suggests that more significant results could be obtained if several messages were offered over a period of time. A pattern of messages may be needed to establish the valence of feedback.

Cusella (1984) continued work along the same lines, testing the effects on intrinsic motivation of source expertise, valence, whether the feedback referred to the task or the

person doing it, and the sex of the receiver. He found that subsequent levels of intrinsic motivation were highest for subjects who received positive, task-referent feedback from an expert source. The sex of the receiver had no significant effect on results.

Downs et al. (1984), reviewing the literature on feedback and task performance since 1979, conclude that: (1) Research consistently demonstrates that feedback does affect task performance (e.g., Larson and Skolnick, 1982), and (2) relative effectiveness of the feedback may be a function of many communication variables. They include: source attributions about performance (Larson and Skolnick, 1982); source credibility (Cusella, 1982, 1984); evaluation content of feedback messages (Cusella, 1982, 1984); interaction between goals and feedback (Tolchinsky and King, 1980); and timing of feedback (Fisher, 1979).

Manz suggests that self-led workers recognize their work as intrinsically motivating, and the feedback studies reviewed above tend to support the view that feedback affects motivation. It follows that managers have an interest in providing task-related feedback that is recognized as such by freelance workers.

Cusella (1980, 1987) suggests that, from an organizational perspective, the purposes of feedback are to (1) reward, (2) inform, (3) cue, (4) motivate, (5) regulate, and (6) learn. A survey to gather data on communication between managers and freelancers should, therefore, attempt to elicit responses rating the perceived salience and effectiveness of feedback within the purpose areas identified by Cusella.

Before leaving the topic of motivation, it may be worthwhile to mention the concept of "scripts" which has been the object of recent study in the field of cognitive psychology. A script has been defined as "a schematic knowledge structure held in memory that specifies behavior or event sequences that are appropriate for specific situations" (Gioia and Poole, 1984). For example, a "restaurant script" in a contemporary urban setting would

list a series of events such as entering the restaurant, sitting down, ordering food, being served, eating, paying, and leaving.

Cellar and Barrett (1987) tested the hypothesis that play and work scripts would predict the degree of intrinsic motivation associated with an activity. In an experiment using 150 college students as subjects, they presented a computerized activity as either a video game or a job task. Correlation of script-related memory measures with intrinsic motivation (as measured by free-choice task persistence) was positive, and supported the hypothesis of a script- processing model affecting behavior.

Because freelancers work outside an office setting, usually in their own homes, they may experience peculiar constraints in accessing and applying a work script. In contrast, their managers keep office hours in a conventional office setting. A survey investigating manager-freelancer communication should take the findings of Cellar and Barrett into account.

B. **Superior-Subordinate Communication**.--Katz, Kahn and Adams (1980) state, "The organization is hierarchical, and influence and information flow dominantly downward and not upward." Downward (superior-subordinate) communication usually consists of job instructions, job rationale, organizational procedures and practices, feedback about subordinates' performance, and indoctrination of goals. Upward communication includes information about the subordinate, about how organizational policies are being applied, and about what needs to be done. Control is an important characteristic of downward communication, as information is of upward communication.

Because publishing freelancers are physically remote, their managers depend on them to supply undistorted information about work in progress. But freelancers are functionally subordinates, and research (Mellinger, 1956; Jablin, 1979) has shown that the

phenomenon of upward distortion may come into play as follows: if an individual has power over the advancement of persons of lower rank, those of lower rank will omit critical comment in their upward communication to that individual. Jablin's survey of research to 1979 lists - among the variables that may moderate the occurrence of upward distortion - trust, organizational climate, message characteristics, and communication channels.

Housel and Davis (1977) report that, when communicating through an unsatisfying channel, the user may deal with a reticence or apprehension caused by the channel which may detract from transmitting information accurately. In a study of 54 employees and managers of a retail operation, they found that subordinate satisfaction with upward communication varied as a function of the channel used: face-to-face channels were preferred, followed by telephone and written channels. No more recent study appears to have focused on this issue, which is relevant to freelance workers who rarely, if ever, meet their managers face to face.

Jablin concludes his 1979 survey with the observation that personal characteristics of the interactants seem to mediate their perceptions of superior-subordinate communication. More recently, Fairhurst, Green and Snavely (1984) interviewed 70 bank branch managers to find out how they communicate with poorly performing employees. They report that "subordinates seem incapable or unwilling to see managers' questions as strictly fact-finding, without also feeling blamed."

Fairhurst et al.'s generalization applied to employees in a conventionally hierarchical structure who were already identified as poorly performing. Nevertheless, it vividly illustrates the way in which the circumstances of superior- subordinate communication can predispose employees to upward distortion. It would be of interest to find out whether those circumstances also affect freelancers, and if they do to what extent.

Recall that Manz (1986) referred to the self-led worker's freedom to make creative contributions to the job. A survey of publishing freelancers, therefore, should explore the freelancers' willingness to disclose, not only problems encountered in the task, but also task-related ideas and initiatives for change.

3. Ambiguity

Preceding sections of this survey have reported findings which suggest that the characteristics of effective communication between managers and freelancers should not be hard to define. If managers know how to provide appropriate feedback, workers will be motivated to do the job correctly and within deadline. If openness of communication can be maintained between them, the managers will provide clear instructions, and the freelancers will offer undistorted information about the job. As long as both parties are satisfied with the channel that they most often use, all should be well.

In practice, however, the matter is not so straightforward. Baird (1977) investigated the difference between self and superior ratings of performance, and found the difference was related to the subordinate's self-esteem. Subordinates with high self-esteem who had low performance ratings had the highest level of disagreement with superiors, and reported low satisfaction with supervision.

Following a suggestion by Laing, Phillipson and Lee (1976) that "limited analysis [such as determination of whether there is agreement between superiors and subordinates] is not sufficient for understanding the complexity of interpersonal perception," Smircich and Chesser (1982) conducted a study to find out if an "authentic" relationship, characterized by openness, empathy, and supportiveness on the part of the superior, tended to promote a mutuality of perspectives. They found that the degree of authenticity did not promote agreement on performance ratings.

Another approach to investigating reciprocal influences was presented by Putnam and Sorenson (1982). They contrasted highly equivocal ("HiE") messages, which embody at least one high abstraction term, few specific details, and no explicit or implicit course of action, with LoE messages containing concrete terms, specific details, and an explicit request for action. Their study emphasized process rather than the objective clarity of messages. They found that subordinates tend to interpret and act upon written messages from superiors without clarifying any ambiguity they may contain.

Eisenberg (1984) argued that communicative strategies which do not minimize ambiguity may nonetheless be effective, noting that "Clarity (and conversely, ambiguity) is not an attribute of messages; it is a relational variable which arises through a combination of source, message, and receiver factors." He identified the area of formal internal communication as being suitable for research into the nature and use of strategic ambiguity.

Relevant materials in the publishing field would include style manuals, form letters used in correspondence with authors, schedules, and memoranda referring to all these. A survey of managers and freelancers might well explore the question of whether verbal choices tending to result in greater clarity are in fact sought. For the purposes of this study, ambiguity is taken as referring to job-related information, written or oral, that is susceptible of different interpretations.

Eisenberg and Witten (1987) proposed that future research should seek to identify the conditions under which managers and employees choose to be more or less open. It is hoped that a survey asking managers and freelancers in the publishing business about conditions affecting the openness of their communication will yield data useful to such a process of identification.

Statement of Purpose

The purpose of this study was to investigate perceptions of openness in communication between managers and freelancers in the publishing business.

Two particular conditions governing relations between managers and freelancers made a study of aspects of their communication appear appropriate. First, because freelancers are not employees of the publishing companies, but work on each manuscript as a separate project, communication between them and their managers is likely to focus on successful task completion rather than on other goals, such as mobility within the organization.

Second, freelancers are likely to be good exemplars of what Manz (1986) has termed "self-led workers," who are characterized by high levels of intrinsic motivation and strong interest in making creative contributions to their jobs. Several research studies over the past two decades have indicated that superior-subordinate communication affects both the intrinsic motivation of workers and their ability to give their superiors undistorted information about the job. Earlier research has also identified openness as an important variable affecting both upward and downward communication.

Therefore, it seems possible that data on perceived openness of communication between managers and freelancers could ultimately make a contribution toward understanding how certain aspects of superior-subordinate communication can affect workers' intrinsic motivation. A mailed survey instrument was used to gather response data addressing the following research questions:

1. Do managers in the publishing business express satisfaction with the openness of their communication with the freelancers whose work they supervise?

2. Do freelancers express satisfaction with the openness of their communication with the managers who evaluate their work and can recommend their future assignments?

3. If responses from managers and freelancers are compared, is it possible to identify specific issues relevant to openness on which a significant level of agreement or disagreement between the two groups appears to exist?

CHAPTER 2

Methodology

A three-part questionnaire was developed, reproduced, and mailed to 200 freelancers and 21 managers in the publishing business. A copy of the form that was sent is to be found in the Appendix.

The first 11 items on the questionnaire were intended to gather data on how freelancers set about doing their work, and how they and their managers or supervisors communicate. These 11 items were the same for both groups. Specifically, they were asked:

1. How freelancers learn a publisher's style.
2. How freelancers learn a publisher's procedures.
3. How often managers give detailed job instructions.
4. What channel is most often used for communication.
5. How many pieces of job-related correspondence are sent in a typical week.
6. How many job-related phone calls are made in a typical week.
7. How long job-related phone calls last.
8. How long job-related meetings last (if they occur).
9. What channel a freelancer would use to ask for extension of a deadline.
10. What channel a freelancer would use to suggest a change in procedure.
11. How freelancers learn about evaluation of their work.

The second section of the questionnaire contained 10 items intended to measure satisfaction with communication. Seven Likert- type items offered statements on which respondents were asked to indicate one of five levels of agreement (from strongly agree to

strongly disagree). Because it was expected that superiors and subordinates might have different sources of satisfaction, different statements were offered to the managers and to the freelancers. In writing the statements, some use was made of a survey form developed by Sims and Szilagyi (1975).

Also in the questionnaire's second section, respondents were asked to complete three semantic differential items rating their feelings of being appreciated, adequately rewarded, and satisfied in their work. These items were the same for both groups.

The third and final section contained seven questions of a demographic nature, and were the same for both groups. They were asked: (1) What job they do, (2) their sex, (3) age group, (4) level of education, (5) years of experience, (6) the number of publishers for whom they have worked, and (7) whether work in publishing is their principal source of income.

Subjects were invited to write any comments of their own on a blank section of the final page. They were told that responses would be held in confidence, but the forms were being numbered to make it possible to follow up on those who did not respond to the first mailing.

To recruit subjects, the researcher obtained permission to use a roster maintained by the McGraw-Hill Publishing Co., which contained the names and addresses of 200 freelancers. Managers with appropriate experience of supervising freelance work were found by telephoning publishing companies or through personal referral.

The return rate of mailed surveys is often low, but it was hoped that the experience publishing workers have of dealing promptly with written materials would encourage a good response. In addition, detailed directions taken from Dillman (1978) were followed in preparing and mailing the survey.

The first mailing piece, sent to all 221 subjects, included a cover letter explaining the purpose of the study, a copy of the questionnaire, and a prepaid return envelope. Subjects were asked to respond within 10 days. Two weeks later, a postcard was sent to all subjects, thanking those who had already responded and reminding the others to return their forms.

The first mailing and postcard together had a response rate of approximately 65%. Two weeks after the postcard, a second mailing piece was sent to all non-respondents (identified by use of a numbering system on the front page of the questionnaire). The second package included a new cover letter, another copy of the questionnaire, and a prepaid return envelope. Copies of both cover letters and the postcard are to be found, together with the questionnaire form, in the Appendix. The final overall response rate was 72.9%.

Analysis of the response data began about six weeks after the first mailing. Data from returned forms were coded, and statistical tests were performed on the UNO computer system using the SPSSX statistical package.

Descriptive information about respondents was obtained from frequency counts and cross-tabulations comparing managers and freelancers on various demographic characteristics.

To try to assess managers' satisfaction, frequency counts were used on their responses to the Likert-type and semantic differential items. To try to identify specific issues affecting their satisfaction, one-way analysis of variance and Student-Newman-Keuls procedures were performed, comparing their responses to the Likert- type and semantic differential items with their responses to the first and third sections of the questionnaire. The same methods were applied to the freelancers' responses, in an attempt to assess their satisfaction with job-related communication. For some items on which

appropriate data were obtained, t-tests were used to compare the responses of males and females within each group.

Four statistical methods were used to compare the responses of the two groups with each other. Chi-square tests showed if they differed significantly in their responses to items yielding nominal data. For questions to which responses were in the form of ordinal data, Mann- Whitney U-Wilcoxon rank sum tests were used. To compare responses to the Likert-type and semantic differential items, and also on two demographic questions yielding interval data, t-tests were used. Finally, two Spearman correlation matrices were used to try to identify issues relevant to openness of communication on which the two groups agreed or disagreed.

CHAPTER 3

Results

Of the 221 survey questionnaires mailed out, 161 usable responses were received. Sixteen of 21 managers responded (76.2% of those surveyed), and 145 of 200 freelancers (72.5%).

Responses to questions 3-1 through 3-7 on the survey yield some descriptive information about the subjects. Four of the 16 managers (25%) are male, as are 32 of 145 freelancers (22%). By job category, the freelancers who responded included five editing supervisors, 43 copyeditors, 17 proofreaders, 29 indexers and two keyboarders. Forty-nine of the freelancers say they do some combination of tasks, such as editing supervision with copyediting, or copyediting with proofreading.

Male freelancers were represented in every job category except keyboarding, and were in rough proportion to their overall representation in all categories but two (Table 1). Of the male freelancers, 37.5% are indexers, compared with 15% of the females. In contrast, only one male freelancer (0.03%) combines copyediting with proofreading, whereas 13 females do so (11.5%).

TABLE 1. Representation of females and males within job categories.

Job category	Females	Males
Manager	12	4
Freelance editing supervisor	4	1
Freelance copyeditor	37	6
Freelance proofreader	13	4
Freelance indexer	17	12
Freelance keyboarder	2	0
Freelance editing supervisor and copyeditor	15	5
Freelance copyeditor and proofreader	13	1
Other combination of two or more freelance jobs	11	4

In most of the areas explored by questions in Section 3 of the questionnaire, the manager and freelancer populations are quite similar. For example, no significant statistical difference was found between them based on age categories (Table 2). Of the freelancers, 54% are aged 25 to 44, and 38% are between 45 and 65 years old. Of the managers, 62.5% are in the former age group, and 37.5% in the latter. However, two freelancers are under 25, and nine are over 65. No managers belong to those age groups.

TABLE 2. Representation of managers and freelancers within age groups.

Category	Under 25	25 to 44	45 to 65	Over 65
Freelancer	2	79	55	9
Manager	0	10	6	0
Chi-Square Value = 1.38			p = .71	

Although it is not statistically significant, there appears to be a tendency for the managers to have a somewhat higher level of educational attainment than the freelancers (Table 3). Just under 30% of freelancers hold one advanced degree or more, and 87.6% are college graduates. Corresponding figures for managers are 37.5% and 93.8%, respectively. However, more freelancers than managers say they have "some graduate school" (22.7% compared with 12.5%), a finding consonant with the comment offered by some freelancers that their work is a partial source of income while they are attending graduate school.

TABLE 3. Level of education attained by managers and freelancers.

Category	High school	Some college	Coll. grad.	Some grad. school	Ad-vanced degree	Prof. license
Freelancer	5	11	52	33	42	2*
Manager	0	1	7	2	6	0
Chi-Square Value = 2.1				p = .91		

* One freelancer holds a professional license and an advanced degree.

In their responses to a question about length of experience, freelancers and managers do not differ significantly (Table 4). In both groups, the largest percentage of respondents has worked in publishing between 15 and 24 years (30% of freelancers, 37.5% of managers), and, for both, the second most numerous category includes those with 10 to 14 years' experience.

TABLE 4. Managers' and freelancers' years of experience in publishing.

Category	Less than 5	5 to 9 years	10 to 14 years	15 to 24 years	More than 25
Freelancer	14	26	34	44	27
Manager	2	0	5	6	3
Chi-Square Value = 3.59				p = .46	

On two demographic questions, statistical testing revealed a significant difference between managers and freelancers ($p < .05$). One concerned the number of publishers who had employed them (Table 5). Of the freelancers, 71.7% said they had worked for five or more publishers; only two of the managers (12.5%) had had so many different employers. Most managers (68.8%) said they had worked for two to four publishers. Three (18.8%) had worked for only one publisher in their careers.

TABLE 5. Number of publishers who have employed freelancers and managers.

Category	One publisher	2-4 publishers	5 or more publishers
Freelancer	5	36	104
Manager	3	11	2
Chi-Square Value = 23.99		p = .00001	

The two groups also differ in identifying their work in publishing as their main source of income (Table 6). Publishing is the main source of income for all the managers and for 78.6% of the freelancers. Thirty-one freelancers (21.4%) said publishing is not their main source of income. Some explained that they are graduate students, or married women principally dependent on husband's income, or that they are retired and receiving pensions.

TABLE 6. Responses of managers and freelancers to the statement, "Working in publishing is my main source of income."

Category	Yes	No
Freelancer	114	31
Manager	16	0
Chi-Square Value = 4.24	p = .04	

Research Question 1: Do managers in the publishing business express satisfaction with the openness of their communication with the freelancers whose work they supervise?

First, managers were asked to express their degree of agreement or disagreement with seven Likert-type statements concerning the perceived openness of their job-related

communication with freelancers (Items 2-1 through 2-7 on the manager questionnaire). Response data are summarized in Table 7.

Next, the semantic differential method was used to assess their feelings about their work. In Items 2-8 through 2-10 they were asked to select a position on a seven-point scale between three sets of bipolar adjectives (appreciated/unappreciated; adequately rewarded/inadequately rewarded; satisfied/dissatisfied).

TABLE 7. Managers' agreement with statements related to openness.

Statement	SA	A	N	D	SD	No. respondents
Most freelancers make accurate estimates of how long they'll need to complete specific tasks.	0	14	0	2	0	16
Most freelancers let me know in a timely way if they will be unable to meet a deadline.	0	13	1	2	0	16
Freelancers are quick to let me know if procedures are difficult or inconvenient for them to follow.	2	10	2	2	0	16
Most freelancers accept and follow suggestions I make intended to help improve their performance.	1	13	2	0	0	16
Most freelancers are able to meet deadlines changed to accommodate production problems.	0	10	4	2	0	16
I give different amounts of direction to different freelancers.	7	9	0	0	0	16
Freelancers sometimes make it clear that they like working with me.	2	13	1	0	0	16

SA = strongly agree; A = agree; N = neutral; D = disagree; SD = strongly disagree.

Items 2-1, 2-2 and 2-3 attempted to address the issue of managers' perception of upward distortion in the way freelancers communicate with them.

Fourteen managers agreed that freelancers make accurate estimates of how long they'll need to do specific tasks, and two disagreed. Thirteen agreed that they are informed in a timely way if a freelancer is unable to meet a deadline, two disagreed, and one was neutral. On the question of whether freelancers let them know if procedures are difficult or inconvenient, 12 managers agreed (two strongly), two disagreed, and two were neutral. It can be said, therefore, that the great majority of managers who responded do not perceive that freelancers withhold information about difficulties on the job or time requirements.

Items 2-4 and 2-5 sought to find out if managers perceive that their downward communication with freelancers is effective. Do the freelancers accept and follow suggestions intended to improve their performance? Fourteen agreed they do (one strongly) and two were neutral; nobody disagreed.

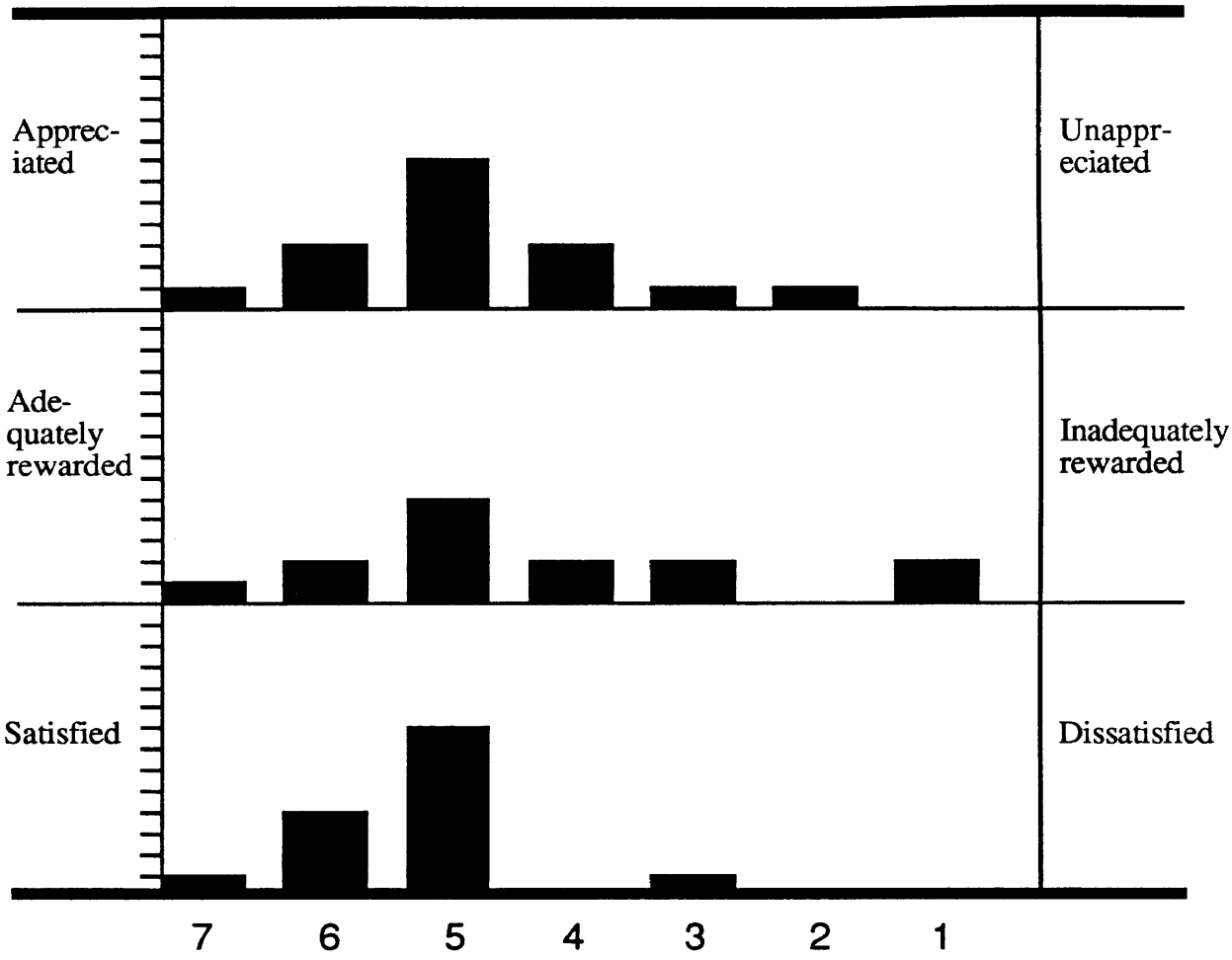
Do freelancers meet deadlines changed to accommodate production problems? On this item the managers were less certain, but 10 agreed, four were neutral, and two disagreed. Again, a clear majority of managers agreed with statements indicating they believe their downward communication is effective.

Item 2-6 represents an approach to the issue of attribution. Do the managers give different amounts of direction to different people, implying that they make individual assessments of freelancers' work? The responses to this item were very positive. Nine of the 16 managers agreed, and seven of them agreed strongly.

Item 2-7 attempted to ascertain if managers perceived any positive feedback from freelancers: do the freelancers ever show that they like working for a particular manager? Thirteen managers said they do, two agreed strongly, and one was neutral.

Two of the 16 managers who completed the rest of the questionnaire did not complete the semantic differential items. Of the 14 who responded, 13 rated themselves on the positive side of feeling satisfied, and 10 on the positive side of feeling appreciated. Their ratings on perceived adequacy of reward from their work covered a wider range, from two who feel very inadequately rewarded to one who gave this item the highest positive rating. Even on this item, however, the mode of responses was a rating of 5, or one unit above neutral on the positive side. The histograms of Table 8 summarize managers' responses to the semantic differential items on the questionnaire.

TABLE 8. Managers' responses on semantic differential items, "Working on a manuscript, I feel . . ." (N = 14)



One-way analysis of variance and Student-Newman-Keuls procedures were used in an attempt to identify issues relevant to openness that affected managers' expressed satisfaction. The managers' responses to the Likert-type items and the semantic differential items were compared with their responses on the first and third sections of the questionnaire. Groups found to differ significantly from one another at the .05 level are indicated in Tables 9, 10 and 11.

A manager's perception of how freelancers learn a publisher's style does appear to affect his or her expressed satisfaction, as shown in Table 9. Those who think they learn most by reading the style manual agree significantly less strongly that freelancers let them know if procedures are difficult to follow. Those who think studying a company's publications is the principal way of learning its style agree significantly less strongly that freelancers sometimes say they like working with them, and their mean rating of satisfaction on the semantic differential item is significantly lower, than those in the other response groups.

TABLE 9. One-way analysis of variance and Student-Newman-Keuls procedures: Managers' responses to principal way freelancers learn a publisher's style.

Group 1: By reading one or more of the publisher's style manuals.
Group 2: By receiving instructions from a manager or supervisor.
Group 3: By studying the company's publications.

Source	DF	MS	F	P	Sig. Diff. Pairs[a]	Means
	Statement 2-3: "Most freelancers are quick to let me know if certain procedures are difficult . . . to follow."					
Between groups	2	2.3	4.7	.028	1 with 2	1 = 3.25
Within group	13	.5				2 = 4.14
Total	15					3 = 5.00
	Statement 2-7: "Freelancers sometimes make it clear that they like working with me."					
Between groups	2	.60	4.5	.032	3 with 2	1 = 4.13
Within group	13	.13	4.5		3 with 1	2 = 4.14
Total	15					3 = 3.00
	Semantic differential: "Working on a manuscript, I feel satisfied/dissatisfied."					
Between groups	2	3.5	10.6	.003	3 with 1	1 = 5.14
Within group	11	.33			3 with 2	2 = 5.83
Total	13					3 = 3.00

[a] This column lists groups of respondents whose mean self-ratings of agreement with the statement differ significantly from each other, as indicated by the Student-Newman-Keuls procedure.

Table 10 shows the relationship between managers' estimates of number of job-related phone calls per week and their level of agreement with statements relevant to openness. Those who make 3 or 4 calls differ from those who make 1 or 2 calls in their agreement that most freelancers make accurate estimates of how long they'll need to do specific tasks. Their self-rating of strength of agreement is lower. Both groups differ from those who make 5 or more calls per week in agreeing that most freelancers accept and follow their suggestions; again, the self-rating of strength of agreement is significantly lower.

TABLE 10. One-way analysis of variance and Student-Newman-Keuls procedures: Managers' responses to, "How many job-related phone calls (to freelancer) did you make in a typical week?"

Group 1: None (no manager gave this response).
Group 2: 1 or 2.
Group 3: 3 or 4.
Group 4: 5 or more.

Source	DF	MS	F	P	Sig. Diff. Pairs	Means
	Statement 2-1: "Most freelancers make accurate estimates of how long they'll need to complete specific tasks."					
Between groups	2	2.16	10.6	.002	3 with 2	2 = 4.00
Within group	13	.21				3 = 2.67
Total	15					4 = 4.00
	Statement 2-4: "Most freelancers accept and follow suggestions I make . . . to help improve their performance."					
Between groups	2	.64	4.95	.025	2 with 4	2 = 3.83
Within group	13	.13				3 = 4.00
Total	15				3 with 4	4 = 5.00

In Table 11, managers' ratings of how long face-to-face meetings with freelancers last are related to their responses to two semantic differential items. Those who say an average meeting lasts one hour or more differ from those who say it lasts less than an hour, and their mean self-rating of feeling appreciated is significantly lower. The same group rates significantly lower on feeling they are adequately rewarded.

TABLE 11. One-way analysis of variance and Student-Newman-Keuls procedures: Managers' responses to, "How long, on average, do face-to-face meetings with freelancers last?"

Group 1: 15 minutes or less.
Group 2: More than 15 minutes.
Group 3: One hour or more.
Group 4: They never meet (no manager gave this response).

Source	DF	MS	F	P	Sig. Diff. Pairs	Means
	Semantic differential: "Working on a manuscript, I feel appreciated/ unappreciated."					
Between groups	2	6.23	8.67	.006	3 with 1	1 = 5.5
Within group	11	.72			3 with 2	2 = 5.1 3 = 2.5
Total	13					
	Semantic differential: "Working on a manuscript, I feel adequately/ inadequately rewarded."					
Between groups	2	14.12	10.45	.003	3 with 1	1 = 4.00
Within group	11	1.35			3 with 2	2 = 5.10 3 = 1.00
Total	13					

T-tests were used to find out if male and female managers differed in their responses to the Likert-type and semantic differential items. No significant difference was found, perhaps because the cell sizes were so small (only four male managers responded to the

survey). Even so, a comparison of mean self-ratings on the semantic differential items does indicate tendencies for them to differ. The females' means were higher for feeling they are adequately rewarded and satisfied in their work (4.5 and 5.5 respectively, compared with the males' self-ratings of 4.0 and 4.75). However, the males rate themselves as feeling more appreciated; on that item their mean self- rating value was 5.5, compared with 4.5 for the females.

In conclusion, it can be said that most of the managers who responded to the survey expressed satisfaction with their work in general. In particular, they mostly agreed with statements suggesting their communication with freelancers is effective and undistorted. However, some issues of openness in their communication with freelancers do seem to affect their satisfaction: the way they think freelancers learn a publisher's style, the number of phone calls they make on a given job in a typical week, and the length of time they spend with freelancers when they meet.

Research Question 2: Do freelancers express satisfaction with the openness of their communication with the managers who evaluate their work and can recommend their future assignments?

The methods described in the preceding section were again used to assess satisfaction, but the seven statements offered for the agreement or disagreement of freelancers differed from those offered to managers. Response data are summarized in Table 12.

TABLE 12. Freelancers' agreement with statements related to openness.

Statement	SA	A	N	D	SD	No. respondents
My manager or supervisor would personally pay me a compliment if I did outstanding work.	33	62	28	16	3	142
My manager would lend a sympathetic ear if I had a complaint	28	85	22	6	1	142
My manager would tell his or her boss if my work was outstanding.	22	52	51	10	3	138
My manager would show a great deal of interest if I suggested a new and better way of doing things.	10	56	50	16	6	138
Ambiguous directions from a manager sometimes make my job easier.	7	19	24	40	50	140
My manager recommends specific ways in which I could improve my job performance.	6	34	34	37	27	138
My manager would let me know if my work was consistently below acceptable standards.	28	64	22	17	6	137

SA = strongly agree; A = agree; N = neutral; D = disagree; SD = strongly disagree.

Items 2-1 through 2-4 on the freelancer questionnaire explore perceptions of typical kinds of feedback from supervisors. About two-thirds of the freelancers (66.9%) agreed or strongly agreed that a manager would compliment them on outstanding work, while 13.3% disagreed or strongly disagreeed, and 19.7% were neutral.

Somewhat fewer freelancers agreed that a manager would pass the praise on up to his or her own boss, but again the responses were mostly positive. Seventy-four people (53.6%) agreed or strongly agreed that "my manager would tell his or her boss if my work was outstanding," 36.9% were neutral, and 9% disagreed or strongly disagreed.

Another aspect of feedback is the perceived receptivity of supervisors: their communication of willingness to accept "bad news" about the job, a complaint or a suggestion for change. Almost 80% of the freelancers agreed that their manager would lend a sympathetic ear to a complaint. Only one person disagreed strongly, six disagreed, and 22 (15.5%) were neutral.

The freelancers expressed less confidence that managers would show a great deal of interest in suggestions of a new and better way of doing things, however. Fewer than half (47.8%) agreed or strongly agreed, while 36.2% were neutral and 15.9% disagreed or strongly disagreed. Seven people did not respond.

Items 2-6 and 2-7 explore yet another aspect of feedback from supervisors - what Cusella (1980, 1987) referred to as its use to inform, cue, or regulate. Do managers recommend specific ways in which freelancers could improve job performance? The largest group of respondents (37, or 26.8%) disagreed, 27 (19.5%) disagreed strongly, and 34 were neutral. Forty people (28.9%) agreed or strongly agreed that they get specific recommendations for improvement.

In contrast, a majority of freelancers agreed with the statement "my manager would let me know if my work was consistently below acceptable standards." More than two-thirds (67.2%) agreed or strongly agreed, while 16.7% disagreed or strongly disagreed, and 16% were neutral.

Six of the seven statements with which freelancers were asked to agree or disagree were intended to address various aspects of feedback from supervisors. The pattern of

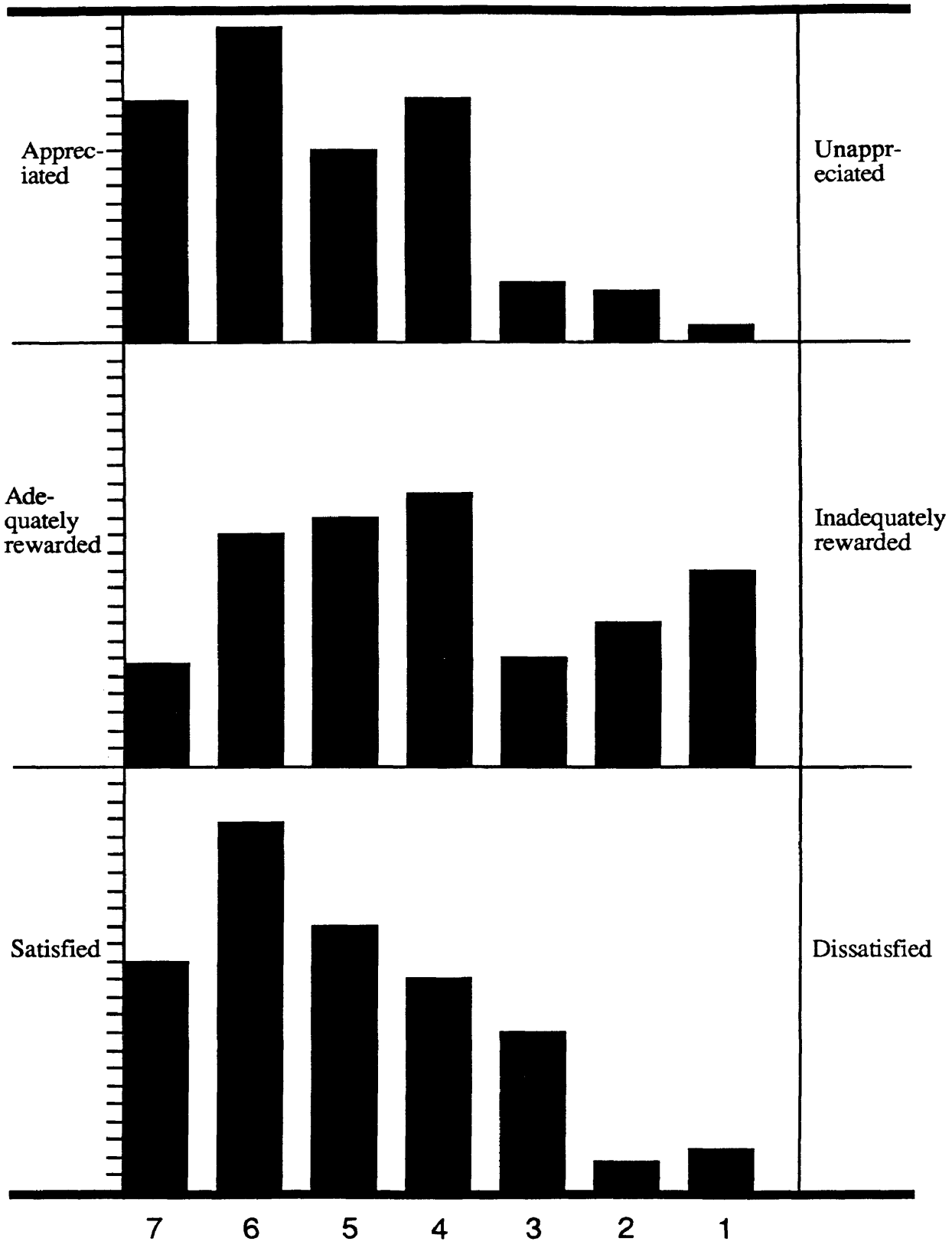
agreement shown by their responses is consistent with the fact that each of their assignments is a separate deal, typically not part of an ongoing job relationship. Most of them agree that a manager would compliment them on outstanding work, listen to a complaint, or let them know if their work was below acceptable standards. They were less certain that managers would praise them to their own bosses, welcome suggestions for changes in procedure, or go to the trouble of suggesting specific ways in which they could improve performance.

The seventh statement, Item 2-5, was an attempt to explore their response to ambiguity on the part of a supervisor. Subordinates who take the view that clarity is of paramount importance in downward communication might be expected to disagree with it, and a clear majority of freelancers did so: 28.5% disagreed with the statement "Ambiguous directions from a manager sometimes make my job easier" and 35.7% disagreed strongly, while 17.1% were neutral.

What is of interest is that 26 individuals (18.5%) agreed with the statement, seven of them (5%) agreeing strongly. It appears that, for some individuals, uncertainty reduction is not always what they seek from communication with their supervisors.

Freelancers rated the same sets of bipolar adjectives as did the managers for the three semantic differential items. The histograms of Table 13 summarize their responses. A total of 65.5% said they feel appreciated when working on a manuscript; 19.3% gave "appreciated" the highest positive rating. Twenty percent were neutral, and 13.8% said they feel unappreciated to greater or less degree.

TABLE 13. Freelancers' responses to semantic differential items, "Working on a manuscript, I feel . . . "



The distribution of responses was more positive still for rating satisfied/dissatisfied: 67.6% said they feel satisfied working on a manuscript, 16.6% were neutral, and 13.8% were dissatisfied. Five individuals (3.4%) gave their feelings of satisfaction the lowest rating.

On the question of whether they feel adequately rewarded, the largest single group of freelancers (20.7%) rated themselves neutral. A total of 44.8% said they feel to some degree adequately rewarded, and 11 individuals gave this item the highest positive rating. A total of 33.8% said they feel inadequately rewarded, and 22 people (15.2%) gave themselves the strongest rating on feeling inadequately rewarded.

Overall, therefore, about two-thirds of the freelancers who responded rated themselves as feeling appreciated and satisfied when working on a manuscript. On both of those items, more respondents rated themselves as neutral than as dissatisfied or unappreciated. It was apparent from responses to demographic items that a minority of freelancers do not regard their work in publishing as their primary occupation; and even if it is, one freelancer commented, "Why would one have to feel 'appreciated' for doing their job?"

On the question of whether freelancers feel adequately rewarded, however, a respondent commented, "A 16-year-old working at a fast food joint can make more per hour than an adult with a Master's or Ph.D." Fewer than half the respondents rate themselves as feeling adequately rewarded, and many wrote comments indicating that this rating should be taken to refer to financial reward. Some gave details of pay rates, commented on the lack of benefits for freelancers, and added that payment is often slow.

As was the case with the managers' responses, one-way analysis of variance and Student-Newman-Keuls procedures were used to try to identify issues relevant to openness

that affect freelancers' satisfaction. Groups of respondents found to differ significantly from one another at the .05 level are listed in Tables 14, 15, 16, 17, 18, 19, and 20.

Table 14 shows that freelancers who say they receive detailed job instructions "occasionally" differ from those who receive instructions with every manuscript. The strength of their agreement with "My manager would lend a sympathetic ear if I had a complaint" is less.

TABLE 14. One-way analysis of variance and Student-Newman-Keuls procedures: Freelancers' responses to, "How often do managers give explicit and detailed job instructions?"

Group 1: With every manuscript.
Group 2: Occasionally.
Group 3: Only when asked.
Group 4: Never.

Source	DF	MS	F	P	Sig. Diff. Pairs	Means
	Statement 2-2: "My manager would lend a sympathetic ear if I had a complaint."					
Between groups	3	1.73	3.11	.029	2 with 1	1 = 4.21
Within group	137	.56				2 = 3.81
Total	140					3 = 3.72
						4 = 3.80

Table 15 shows that the estimated length of job-related phone calls affects three satisfaction measures. Those who say the calls last between 5 and 15 minutes differ significantly in their responses to "My manager recommends ways in which I could improve my job performance," from those who say the calls are shorter and also those who say they are longer. Their mean level of agreement with the statement is higher than the means of the other two groups.

TABLE 15. One-way analysis of variance and Student-Newman-Keuls procedures: Freelancers' responses to, "How long, on average, did your job-related phone calls last?"

Group 1: 5 minutes or less.
Group 2: More than 5 minutes, but less than 15 minutes.
Group 3: More than 15 minutes.

Source	DF	MS	F	P	Sig. Diff. Pairs	Means
	Statement 2-6: "My manager recommends specific ways in which I could improve my j					
Between groups	2	5.81	4.52	.012	3 with 2	1 = 2.50
Within group	131	1.29			1 with 2	2 = 2.94
Total	133					3 = 1.00
	Statement 2-7: "My manager would inform me if my work was consistently below acce					
Between groups	2	9.68	9.22	.0002	3 with 1	1 = 3.54
Within group	130	1.05			3 with 2	2 = 3.94
Total	132				1 with 2	3 = 1.00
	Semantic differential: "Working on a manuscript, I feel satisfied/dissatisfied."					
Between groups	2	7.57	3.59	.030	3 with 2	1 = 5.27
Within group	135	2.11			3 with 1	2 = 5.13
Total	137					3 = 2.50

Significant difference is also shown on agreement with "My manager would inform me if my work was consistently below acceptable standards." Those who say phone calls to a manager typically last 15 minutes or longer indicate strong disagreement with the statement, differing from those who estimate shorter phone calls. The latter two groups indicated some agreement with the statement.

Thirdly, the freelancers who say phone calls last more than 15 minutes rate themselves as feeling less satisfied in their work than do the other groups.

Freelancers' estimates of how long face-to-face meetings last are related to their level of agreement on two measures of satisfaction, as shown in Table 16. Those who estimate

meetings as lasting 15 minutes or less differ significantly from those who think they last between 15 and 60 minutes on agreement with "My manager would personally pay me a compliment if I did outstanding work" and "...would tell his or her boss if my work was outstanding." Their mean level of agreement with the statements was lower. Note, however, that statistical testing on this issue took into account only those freelancers with experience of face-to-face meetings, who are less than 50% of all respondents.

TABLE 16. One-way analysis of variance and Student-Newman-Keuls procedures: Freelancers' responses to, "How long, on average, do face-to-face meetings last?"

Group 1: 15 minutes or less.
Group 2: More than 15 minutes but less than an hour.
Group 3: One hour or more.
Group 4: In my experience, they never meet. (These responses were not included in calculations.)

Source	DF	MS	F	P	Sig. Diff. Pairs	Means
	Statement 2-1: "My manager would personally pay me a compliment if I did outstanding work."					
Between groups	2	2.27	3.22	.045	1 with 2	1 = 3.61
Within group	68	.70				2 = 4.05
Total	70					3 = 4.40
	Statement 2-3: "My manager would tell his or her boss if my work was outstanding."					
Between groups	2	2.39	4.08	.021	1 with 2	1 = 3.37
Within group	65	.59				2 = 3.83
Total	67					3 = 4.20

Freelancers' responses concerning the channel they would use to explain a need to extend a deadline are related to six measures of satisfaction, as shown in Table 17. On three issues that concern feedback from managers, the freelancers who would request an extension in writing differ significantly from those who would use the phone. They

disagree with statements that a manager would pay them a compliment for outstanding work, would praise them to his or her own boss, or would show interest in suggestions for "a new and better way of doing things." They strongly agree, however, that ambiguous directions from a manager sometimes make the job easier, and so again differ significantly from other respondents, who either agree less strongly with the statement about ambiguity or disagree with it altogether.

The freelancers who would ask in writing to extend a deadline also differ significantly from those who would make the request face to face, as shown in Table 17. On the semantic differential item concerning feelings of being appreciated, those who would ask in writing differ significantly from those who would use the phone; they feel their work is less appreciated. The same group rate themselves as feeling less satisfied in their work than either those who would use the phone to extend a deadline or those who would meet face to face.

TABLE 17. One-way analysis of variance and Student-Newman-Keuls procedures: Freelancers' responses to, "How do you think freelancers explain to a manager the need for extension of a deadline?"

Group 1: In writing.
Group 2: By telephone.
Group 3: Face to face.

Source	DF	MS	F	P	Sig. Diff. Pairs	Means
	Statement 2-1: "My manager would personally pay me a compliment if I did outstanding work."					
Between groups	2	4.60	4.98	.008	1 with 2	1 = 1.00
Within group	136	.92			1 with 3	2 = 3.78
Total	138					3 = 5.00

TABLE 17. (Continued)

Source	DF	MS	F	P	Sig. Diff. Pairs	Means
	Statement 2-3: "My manager would tell his or her boss if my work was outstanding."					
Between groups	2	4.37	5.80	.004	1 with 2	1 = 1.00
Within group	132	.75			1 with 3	2 = 3.62 3 = 5.00
Total	134					
	Statement 2-4: "My manager would show a great deal of interest if I suggested a new and better way of doing things."					
Between groups	2	3.00	3.58	.031	1 with 2	1 = 1.00
Within group	133	.84				2 = 3.37 3 = 4.00
Total	135					
	Statement 2-5: "Ambiguous directions from a manager sometimes make my job easier."					
Between groups	2	4.61	3.31	.040	3 with 1	1 = 5.00
Within group	134	1.39			2 with 1	2 = 2.21 3 = 1.00
Total	136					
	Semantic differential: "Working on a manuscript, I feel appreciated/ unappreciated."					
Between groups	2	8.96	3.88	.023	1 with 2	1 = 1.00
Within group	138	2.31				2 = 5.16 3 = 6.00
Total	140					
	Semantic differential: "Working on a manuscript, I feel satisfied/dissatisfied."					
Between groups	2	8.94	4.06	.019	1 with 2	1 = 1.00
Within group	136	2.20			1 with 3	2 = 5.15 3 = 6.00
Total	138					

Freelancers' perceptions of how their work is evaluated are strongly related to four measures of satisfaction, as shown in Table 18. In each case, the group who say there is

no formal evaluation differ significantly from those who say they learn their evaluation from something a manager says.

TABLE 18. One-way analysis of variance and Student-Newman-Keuls procedures: Freelancers' responses to, "How do freelancers learn how their work has been evaluated?"

Group 1: From a written evaluation.
Group 2: From something a manager says.
Group 3: There's no formal evaluation.

Source	DF	MS	F	P	Sig. Diff. Pairs	Means
	Statement 2-1: "My manager would personally pay me a compliment if I did outstanding work."					
Between groups	2	8.73	9.51	.0001	3 with 2	1 = 4.00
Within group	129	.92				2 = 4.50
Total	131					3 = 3.53
	Statement 2-3: "My manager would tell his or her boss if my work was outstanding."					
Between groups	2	7.50	9.74	.0001	3 with 2	1 = 5.00
Within group	126	.77				2 = 4.22
Total	128					3 = 3.39
	Statement 2-6: "My manager recommends specific ways in which I could improve my job performance."					
Between groups	2	7.44	5.88	.004	3 with 2	1 = 2.00
Within group	126	1.27				2 = 3.36
Total	128					3 = 2.47
	Statement 2-7: "My manager would let me know if my work was consistently below acceptable standards."					
Between groups	2	7.28	6.73	.002	3 with 2	1 = 4.50
Within group	125	1.08				2 = 4.32
Total	127					3 = 3.47

The mean level of agreement with three statements about feedback is highest for those freelancers who say they learn how their work is evaluated from something a manager says. On "My manager would let me know if my work was consistently below acceptable standards," the mean level of agreement is highest for those who say they get a written evaluation. However, the "written evaluation" group has the lowest mean level of agreement with "My manager recommends specific ways in which I could improve my job performance." In all other cases, the mean level of agreement with feedback statements is lowest for those who say their work receives no formal evaluation.

Analysis of variance and Student-Newman-Keuls procedures were also used to explore the relationship between measures of satisfaction and the freelancers' responses to some of the demographic items on the questionnaire.

Table 19 shows that those over 65 differ from those aged 25 to 65 in their strength of agreement with "My manager would personally pay me a compliment if I did outstanding work." They are least likely to agree with the statement, whereas those aged 45 to 65 are most likely to agree with it.

TABLE 19. One-way analysis of variance and Student-Newman-Keuls procedures: Freelancers' responses to, "My manager would personally pay me a compliment if I did outstanding work."

Group 1: My age is under 25.
Group 2: My age is 25 to 44.
Group 3: My age is 45 to 65.
Group 4: My age is over 65.

Source	DF	MS	F	P	Sig. Diff. Pairs	Means
	Statement 2-1: "My manager would personally pay me a compliment if I did outstanding work."					
Between groups	3	4.53	4.83	.003	4 with 2	1 = 3.50
Within group	138	.94				2 = 3.72
Total	141					3 = 3.98
					4 with 3	4 = 2.67

Table 20 shows how level of education and number of employers are related to freelancers' self-ratings of feeling adequately rewarded. Those who are college graduates with some graduate school differ significantly from those who hold advanced degrees. They give themselves the lowest rating on feeling adequately rewarded, whereas those who already have advanced degrees give themselves the highest rating on that item.

TABLE 20. One-way analysis of variance and Student-Newman-Keuls procedures: Semantic differential rating for freelancers, "Working on a manuscript, I feel adequately/inadequately rewarded."

Level of education

Group 1: High school
Group 2: Some college
Group 3: College graduate
Group 4: Some graduate school
Group 5: Advanced degree
Group 6: Professional license

Source	DF	MS	F	P	Sig. Diff. Pairs	Means
Between groups	5	10.55	3.21	.009	4 with 5	1 = 4.60
Within group	137	3.29				2 = 3.55
Total	142					3 = 4.02
						4 = 3.15
						5 = 4.78
						6 = 4.00

Number of publishers worked for:
Group 1: One
Group 2: Two to four
Group 3: Five or more

Source	DF	MS	F	P	Sig. Diff. Pairs	Means
Between groups	2	21.37	6.53	.002	3 with 2	1 = 6.00
Within group	141	3.27				2 = 4.64
Total	143				3 with 1	3 = 3.72

Freelancers who have worked for five or more publishers differ significantly from those who have had fewer employers in publishing. They give themselves the lowest rating on feeling adequately rewarded. In contrast, freelancers who have only ever worked for one publisher rate themselves highly on feeling adequately rewarded.

'I'-tests were used to to find out if a relationship exists between freelancers' responses to the Likert-type and semantic differential items and their responses to two demographic

items (whether they are female or male, and whether or not work in publishing is their principal source of income). A significant result is shown in Table 21. Freelancers for whom publishing is the main source of income differ from those with another principal source of income on strength of their agreement with "My manager would lend a sympathetic ear if I had a complaint." Their mean level of agreement with the statement is higher.

TABLE 21. Results of t-tests comparing responses of full-time and part-time freelancers.

Item	Full-time or part	N	Mean	Value of t	2-tailed p
"My manager would lend a sympathetic ear if I had a complaint."	full	113	4.02	2.6	.013
	part	29	3.62		

Female freelancers gave themselves a higher mean rating than males on all three semantic differential items, but none of the differences were statistically significant. There may, however, be a tendency for female freelancers to feel more appreciated, more adequately rewarded, and more satisfied in their work than males. Their means on these items were 5.2, 4.1 and 5.2, respectively, compared with 4.9, 3.6 and 4.8 for males.

In conclusion, it can be said that a majority of freelancers express satisfaction with the feedback they receive from managers and supervisors, and with their work in general, but fewer than half feel adequately rewarded for it.

Some demographic factors – age, level of education, and principal source of income – apparently are related to freelancers' feelings about their work. Communication issues which seem to affect their satisfaction are length of face-to-face meetings (when they

occur), their use of the telephone to ask for a deadline extension, and whether or not they say their work is given a formal evaluation.

Research Question 3: If responses from managers and freelancers are compared, is it possible to identify specific issues relevant to openness on which a significant level of agreement or disagreement between the two groups appears to exist?

Items 1-1 through 1-11 on the survey questionnaire were the same for both managers and freelancers. They sought to elicit respondents' perceptions about the way in which their work is done: how freelancers learn a publisher's style and procedures, for example, how long phone calls or meetings last, and so on.

Responses to Items 1-5 through 1-8 are in the form of ordinal data, which makes it possible to compare the responses of the two groups using the Mann-Whitney U-Wilcoxon rank sum test. Results are shown in Table 22.

TABLE 22. Responses of managers and freelancers to Questions 1-5, 1-6, 1-7 and 1-8.

Question	Freelancers		Managers		Significance
	Mean rank	No. cases	Mean rank	No. cases	
How many pieces of correspondence did you send in a typical week?	76.76	143	108.97	16	.0025[a]
How many phone calls did you make in a typical week?	77.94	143	98.41	16	.0211[a]
How long, on average, did job-related phone calls last?	78.31	142	90.09	16	.2559[a]
If managers and freelancers meet, how long, on average, do the meetings last?	73.24	142	122.47	15	.0000[b]

[a] Using Mann-Whitney U-Wilcoxon Rank Sum Test.
[b] Fewer than half the freelancers estimated length of meeting.

No significant difference was found in responses to Item 1-7, asking how long job-related phone calls typically last. Although more freelancers estimated that a typical phone call lasts less than 5 minutes, while more managers gave it 5 to 15 minutes, the difference was not statistically significant.

The two groups were found to differ significantly in responses to Item 1-8 (how long, on average, do face-to-face meetings last?), but this can be accounted for because a majority of freelancers say they never meet managers to discuss an assignment. When the managers are compared with the freelancers who have some experience of face-to-face meetings, the largest number in both groups say the meetings last between 15 minutes and 1 hour, and there is no statistically significant difference between them.

Items 1-5 and 1-6 asked respondents to estimate how many pieces of correspondence they sent, and how many phone calls they made, regarding a single recent freelance job in a typical week. In both cases the managers reported more frequent communication than did the freelancers, and the difference was statistically significant in both cases ($p < .01$ for correspondence, and $p < .05$ for phone calls).

The remaining items on the first section of the questionnaire yielded nominal data, and responses of the two groups were compared using Chi-Square tests. No significant difference was found between them on the questions of how freelancers learn a publisher's style, how often managers give explicit and detailed job instructions, or the channel of communication used most often. Results presented in Table 23 indicate that the telephone is the channel most often used, by both groups. Most respondents in both groups also say that a freelancer would use the telephone to ask for extension of a deadline or to suggest a change in procedure.

TABLE 23. Responses of freelancers and managers to Question 1-4, "How would you say managers and freelancers most often communicate?"

Category	In writing	By telephone	Face to face	Row total
Freelancer	10	127	2	139
Manager	1	14	0	15
Chi-Square Value = .227			p = .89	

The two questions on which Chi-Square tests show the difference between the groups to be statistically significant are Items 1-2 and 1-11. Item 1-2 asked how freelancers learn most about a publishing company's procedures, as distinct from its house style. This item specified such matters as shipping methods and form letters. Of the freelancers who responded, 86% said they learn most by being told what to do by a manager (Table 24). Of the managers, 60% gave the same response, but 40% said freelancers learn most by studying written policies and procedures, a choice made by only 6% of the freelancers. Comparison of these results yields a Chi-Square value of 17.56 ($p < .01$).

TABLE 24. Responses of managers and freelancers to Question 1-2, "How do freelancers learn most about a publishing company's procedures?"

Category	Studying written policies	Being told by a manager	Other	Row total
Freelancer	9	119	10	138
Manager	6	9	0	15
Chi-Square Value = 17.56			p = .0005	

Item 1-11 asked about methods of evaluating a freelancer's work: does he or she receive a written evaluation? Is the information conveyed by something a manager says? Or is there no formal evaluation at all? Of the freelancers who responded, 82% said there is no formal evaluation; they assume their work is satisfactory if they keep getting assignments or are offered a higher rate of pay (Table 25). Of the managers, 44% gave the same response, but 19% said there is a written evaluation and 37% said evaluation is provided by something a manager says. When these responses are compared using the Chi-Square test, the difference between the two groups is found to be statistically significant, as shown in Table 25 ($p < .01$).

TABLE 25. Responses of freelancers and managers to Question 1-11, "How do freelancers learn how their work has been evaluated?"

Category	Written evaluation	Something a manager says	No evaluation	Row total
Freelancer	2	22	110	134
Manager	3	6	7	16
Chi-Square Value = 18.87			p = .00008	

It is harder to compare the two groups on their satisfaction with various indicators of openness in their communication, because the statements used to assess satisfaction were necessarily different for each. However, the semantic differential items were the same for both groups, and the self-ratings of each may be treated as interval data, which permit use of t-tests.

On the first item, feeling appreciated, the mean self-rating for freelancers was somewhat higher than that for managers. On the other two items, feeling adequately

rewarded and satisfied, the managers' mean self-ratings were somewhat higher, but in no case was the difference statistically significant. It may be worth noting that male managers rated themselves as feeling significantly more appreciated than female managers, and on that item their mean is higher than the mean for all freelancers, but this finding must be evaluated with caution because only four male managers responded to the survey.

Another approach, therefore, was taken to the task of comparison: that of testing correlation between responses on satisfaction measures and responses to other questions on the survey. It may then be possible to identify certain issues on which the two groups seem to agree or disagree.

A Spearman correlation matrix was constructed for each group, which quantified correlation between satisfaction measures (Items 2-1 through 2-7 and the semantic differentials) and survey questions yielding ordinal data. Significant results are shown in Table 26.

TABLE 26. Spearman correlation matrix comparing agreement with statements about openness with responses to Questions 1-5 through 1-8, and Questions 3-3, 3-5 and 3-6.

Statement	Ques. 1-5	Ques. 1-6	Ques. 1-7	Ques. 1-8	Ques. 3-3	Ques. 3-5	Ques. 3-6
(a) Managers							
Most freelancers make accurate estimates of how long they'll need to complete specific tasks.		-.5955**					
Most freelancers accept and follow suggestions I make which are intended to help improve their performance.	.4776*	.4708*	.4618*			.5623*	
I give different amounts of direction to different freelancers.				.5270*			.5513*
Freelancers sometimes make it clear they like working with me.				.5777*			
Working on a manuscript, I feel appreciated/unappreciated.				-.6211*			
Working on a manuscript, I feel satisfied/dissatisfied.					-.7161**		
(b) Freelancers							
My manager would personally pay me a compliment if I did outstanding work.				.1808*			
My manager would lend a sympathetic ear if I had a complaint.				.1888*			
My manager would tell his or her boss if my work was outstanding.				.1542*			
My manager would show a great deal of interest if I suggested a new and better way of doing things.	.1624*						
My manager recommends specific ways in which I could improve my performance.		.1834*					-.2099**
My manager would let me know if my work was consistently below acceptable standards.				.1477*			
Working on a manuscript, I feel adequately/inadequately rewarded.			-.1936*	-.1889*			-.2869**

Ques. 1-5: How many job-related pieces of correspondence did you send in a typical week?
Ques. 1-6: How many job-related phone calls did you make in a typical week?
Ques. 1-7: How long did job-related phone calls last?
Ques. 1-8: How long did job-related meetings last?
Ques. 3-3: My age is . . .
Ques. 3-5: My years in publishing add up to . . .
Ques. 3-6: I have worked for the following number of publishers . . .

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

For managers only, two of the demographic items correlate significantly with measures of satisfaction. The age group to which a manager belongs is negatively correlated with his or her feeling of being adequately rewarded. There is a positive correlation between a manager's number of years of experience and agreement with "Most freelancers accept and follow suggestions I make which are intended to help improve their performance."

For both managers and freelancers there is some correlation between satisfaction and the number of publishers they have worked for. For managers, this item is positively correlated with "I give different amounts of direction to different freelancers." For freelancers, it is negatively correlated with the feeling of being adequately rewarded and agreement with "My manager suggests ways in which I could improve my job performance."

Both groups show some significant correlation on the four questions yielding ordinal data in Section 1 of the questionnaire. Managers' estimates of how much job-related correspondence they send in a week are correlated with agreement that most freelancers accept and follow their suggestions. For freelancers, the estimates are correlated with agreeing that "My manager would show a great deal of interest if I suggested a new and better way of doing things."

Both groups also show significant correlation on their estimates of job-related phone calls in a week. Freelancers' estimates are correlated with agreement that managers suggest ways in which they could improve their job performance. Managers' estimates are correlated positively with agreement that most freelancers accept and follow their suggestions, but negatively with agreement that freelancers make accurate estimates of how long they'll need to complete specific tasks.

For managers, the estimated length of job-related phone calls is positively correlated with agreeing that most freelancers accept and follow their suggestions. For freelancers, however, the estimated length of phone calls is negatively correlated with feelings of being adequately rewarded.

Question 1-8, asking how long meetings last if manager and freelancer meet to discuss an assignment, is the item that shows correlation with the largest number of satisfaction measures for both groups. For managers, it is correlated positively with "I give different amounts of direction to different freelancers" and "Freelancers sometimes make it clear they like working with me," and negatively with feelings of being appreciated. For freelancers, it is correlated positively with agreement that a manager would pay them a compliment on outstanding work, lend a sympathetic ear to a complaint, tell the boss about a freelancer's outstanding work, and let them know if their work was consistently below acceptable standards.

To sum up, it can be said that managers and freelancers agree that they communicate with one another principally by telephone. They disagree about the extent to which managers communicate with freelancers in teaching them procedures and giving evaluation. In both cases, the managers (or senders) perceive that there is more communication than do the freelancers (or receivers). There are also indications that, for both groups, the frequency of communication has more positive effect than its length on their agreement with statements related to openness.

CHAPTER 4

Discussion

Freelancing in the publishing business has not hitherto been an object of study in communication research, to the best of the writer's knowledge. First, therefore, it may be in order to make some general comments about the work and the people who do it.

Responses to demographic items on the questionnaire indicate that, for most publishing freelancers, the work is their full-time occupation. There are still some people for whom it is temporary or part-time work, but they are a minority, and they agree significantly less strongly than the majority on one of the statements related to openness. Most freelancers are educated to at least bachelor's degree level, and have at least five years' experience in publishing. Of the subjects in this study (both managers and freelancers), females outnumber males by about 3 to 1.

Some took advantage of the comments section of the questionnaire to explain their choice of employment. One freelancer for whom the job is principal source of income wrote, "I work as a proofreader [so as to] concentrate on other matters (family life, creative and spiritual pursuits)." Another stated the case more succinctly by writing, "The pay is low, but ah, the freedom."

Fewer than half the freelancers consider they are adequately rewarded for their work, despite pay rates quoted as $15 to $20 per hour, which would amount to an annual salary over $30,000 based on a 40-hour work week. Offsetting fairly high hourly rates are the lack of fringe benefits and lack of security and continuity in employment. Most managers, who are salaried employees, rated themselves as feeling adequately rewarded.

Despite their comparative disadvantages, more than two-thirds of the freelancers said they feel satisfied in their work. Since a majority say they feel appreciated and satisfied doing work which they acknowledge is inadequately rewarded (and which lacks many benefits of corporate life), it appears that they may fulfill two of Manz's (1986) criteria defining self-led workers: to address high standards of self-influence, and to recognize work as intrinsically motivating. It is less apparent that they satisfy Manz's third criterion, feeling free to make creative contributions to the work context and task performance. Fewer than half agreed that a manager would show a great deal of interest if they suggested a new and better way of doing things.

In the context of the manager-freelancer relationship, openness was earlier defined as "verbal disclosure, that is not intentionally ambiguous, of information related to the task." The first research question asked whether managers expressed satisfaction with the openness of their communication with freelancers. Responses to this survey indicate that they do. Statistical analysis of rating of agreement with various statements related to openness showed that most of the managers believe their communication is effective, believe they get positive feedback, and do not think most freelancers distort or withhold information.

However, under some circumstances too much communication may be counter-productive to managers' satisfaction. Those who make 3 or 4 job-related phone calls in a week were less likely than those who make 1 or 2 calls to agree that freelancers make accurate estimates of how long they'll take to do specific tasks. Managers who say that a typical face-to-face meeting with a freelancer lasts an hour or more rated themselves as feeling less appreciated and less adequately rewarded than those who say meetings last less than an hour.

It may be worth noting that a manager's years of experience correlate positively with agreement that freelancers follow advice and suggestions, i.e., with a manager's perception that his or her communication is effective. This correlation tends to support Cusella's (1982, 1984) finding that source expertise influences the effectiveness of feedback.

The second research question asked whether freelancers expressed satisfaction with the openness of their communication with managers. On the whole, responses were positive, and it can be said that a majority of freelancers in this survey feel satisfied and appreciated in their work.

Statistical analysis of their agreement with statements related to openness seemed to show they are happier about the "short-term" feedback they receive - such as direct compliments or criticism about their work - than about feedback which could have long-term effects, such as recommendation of ways to improve their performance, or expressed willingness to accept their suggestions for change. It could be argued that such felt deprivation is part of the cost of freelancing; perhaps it contributes to the sense, which a majority of freelancers said they have, of being inadequately rewarded. Their freedom to accept or reject assignments, and to work where and when they please, is balanced by the publishing companies' freedom to deny commitment to their professional development.

If so, this finding tends to confirm the validity of Manz's criteria for self-led workers, since it underscores their strong need for high standards of self-influence and intrinsically motivating work. It also suggests that freelancers could better satisfy Manz's third criterion if specific mechanisms were established enabling them to make creative contributions to the job. Inviting them to file a brief report at the end of an assignment could be such a mechanism.

The third research question asked whether issues relevant to openness could be identified on which managers and freelancers tend to agree or disagree. The survey was

intended to identify such issues, if possible. It seems clear that both groups agree on one principal issue, use of the telephone as a communication channel. For neither group does meeting face to face correlate with ratings of satisfaction, except that (as noted above) meetings lasting over an hour lower the satisfaction of managers. This finding differs from the finding of Housel and Davis (1977), who studied the channel preferences of retail workers.

Two items on the questionnaire seemed significant for one group but not the other. The first asked how most freelancers learn a publisher's style, and, while the two groups did not differ significantly from each other, managers' responses did correlate with some of their measures of satisfaction. Those who said the principal way to learn style is "by receiving instructions from a manager or supervisor" agreed more strongly with two statements about openness, and rated themselves as more satisfied, than those who said freelancers learn most by studying style manuals or other publications. It appears to be beneficial for managers' satisfaction, therefore, to involve themselves in some detailed one-on-one communication at the beginning of a working relationship with a freelancer.

Question 1-9 asked what channel a freelancer would use to request extension of a deadline. Again, between-groups responses did not differ significantly, but freelancers' responses correlated with three of their statements about feedback and two semantic differential items. Those who would use the telephone expressed higher levels of agreement and higher self-ratings of satisfaction than those who would write or meet face to face.

The telephone is the channel most used for all communication between these workers, as noted earlier. A majority of all freelancers never meet their managers, and few communicate often in writing. It is possible to conclude, then, that freelancers are most

satisfied when their communication with a manager is open enough to permit using the usual channel even when they have to send bad news.

Two items remain on which the two groups disagree. Question 1-2 asked how freelancers learn a company's procedures, as opposed to its style. A majority of freelancers said they receive instructions from a manager. Some managers agreed with them, but others said they learn by reading written policies. As with Question 1-1, managers may find it beneficial to give more attention to detailed communication in the early stages of the working relationship. Many freelancers expect them to do so.

The issue of evaluation (Question 1-11) seems both simple and clear-cut. A majority of freelancers said they are not informed of how their work is evaluated, yet fewer than half the managers agreed with them. It appears that managers often think they are providing evaluation, but most freelancers don't get the message. Since measures of satisfaction are highest for freelancers who say they receive evaluation either in writing or from "something a manager says," it seems that giving freelancers a brief written evaluation at the end of each assignment would facilitate openness of communication and raise their level of satisfaction.

CHAPTER 5

Conclusions

Data gathered from 161 subjects in the publishing business indicate that freelancers are good exemplars of Manz's (1986) self-led workers, whose need for intrinsic motivation is strong. Some findings of this study suggest ways in which superior-subordinate communication among these workers can become more effective.

It is clear, first of all, that some of the freelancers' job satisfaction is related to the feedback they receive from managers. However, simply giving them more feedback will not necessarily have the effect of making communication more open - first because overloading the managers will be counter-productive for their own satisfaction, and second because it has been shown that sheer volume (e.g., phone calls lasting longer than 15 minutes) is not related to freelancers' agreement with statements about openness.

Results of this study suggest that the type and timing of feedback are important. It may be true that some contextual factors in a given situation cannot be changed. For example, feedback from an experienced manager appears to be more effective, but inexperienced managers have got to start somewhere. Also, the number of publishers for whom a freelancer works is negatively correlated with some measures of satisfaction, but economic constraints may make it necessary to work for five or more.

Even under adverse conditions, however, more effective communication can be encouraged. First, it seems beneficial to schedule adequate time for a conversation at the beginning of a new assignment. Note that freelancers who receive detailed job instructions with every manuscript agreed more with one statement related to openness. A company's procedures change much more frequently than its style, and freelancers look to a manager

for updated information. Furthermore, establishing accessibility early may make the freelancer less likely to distort information later; survey respondents were more satisfied when they said they could phone a manager with bad news.

While the work is in progress, it seems that frequent interaction or long conversations are not necessary or desirable. Phone calls lasting more than 15 minutes and meetings lasting over an hour have been shown not to increase satisfaction. To check on progress, one 5-minute phone call or one written memo may be more effective.

Finally, perceived openness and worker satisfaction may increase if each assignment concludes with two forms of evaluation. One is an evaluation by the manager of the freelancer's work, which might be more effective if it is given in writing. The second is a report about the job by the freelancer, giving the worker an opportunity to provide additional information and make useful suggestions related to the task.

Limitations

The study was limited primarily by use of too small a sample of managers and an untested questionnaire.

One survey respondent wrote that she has been freelancing in the publishing business since the 1940s. Hers is an exceptional case. Widespread employment of freelancers is a relatively recent phenomenon, and some managers who were asked to participate in the survey refused on grounds that their companies seldom or never use freelancers.

In consequence, it proved difficult to recruit an adequate sample of managers with experience of supervising freelance work. The response rate of managers who were approached was high, but even so the number of respondents (16) was small, and means that results of statistical tests applied to them must be assessed with reservations. Not only does the small number of managers impose caution on attempts to describe them as a

group, it also makes comparison with the freelance respondents more difficult because the two groups are of such different sizes. All statistical tests used for comparison were to some extent affected by the inequality of cell sizes.

The questionnaire used in the survey was not pilot tested, so some of its flaws became apparent only as responses came in. In the space provided at its end for general comments, some freelancers drew attention to what they considered an error in focus. The questionnaire assumed, not an ongoing or very formal relationship between manager and freelancer, but a certain degree of familiarity between them when they are working on a project. Hence, for example, most of the statements used to assess freelancers' satisfaction begin with the words "My manager."

Freelancers who objected to the wording pointed out that they routinely deal with many managers, and different publishers, and would prefer to respond more generally. In light of the finding that over 70% of the freelancers have worked for five or more publishing houses, it is clear that they should have been invited to generalize by use of the words "Most managers."

Another error in focus is the questionnaire's over-emphasis on issues related to communication channels. Following references found in the literature (e.g., Housel and Davis, 1977), the researcher assumed that channels would vary more than they did, and would affect satisfaction with communication.

Perhaps because expectations have changed since 1977, or because of the particular nature of this study's subjects, communication channel proved not to be an influential variable. The great majority of respondents in both groups routinely use the telephone for job- related communication. However, because respondents were asked to specify channel used for several items, it is possible that undue significance may therefore be ascribed to those few who named written or face-to-face communication. Especially with

the Student-Newman- Keuls procedures, significance may be derived from strong positive or negative ratings by the few people in those groups.

A related problem affects interpretation of responses to Question 1-8, "If managers and freelancers meet to discuss an assignment, how long, on average, do the meetings last?" More than half the freelancers have no experience of meeting their supervisors, but they were given the option of responding, "In my experience, they never meet." Resulting data affect statistical testing on this item. As was pointed out in the Results section, statistical tests on Question 1-8 should be applied only to the minority of freelancers who actually use the face-to-face channel.

Recommendations For Future Research

It is strongly recommended that efforts be made to recruit a larger sample of managers for any future research in this area. More managers with appropriate experience may be found in the near future, as the use of freelancers in publishing continues to grow.

Future research might fruitfully investigate the end of freelance assignments in as much detail as this study examined the beginning. It has been suggested herein that use of a report form by freelancers and an evaluation by managers could facilitate greater openness of communication. Some companies already have policies in place urging the use of such evaluation methods, but they are not always consistently implemented. Useful data might be obtained by comparing measures of satisfaction with reports of evaluation techniques that have been put into practice. It is possible that evaluation of workers at specified intervals may be more effective than when it follows every assignment. It is also possible that managers' satisfaction may be affected by having to deal with freelancers' reports on every assigment.

Finally, the survey addressed only briefly issues of attribution (for managers) and response to ambiguous directions (for freelancers). In both cases, responses indicated that these are issues affecting satisfaction in which personal characteristics of the interactants may mediate perceptions (as Jablin, 1979 suggested). For managers, their experience (in terms of both years in the business and number of publishers worked for) seems to affect their acknowledgment that attribution influences their communication with freelance workers. In the freelancers' case, it is notable that those who favor writing as a channel for some kinds of job-related communication also seem most willing to deal with ambiguity in directions from their supervisors.

It may be possible to construct "profiles" of different types of workers to whom various strategies concerning openness in communication are applicable. Studies requiring more detailed information from respondents may be needed to pursue these lines of inquiry.

APPENDIX

University of Nebraska at Omaha

College of Arts and Sciences
Department of Communication
Omaha, Nebraska 68182-0112
(402) 554-2600
Broadcasting (402) 554-2520
Journalism (402) 554-2520
Speech (402) 554-2600

March 20, 1989

There were few freelancers at work when I started my first job in publishing, over twenty years ago. Now, as you know, many publishers depend on them heavily for copyediting, proofreading, indexing and other tasks. Yet little is known about how freelancing fits into the organizational system of a large corporation or institution.

The question is an important one in the field of organizational communication, and I am pursuing some tentative answers in my research at the University of Nebraska at Omaha. As someone with experience of the relationship between freelancer and corporation, you can throw light on how it works in practice. The enclosed questionnaire is intended to gather information about how freelancers and supervisors communicate, and how they perceive their interaction.

Your participation in this study is earnestly sought. Please complete the questionnaire and return it in the envelope provided within ten days, if possible. The names of participants in this study will be held in confidence, but a numbering system is being used initially to enable me to find forms that have not been returned. After the responses have come in, the numbering system will be dropped completely. All data will be treated confidentially at all times.

If you have any questions about the survey, I would be happy to answer them. Please write or call. My telephone number is (402) 554-3474.

Thank you for your assistance,

Sincerely,

Janet Davis
UNO Graduate Student

April 2, 1989

Two weeks ago, a questionnaire was mailed to you seeking your views on communication between freelancers and managers in the publishing business.

If you have already completed and returned it to me, please accept my sincere thanks. If not, please do so today. Because the survey was sent to only a small sample of publishing workers, your response is important if the results are to represent opinions accurately.

If by some chance you did not receive a questionnaire, or if it got misplaced, please call me collect (402/391-4945) and I will get another one in the mail to you right away.

Sincerely,

Janet Davis
UNO Graduate Student

University of Nebraska at Omaha

College of Arts and Sciences
Department of Communication
Omaha, Nebraska 68182-0112
(402) 554-2600
Broadcasting (402) 554-2520
Journalism (402) 554-2520
Speech (402) 554-2600

April 14, 1989

About three weeks ago I wrote to you seeking your opinions on communication between freelancers and managers in the publishing business. Your completed questionnaire has not come back yet.

My research in this area of organizational communication was approved because very little is known about working relationships with freelancers, while at the same time their services are increasingly in demand (and in businesses other than publishing, too).

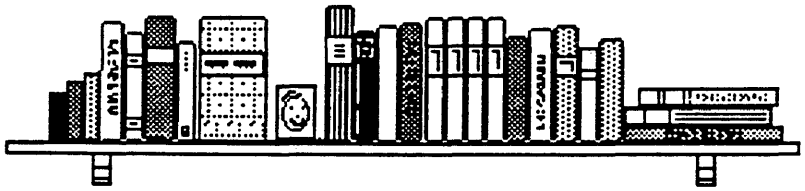
I am writing to you again because of the significance each questionnaire has to the usefulness of this study. You are someone whose experience in publishing qualifies you to express your opinion about current practices in the business. In order for the results of the study to be truly representative of the opinions of those who work in publishing now, it is essential that each person surveyed complete and return her or his questionnaire.

In the event that your questionnaire has been misplaced, a replacement is enclosed. Your cooperation is greatly appreciated.

Sincerely,

Janet Davis
UNO Graduate Student

Communication Between Freelancers and Managers in the Publishing Business



This survey is designed to examine some ways in which managers and freelancers communicate with one another. First, we would like to get an idea of how you set about working on a manuscript. Please complete each question in this section by circling the number to the left of the answer you find most appropriate. Thank you for your help.

1-1 Of the following, which is the principal way freelancers initially learn the publisher's style?

1 By reading one or more of the publisher's style manuals.
2 By receiving instructions from a manager or supervisor.
3 By studying the company's publications.

1-2 Each company has its own way of doing things - preferred shipping methods, for example, or form letters. How do freelancers learn most about a publishing company's procedures?

1 By studying written policies and procedures.
2 By being told what to do by a manager.
3 Other (please specify)_____

1-3 In your experience, how often do managers give explicit and detailed job instructions?

1 With every manuscript.
2 Occasionally - on some jobs but not others.
3 Only when asked.
4 Never.

1-4 How would you say managers and freelancers most often communicate?

1 In writing.
2 By telephone.
3 Face to face.

1-5 Please think about a single recent free-lance job. How many pieces of correspondence related to that job did you send (to manager or freelancer) in a typical week?

1 None
2 1 or 2
3 3 or 4
4 5 or more.

1-6 Please think about a single recent free-lance job. How many phone calls (to manager or freelancer) did you make in a typical week?

1 None
2 1 or 2
3 3 or 4
4 5 or more.

1-7 How long, on average, did your job-related phone calls last?

1 5 minutes or less.
2 More than 5 minutes, but less than 15 minutes.
3 15 minutes or more.

1-8 If managers and freelancers meet face to face to discuss an assignment, how long, on average, do the meetings last?

1 15 minutes or less.
2 More than 15 minutes, but less than an hour..
3 1 hour or more.
4 In my experience, they never meet.

1-9 Sometimes freelancers need to ask for extension of a deadline. Based on your experience, how do you think they usually explain the circumstances to their managers?

1 In writing.
2 By telephone.
3 Face to face.

1-10 If a freelancer wanted to suggest a change in procedure, how do you think he or she would communicate with the manager supervising the job?

1 In writing.
2 By telephone.
3 Face to face.
4 A freelancer would be very unlikely to suggest a change.

1-11 How do freelancers learn how their work has been evaluated?

1 From a written evaluation.
2 From something a manager says.
3 There's no formal evaluation. Freelancers can assume their work is satisfactory if they keep getting assignments or are offered a higher rate of pay.

We're also interested in how you feel about your communication with freelancers on the job. In the next section, you'll find several statements with which you may agree or disagree. Please place a check mark in the column most appropriate for your response. Thank you.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
2-1 Most freelancers make accurate estimates of how long they'll need to complete specific tasks.					
2-2 Most freelancers let me know in a timely way if they will be unable to meet a deadline.					
2-3 Freelancers are quick to let me know if certain procedures are difficult or inconvenient for them to follow.					
2-4 Most freelancers accept and follow suggestions I make which are intended to help improve their performance.					
2-5 Most freelancers are able to meet deadlines changed to accommodate production problems.					
2-6 I give different amounts of direction to different freelancers.					
2-7 Freelancers sometimes make it clear that they like working with me.					

To sum up your feelings in general about the work you do, please place a check mark on one of the lines between each of the pairs of adjectives below:

Working on a manuscript I feel:

Appreciated _____ : _____ : _____ : _____ : _____ : _____ : _____ Unappreciated

Adequately rewarded _____ : _____ : _____ : _____ : _____ : _____ : _____ Inadequately rewarded

Satisfied _____ : _____ : _____ : _____ : _____ : _____ : _____ Dissatisfied

The personal information we are asking for next will help us with statistical analysis but cannot be used to identify you. Please circle the number to the left of the answer that describes you best. Thank you.

3-1 My job title is (circle more than one if necessary):

1 Manager
2 Free-lance editing supervisor
3 Free-lance copyeditor
4 Free-lance proofreader
5 Free-lance indexer
6 Free-lance keyboarder

3-2 My sex is:

1 Female
2 Male

3-3 My age is:

1 Under 25
2 25 to 44
3 45 to 65
4 Over 65

3-4 My level of education is:

1 High school graduate
2 Some college
3 College graduate
4 Some graduate school
5 Holder of one or more advanced degrees
6 Professional license

3-5 My years of experience in publishing add up to:

1 Less than 5
2 5 to 9
3 10 to 14
4 15 to 24
5 More than 25

3-6 Over the years, I have worked for the following number of publishers:

1 One
2 2 to 4
3 5 or more

3-7 Working in publishing is my main source of income.

1 Yes
2 No

Thank you very much for your help in completing this questionnaire. Please use the space below if you would like to add any comments of your own which would add to our understanding of communication between managers and freelancers.

If you would like to receive a summary of our results, please put your name and address on the return envelope (not on this questionnaire).

Questionnaires for both groups of subjects were identical except for items 2-1 through 2-7. For the freelancers, items 2-1 through 2-7 were as shown below.

We're also interested in how you feel about your communication with managers on the job. In the next section, you'll find several statements with which you may agree or disagree. Please place a check mark in the column most appropriate for your response. Thank you.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
2-1 My manager or supervisor would personally pay me a compliment if I did outstanding work.					
2-2 My manager would lend a sympathetic ear if I had a complaint.					
2-3 My manager would tell his or her boss if my work was outstanding.					
2-4 My manager would show a great deal of interest if I suggested a new and better way of doing things.					
2-5 Ambiguous directions from a manager sometimes make my job easier.					
2-6 My manager recommends specific ways in which I could improve my job performance.					
2-7 My manager would let me know if my work was consistently below acceptable standards.					

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