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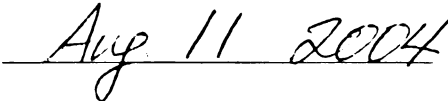
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RELATIONSHIP BETWEEN INFORMATION SEEKING TACTICS AND
SENSE OF WORKPLACE COMMUNITY:
EVIDENCE FROM KOREAN WORKPLACES

By

Yong Jun Shin

A THESIS

ABSTRACT

RELATIONSHIP BETWEEN INFORMATION SEEKING TACTICS AND
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This thesis purposed to assess how individual employees in Korean organizations

sought necessary information and how different information seeking tactics were related

to their perception of sense of community at the workplaces. The data from Korean

workers showed that the measurement for sense of workplace community was

unidimensional, and that overt tactic (i.e., direct questioning) was significantly related to

sense of workplace community. Information types and sources did not moderate the

relationship between information seeking tactics and sense of workplace community,

because overt tactics used for supervisors and coworkers were both related to sense of

workplace community across all the three types of information. Information types,

however, moderated the relationship between importance of information and sense of

workplace community and the relationship between coworker availability as an

information source and sense of workplace community. That is, for relational

information, the more important the information was, the weaker the sense of workplace

community. The more readily coworkers were available for providing relational

information, the greater the sense of workplace community among employees.

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.   Introduction

As the workplace takes an important part in employees' lives, establishing a sense

of community in the workplace has significant implications. In a collectivistic culture in

which a collective, such as a work group or an organization, can take a priority over an

individual, employees' sense of community in their workplace can influence adjustment

to their roles in the organization and socialization into the culture of the organization.

Although various factors can contribute to forming and strengthening a sense of

community at the workplace, ways that employees use to obtain necessary information

can be also importantly related to how strongly the employees feel about their workplace

as a community. Because employees are not always fully provided with all the

information they need to perform their jobs and interact with other employees, employees

need to be active in seeking information that they need. As there are many different

tactics for seeking information, employees may use different ones for different types of

information and for different information sources. It is expected that information seeking

tactics vary in terms of how effective they are for conjuring a sense of community. Thus,

the goal of this thesis is to examine how such different information seeking tactics are

related to individual employees' sense of community. The next section provides brief

overviews for sense of community and information seeking tactics and presents research

questions.

Chapter 1

Sense of Community

The concept "community" has been used by many scholars to explain the aspects

of social settings that satisfy people's needs for connection and belonging (Etzioni, 1994;

Gardner, 1992; MacIntyre, 1981; McMillan & Chavis, 1986; Morgan, 1943; Sarason,

1974). A community is defined as "a social organization whose members know, care

about and support one another, have common goals and feel personally committed"

(Solomon, Watson, Battistich, Schaps, & Delucchi, 1996, p.720). As people can

recognize their community psychologically as well, a way of examining the relation

between people and their community is to assess people's sense of community. A sense

of community is defined as affects of belonging to a group and sharing connection with

other members and a shared faith in members' mutual commitment to fulfill their needs.

(McMillan & Chavis, 1986). According to Riger and Lavrakas (1981), a sense of

community consists of two important factors, social attachment and behavioral

rootedness. In other words, the residents who show commitment to and satisfaction with

their neighborhood consider their neighborhood as a small community nested in a city

and devote themselves more to their neighborhood than the rest of the city (Ahlbrandt &

Cunninghan, 1979). A psychological sense of community can be obtained through

"perceptions of similarity to others, an acknowledged interdependence with others, a

willingness to maintain this interdependence by giving to or doing for others what one

expects from them, and the feelings that one is part of a larger dependable and stable

structure" (Sarason, 1974, p. 157).

The concept, a sense of community, has been studied in a variety of research areas such as civic activities including voting and participatory behaviors for community development (Chavis & Wandersman, 1990), toxic exposure related issues (Bachrach & Zautra, 1985; Edelsten, 1987), and recycling participation (Campos, 1996). These studies demonstrate that many social and community problems can be prevented and solved by creating and enhancing a sense of community.

Sense of Workplace Community

As people spend a great amount of time in their workplace, they consider their workplace, rather than neighborhood, as more important sources of identity and social support (Burroughs & Eby, 1998). Accordingly, organizational researchers have examined the workplace as a type of community that plays a significant role in employees' lives (e.g., Klein & D'Aunno, 1986; Lambert & Hopkins, 1995; Shinn, 1987). Recent studies have shown that employees who experience a sense of community in their workplace think that their organizations meet the needs of their family as well as employees themselves, and provide them with an enhanced quality of life. In addition, employees with a greater sense of community feel more responsible for their organizations and the larger society (Burroughs & Eby, 1998; Sarason, 1974).

When a workplace is considered a community, a workplace community is identified both as a locality and as formal and informal networks of individuals who share a common affiliation (Burroughs & Eby, 1998). Sense of membership, participation, and identification with work groups are some of the factors that characterize employees' sense of community in the workplace (Klein & D'Aunno, 1986). More specifically, Burroughs and Eby (1998) delineate six elements of sense of workplace community:

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sense of belonging, coworker support, team orientation, emotional safety, truthtelling, and spiritual bond. The first element, *sense of belonging*, refers to the level of trust and security that individual members have about each other in terms of knowing each other well and willingness to help each other. The second element, *coworker support*, deals with the amount of influence that individual members have over group activities and the number of opportunities that individual members have in working with others. The third element, *team orientation*, addresses concerns for social support, acknowledgement of various contributions and accomplishments, and feelings about the importance and value of group activities. The fourth element, *emotional safety*, is about the amount of contacts that individual members have with one another and the quality of those interactions. The fifth element, *truthtelling*, is based on the notion that community members must feel safe to tell the truth. Truthtelling requires the member to have personal emotional courage to take a psychological risk, and the community to have empathy, understanding, and caring. The sixth element, *spiritual bond*, deals with enhancement of the human spirit and spiritual importance of community.

Even though PSCW was initially proposed to consist of the six elements, Burroughs and Eby (1998) found that truthtelling did not emerge as a factor and identified additional four factors: tolerance for individual differences, neighborliness, sense of collectivism, and reflection. According to Burroughs and Eby (1998), however, a single large eigenvalue emerged supporting the presence of a general factor representing the construct of sense of workplace community. Thus, at this point, it is not clear whether the measurement of sense of workplace community is a unidimensional, second-order, or multidimensional one. Even if the measurement of sense of workplace community is

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multidimensional, it is not clear how many factors would emerge from sense of workplace community scale, especially with a sample from a non-western culture. Therefore, in order to identify the dimensionality of sense of workplace community, this research presents a research question as follows:

RQ1: Is the measurement of sense of workplace community, multidimensional or unidimensional?

Information Seeking

When facing the demanded acquisition of the formal and informal roles and rules of the organization, newcomers are expected to experience high levels of uncertainty (Miller & Jablin, 1991). Then, people seek information to reduce their uncertainty (Berger & Calabrese, 1975). Although management, supervisors, and co-workers can proactively provide information to help newcomers overcome role shock and uncertainty, such information is often not sufficient enough to completely remove newcomers' uncertainty (Jablin, 1984). Thus, newcomers often need to depend on others and actively seek information (Miller & Jablin, 1991). Information seeking enables newcomers to reduce uncertainty and to understand, predict, and control their environments (Berger, 1979; Berlyne, 1960; Lanzetta, 1971), and eventually promote the socialization process in which newcomers acquire the appropriate attitudes and behaviors for their roles in an organization (Fisher, 1986; Jones, 1983; Morrison, 1993a, 1993b; Nelson, 1987; Van Maanen, 1976; Van Maanen & Schein, 1979). New members of an organization show more confidence in predicting how their supervisors evaluate them as they are more certain about appropriate behaviors of the organization (Lester, 1987).

Employees use various tactics for seeking information. Among seven information seeking tactics proposed and examined by Miller and Jablin (1991, 1996), three major tactics include (a) "overt" – directly asking for information; (b) "indirect" – hinting and letting others respond to non-interrogative questions; and (c) "third party" – asking people who are not the primary information targets.

Information sources vary in how frequently employees rely on them. Several researchers found that newcomers consider familiarity and accessibility important determinants in selecting information sources (Beach, Mitchell, Deaton, & Prothero, 1978; O'Reilly, 1982). Thus, newcomers solicit information more often from direct supervisors and experienced peers than from any other sources such as other supervisors, other newcomers, subordinates, support personnel, or people outside of their organization (Dalton & Thompson, 1986; Evan, 1963; Falcione & Wilson, 1988; Louis, 1990; Miller & Jablin, 1991). In addition, people use different information seeking tactics for different information sources. Individuals choose information seeking tactics partly based on the perceived social costs of interacting with a particular source (Roloff, 1981). Thus, newcomers, who consider asking their supervisors to be embarrassing and risky for their public image, seek information in roundabout tactics (Morrison & Bies, 1991). On the other hand, newcomers often consider their coworkers as similar in status and enjoy a more casual relationship with their coworkers (Jablin, 1984). As a result, newcomers tend to employ more direct tactics in seeking information from coworkers (Miller, 1996).

Another factor affecting the use of different information seeking tactics is types of information (Miller & Jablin, 1991; Morrison, 1993a). According to Morrison (1993a), research on newcomers' socialization suggests that "newcomers need technical, referent,

normative, performance feedback, and social feedback in order to master their jobs and become integrated into their organizations" (p. 559). According to Miller and Jablin (1991), there are three kinds of information important for employees: (1) *referent*, (2) *appraisal*, and (3) *relational information. Referent information* refers to the type of information that employees need to perform their jobs successfully (Hanser & Muchinsky, 1978; Greller & Harold, 1975). *Appraisal information* is a type of performance feedback which indicates workers' accomplishment (Hanser & Muchinsky, 1978). *Relational information* is information about the nature of interpersonal relationships among workers (Miller & Jablin, 1991).

Workplace in a Collectivistic Culture

Collectivism is defined as "a social pattern consisting of closely linked individuals who see themselves as parts of one or more collectives (family, co-workers, tribe, nation)" and people in collectivistic cultures are "primarily motivated by the norms of, and duties imposed by, those collectives; are willing to give priority to the goals of these collectives over their own personal goals; and emphasize their connectedness to members of these collectives" (Triandis, 1995, p. 2). Collectivist cultures have a strong cultural tightness, which refers to the extent to which members of the culture agree on what defines correct behaviors, force one anther to follow the norms of the culture, and discourage one another from deviating from the norms (Pelto, 1968). According to Hofstede (1993), many Asian countries hold collectivistic cultures in which the "self" is defined primarily in terms of in-group membership (Guzley, Araki, & Chalmers, 1998).

In a collectivistic culture, employees are hired and managed not just as an individual but as a part of a group (Hofstede, 1991). The national cultural values have a

strong influence on the managers' skills and behaviors and management practices

(Hofstede, 1980; Jaeger & Kangungo, 1990; Schneider, 1989; Schneider & DeMeyer,

1991) and industrial and entrepreneurial development (Franke, Hofstede & Bond, 1988;

Hofstede & Bond, 1991; Shane, 1994; Yeh & Lawrence, 1995). At the workplaces in

collectivistic cultures, relationships between employer and employees are closely related

to ingroup membership, and the relationship resembles family relationships with mutual

obligations of protection in exchange for loyalty; therefore, the primary focus for

collectivists is the interest and honor of the ingroup which require self-effacement from

the ingroup members (Hofstede, 1991). In addition, managers in collectivistic cultures

exert more effort on building social and interpersonal relationships even before and when

working on business deals (Fan & Zigang, 2004).

In particular, Korean workers tend to have less individualistic tendencies than do

workers in the USA (Christie et al., 2003). Cha (1994) examined and noted collectivism

in the traditional Korean culture by looking at travelogues written by foreign observers of

Koreans during 1870 to 1970 and by reviewing a survey result of attitudes and beliefs of

younger and older generations of Koreans (Cha, 1994). South Korean organizations

emphasize cooperative relations, harmony, and human network among group members

(Cho, 1999).

Sense of Community and Information Seeking in a Collectivistic Culture

A sense of community can play an important role for people in a collectivistic

culture. Employees who hold collectivistic values or norms tend to exhibit citizenship

behaviors that support the interests of their group or organization even when performing

such citizenship behaviors may not directly provide individual benefits (Moorman &

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Blakely, 1995). Collectivistic values or norms are distinguished from those of individualism at not only an individual level but also at a societal level (Hofstede, 1980). In collectivistic societies, the interests of the group prevail over the interests of the individual; a key virtue is harmony with the social environment (Christie, Kwon, Stoeberl, & Baumhart, 2003). According to Chang's case study (1995) of a Korean corporation, the employees as well as the employer made various efforts to maintain their sense of community in the corporate. In addition, many Korean studies demonstrate that Korean organizations emphasize harmony, solidarity and cooperation among organizational members, in which a sense of community is encouraged (e.g., Baik, 1988; Chang, 1995; Cho, 1999; Kim, 2000).

The lack of a sense of community among the members in an organization may lead to a feeling of isolation, loneliness, and alienation, which may eventually result in such undesirable behaviors as personal stress, family crises, violence, and health problems at the individual, workgroup, organizational, and societal level (Senge, Kleiner, Roberts, Ross, & Smith, 1994). Investigation of a sense of workplace community has important research implications. For example, investigating a sense of workplace community serves as another way of understanding employee's adjustment or socialization to the organization, as organizational socialization is defined as the process by which newcomers are transformed from outsiders to insiders who participate effectively in an organization (Feldman, 1976). Research findings on a sense of community can inform organizations about the effective ways to create and enhance a sense of workplace community.

Among the many factors that may be associated with a sense of community in the workplace, this thesis focuses on information seeking tactics that employees use. Different information seeking tactics can vary in their usage and outcomes. Direct information seeking tactics may be more effective in terms of obtaining necessary information efficiently and the obtained information may result in enhanced job performance and personal relationships, which can contribute to improving a sense of community. On the other hand, the constant use of indirect information seeking tactics such as testing and surveillance may not be effective as other tactics in terms of increasing the sense of belonging and trust among the members. Thus, it is expected that different information seeking tactics are variously associated with a sense of community.

People in different cultures have different preferences for the way they communicate with each other. According to Gudykunst (1988), the different ways of seeking information can be explained by high versus low context cultural characteristics. In high-context cultures, people depend heavily on the overall situation to interpret events, and people in low-context cultures rely more on the explicit verbal content of message (Gudykunst, 1988). Therefore, members in high-context culture prefer indirect ways such as nonverbal cues and information about a person's background, but members of low-context cultures ask direct questions to find out experience, attitudes, and beliefs (Littlejohn, 1996). In addition, the dimension of independent versus interdependent self-construals proposed by Markus and Kitayama (1991) explains individuals' choice of communication style (Kim & Sharkey, 1995). For instance, individuals high in independent self-construal use direct and non-ambiguous forms of communicative strategies to assert their needs and intentions clearly. In contrast, people high in

interdependent self-construal tend to be more concerned with avoiding negative evaluations and desire not to hurt the other's feelings, so that they use more situationally appropriate communication styles (Kim & Sharkey, 1995). However, it is not clear which information tactics would be more important for sense of community than others, especially among people in a collectivistic culture. Although some research has shown that people in collectivistic cultures prefer more indirect ways of requesting (Gudykunst et al., 1996; Hall, 1976), other research has shown that people in collectivistic cultures are also quite direct in their communication (Beamer, 2003) and prefer direct persuasion appeals, along with other types of appeals (Ma & Chuang, 2001). Thus, the second research question is presented as follows:

RQ2: Which information seeking tactics among "overt," "indirect," and "third party" are significant predictors of sense of workplace community?

Information Source and Information Type as Moderators

As discussed above, there are several distinct information seeking tactics, and employees use different tactics depending on the type of information and information source. For example, research has shown that direct information tactics such as "overt" one are less often used for seeking confidential information (Comer, 1991) and more often used for seeking technical, referent, and appraisal information rather than relational information (Ashford & Tsui, 1991; Comer, 1991; Cusella, 1980; Morrisin, 1993b). In contrast, indirect tactics are more frequently used when it is necessary to avoid embarrassment and save face (Brown & Levinson, 1978; Goffman, 1959, 1967).

Moreover, information source can influence people's information tactics in terms of power distance, which Hofstede (1991) defines as the degree to which employees feel

comfortable approaching their supervisor in an organizational setting. The level of power distance between a supervisor and subordinates has an inverse relationship with the level of openness of organizations for sharing information (Dawar et al., 1996). For example, people in cultures of high power distance are less likely to disagree openly with their superiors than those in cultures of low power distance (Harrison, 1995). Thus, it is possible that in cultures of high power distance, people are more likely to prefer indirect information seeking tactics, especially with their supervisors. It can be questioned if indirect tactics used for supervisors contribute to more harmonious relationships with superiors and thus lead to increased sense of community. Thus, the third research question is posed as follows:

RQ3: How do information source and information type moderate the relationship between information seeking tactics and sense of workplace community?

Chapter 2

Method

Overview of Design

This research used a 2 (information seeking sources: supervisors vs. coworkers) ×

3 (information type: reference vs. appraisal vs. relational) mixed design with information

seeking target as a repeated (within subject) factor and information type as an

independent (between subject) factor. After responding to the scale for sense of

workplace community (dependent variable), each participant read a brief description of

one of the three information types and indicated preferences for using three types of

information. Participants also indicated the degree to which they would employ the three

types of information tactics for their supervisors as well as for their coworkers.

In addition to the main variables (sense of workplace community and information

seeking tactics), items assessing importance, likelihood, frequency of information

seeking, and availability of supervisors and coworkers as information sources were added

to the questionnaire to check if participants would consider information seeking

behaviors as relevant and applicable to their workplaces, and information sources were

available for participants to try various information tactics.

Participants

Participants were two hundred and forty (59.2% men and 40.8% women)

employees holding a variety of work types (50.0% administration/management, 23.8%

sales/marketing, 17.1% professional, 3.3% service, 1.3% engineering/science/research,

0.4% information technology/internet, and 2.9% others) in various types of Korean

organizations (37.5% financial companies, 16.7% press companies, 9.6% governmental

organizations, 9.6% TV home shopping companies, 8.8% advertising agents, 5.0% chemical companies, 0.8% accounting corporations, and 8.3% other organizations). As for departmental membership, 11.3% of the participants worked in sales departments, 9.6% in broadcasting arts, 9.2% in supporting departments, 6.7% worked in visual broadcasting, 6.3% in advertising departments, 4.2% engaged in marketing departments, 2.9% in planning departments, 2.1% were in human resource departments, 24.6% were unclassified, and 23.3% did not indicate their departments. Age of participants ranged from 21 to 52 years, with a mean age of 33.50 years (SD = 6.63). Tenure ranged from 0.08 year to 27.5 years, with a mean of tenure 7.47 years (SD = 6.85). The majority of the participants (99.6%) worked 40 or more hours per week. For educational background, 56.3% of participants held bachelor's degree, 13.3% high school diploma, 9.6% master's degree, 9.2% associate degree, 4.6% were in master's program, 1.7% experienced some college, and 0.4% doctoral degree. Of all the participants, 45.8% of employees were single, 37.1% married with children, 15.0% married without children, and 0.8% divorced.

Procedure

Participants were contacted by personal contacts and snowball sampling. Prepared questionnaires were delivered in bulk to a contact person within each organization who distributed the questionnaires to organizational members. Each participant received a pre-stamped and pre-addressed envelope with the questionnaire and consent form. After answering the questions, each participant voluntarily mailed the questionnaire to a research assistant in Korea. The research assistant collected the completed questionnaires and sent them directly to the researcher in the United States.

Measures

Before distributing the questionnaires, the researcher translated the questions from English to Korean, and a Korean fluent in English back-translated the translated questions from Korean to English. After that, the questions were reviewed to check the translation. When the meanings of some questions came out differently, the translation processes were repeated.

All the measures were checked for unidimentionality and reliability before creating composite variables, which were then checked for normality of distribution. All the measures used a 5-point Likert response format (1 = strongly disagree, 5 = strongly agree). Table 1 shows correlations among variables and Table 2 shows means and standard deviations of the variables.

Sense of Workplace Community. Thirty-one items examined sense of workplace community. Twenty-four items were selected and modified from the scale of psychological sense of community at the workplace (Burroughs & Eby, 1998), which included seven dimensions of sense of workplace community: emotional safety, coworker support, team orientation, sense of belonging, tolerance for individual differences, neighborliness, and sense of collectivism. Additionally, seven items were created to assess Korean workers' social activities with people at the workplace (see Appendix A).

Information Seeking Tactics to Supervisor. Twelve items assessed three types of information seeking tactics towards the supervisor about each type of information: referent information (see Appendix C-1), appraisal feedback (see Appendix C-2), and relational information (see Appendix C-3). All the items were taken from Miller's (1996)

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information seeking tactics scales. The four items measuring use of overt tactics for a supervisor had reliability (Cronbach's α) of .89. The four items measuring use of indirect tactics had reliability of .84 and the four items for third party tactic had reliability of .84.

Information seeking tactics to coworkers. Identical to the measures assessing information tactics for supervisors, twelve items assessed three types of information seeking tactics for coworkers about each type of information: referent information (see Appendix D-1), appraisal feedback (See Appendix D-2), and relational information (See Appendix D-3). The four items measuring use of overt tactic for coworkers had reliability (Cronbach's α) of .90. The four items measuring use of indirect tactic had reliability of .88 and the four items for third party tactic had reliability of .89.

Importance of Information Seeking. Four items were designed to assess information seeking as an important activity (for referent information, see Appendix B-1; for appraisal information, see Appendix B-2; for relational information, see Appendix B-3). Among the four items, one item ("Information concerning ... is not helpful for performing my job") was removed because the Cronbach's alpha was relatively small if the item was included (α = .80). Removal of the reverse-coded item resulted in improved reliability (α = .89).

Likelihood of Information Seeking. Three items to assess likelihood of information were included in order to check if the participants considered information seeking as (for referent information, see Appendix B-1; for appraisal feedback, Appendix B-2; for relational information, Appendix B-3). Among the three items, one item ("It is easy to obtain information concerning ....") was removed because the Cronbach's alpha

was relatively small if the item was included (α = .69). Deletion of the item increased reliability (α = .90).

Frequency of Information Seeking. Four items were used to check if participants often engaged in obtaining information (for referent information, see Appendix B-1; for appraisal information, see Appendix B-2; for relational information, see Appendix B-3). Among the four items, one item ("I rarely try to get information concerning ....") was removed to increase reliability from .80 to .86.

Supervisor's Availability as Information Source. Four items were included to check if the supervisors were available as the information sources (for referent information, see Appendix B-1; for appraisal information, see Appendix B-2; for relational information, see Appendix B-3). Among the four items, one reverse-coded item ("I do not see my supervisor often enough to ask information concerning....") was removed because the Cronbach's alpha was relatively small if the item was included (α = .70). When the item was removed, however, the reliability increased (α = .83).

Coworker's Availability as Information Source. Four items were employed to check if the coworkers were readily available as information sources (for referent information, see Appendix B-1; for appraisal information, see Appendix B-2; for relational information, see Appendix B-3). Among the four items, one reverse-coded item ("I do not see my coworkers often enough to ask information concerning....") was removed to increase reliability from .66 to 77.

Chapter 3

Results

Preliminary Analyses

One-way (information type: referent vs. appraisal vs. relational) ANOVAs were performed on importance, likelihood, frequencies of information seeking and availability of supervisor and coworkers as information sources. As shown in Table 2, all the analyses yielded significant results. Overall, referent and appraisal information was more important, more likely to be sought with greater frequencies than relational information. Furthermore, supervisors and coworkers were more easily available for referent and appraisal information than for relational information. Across information types, coworkers ($M = 3.38$, $SD = 0.70$) were more easily available as an information source than supervisors ($M = 3.17$, $SD = 0.82$), t (239) = 4.20, $p < .001$.

For the possibility of a certain information seeking tactic being preferred over others, a 3 (information types) x 6 (overt, indirect, and third party tactics used for superiors and coworkers) mixed ANOVA was conducted. The result was significant for information seeking tactics, F (5, 1175) = 129.95, $p < .001$, $\eta^2 = .25$. Although the main effect for information types and the interaction effect between information types and information seeking tactics were also significant, F (2, 235) = 9.03, $p < .001$, $\eta^2 = .02$, and F (10, 1175) = 2.42, $p < .05$, $\eta^2 = .01$, the effect sizes were quite small, especially compared to the effect size for information seeking tactics. A series of paired t-tests were conducted to discern which tactics were preferred over others. As shown in Table 3, overt tactic was more strongly preferred for both superiors and coworkers over indirect and third party tactics.

To answer RQ1 on dimensionality of sense of workplace community, confirmatory factor analyses (CFAs) with various numbers of dimension solutions were conducted. Most of the analyses with multidimensional solutions failed to yield a satisfactory fit, even after various attempts to increase the fit (e.g., removing certain items, changing item-factor specification). Finally, a unidimensional solution was tested. A factor structure with 16 items yielded a satisfactory fit (NFI = .82, NNFI = .85, CFI = .87, GFI = .86, AGFI = .82) with reliability (Cronbach's α) of .91. Thus, the following analyses concluded sense of workplace community as a unidimensional variable.

When individual level characteristics were examined for sense of workplace community, analyses showed that gender, individuals' job title (or rank) (e.g., supervisor, manager, executive), work type, educational level, and marital status did not significantly affect sense of workplace community. Age, employment length, and working hours per week were also not significantly related to sense of workplace community.

Intraclass correlations were calculated to examine a possibility that individual workers' departmental membership or organizations might have affected their sense of workplace community. A substantial amount of variance at the departmental or organizational levels would necessitate a multilevel analysis. When organizational and departmental groupings[1] were considered, however, even the largest variance was no bigger than 6.4%. Because more than 93% of the variance in sense of workplace community was at individual level, the following main analyses were conducted at individual level.

Main Analyses

To answer RQ2 and RQ3, which questioned main effects of information seeking tactics and moderating effects of information targets and information types on sense of workplace community, a moderated regression analysis was conducted. To protect against nonessential multicollinearity and to achieve easier interpretation, the continuous variables (uses of three information seeking tactics) were centered before entering into the equation (cf., Cohen, Cohen, West, & Aiken, 2003). The categorical variable (three information types) was dummy-coded with relational information as a reference. For interaction effects,[2] sense of workplace community was regressed onto product terms of information seeking tactics and dummy-coded referent and appraisal information variables.

As shown in Table 4, the main effects for information seeking tactics accounted for a significant proportion of the variance in sense of workplace community, F (8, 229) = 7.92, $p < .001$, adjusted $R^2 = .19$. When the two-way interaction terms were entered into the equation, however, the interaction terms failed to account for a significant increase in the proportion of explained variance, F (12, 217) = 1.06, $p = .40$, R^2 change = .04. Among the predictors of interest for main effects, only overt tactics for supervisor and overt tactics for coworkers were statistically significant. Since none of the interaction terms were statistically significant at $p < .05$, it is concluded that the data were inconsistent with the expectation for information types as a moderator. The data were also inconsistent with the expectation for information sources as a moderator because overt tactics were preferred both for supervisors and for coworkers.

Additional Analyses

Although the above results showed that information sources and information types were not significant moderators for the relationship between information seeking tactics and sense of workplace community, those may be moderators for importance, likelihood, frequency of information seeking and information source availability for their relationships with sense of workplace community. Thus, another moderated regression analysis was conducted with centered continuous variables and dummy-coded categorical variables.

As shown in Table 5, the main effects (for importance, likelihood, and frequency of information seeking and information source availability) accounted for a significant proportion of the variance in sense of workplace community, $F(7, 232) = 15.64$, $p < .001$, adjusted $R^2 = .30$. When the two-way interaction terms were entered into the equation, they added a significant increase in the proportion of explained variance, $F(10, 222) = 3.55$, $p < .001$, R^2 change $= .09$. Among the predictors of interest for main effects, supervisor availability and coworker availability were significantly and positively related to sense of workplace community. For interaction effects, as shown in Table 5, there was a significant difference between appraisal and relational information for the relationship between importance of information seeking and sense of workplace community, while the difference between referent and relational information was not significant at $p < .05$. Appraisal and relational information also differed for the relationship between coworker availability and sense of workplace community, while referent and relational information did not differ significantly. Figures 1 and 2 illustrate the moderated relationships. When regression analyses were conducted separately for each information type, the slope for

importance of information seeking was positive and significant for appraisal information (β = .21, t = 2.12, p = .04), non-significant for referent information (β = .10, t = 0.78, p = .44), and negative and non-significant for relational information (β = -.23, t = -1.69, p = .10). The slope for coworkers' availability was non-significant for appraisal information (β = .01, t = 0.11, p = .92), positive and significant for referent information (β = .26, t = 2.37, p = .02), and positive and significant for relational information (β = .33, t = 3.01, p = .003).

Chapter 4

Discussion

Summary

This study was aimed at assessing the relationship between information seeking tactics and sense of workplace community and the moderating roles of information types and sources. First, in order to establish that these types of information were relevant in the workplace and availability of superiors and coworkers was sufficient as information sources, the study examined the importance, frequency, likelihood of seeking each of the three types of information, and availability of superiors and coworkers as information sources. Then, the measurement of sense of workplace community was checked for unidimensionality (RQ1) for further analyses. The main analysis for RQ2 revealed that the two information seeking tactics, 'overt tactic to supervisor' and 'overt tactic to coworker,' were significant predictors of sense of workplace community. That is, the more likely employees were to use direct question asking tactic, the greater their sense of community in the workplace. The analysis for RQ3, however, showed that information sources and information types did not work as significant moderators. The positive relationship between preferred use of overt tactic and sense of workplace community was constant across information sources and types. On the other hand, the additional analysis showed that information type moderated the relationships between importance of information seeking and sense of workplace community and between coworker availability and sense of workplace community. Compared to appraisal information, the importance of seeking relational information was associated with decreased sense of workplace community, but coworkers' availability as relational information source was

associated with increased sense of workplace community. Regardless of information type, however, supervisor availability was positively related to sense of workplace community.

Direction of Influence between Information Seeking and Sense of Workplace Community

The current study does not show the direction of influence between preferred use of information seeking tactics and sense of workplace community. When developing the rationale for this study and using regression for data analyses, however, use of information seeking tactics was treated as the predictors of sense of workplace community. Consequently, one possible interpretation of the findings is that being direct for seeking information contributes to increased sense of workplace community, maybe because directly obtained information is higher in quality and affords employees with being able to avoid wasting time and efforts so that employees are socialized more efficiently and effectively. In addition, using overt tactic may indicate the information seeker's enthusiasm about being a part of the workplace. Another equally (if not more) plausible interpretation, however, is that a heightened sense of workplace community enables employees to use overt tactic. A stronger sense of workplace community may reduce social cost (e.g., embarrassment) that may come with overt tactic. Employees may be at greater ease with being direct in seeking information because they feel a stronger connection with their supervisors and coworkers.

Implications

In recent years, research on organizational socialization and information seeking has focused on newcomers' proactive and self-managing ability (Morrison, 1993) and on newcomers' information seeking behaviors (Ashford & Taylor, 1990; Comer, 1991;

Miller & Jablin, 1991; Reichers, 1987). The research on organizational socialization and information seeking have shown implications for motivation, satisfaction, commitment (Van Maanen, 1975), mutual influence, job involvement, internal work motivation (Feldman, 1976), performing dependent role assignment, remaining with the organization, and innovating and cooperating spontaneously (Feldman, 1981). Research on sense of community in the workplace can also add to the area of organizational socialization. As a part of organizational socialization processes, sense of workplace community can be particularly more important in cultures which encourages informal kinship and friendship pressures toward acceptance of position, commitment to the current task and position, conformity, and common good.

In addition, many researchers demonstrated that supervisors' role is critical in creating a supportive atmosphere in the workplace. In other words, creating and maintaining sense of community at the workplace depend on supervisors' ability and effort to a great extent. Thus, this study provides another rationale to motivate supervisors to enhance sense of community in organization and suggests a way of developing sense of workplace community by understanding employees' information seeking behaviors. In addition, coworkers can also help each other by being more active in information seeking.

While many studies demonstrated that people in collectivistic cultures prefer indirect modes of communication such as roundabout discursive style (e.g., Gudykunst, 1994; Kaplan, 1966; Stewart & Bennet, 1991; Ting-Toomey, 1994), this research found that Korean employees preferred direct communication over strongly than indirect ones in seeking information at the workplaces. This result is consistent with a few recent

research findings that demonstrate preference of direct communication style in collectivistic cultures (e.g., Beamer, 2003; Ma & Chuang, 2001). This finding on preference for overt tactic to both superiors and coworkers can imply at least a few things. First, even when cross-cultural comparisons reveal that people in one culture prefer direct mode of communication more strongly than people in the other culture do, as shown in previous research (e.g., Gudykunst, 1994; Kaplan, 1966; Stewart & Bennet, 1991; Ting-Toomey, 1994), within –culture analysis may show that people in general prefer direct mode of communication. Second, it is taken for granted that there are specific cultural traits resistant to change (Chen & Chung, 1994). However, even the national and/or cultural traits are likely to change at a fast pace especially in this era of globalization and information society in which people in the world are connected on the Internet. Third, although people in collectivistic cultures may show preference for direct mode of communication in self-report survey, they may engage in more indirect mode of communication in actual behavior.

The preliminary analyses showed that employees considered seeking referent information most important and seeking relational information least important. Consequently, they were more likely to seek referent and appraisal information than relational information at the workplace. What these results did not indicate, however, is whether employees thought that relational information itself was less important than referent and appraisal information. Although relational information might be as important as other types of information in terms of one's organizational life, the behavior of "seeking" relational information might not be. The concept of social cost (Roloff, 1981) can be relevant here, because seeking relational information may pose relational

challenges. In particular, because people in Asian countries hold propriety in great account (Chen & Chung, 1994), seeking relational information may seem opportunistic and suspicious. Hence, people in those cultures may be reluctant to seek relational information and try to avoid giving negative impression to others by restraining themselves from actively seeking that kind of information. Nonetheless, the research result showed that coworkers were relatively more available than supervisors in seeking relational information.

The additional analyses showed that among the three types of information, relational information was different from appraisal information for importance of information seeking and coworker availability as an information source for their relationships with sense of workplace community. Relational information is a type of social feedback about how an individual's non-task behaviors are accepted and evaluated by other people (Morrison, 1993b). Relational information can contain an evaluation of an individual's personality or characteristics (Miller & Jablin, 1991). Compared to appraisal information, it is more important for employees to obtain relational information within an organization; some employees may consider non-task related issues such as politics more important in the workplace, which can negatively affect their perception of sense of workplace community. On the other hand, the positive relationship between coworkers' availability as a relational information source (rather than an appraisal information source) and sense of workplace community may imply that employees enjoy having coworkers nearby providing them with relational information, which can give them greater certainty about the workplace. Coworkers are mutually influential with one another and provide emotional support to each other (Posner & Powell, 1985). Moreover,

according to Morrison (1993b), new employees in general seek relational information from coworkers while they seek instructions and performance information from supervisors. Coworkers view their organization from a similar viewpoint (Louis, 1990) and provide an insider's perspective of their organizational culture (Morrison, 1993b) while supervisors have a perspective different from coworkers and hold the positions that do not allow them to be entirely open-minded (Louis, 1990). In addition, because seeking relational information demands employees to be concerned about protecting their self-and public images (Brickman & Bulman, 1977; Miller, 1976) and employees have the more formal and evaluative relationship with their supervisors, employees tend to prefer to seek relational information from their coworkers rather than from supervisors (Dalton & Thompson, 1986; Falcione & Wilson, 1988; Kram, 1985; Louis, 1990).

Limitations

While this study revealed some interesting relationships between Korean employees' preferred use of information seeking tactics and sense of workplace community, it was quite exploratory in nature. Thus, there are a few limitations and some issues for future research. First, a longitudinal design would have allowed observation of development of sense of workplace community over time and of the direction of influence between information seeking tactics and sense of workplace community. Second, future research should compare the differences in sense of workplace community across different departments and organizations by being able to group participants by their specific departmental or organizational membership, rather than by business type as used in the current study. Third, this study is limited to information seeking tactics. The impact of each information itself (e.g., quality and/or quantity of information) on

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employees' sense of workplace community was not assessed. Hence, if future research reveals the relationship between the preferably sought information and the quality and quantity of obtained information, it may increase our understanding of the workings of organizational life.

Conclusion

In this study, the relationship between information seeking tactics and sense of workplace community was tested. The result showed that the two information seeking tactics, 'overt tactic to supervisor' and 'overt tactic to coworker' among the different tactics came out statistically significant. This outcome is quite meaningful because many research results have demonstrated the preference of indirect communication modes in collectivistic cultures like South Korea. Thus, this study suggests future research issues on the changes of cultural traits across the nations. In addition, this study emphasizes the importance of sense of workplace community as a measure of organizational socialization. Especially, as employees consider their supervisors as critical information sources, this study emphasizes supervisors' role to enhance sense of community at their workplaces. Also, because employees tend to seek referent information and appraisal feedback more than relational information through more direct information seeking modes, organizations are recommended to devise a system or an environment to share information relevant to works in more direct ways.

Endnotes

1. When the questionnaire was distributed, participants were asked to indicate the types of organizations (i.e., main business type), rather than to reveal the names of their organizations (i.e., employer). Consequently, employees of a few organizations with a similar business type (e.g., banking) were not distinguishable for their specific organizational membership. In those cases, information such as the exact name of the departments/work teams to which employees belong was used to infer their organizational membership. In essence, various ways to group participants (e.g., main business type, organization, department type, and department, etc.) were employed to determine the necessity of a multilevel analysis.

2. Only the two-way interaction terms were reported in the paper, because higher order interactions were statistically insignificant and theoretically uninteresting.

TABLES AND FIGURES

Table 1. *Zero-Order Correlations among the Composite Variables*

	1	2	3	4	5	6	7	8	9	10	11	12
n = 240												
1	—	.23***	.24***	.25***	.48***	.39***	.41***	.03	-.01	.30***	-.03	.06
2		—	.68***	.49***	.52***	.39***	.37***	.16*	.03	.33***	.08	.15*
3			—	.63***	.48***	.44***	.37***	.17*	.09	.34***	.10	.16*
4				—	.48***	.37***	.35***	.19**	.06	.30***	.19**	.20**
5					—	.49***	.46***	.22**	.02	.34***	.18**	.22**
6						—	.29***	.09	.11	.38***	.14*	.17*
7							—	.02	-.13*	.47***	-.01	.05
8								—	.52***	-.10	.74***	.54***
9									—	.01	.51***	.55***
10										—	-.05	.00
11											—	.60***
12												—

	Subscale		
1	Sense of Workplace Community	7	Overt Tactic to Supervisor
2	Importance	8	Indirect Tactic to Supervisor
3	Likelihood	9	Third Party Tactic to Supervisor
4	Frequency	10	Overt Tactic to Coworkers
5	Supervisor Availability	11	Indirect Tactic to Coworkers
6	Coworker Availability	12	Third Party Tactic to Coworkers

Notes.
*** $p < .001$, ** $p < .01$, * $p < .05$

Table 2. *Means and Standard Deviations of Variables*

	Referent (n = 58)		Appraisal (n = 94)		Relational (n = 88)			
	M	SD	M	SD	M	SD	$F(2, 237)$	η^2
Importance	4.05_a	0.57	3.67_b	0.81	3.12_c	0.77	29.48***	.20
Likelihood	3.80_a	0.68	3.66_a	0.84	2.91_b	0.90	27.37***	.19
Frequency	3.29_a	0.68	3.36_a	0.70	2.60_b	0.85	26.37***	.18
Supervisor Availability	3.40_a	0.84	3.43_a	0.69	2.75_b	0.76	21.49***	.15
Coworker Availability	3.45_a	0.75	3.59_a	0.63	3.10_b	0.65	12.80***	.10
Sense of Community	3.34_a	0.58	3.50_a	0.50	3.43_a	0.58	1.57	.01
Overt Tactic to Supervisor	3.59_a	0.74	3.74_a	0.72	3.28_b	9.87	8.13***	.06
Indirect Tactic to Supervisor	2.59_a	0.87	2.92_b	0.77	2.63_{ab}	0.76	4.35*	.04
Third Party Tactic to Supervisor	2.77_a	0.90	2.96_a	0.77	2.92_a	0.71	1.11	.01
Overt Tactic to Coworkers	3.91_a	0.60	3.82_{ab}	0.64	3.56_b	0.78	5.21**	.04
Indirect Tactic to Coworkers	2.49_a	0.92	2.83_b	0.80	2.50_a	0.81	4.39*	.04
Third Party Tactic to Coworkers	2.51_{ab}	0.93	2.81_a	0.80	2.37_b	0.69	7.31**	.06

Notes.
*** $p < .001$, ** $p < .01$, * $p < .05$
Means sharing the same subscript horizontally do not differ at $p < .05$, according to Tukey's post hoc analyses.

Table 3. *Comparisons of Preferred Use of Information Seeking Tactics*

		t-test	p
		$df = 57$	
Referent Information	$S_{overt} - S_{indirect}$	6.31	< .001
	$S_{overt} - S_{third\ party}$	4.89	< .001
	$S_{indirect} - S_{third\ party}$	-1.70	.095
	$C_{overt} - C_{indirect}$	9.46	< .001
	$C_{overt} - C_{third\ party}$	10.16	< .001
	$C_{indirect} - C_{third\ party}$	-0.17	.866
		$df = 93$	
Appraisal Feedback	$S_{overt} - S_{indirect}$	7.46	< .001
	$S_{overt} - S_{third\ party}$	6.78	< .001
	$S_{indirect} - S_{third\ party}$	-0.61	.545
	$C_{overt} - C_{indirect}$	8.83	< .001
	$C_{overt} - C_{third\ party}$	8.59	< .001
	$C_{indirect} - C_{third\ party}$	0.19	.854
		$df = 87$	
Relational Information	$S_{overt} - S_{indirect}$	5.51	< .001
	$S_{overt} - S_{third\ party}$	2.90	.005
	$S_{indirect} - S_{third\ party}$	-3.41	.001
	$C_{overt} - C_{indirect}$	8.74	< .001
	$C_{overt} - C_{third\ party}$	11.07	< .001
	$C_{indirect} - C_{third\ party}$	1.97	.052

Table 4. *Moderated Regression Analysis for Information Seeking Tactics and Information Sources*

	unstandardized		Standardized		
	B	SE	β	t	p
Main effects					
intercept	3.52	0.06			
S_{overt}	0.24	0.05	.34	4.95	<.01
$S_{indirect}$	0.09	0.06	.13	1.39	.17
$S_{third\ party}$	-0.01	0.06	-.01	-0.10	.92
C_{overt}	0.14	0.05	.17	2.49	.01
$C_{indirect}$	-0.11	0.06	-.17	-1.78	.08
$C_{third\ party}$	-0.06	0.05	.09	1.06	.29
Referent Information	-0.22	0.09	-.17	-2.48	.01
Appraisal Information	-0.08	0.08	-.07	-0.99	.32
Full model					
intercept	3.52	0.06			
S_{overt}	0.17	0.08	.24	2.16	.03
$S_{indirect}$	0.08	0.10	.12	0.81	.42
$S_{third\ party}$	0.05	0.09	.07	0.58	.57
C_{overt}	0.09	0.08	.11	1.04	.30
$C_{indirect}$	-0.16	0.10	-.24	-1.54	.13
$C_{third\ party}$	0.23	0.11	.33	2.15	.03

Table 4 (cont'd).

Referent Information	-0.21	0.09	-.16	-2.30	.02
Appraisal Information	-0.07	0.08	-.06	-0.85	.40
Int-bet Ref. & S_{overt}	0.22	0.13	.15	1.80	.07
Int-bet Ref. & $S_{indirect}$	-0.04	0.16	-.03	-0.25	.80
Int-bet Ref. & $S_{third party}$	0.00	0.15	.00	0.00	.99
Int-bet Ref. & C_{overt}	0.00	0.15	.00	0.00	.99
Int-bet Ref. & $C_{indirect}$	0.14	0.16	.11	0.84	.40
Int-bet Ref. & $C_{third party}$	-0.25	0.16	-.21	-1.61	.11
Int-bet App. & S_{overt}	0.05	0.12	.04	0.42	.68
Int-bet App. & $S_{indirect}$	0.04	0.15	.03	0.24	.81
Int-bet App. & $S_{third party}$	-0.11	0.13	-.09	-0.84	.40
Int-bet App. & C_{overt}	0.17	0.13	.12	1.33	.19
Int-bet App. & $C_{indirect}$	0.02	0.14	.02	0.14	.89
Int-bet App. & $C_{third party}$	-0.20	0.13	-.19	-1.53	.13

S_{overt}: Overt tactic for supervisor
$S_{indirect}$: Indirect tactic for supervisor
$S_{third party}$: Third party tactic for supervisor
C_{overt}: Overt tactic for coworkers
$C_{indirect}$: Indirect tactic for coworkers
$C_{third party}$: Third party tactic for coworkers
Int: Interaction
Ref: Referent information
App: Appraisal information

Table 5. *Moderated Regression Analysis for Importance, Likelihood, and Frequency of Information Seeking and Information Source Availability*

	unstandardized		standardized		
	B	SE	β	t	p
Main effects					
intercept	3.62	0.06			
Importance	0.01	0.05	.01	0.13	.90
Likelihood	0.00	0.05	.00	0.01	.99
Frequency	0.04	0.05	.06	0.82	.42
Supervisor Availability	0.29	0.05	.44	6.13	<.01
Coworker Availability	0.17	0.05	.22	3.40	<.01
Referent Information	-0.37	0.09	-.29	-4.18	<.01
Appraisal Information	-0.25	0.08	-.22	-3.17	<.01
Full model					
intercept	3.53	0.06			
Importance	-0.17	0.09	-.26	-1.96	.05
Likelihood	-0.08	0.09	-.12	-0.88	.38
Frequency	0.03	0.07	.05	0.45	.65
Supervisor Availability	0.28	0.08	.41	3.60	<.01
Coworker Availability	0.30	0.09	.38	3.50	<.01
Referent Information	-0.38	0.10	-.30	-3.93	<.01
Appraisal Information	-0.15	0.08	-.14	-1.98	.05

Table 5 (cont'd).

Int-bet Ref. & Importance	0.27	0.16	.17	1.77	.08
Int-bet Ref. & Likelihood	0.21	0.15	.14	1.40	.16
Int-bet Ref. & Frequency	0.16	0.12	.10	1.34	.18
Int-bet Ref. & Supervisor Availability	-0.11	0.12	-.08	-0.95	.34
Int-bet Ref. & Coworker Availability	-0.09	0.12	-.06	-0.77	.44
Int-bet App. & Importance	0.30	0.12	.28	2.61	.01
Int-bet App. & Likelihood	0.19	0.11	.18	1.69	.09
Int-bet App. & Frequency	-0.07	0.11	-.06	-0.68	.50
Int-bet App. & Supervisor Availability	0.10	0.11	.08	0.86	.39
Int-bet App. & Coworker Availability	-0.29	0.12	-.21	-2.41	.02

Figure 1. *Slopes of Importance of Information Seeking on Sense of Workplace Community for Three Information Types*
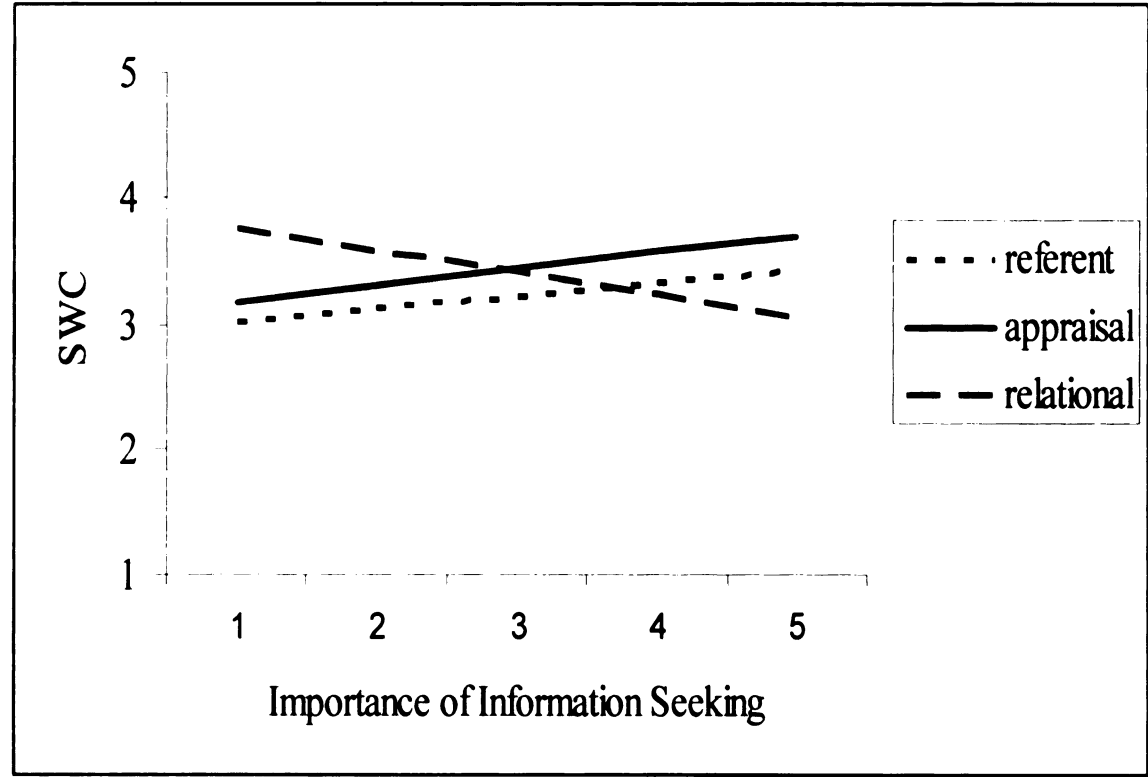
SWC: Sense of workplace community

Figure 2. *Slopes of Coworker Availability as Information Source on Sense of Workplace Community for Three Information Types*
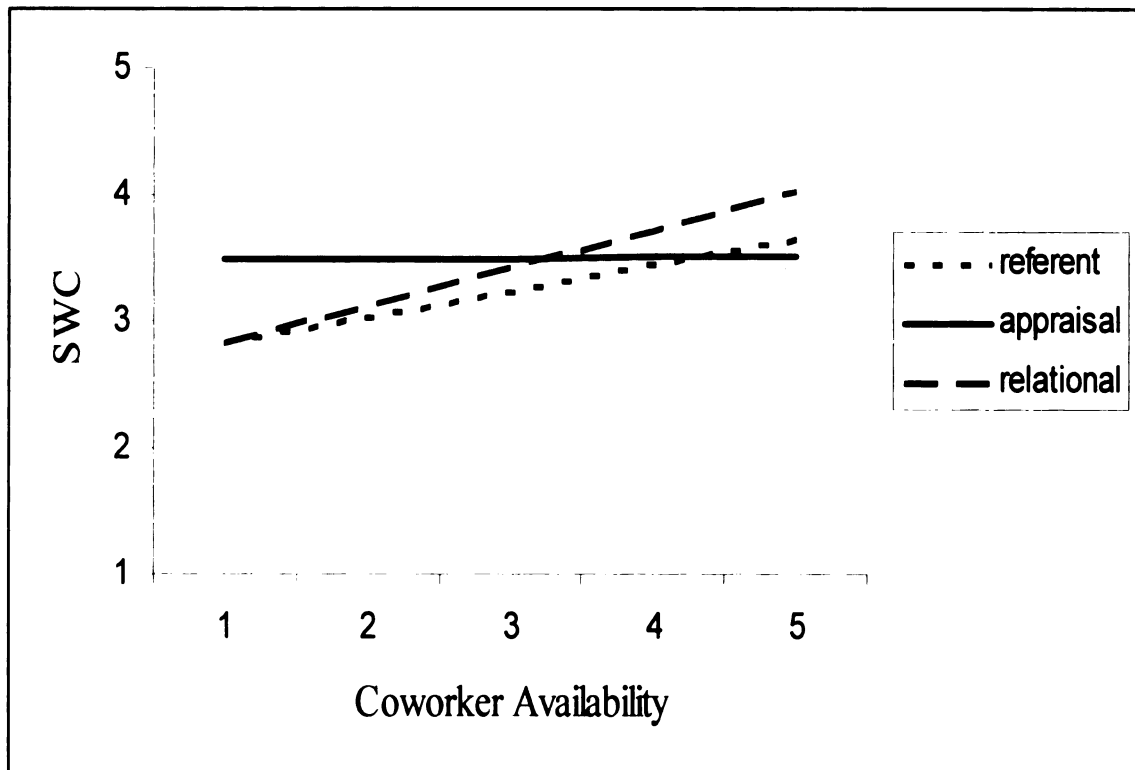
APPENDICES

Appendix A

Assessing Psychological Sense of Community at Work (PSCW)
Please indicate the extent to which you agree with each statement by circling an appropriate number. Your honest answers are greatly appreciated.

Emotional Safety
1. It is safe enough to share my successes and strengths with others in this department.
2. It is safe enough to share my personal limitation (e.g., areas in which I lack competency) with others in this department.
3. I feel safe enough to ask for help from others in this department.
4. I am able to freely share my passion about my work to others in this department.
5. It is safe enough to share difficult emotion (e.g., hurt, loss, fear) with others in this department. ^^

Coworker Support
1. I regularly stop and talk with people in this department.
2. I rarely visit with my co-workers throughout the workday.*
3. I am committed to my co-workers, even to those individuals who I don't personally like.

Team Orientation
1. This department takes time to reflect and discuss how we work together as a whole. ^^
2. There is a real sense of community here. ^^
3. There is a sense of shared mission and common purpose among the people who work here. ^^
4. There is good team spirit in this department. ^^

Sense of Belonging
1. I really care about the fate of this department.
2. I feel loyal to the people in this department.
3. There is a friendly atmosphere in this department. ^^
4. The friendships and associations I have with other people in this department mean a lot to me. ^^
5. This department feels like a community. ^^

Tolerance for individual differences
1. In this department, people usually break-up into cliques.*
2. There is a high level of respect for others in this department. ^^

Neighborliness
1. If I needed advice about something I could go to someone in this department. ^^
2. I borrow things and exchange favors with my coworkers.
3. There are people who really care about me in this department. ^^

Sense of collectivism
1. If the people in this department were planning something I'd think of it as something "we" were doing rather than "they" were doing. ^^

Korean workers' activities
1. I enjoy going out for lunch with my coworkers in this department. ^^

2. In this department, people often go out to drink together after work.
3. People in this department take care of each coworker's family events (e.g., wedding ceremony, funeral).
4. In this organization, people actively participate in hobby clubs in the department. ^^
5. I enjoy taking a trip with my coworkers in this department. ^^
6. I think that having lunch or dinner with my coworkers affects my sense of community in the workplace. ^^
7. I think that participating in hobby club and other coworkers' family events increases a sense of community in the workplace.

Note: * indicates reverse-scored item.
^^ indicates items retained to create sense of workplace community, according to CFA result with unidimension solution.
Respondents answered these items on a five-point scale ranging from (1) = strongly disagree to (5) = strongly agree.

Appendix B – 1

Referent – information concerning job instructions

<u>Importance</u>
1. It is important for me to seek information concerning job instructions.
2. It is essential for me to find information concerning job instructions.
3. It is crucial for me to have information concerning job instructions.
4. Information concerning job instructions is not helpful for performing my job.*

<u>Likelihood (the relative ease of acquiring information)</u>
1. It is very likely for me to seek information concerning job instructions.
2. I probably try to obtain information concerning job instructions.
3. It is easy to obtain information concerning job instructions.

<u>Frequency</u>
1. I often seek information concerning job instructions.
2. I regularly look for information concerning job instructions.
3. I frequently obtain information concerning job instructions.
4. I rarely try to get information concerning job instructions.*

<u>Availability of information source</u>
1. My supervisor is easily available for me to ask information concerning job instructions.
2. My supervisor regularly answers my questions on information concerning job instructions.
3. My supervisor is always around so that I can ask him/her about information concerning job instructions any time.
4. I do not see my supervisor often enough to ask about information concerning job instructions.*
5. My coworkers are easily available for me to ask information concerning job instructions.
6. My coworkers regularly answer my questions on information concerning job instructions.
7. My coworkers are always around so that I can ask them about information concerning job instructions any time.
8. I do not see my coworkers often enough to ask about information concerning job instructions.*

Note: * indicates reverse-scored item.
Respondents answered these items on a five-point scale ranging from (1) = <u>strongly disagree</u> to (5) = <u>strongly agree</u>.

Assessing Information Seeking Tactics Used for Supervisor

The following statements are prepared to assess your attitudes and behaviors of seeking information concerning job instructions from your immediate supervisor.

<u>Overt</u>
1. I would ask specific, straight to the point questions to get the information I wanted.
2. I would identify what I didn't know and ask for information about the matter.
3. I would go directly to my supervisor and ask for information about the matter.
4. I would not "beat around the bush" in asking for the information.

<u>Indirect</u>
1. I would make a vague reference to the point and wait for my supervisor to continue discussing it.
2. I would indicate my curiosity about the topic without directly asking for the information.
3. I would let my supervisor know indirectly that I would like to know the information.
4. I would ask questions in such a way that they wouldn't seem like questions.

<u>Third Party</u>
1. I would find another source other than my supervisor who could tell me the same information.
2. I would find someone else besides my supervisor to serve as a sounding board for the topic.
3. I would ask somebody who I knew was acquainted with my supervisor's feelings on the subject rather than ask my supervisor.
4. I would check with someone else before speaking to my supervisor.

Note: * indicates reverse-scored item.
Respondents answered these items on a five-point scale ranging from (1) = <u>strongly disagree</u> to (5) = <u>strongly agree</u>.

Appendix D – 1

Assessing Information Seeking Tactics Used for Coworkers

The following statements are prepared to assess your attitudes and behaviors of seeking information concerning job instructions from your coworkers.

Overt
1. I would ask specific, straight to the point questions to get the information I wanted.
2. I would identify what I didn't know and ask for information about the matter.
3. I would go directly to my coworker and ask for information about the matter.
4. I would not "beat around the bush" in asking for the information.

Indirect
1. I would make a vague reference to the point and wait for my coworker to continue discussing it.
2. I would indicate my curiosity about the topic without directly asking for the information.
3. I would let my supervisor know indirectly that I would like to know the information.
4. I would ask questions in such a way that they wouldn't seem like questions.

Third Party
1. I would find another source other than my coworker who could tell me the same information.
2. I would find someone else besides my coworker to serve as a sounding board for the topic.
3. I would ask somebody who I knew was acquainted with my coworker's feelings on the subject rather than ask my coworker.
4. I would check with someone else before speaking to my coworker.

Note: * indicates reverse-scored item.
Respondents answered these items on a five-point scale ranging from (1) = strongly disagree to (5) = strongly agree.

Appraisal – feedback about job performance

<u>Importance</u>
1. It is important for me to seek information concerning feedback about job performance.
2. It is essential for me to find information concerning feedback about job performance.
3. It is crucial for me to have information concerning feedback about job performance.
4. Information concerning feedback about job performance is not helpful for performing my job.*

<u>Likelihood (the relative ease of acquiring information)</u>
1. It is very likely for me to seek information concerning feedback about job performance.
2. I probably try to obtain information concerning feedback about job performance.
3. It is easy to obtain information concerning feedback about job performance.

<u>Frequency</u>
1. I often seek information concerning feedback about job performance.
2. I regularly look for information concerning feedback about job performance.
3. I frequently obtain information concerning feedback about job performance.
4. I rarely try to get information concerning feedback about job performance.*

<u>Availability of information source</u>
1. My supervisor is easily available for me to ask information concerning feedback about job performance.
2. My supervisor regularly answers my questions on information concerning feedback about job performance.
3. My supervisor is always around so that I can ask him/her about information concerning feedback about job performance any time.
4. I do not see my supervisor often enough to ask about information concerning feedback about job performance.*
5. My coworkers are easily available for me to ask information concerning feedback about job performance.
6. My coworkers regularly answer my questions on information concerning feedback about job performance.
7. My coworkers are always around so that I can ask them about information concerning feedback about job performance any time.
8. I do not see my coworkers often enough to ask about information concerning feedback about job performance.*

Note: * indicates reverse-scored item.
Respondents answered these items on a five-point scale ranging from (1) = <u>strongly disagree</u> to (5) = <u>strongly agree</u>.

Appendix C – 2

Assessing Information Seeking Tactics Used for Supervisor

The following statements are prepared to assess your attitudes and behaviors of seeking information concerning feedback about job performance from your immediate supervisor.

Overt
1. I would ask specific, straight to the point questions to get the information I wanted.
2. I would identify what I didn't know and ask for information about the matter.
3. I would go directly to my coworker and ask for information about the matter.
4. I would not "beat around the bush" in asking for the information.

Indirect
1. I would make a vague reference to the point and wait for my supervisor to continue discussing it.
2. I would indicate my curiosity about the topic without directly asking for the information.
3. I would let my supervisor know indirectly that I would like to know the information.
4. I would ask questions in such a way that they wouldn't seem like questions.

Third Party
1. I would find another source other than my supervisor who could tell me the same information.
2. I would find someone else besides my supervisor to serve as a sounding board for the topic.
3. I would ask somebody who I knew was acquainted with my supervisor's feelings on the subject rather than ask my supervisor.
4. I would check with someone else before speaking to my supervisor.

Note: * indicates reverse-scored item.
Respondents answered these items on a five-point scale ranging from (1) = strongly disagree to (5) = strongly agree.

Appendix D – 2

Assessing Information Seeking Tactics Used for Coworkers

The following statements are prepared to assess your attitudes and behaviors of seeking
information concerning feedback about job performance from your coworkers.

Overt
1. I would ask specific, straight to the point questions to get the information I
wanted.
2. I would identify what I didn't know and ask for information about the matter.
3. I would go directly to my coworker and ask for information about the matter.
4. I would not "beat around the bush" in asking for the information.

Indirect
1. I would make a vague reference to the point and wait for my coworker to continue
discussing it.
2. I would indicate my curiosity about the topic without directly asking for the
information.
3. I would let my coworker know indirectly that I would like to know the
information.
4. I would ask questions in such a way that they wouldn't seem like questions.

Third Party
5. I would find another source other than my coworker who could tell me the same
information.
6. I would find someone else besides my coworker to serve as a sounding board for
the topic.
7. I would ask somebody who I knew was acquainted with my coworker's feelings
on the subject rather than ask my coworker.
8. I would check with someone else before speaking to my coworker.

Note: * indicates reverse-scored item.
Respondents answered these items on a five-point scale ranging from (1) = strongly
disagree to (5) = strongly agree.

Relational – how others feel about me as a person

Importance
1. It is important for me to seek information concerning how others feel about me as a person.
2. It is essential for me to find information concerning how others feel about me as a person.
3. It is crucial for me to have information concerning how others feel about me as a person.
4. Information concerning how others feel about me as a person is not helpful for performing my job.*

Likelihood (the relative ease of acquiring information)
1. It is very likely for me to seek information concerning how others feel about me as a person.
2. I probably try to obtain information concerning how others feel about me as a person.
3. It is easy to obtain information concerning how others feel about me as a person.

Frequency
1. I often seek information concerning how others feel about me as a person.
2. I regularly look for information concerning how others feel about me as a person.
3. I frequently obtain information concerning how others feel about me as a person.
4. I rarely try to get information concerning how others feel about me as a person.*

Availability of information source
1. My supervisor is easily available for me to ask information concerning how others feel about me as a person.
2. My supervisor regularly answers my questions on information concerning how others feel about me as a person.
3. My supervisor is always around so that I can ask him/her about information concerning how others feel about me as a person any time.
4. I do not see my supervisor often enough to ask about information concerning how others feel about me as a person.*
5. My coworkers are easily available for me to ask information concerning how others feel about me as a person.
6. My coworkers regularly answer my questions on information concerning how others feel about me as a person.
7. My coworkers are always around so that I can ask them about information concerning how others feel about me as a person any time.
8. I do not see my coworkers often enough to ask about information concerning how others feel about me as a person.*

Note: * indicates reverse-scored item.
Respondents answered these items on a five-point scale ranging from (1) = strongly disagree to (5) = strongly agree.

Appendix C – 3

Assessing Information Seeking Tactics Used for Supervisor

The following statements are prepared to assess your attitudes and behaviors of seeking <u>information concerning how others feel about you as a person</u> from <u>your immediate supervisor</u>.

<u>Overt</u>
1. I would ask specific, straight to the point questions to get the information I wanted.
2. I would identify what I didn't know and ask for information about the matter.
3. I would go directly to my supervisor and ask for information about the matter.
4. I would not "beat around the bush" in asking for the information.

<u>Indirect</u>
1. I would make a vague reference to the point and wait for my supervisor to continue discussing it.
2. I would indicate my curiosity about the topic without directly asking for the information.
3. I would let my supervisor know indirectly that I would like to know the information.
4. I would ask questions in such a way that they wouldn't seem like questions.

<u>Third Party</u>
1. I would find another source other than my supervisor who could tell me the same information.
2. I would find someone else besides my supervisor to serve as a sounding board for the topic.
3. I would ask somebody who I knew was acquainted with my supervisor's feelings on the subject rather than ask my supervisor.
4. I would check with someone else before speaking to my supervisor.

Note: * indicates reverse-scored item.
Respondents answered these items on a five-point scale ranging from (1) = <u>strongly disagree</u> to (5) = <u>strongly agree</u>.

Assessing Information Seeking Tactics Used for Coworkers

The following statements are prepared to assess your attitudes and behaviors of seeking information concerning how others feel about the newcomer as a person from your coworkers.

Overt
1. I would ask specific, straight to the point questions to get the information I wanted.
2. I would identify what I didn't know and ask for information about the matter.
3. I would go directly to my coworker and ask for information about the matter.
4. I would not "beat around the bush" in asking for the information.

Indirect
1. I would make a vague reference to the point and wait for my coworker to continue discussing it.
2. I would indicate my curiosity about the topic without directly asking for the information.
3. I would let my coworker know indirectly that I would like to know the information.
4. I would ask questions in such a way that they wouldn't seem like questions.

Third Party
1. I would find another source other than my coworker who could tell me the same information.
2. I would find someone else besides my coworker to serve as a sounding board for the topic.
3. I would ask somebody who I knew was acquainted with my supervisor's feelings on the subject rather than ask my coworker.
4. I would check with someone else before speaking to my coworker.

Note: * indicates reverse-scored item.
Respondents answered these items on a five-point scale ranging from (1) = strongly disagree to (5) = strongly agree.

Demographic Information

1. Age _____

2. Gender: Male _____   Female _____

3. How long have you worked in the current company?.
_____ e.g., 3 years and 2 months

4. In your current job, how many hours do you work *per week*? _____ e.g., 40 hours

5. The name of the department in which you are working _____

6. How would you describe your current job (you may check more than one)?

_____ Admin/Management
_____ Engineering/Science/Research
_____ Information Technology/Internet
_____ Sales/Marketing
_____ Professional
_____ Services
_____ Others (please specify _____)

7. What title / position do you hold in your company? _____ e.g.,
supervisor, etc.

8. What kind of company do you work for? _____
e.g., advertising company, telecommunication company, etc.

9. What is the highest level of education that you have completed?
_____
e.g., high school, some college, college degree, master's degree, doctoral degree, etc.

10. Marital Status:
single _____ married (no children) _____ married with children _____ divorced _____

부록 A

직장내 공동체 유대감 측정

<u>정서적 안정</u>
1. 나는 부서 내에서 나의 성공과 장점을 다른 사람들과 별 어려움 없이
   공유한다.
2. 나는 부서 내에서 내 개인적은 약점(예를 들어, 내 능력이 부족한 부분)을
   다른 사람들과 별 어려움이 없이 공유한다.
3. 상관은 직원들과 별 어려움 없이 정보를 공유한다.
4. 나는 자유롭게 이 부서 내 사람들과 내 일에 대한 열정을 공유한다.
5. 나는 부서 내에서 힘든 감정 (예들 들어, 괴롭거나, 상심했거나, 두려운)을
   다른 사람들과 별 어려움 없이 공유한다.^^
<u>동료 지원</u>
1. 나는 부서 내에서 정규적으로 시간을 내어 다른 사람들과 얘기한다.
2. 나는 하루 종일 좀처럼 다른 동료들을 방문하지 않는다.*
3. 나는 개인적으로 좋아하지 않는 동료조차도 도와준다.
<u>팀의 지향</u>
1. 이 부서는 우리가 어떻게 일치하여 함께 일을 할 수 있는지를 반영하고
   토론하는데 시간을 할애한다.^^
2. 이 부서 내에는 진정한 공동체 유대감이 있다.
3. 여기서 일하는 사람들 사이엔 공유된 사명감과 목적이 있다.^^
4. 이 부서에는 훌륭한 팀정신이 있다.^^
<u>소속감</u>
1. 나는 진정으로 이 부서의 운명에 대해서 걱정한다.
2. 나는 이 부서에 있는 사람들에 대해 충실하다고 느낀다.
3. 이 부서 내에는 친근한 분위기가 있다.^^
4. 내가 이 부서 내 다른 사람들과 갖는 우정과 친밀함은 나에게 많은 걸
   의미한다.^^
5. 이 부서가 하나의 공동체처럼 느껴진다.^^
<u>개별적 차이에 대한 관용</u>
1. 이 부서 내에 사람들은 보통 끼리끼리 어울린다.*
2. 이 부서내 사람들은 서로를 존중한다.^^
<u>우호성</u>
1. 만약 조언이 필요하면, 나는 이 부서 내 어떤 사람에게라도 가서 조언을 구할
   수 있다.^^
2. 나는 다른 동료들에게 무언가를 빌릴 수도 있고 우호를 교환할 수 있다.
3. 이 부서 내에는 진정 나를 걱정해주는 사람들이 있다.^^

집단의식
1. 만약 이 부서 내 사람들이 무엇인가를 계획한다면, 나는 그것을 "그들이" 하는 일이라기 보다 "우리가" 하는 일로 생각할 것이다.^^
2. 각각의 사람은 이 부서의 성공에 대한 동등한 책임과 소유감을 갖고 있다.

한국 직장인 활동
1. 나는 이 조직 내 동료들과 점심 식사하는 것을 즐긴다.^^
2. 이 부서 내 사람들은 일과 후에 함께 술자리를 자주 갖는다.
3. 이 부서 내 사람들은 동료들의 가족 경조사를 잘 챙긴다 (예들 들어, 결혼식 또는 장례식).
4. 이 부서 내 사람들은 직장 내 모임들에 적극적으로 참여한다.^^
5. 나는 부서 내 사람들과 여행을 하는 것을 즐긴다.^^
6. 나는 부서 내 동료들과 점심이나 저녁 식사를 같이 하는 것이 부서 내 유대감에 긍정적으로 영향을 준다고 생각한다.^^
7. 나는 부서 내 동료들과 직장 내 모임에 동참하거나 동료들의 가족 경조사에 참여하는 것이 부서 내 유대감에 긍정적으롤 영향을 준다고 생각한다.

참고: * 표시는 코딩 변경이 필요한 항목을 나타냄.
^^ 표시는 공통요인분석 (CFA) 결과, 직장내 공동체 유대감 변인을 만드는데 사용된 항목을 나타냄.
설문 응답자들은 5 점 척도 (1) = 매우 동의하지 않음 (5) 매우 동의함 위에 자신의 의견을 응답함.

부록 B-1

참고 정보- 업무 지침 – 업무 지침에 대한 정보

<u>중요성</u>
1. 업무 지침에 대한 정보를 추구하는 것은 중요하다.
2. 업무 지침에 대한 정보를 찾는 것은 필수적이다.
3. 업무 지침에 대한 정보를 갖는 것은 결정적이다.
4. 업무 지침에 대한 정보는 업무를 수행하는 데는 도움이 되지 않는다.*

<u>개연성</u>
1. 나는 매우 업무 지침에 대한 정보를 찾을 것이다.
2. 나는 아마 업무 지침에 대한 정보를 찾으려고 노력할 것이다.
3. 업무 지침에 대한 정보를 얻는 것은 쉽다.

<u>빈도</u>
1. 나는 종종 업무 지침에 대한 정보를 찾는다.
2. 나는 정규적으로 업무 지침에 대한 정보를 찾는다.
3. 나는 자주 업무 지침에 대한 정보를 얻는다.
4. 나는 좀처럼 업무 지침에 대한 정보를 얻으려고 하지 않는다.*

<u>정보원의 가용성</u>
1. 나의 상관은 내가 업무 지침에 대한 정보를 찾는데 매우 유효하다.
2. 나의 상관은 정규적으로 나의 업무 지침에 대한 질문에 대답을 한다.
3. 나의 상관은 언제나 내 주위에 있어서, 나는 언제라도 업무 지침에 대한 정보를 물어볼 수 있다.
4. 내가 업무 지침에 관한 정보를 찾고 싶을 때, 내 상관은 자주 보이지 않는다.*
5. 나의 동료는 내가 업무 지침에 대한 정보를 찾는데 매우 유효하다.
6. 나의 동료는 정규적으로 나의 업무 지침에 대한 질문에 대답을 한다.
7. 나의 동료는 언제나 내 주위에 있어서, 나는 언제라도 업무 지침에 대한 정보를 물어볼 수 있다.
8. 내가 업무 지침에 관한 정보를 찾고 싶을 때, 내 동료는 자주 보이지 않는다.*

참고: * 코딩 변경이 필요한 항목을 나타냄.
설문 응답자들은 5 점 척도 (1) = 매우 동의하지 않음 (5) 매우 동의함 위에
자신의 의견을 응답함.

부록 C-1

상관에 대한 정보 추구 전략 - 참고 정보

공개적 추구
　　1. 나는 내가 원하는 정보를 얻기 위해서 자세하고 직접적으로 필요한
　　　　질문들을 할 것이다.
　　2. 나는 내가 모르는 정보를 찾아내고, 그 문제에 대한 정보를 질문할 것이다.
　　3. 나는 직접 상관을 찾아가 그 문제에 대한 정보를 물어볼 것이다.
　　4. 나는 정보를 물어보는 데 뜸들이지 않을 것이다.
간접적 추구
　　1. 나는 요점에 대한 애매한 언급을 한후, 상사관이 그것에 대해 계속 얘기할
　　　　것을 기다릴 것이다.
　　2. 나는 직접적으로 그 정보에 대해 물어보지 않고, 그 문제에 대한 나의
　　　　호기심을 보여줄 것이다.
　　3. 나는 내 상관에게 내가 그 정보를 알고 싶어한다는 것을 간접적으로 알게 할
　　　　것이다.
　　4. 나는 내가 하는 질문들이 질문인 것 처럼 보이지 않게 물어볼 것이다.
제 삼자를 통한 추구
　　1. 나는 상관 보다는 내게 같은 정보를 말해줄 다른 정보원을 찾을 것이다.
　　2. 나는 내 상관을 제외하고, 그 주제에 대한 도움이 될 다른 사람을 찾을
　　　　것이다.
　　3. 나는 내 상관보다는 그 주제에 대해 내 상관의 감정에 익숙한 다른 사람에게
　　　　물어볼 것이다.
　　4. 나는 내 상관에게 말하기 전에 그밖의 다른 사람에게 확인 할 것이다.

참고: * 코딩 변경이 필요한 항목을 나타냄.
설문 응답자들은 5 점 척도 (1) = 매우 동의하지 않음 (5) 매우 동의함 위에
자신의 의견을 응답함.

부록 D-1

동료에 대한 정보 추구 전략 - 참고 정보

공개적 추구
    1. 나는 내가 원하는 정보를 얻기 위해서 자세하고 직접적으로 필요한 질문들을 할 것이다.
    2. 나는 내가 모르는 정보를 찾아내고, 그 문제에 대한 정보를 질문할 것이다.
    3. 나는 직접 동료를 찾아가 그 문제에 대한 정보를 물어볼 것이다.
    4. 나는 정보를 물어보는 데 뜸들이지 않을 것이다.
간접적 추구
    1. 나는 요점에 대한 애매한 언급을 한후, 동료가 그것에 대해 계속 얘기할 것을 기다릴 것이다.
    2. 나는 직접적으로 그 정보에 대해 물어보지 않고, 그 문제에 대한 나의 호기심을 보여줄 것이다.
    3. 나는 내동료에게 내가 그 정보를 알고 싶어한다는 것을 간접적으로 알게 할 것이다.
    4. 나는 내가 하는 질문들이 질문인 것 처럼 보이지 않게 물어볼 것이다.
제 삼자를 통한 추구
    1. 나는동료 보다는 내게 같은 정보를 말해줄 다른 정보원을 찾을 것이다.
    2. 나는 내 동료를 제외하고, 그 주제에 대한 도움이 될 다른 사람을 찾을 것이다.
    3. 나는 내동료보다는 그 주제에 대해 내 상관의 감정에 익숙한 다른 사람에게 물어볼 것이다.
    4. 나는 내동료에게 말하기 전에 그밖의 다른 사람에게 확인 할 것이다.

참고: * 코딩 변경이 필요한 항목을 나타냄.
설문 응답자들은 5 점 척도 (1) = 매우 동의하지 않음 (5) 매우 동의함 위에 자신의 의견을 응답함.

부록 B-2

평가 정보 – 업무 수행에 대한 정보

중요성
1. 내 업무 수행에 대한 반응을 알아보는 것은 중요하다.
2. 내 업무 수행에 대한 반응을 찾는 것은 필수적이다.
3. 내 업무 수행에 대한 반응을 얻는 것은 결정적이다.
4. 내 업무 수행에 대한 반응은 업무를 수행하는 데는 도움이 되지 않는다.*

개연성
1. 나는 매우 내 업무 수행에 대한 반응을 찾을 것이다.
2. 나는 아마 내 업무 수행에 대한 반응을 찾으려고 노력할 것이다.
3. 내 업무 수행에 대한 반응을 얻는 것은 쉽다.

빈도
1. 나는 종종 내 업무 수행에 대한 반응을 찾는다.
2. 나는 정규적으로 내 업무 수행에 대한 반응을 찾는다.
3. 나는 자주 내 업무 수행에 대한 반응을 얻는다.
4. 나는 좀처럼 내 업무 수행에 대한 반응을 얻으려고 하지 않는다.*

정보원의 가용성
1. 나의 상관은 내가 내 업무 수행에 대한 반응을 찾는데 매우 유효하다.
2. 나의 상관은 정규적으로 내 업무 수행에 대한 질문에 대답을 한다.
3. 나의 상관은 언제나 내 주위에 있어서, 나는 언제라도 내 업무 수행에 대한 반응을 물어볼 수 있다.
4. 내가 내 업무 수행에 대한 반응을 찾고 싶을 때, 내 상관은 자주 보이지 않는다. *
5. 나의 동료는 내 업무 수행에 대한 반응을 찾는데 매우 유효하다.
6. 나의 동료는 정규적으로 내 업무 수행에 대한 질문에 대답을 한다.
7. 나의 동료는 언제나 내 주위에 있어서, 나는 언제라도 내 업무 수행에 대한 반응을 물어볼 수 있다.
8. 내가 내 업무 수행에 대한 반응을 찾고 싶을 때, 내 동료는 자주 보이지 않는다. *

참고: * 코딩 변경이 필요한 항목을 나타냄.
설문 응답자들은 5 점 척도 (1) = 매우 동의하지 않음 (5) 매우 동의함 위에 자신의 의견을 응답함.

부록 C-2

상관에 대한 정보 추구 전략 – 평가 정보

공개적 추구
1. 나는 내가 원하는 정보를 얻기 위해서 자세하고 직접적으로 필요한 질문들을 할 것이다.
2. 나는 내가 모르는 정보를 찾아내고, 그 문제에 대한 정보를 질문할 것이다.
3. 나는 직접 상관을 찾아가 그 문제에 대한 정보를 물어볼 것이다.
4. 나는 정보를 물어보는 데 뜸들이지 않을 것이다.

간접적 추구
1. 나는 요점에 대한 애매한 언급을 한후, 상사관이 그것에 대해 계속 얘기할 것을 기다릴 것이다.
2. 나는 직접적으로 그 정보에 대해 물어보지 않고, 그 문제에 대한 나의 호기심을 보여줄 것이다.
3. 나는 내 상관에게 내가 그 정보를 알고 싶어한다는 것을 간접적으로 알게 할 것이다.
4. 나는 내가 하는 질문들이 질문인 것 처럼 보이지 않게 물어볼 것이다.

제 삼자를 통한 추구
1. 나는 상관 보다는 내게 같은 정보를 말해줄 다른 정보원을 찾을 것이다.
2. 나는 내 상관을 제외하고, 그 주제에 대한 도움이 될 다른 사람을 찾을 것이다.
3. 나는 내 상관보다는 그 주제에 대해 내 상관의 감정에 익숙한 다른 사람에게 물어볼 것이다.
4. 나는 내 상관에게 말하기 전에 그밖의 다른 사람에게 확인 할 것이다.

참고: * 코딩 변경이 필요한 항목을 나타냄.
설문 응답자들은 5 점 척도 (1) = 매우 동의하지 않음 (5) 매우 동의함 위에 자신의 의견을 응답함.

부록 D-2

동료에 대한 정보 추구 전략 – 평가 정보

<u>공개적 추구</u>
1. 나는 내가 원하는 정보를 얻기 위해서 자세하고 직접적으로 필요한 질문들을 할 것이다.
2. 나는 내가 모르는 정보를 찾아내고, 그 문제에 대한 정보를 질문할 것이다.
3. 나는 직접 동료를 찾아가 그 문제에 대한 정보를 물어볼 것이다.
4. 나는 정보를 물어보는 데 뜸들이지 않을 것이다.

<u>간접적 추구</u>
1. 나는 요점에 대한 애매한 언급을 한후, 동료가 그것에 대해 계속 얘기할 것을 기다릴 것이다.
2. 나는 직접적으로 그 정보에 대해 물어보지 않고, 그 문제에 대한 나의 호기심을 보여줄 것이다.
3. 나는 내 동료에게 내가 그 정보를 알고 싶어한다는 것을 간접적으로 알게 할 것이다.
4. 나는 내가 하는 질문들이 질문인 것 처럼 보이지 않게 물어볼 것이다.

<u>제 삼자를 통한 추구</u>
1. 나는동료보다는 내게 같은 정보를 말해줄 다른 정보원을 찾을 것이다.
2. 나는 내동료를 제외하고, 그 주제에 대한 도움이 될 다른 사람을 찾을 것이다.
3. 나는 내 동료보다는 그 주제에 대해 내 상관의 감정에 익숙한 다른 사람에게 물어볼 것이다.
4. 나는 내 동료에게 말하기 전에 그밖의 다른 사람에게 확인 할 것이다.

참고: * 코딩 변경이 필요한 항목을 나타냄.
설문 응답자들은 5 점 척도 (1) = 매우 동의하지 않음 (5) 매우 동의함 위에 자신의 의견을 응답함.

부록 B-3
관계 정보 - 타인이 자신을 어떻게 생각하는가

<u>중요성</u>
1. 다른 사람들이 나를 어떻게 생각하는지에 대한 정보를 알아보는 것은 중요하다.
2. 다른 사람들이 나를 어떻게 생각하는지에 대한 정보를 찾는 것은 필수적이다.
3. 다른 사람들이 나를 어떻게 생각하는지에 대한 정보를 얻는 것은 결정적이다.
4. 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 업무를 수행하는 데는 도움이 되지 않는다.*

<u>개연성</u>
1. 나는 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 찾을 것이다.
2. 나는 아마 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 찾으려고 노력할 것이다.
3. 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 얻는 것은 쉽다.

<u>빈도</u>
1. 나는 종종 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 찾는다.
2. 나는 정규적으로 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 찾는다.
3. 나는 자주 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 얻는다.
4. 나는 좀처럼 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 얻으려고 하지 않는다.*

<u>정보원의 가용성</u>
1. 나의 상관은 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 찾는데 매우 유효하다.
2. 나의 상관은 정규적으로 다른 사람들이 나를 어떻게 생각하는지에 대한 정보를 구하는 나의 질문에 대답을 한다.
3. 나의 상관은 언제나 내 주위에 있어서, 나는 언제라도 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 물어볼 수 있다.
4. 내가 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 찾고 싶을 때, 내 상관은 자주 보이지 않는다. *
5. 나의 동료는 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 찾는데 매우 유효하다.
6. 나의 동료는 정규적으로 다른 사람들이 나를 어떻게 생각하는지에 대한 정보를 구하는 나의 질문에 대답을 한다.
7. 나의 동료는 언제나 내 주위에 있어서, 나는 언제라도 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 물어볼 수 있다.
8. 내가 다른 사람들이 나를 어떻게 생각하는지에 대한 정보는 찾고 싶을 때, 내 동료는 자주 보이지 않는다. *

참고: * 코딩 변경이 필요한 항목을 나타냄.
설문 응답자들은 5 점 척도 (1) = 매우 동의하지 않음 (5) 매우 동의함 위에
자신의 의견을 응답함.

부록 C-3

상관에 대한 정보 추구 전략 – 관계 정보

<u>공개적 추구</u>
1. 나는 내가 원하는 정보를 얻기 위해서 자세하고 직접적으로 필요한 질문들을 할 것이다.
2. 나는 내가 모르는 정보를 찾아내고, 그 문제에 대한 정보를 질문할 것이다.
3. 나는 직접 상관을 찾아가 그 문제에 대한 정보를 물어볼 것이다.
4. 나는 정보를 물어보는 데 뜸들이지 않을 것이다.

<u>간접적 추구</u>
1. 나는 요점에 대한 애매한 언급을 한후, 상사관이 그것에 대해 계속 얘기할 것을 기다릴 것이다.
2. 나는 직접적으로 그 정보에 대해 물어보지 않고, 그 문제에 대한 나의 호기심을 보여줄 것이다.
3. 나는 내 상관에게 내가 그 정보를 알고 싶어한다는 것을 간접적으로 알게 할 것이다.
4. 나는 내가 하는 질문들이 질문인 것 처럼 보이지 않게 물어볼 것이다.

<u>제 삼자를 통한 추구</u>
1. 나는 상관 보다는 내게 같은 정보를 말해줄 다른 정보원을 찾을 것이다.
2. 나는 내 상관을 제외하고, 그 주제에 대한 도움이 될 다른 사람을 찾을 것이다.
3. 나는 내 상관보다는 그 주제에 대해 내 상관의 감정에 익숙한 다른 사람에게 물어볼 것이다.
4. 나는 내 상관에게 말하기 전에 그밖의 다른 사람에게 확인 할 것이다.

참고: * 코딩 변경이 필요한 항목을 나타냄.
설문 응답자들은 5 점 척도 (1) = 매우 동의하지 않음 (5) 매우 동의함 위에 자신의 의견을 응답함.

부록 D-3

동료에 대한 정보 추구 전략 – 관계 정보

공개적 추구
1. 나는 내가 원하는 정보를 얻기 위해서 자세하고 직접적으로 필요한 질문들을 할 것이다.
2. 나는 내가 모르는 정보를 찾아내고, 그 문제에 대한 정보를 질문할 것이다.
3. 나는 직접 동료를 찾아가 그 문제에 대한 정보를 물어볼 것이다.
4. 나는 정보를 물어보는 데 뜸들이지 않을 것이다.

간접적 추구
1. 나는 요점에 대한 애매한 언급을 한후, 동료가 그것에 대해 계속 얘기할 것을 기다릴 것이다.
2. 나는 직접적으로 그 정보에 대해 물어보지 않고, 그 문제에 대한 나의 호기심을 보여줄 것이다.
3. 나는 내 동료에게 내가 그 정보를 알고 싶어한다는 것을 간접적으로 알게 할 것이다.
4. 나는 내가 하는 질문들이 질문인 것 처럼 보이지 않게 물어볼 것이다.

제 삼자를 통한 추구
1. 나는 동료보다는 내게 같은 정보를 말해줄 다른 정보원을 찾을 것이다.
2. 나는 내 동료를 제외하고, 그 주제에 대한 도움이 될 다른 사람을 찾을 것이다.
3. 나는 내 동료보다는 그 주제에 대해 내 상관의 감정에 익숙한 다른 사람에게 물어볼 것이다.
4. 나는 내 동료에게 말하기 전에 그밖의 다른 사람에게 확인 할 것이다.

참고: * 코딩 변경이 필요한 항목을 나타냄.
설문 응답자들은 5 점 척도 (1) = 매우 동의하지 않음 (5) 매우 동의함 위에 자신의 의견을 응답함.

부록 E – 기본 정보

1. 나   이 : _____ 세

2. 성   별 : 남 _____ 여

3. 직장근무기간 : _____ 예) 3 년 2 개월

4. 주당 (1 주일간) 근무시간 : _____ 예) 40 시간

5. 근무 부서명 :

6. 귀하의 현재 업무는 어디에 속하십니까? (이 질문에 2 개 이상의 답변을 하실 수 있습니다)

_____ 사무/관리직
_____ 기술/과학/연구직
_____ 정보통신/인터넷/IT
_____ 영업/마케팅직
_____ 전문직
_____ 서비스직
_____ 기타 (자세히 설명을 해주십시요 _____)

7. 직   급 : _____ 예) 사원, 주임, 대리, 과장, 차장, 부장, 이사 등

8. 귀하가 근무하시는 회사는 어떤 종류입니까?
_____ 예) 광고회사, 통신회사, 등

9. 최 종 학 위 : _____ 예) 고졸, 대학 중퇴, 전문대졸, 대재, 대졸,
석사 대학원재, 석사 대학원졸, 박사 대학원재, 박사 대학원졸 등

10. 결혼(자녀)여부 :
미혼 _____ 기혼(자녀 없음) _____ 기혼(자녀 있음) _____ 이혼 _____

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