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The Role of Communication Satisfaction in Attitudes Towards Gossip: A moderated mediation model

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by

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“Rather than love, than money, than fame, give me truth.”

Henry David Thoreau, 1854

To my mom for the love and enormous patience,
to my dad for the caring and pragmatic support,
to David, Diana and Ligia for the friendship and understanding,
to Nelson for the opportunity and the challenge.

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Resumo

É comum entender-se o boato como uma expressão de disfunção da comunicação havendo porém carência de estudos que sistematizem a sua produção em contexto organizacional nomeadamente, que evidenciem potenciais mecanismos explicativos por via de mediadores bem como as condições de contexto facilitadoras. Com o objectivo de testar um modelo explicativo do boato organizacional desenhámos um conjunto de relações que se traduziram num modelo que ancora numa mediação moderada que envolve a interacção entre a satisfação com a comunicação e a incerteza organizacional percebida, na explicação da percepção de política, que por sua vez, se traduz na criação de boatos. Este modelo foi testado por via de questionário aplicado a 221 trabalhadores Portugueses de várias organizações. Os resultados mostram uma relação entre satisfação com a comunicação e percepção de política, e a sua influência em atitudes perante o boato, especificamente o valor social e de entretenimento atribuído pela percepção de comportamentos políticos de concordância. Essa influência não ocorre quando se reconhece um ambiente aberto de comunicação. A percepção de incerteza é chave na definição de percepção de política e no impacto que a satisfação com a comunicação tem nessa percepção. Estes resultados parecem reforçar alguns contributos teóricos no sentido de sistematizar a produção do boato.

Palavras-chave: comunicação, boato no local de trabalho, rumores, satisfação com a comunicação, poder político nas organizações, incerteza do ambiente, percepções.

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Abstract

Gossip is commonly taken as a manifestation of communication dysfunction although there is a lack of research that systematizes its occurrence within organizational settings. Namely models that reveal explanative mechanisms by means of mediator variables as well as boundary conditions. With the goal of testing a model explaining organizational gossip we designed a set of relations building a moderated mediated model involving the interaction between communication satisfaction with organizational perceived uncertainty in producing perceived politics, which operates as a predictor of gossip. This model was tested with a survey applied to 221 Portuguese employees. Findings show a relationship between communication satisfaction and perception of politics, in the sense that influences some attitudes towards gossip, the social and the entertainment values attributed to it through the perception of political behaviours of agreement, and have no influence when an open communication environment is perceived. Perception of uncertainty also plays a key role in defining perceptions of politics and the impact communication satisfaction has on them. These findings corroborate some previous theoretic contributions towards a stronger systematization regarding gossip.

Keywords: communication, workplace gossip, hearsay, communication satisfaction, political power organizations, environmental uncertainty, perceptions.

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Introduction

Communication is a pillar in all settings, but takes a vital role in organizations' failure or success (Orpen, 1997), and for us it is interesting to see how satisfaction with communication would affect other factors. Politics plays also a vital role in organizations, dependable on players, roles and context, and is present in all organizations in a more or less intensive way. For us it was important to measure employees' perceptions of politics, for these have an impact on employees' behaviour. Of interest was also gossip, which acts a "glue" in organizational life, affecting group and power dynamics. It is also dependable on communication and used as a political tool, therefore people have different attitudes towards it according to their own previous experiences. Uncertainty is a built in feature of all contexts, and has a strong impact on behaviour and following perceptions.

Our interest again was in perception and how that in turn affects other behaviours and perceptions. The rationale for this was the difference in response based on personal perception of a situation, and not reality of a situation itself. Perceptions and reality can differ, and the first has the ability to inaccurately represent the second. The purpose of this research was to establish a model for the relationship between these four variables, which according to theory have an unclear order of influence between each other.

We know that satisfaction with structural aspects of an organization has a deep impact on employees' perceptions of the environment, and that these in return have a deep influence on attitudes and behaviours. We start by attributing meaning and value to an element, which in turn changes our perceptions of the context and ultimately results in adjusted attitudes and behaviours. This chain of events is a very interesting one to explore and an easy model to conceptualize for research purposes.

Since an organization and respective managers aware of the effect of communication can perform better, and use it as a tool for its advantage, we consider important to understand how all of these dynamics and variables work together, and how they affect the organization and its employees. Hence the proposal of a model of research to explore the relations between all variables previously mentioned.

As to our knowledge, this is the first research that connects each of these factors past the theoretical scenarios and dares to try to fit them in an operational model. An operational model accounts for direct and indirect effects of all variables and that is exactly what we sought to address in this research.

Having structured the basis for our research in this introduction, the next sections address the state of the art, i.e. research done in these areas and our point of view in all of them, in order

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for us to define the goals of this research. The next chapters talk about research methodology and relevant results. Discussion of the results follows, as well as limitations of this research and suggestions for future research. Conclusion chapter sums up all of the results from this work and takes in account possible outputs for practical situations.

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Chapter I – State of the art

1.1 Communication

Communication is extremely useful in all settings, and before diving into the organizational context and the notion of satisfaction with communication, we will explore some of its functions. According to Redhead and Dunbar (2013) it is regarded by some authors essentially as a cooperation facilitator, while others share a different view suggesting that in daily life the major part of conversations are social rather than instrumental. In fact, by connecting people and aiding in creating relationships (Duncan & Moriarty, 1998), it becomes a means for individuals to relate to one another (Kandlousi, Ali, & Abdollahi, 2010).

Used as the main vehicle for organizing, coordinating, informing, arranging and allocating (Cooren, 1999), communication is critical to an organization's operation and for employees to connect (Downs & Adrian, 2004), having a vital role in organizations performance and outcomes, not limited to information exchange (Zhu, May, & Rosenfeld, 2004).

Many managers and organizations do not share this perspective of communication as an important part of business and employee management and dismiss it. Assuming communication with employees is sufficient and efficient, and shifting focus to operational tasks and leave communication to the responsibility of corporate structures (Van der Merwe, 1998 as cited in Meintje & Steyn, 2006). However, of all types of communication, only formal communication and respective channels are recognized officially by the organization (Anderson & Narus, 1984). And communication may be therefore a factor too important to disregard or delegate as Cross and Prusak (2002, p. 6) point out "the real work in most companies is done informally, through personal contacts".

Both formal and informal communication plays an equal and important part of organizational life (Crampton, Hodge, & Mishra, 1998). Informal communication works as a system based on social relationships for employees to talk about problems, job and attitudes. It is a means for employees to attempt to control their work condition, resisting the treatment of serving uniquely the purposes of the organization and having their own private purposes in mind (Øgaard, Marnburg, & Larsen, 2008).

Employees rely also on informal channels such as grapevine and gossip to fulfil their informational needs and to compensate insufficient, limited or ambiguous information transmitted through a formal system (Kandlousi, Ali, & Abdollahi, 2010) in an effort to cope with the resultant feelings of insecurity and uncertainty (Crampton, Hodge, & Mishra, 1998). As such, these two types of communication are complementary systems (Gray & Laidlaw,

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2002) and their mutual existence is a predictor of communication satisfaction (Kandlousi, Ali, & Abdollahi, 2010).

An important distinction to make is from the concept of communication climate. This concept refers to a psychological atmosphere, that reflects communication on an organizational and personal level, but not on a perceptual level (Clampitt & Downs, 1993). Unquestionably, correlations exist between communication climate and satisfaction with various factors of the job as communication itself, since a good communication climate is usually present in organizations that value quality of work life, innovation and organizational development, characterized also for their tolerance, openness to participation and frequent communication (Grunig, 1992).

Organizational communication is both a process studied as a flow of information and a perception studied as employees' views and attitudes (Gray & Laidlaw, 2002). For the purpose of this study, we shall focus on the latter, the individual's personal satisfaction with flow, amount, quality and type of information studied by Downs and Hazen (1977). Carriere and Bourque (2009) state that the more communication the better, based on correlations between the amount of time communicating and work indicators such as job satisfaction and effort. Other authors emphasize communication satisfaction and its relationship to job performance (Goris, 2007), and what employees are most satisfied with, as supervisory and subordinate communication, and the least, as personal feedback (Gray & Laidlaw, 2002).

Applied in three contexts, interpersonal, group and organizational (Hetch, 1978) communication satisfaction is environmentally and socially dependent. In this research, we will focus uniquely on the individual and the perceptual level, i.e. the interpretation and degree of satisfaction with communication on an internal and organizational level, incorporating all horizontal, vertical and lateral communication (Meintje & Steyn, 2006).

Communication satisfaction has also various other implications, as helping employees reaching organizational goals (Hindi, Miller, & Catt, 2004), informing what is expected of employees and their impact on the organization (Downs & Adrian, 2004). Moreover, "communication is not just important getting a message across, it is also central to the development and maintenance of positive working relationships, harmony and trust" (Hunt, Tourish, & Hargie, 2000, p. 120).

Stress and anxiety caused by the inability to give meaning to a situation and predict behaviour and future events (Abdullah & Hui, 2014) are often an expensive outcome. There are very efficient ways to leverage communication in order to reduce uncertainty through

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information sharing. Communication management proves useful in reducing liabilities and as a strategic advantage, as communication can be used as a tool to manage change processes and ease the resistance to change from employees (Puth, 2002, as cited in Meintje & Steyn, 2006). Not only changes in the environment, but also to others' expectations, feedback on progress and strategic decisions (Meintje & Steyn, 2006).

As such, informal channels as grapevine and gossip may prove useful to fill the gaps in formal communication, even if being inaccurate (Gilsdorf, 1998). Accordingly, as an assessment, managers should check if there are employees relying too much on informal channels, which would suggest they are not having enough access to information through formal channels (Guffey, 1997 as cited in Gray & Laidlaw, 2002), and eventually feelings of depersonalization and anonymity can arise (Strauss & McGrath, 1994).

On the other side, communication can be used through informal channels as a political tool, to persuade, acquire more information, influence others' opinion, hoarding information or putting colleagues against each other for reputation enhancement (Cross & Prusak, 2002). In a more subtle way it can be used to influence others' minds when transmitting information (Redhead & Dunbar, 2013) or when negotiating or managing conflicts (Lee & Pinker, 2010).

1.2. Political behaviour

Political behaviours occur in all social environments and expressly in organizations (Robbins, 2005) as actions undertaken to secure or leverage resources (Pfeffer, 1981). It is a way to exercise social influence upon others, and to promote and protect self-interests resorting to power dynamics (Ferris, Russ, & Fandt, 1989).

Depending on context, self or group interests may be convergent or divergent, and furthermore explicit or implicit (Kacmar & Carlson, 1997). Because of this complexity and different experiences with political behaviour, individuals have also different perceptions of political behaviour. For instance, if affected negatively by a political incident, they can perceive it as a negative influence in the organization. If on the other hand, they perceive it positively they can also perceive it as a tool, since they could have advanced in the organization by using it directly or collecting profit from it (Ferris & Kacmar, 1992).

The perception component becomes therefore crucial for recognizing and understanding employees' behaviours, since people act upon subjective perceptions and not reality itself, even if they are misperceptions of actual events (Porter, 1976, as cited in Ferris & Kacmar, 1992).

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In normal conditions, political behaviour is regarded as essential to organizations' effective functioning (Pfeffer, 1981), however, under situations of uncertainty, political behaviour gains a different edge. Since individuals more apt to deal with those situations, and impose their own rules are more likely to have their rules adopted, and decision making becomes susceptible to political influence (Drory & Room, 1990). In extreme conditions destructive opportunism and dysfunctional game playing can be reflections of political behaviour in action (Ferris & Kacmar, 1992).

Perceiving political behaviours was conceptualized by Kacmar and Carlson (1997) in three dimensions, general political behaviour such as self-serving, go along to get ahead as lack of action from employees and pay and promotion, as perpetuation of political behaviour through organizations policies. Perception of politics has on the other hand three potential responses according to Ferris, Russ and Fandt (1989): withdraw or remain in the organization, and in the latter choose to get involved or not in politics, which involvement itself also relates to other outcomes, such as job involvement, organization withdrawal, job anxiety and job satisfaction (Ferris & Kacmar, 1992).

These perceptions have therefore an influence on the environment itself. For instance, if employees observe others benefiting from acting politically, they will as well be more likely to engage in political behaviours (Ferris, Fedor, Chachere, & Pondy, 1989) and have a more benevolent attitude towards those behaviours, among which gossip is included. There is an immense pool of behaviours that can be used with a political agenda. Among many referred by Robbins (2005), these stand as the most relevant for our research: not disclosing key information, informing on someone and spreading gossips and rumours.

1.3 Gossip

According to Dunbar's (1993) social gossip theory, language evolved to facilitate social communication. Communication may be a way of explaining unclear situations and relieve feelings of insecurity and anxiety resultant of uncertainty (Noon & Delbridge, 1993). The more uncertainty the more the outreach for information acquisition (Milliken, 1987), in which gossip may serve as a channel when formal channels do not provide all the information required. As Noon and Delbridge (1993) we too shall focus on informal communication and information about individuals of the setting, and as with the rest of the research focus on the context of organizations, where gossip takes a prominent place as a social process for protecting and perpetuating organizations (Noon & Delbridge, 1993).

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In describing gossip, it is important in the first place to distinguish gossip from the more generalist rumour. Its foundation are lack of evidence (Noon & Delbridge, 1993), its nature speculative and pertains to events instead of people (Rosnow & Foster, 2005). Moreover, its goal is to cope with anxiety and uncertainty by making sense of the world (Rosnow, 1988), by generation of suppositions, explanations and a rationale for behaviours (Rosnow & Foster, 2005). Depending on if they invoke hoped-for or disappointing consequences, rumours can be considered wish or dread rumours (Rosnow, Yost, & Esposito, 1986). Nevertheless, as Kelley (2004, as cited in Rosnow & Foster, 2005) noticed, rumours are important access into uncertainties and anxieties.

We can obtain more access from gossip, since it specifies a topic, with crucial differences. First, it ignores factuality (Noon & Delbridge, 1993) referring to unverified news, mainly personal affairs or moral doings of others (Litman & Pezzo, 2005). Secondly, closeness of intervenient facilitates the process, be it by shared interests or common past experiences (Rosnow & Foster, 2005). Gossip acts therefore as a form of “social cement” in various kinds of social networks due to proximity and ease of sharing (Grosser, Lopez-Kidwell, & Labianca, 2010). Characteristics that may have led gossip to play a key role in the evolution of human intelligence and social life (Davis & McLeod, 2003), as a tool for connection, knowledge sharing and entertainment (Litman & Pezzo, 2005). Rosnow (1977) described three other important functions of gossip relating to communication and political behaviour, such as information gathering and exchange in order to understand and validate the social environment, exploitation of accumulated information as an influence strategy and entertainment for mutual satisfaction.

With particularities to its communication, gossip uses embellishments of facts with opinions and comments (Litman & Pezzo, 2005), and ranges from flattering, as positive gossip, to malicious, as negative gossip (Fine & Rosnow, 1978). Throughout this research, we refer to gossip as an informal and evaluative communication of value-laden information (Noon & Delbridge, 1993), i.e. impactful information about a commonly associated person of the social setting who is not present (Wert & Salovey, 2004), transmitted through positive or negative forms of gossip (Kniffin & Wilson, 2005).

Our interest on gossip research concerns the insights it provides on informal structures of organizations and social organization of work (Noon & Delbridge, 1993), and for it being under-researched. As Gluckman states (1963), it is “among the most important societal and cultural phenomena” and is also a common element of conversations among people, representing at least 60% of adult conversations according to Levin and Arluke (1985).

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For being a common practice, some authors argue that regardless of the potential to cause harm and being looked as morally questionable (Wert & Salovey, 2004) gossip may serve a purpose for whom engages in it (Beersma & Van Kleef, 2011). Various authors go even further, assuming that gossip is rarely purposeless and inconsequential, influencing understanding or conflict based on its structure (Rosnow & Foster, 2005).

These purposes can refer to the group and to the individual, across multiple levels of the organization, and one does not necessarily interfere with the other. Therefore, individual interests are not compromised by a group-serving behaviour (Kniffin & Wilson, 2005). This pairs the anthropological view of Gluckman (1963) that gossip serves uniquely the group interests, with the psychological view of Paine (1967) that considers gossip only as a tool to be used by individuals for personal advantage.

To clarify these views we have decided to explore them. On the group side, gossip plays a role in communicating rules and norms, in culture learning and providing guidelines for group living (Baumeister, Zhang, & Vohs, 2004). In group interactions that present as mixed-motive situations (Shelling, 1960, as cited by (Beersma & Van Kleef, 2011), it is usual for members to use negative gossip. Gossip is then used as a constraint of self-serving behaviours (Dunbar, 2004), and threat of group-beneficial norm violation (Ellickson, 1991, as cited in Kniffin & Wilson, 2005), letting that information spread in a group as a way to counteract free riding behaviours (Enquist & Leimar, 1993). The threat itself of being talked about is enough for members not to deviate from group norm. However, the exclusion from the group is also a serious consequence of gossip, and prevents members from self-serving behaviours more than the gossip itself (Baumeister, Zhang, & Vohs, 2004), reinforcing the already existing group cohesion (Noon & Delbridge, 1993).

On the individual side, gossip is a way of distributing information to a wider group and a chance to influence opinions and attitudes (Noon & Delbridge, 1993). Strategic individual use of gossip is shown in a competitive posture and as a political tool. On one hand, obtaining and imparting information and enhancing one's position by acting as an information gatekeeper (Noon & Delbridge, 1993). On the other, using gossip itself to lower someone else standing and prestige (Noon & Delbridge, 1993), using it as a denigration and social humiliation tool (Paine, 1967). It is yet unclear however if all of these dynamics and overall impact of gossip improves or damages organization's performance (Kniffin & Wilson, 2005).

In this research we will follow Kniffin and Wilson's (2005) point of view of gossip as group-serving and self-serving, and Noon and Delbridge's (1993) of gossip's underlying motivations and functions that can take place at both levels (group and individual) at the same

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time. Further, we will focus on the individual differences in attitudes about gossip and how it relates and is influenced by perceptions on other factors. As Ben-Zeev (1994, as cited in Litman & Pezzo, 2005) explained, some people view gossip in a positive way and recognize its value engaging in it, while others opt to avoid it completely, both are political behaviours.

1.4 Uncertainty

In addition to communication, uncertainty is according to Thompson (1967) the fundamental problem managers must cope with. In our perspective, this means that uncertainty also has a great and diverse impact on employees. It is our goal to explore how communication effectiveness reduces uncertainty and increases individual control (Miller, Ellis, Zook, & Lyles, 1990) and how cognitive and affective perceptions influence behaviours in organizations (Goldhaber, Porter, Yates, & Lesniak, 1978). As Babrow (2001) stated, communication influences our perceptions, shaping conceptions of the environment as composition and meaning, and allows the establishment of a direct relation between how satisfied employees are with communication and how much uncertainty they perceive.

Research on the topic is extensive and definitions of the construct are confusing (Boyd & Fulk, 1996), numerous and ample (Argote, 1982). As the aim of this research is to measure individual's perception of environmental uncertainty, we choose to talk about uncertainty from the individual's perspective and in a broader sense. Therefore, the following definitions serve only as theoretical framing since the used measure of the construct and respective items unavoidably skew our concept of uncertainty.

Uncertainty refers not only to organizational behaviour (Pfeffer & Salancik, 1978) but also to the unpredictability of the environment (Miller, 1993). This is in fact a common understanding among researchers, as uncertainty is a characteristic of the environment (Ellis & Shpielberg, 2003) and can be attributed to the organization's external environment (Milliken, 1987). Duncan (1972) considers the internal environment as the physical and social factors within organizational limits taken into consideration when making a decision. However, others authors take in account very different factors, such as changes in market composition and technology (Ellis & Shpielberg, 2003), or even more complex models, as Miller's (1992) that categorized three uncertainties. General environmental, referring to political, government policy and macroeconomic. Industry referring to input market, product market, competitors and technology, and the third, firm-specific regarding operations, management, employee actions and research and development.

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As Milliken (1987) states, environmental uncertainty is used in literature when describing both an environmental and an individual state. Because of specificities and empirical evidence pointing towards a firm specific uncertainty (Miller, 1993) and not industry or country, we have shifted our focus towards the latter construct, individuals' perceptions of the environment (Pennings, 1975). Despite different factors in categorizing uncertainty, a common understanding that leads us in this direction was the increase in perceived uncertainty as a result of environment complexity (Boyd & Fulk, 1996). Curiously enough, complexity and dynamics of the environment are according to Duncan (1972), inconstant features in an organization since they depend on perceptions, i.e. high tolerance for ambiguity and uncertainty individuals may perceive less uncertainty.

We acknowledge the correlation between the individual and the environmental state, but do not follow any author's views that consider necessary to measure environmental uncertainty in order to validate perceptual measures (Milliken, 1987). As Boyd, Dess and Rasheed (1993) found, correlations between objective and perceptual measures were weak to moderate, therefore no extensive validation between the two constructs is intended in our research. Also, due to the purpose of this research and the variables dependent on perceptual interpretations and dynamic setting (Milliken, 1987), we measured employees' perceptions in relation to components of the environment (Boyd & Fulk, 1996) and focused exclusively on perceived environmental uncertainty.

The construct is defined as a perceptual process and rationalization used to explain effectiveness of environmental uncertainty assessments (McCabe & Dutton, 1993). It is also described as the inability to assert specific situations with certainty, from actions, events, consequences, outcome decisions, be it present, hypothetical or future (Humphreys & Berkeley, 1985, as cited in Lipshitz & Strauss, 1997). This may be due to an incapacity to assign probabilities, predict outcomes or lack of information (Duncan, 1972). As mentioned previously, perceptions of uncertainty are extremely volatile and different between individuals. Lipshitz and Strauss (1997) characterized perceptions as subjective, inclusive and consequential, in the sense that individuals can experience different (and multiple) perceptions in identical scenarios, and those perceptions have effects on action. Additionally, Miller (1993) noted that attention can be on different segments of the environment and as such, perceived uncertainty can vary. This variation, however has more to do with predictability, since a volatile but predictable environment will be perceived as less uncertain than an unpredictable one (Milliken, 1987).

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Upon perception, uncertainty must be coped with, and is done in a variety of ways, as reduction of uncertainty, acknowledgment, suppression, extrapolating or leveraging information by resorting to specific behaviours (Lipshitz & Strauss, 1997). Reduction of uncertainty refers to collecting information and understanding, in order to attain control or predictability within possible (Lipshitz & Strauss, 1997) or deferring decision making until needed information is available (Hirst & Schweitzer, 1990). Suppression on the other hand, refers to tactics of denial, as disregard and distortion of undesirable information (Lipshitz & Strauss, 1997). Both extrapolation and leverage of information rely on an information manipulation outlook, either it is the by making an assumption that goes beyond the existing knowledge (Cohen, 1989), selecting a possible interpretation of equivocal information or controlling the sources of variability which reduce predictability (Lipshitz & Strauss, 1997).

1.5 Goals of this research

This study was thought to fill the gap of a relationship left by the numerous studies regarding widely researched variables, such as communication and political behaviour, and more narrowly researched ones such as gossip and uncertainty. Because we were studying in the field of psychology and factors such as uncertainty and political behaviour were hard to measure objectively, we focused only on the perception of the individual. In this instance, overall we have focused on satisfaction, perceptions and attitudes of employees. Our main goal is to study how satisfaction with communication affects employees' perceptions of politics, and how this perception on the other hand influences their attitudes towards gossip. This latter relationship may be however deeply influenced by perceptions of environmental uncertainty and so we have included it as a moderator in our mediation model.

Hypothesis 1: Satisfaction with communication influences perceptions of politics

Hypothesis 2: Perceptions of politics mediates at least one effect of communication satisfaction on attitudes towards gossip

Hypothesis 3: The relationship between communication satisfaction and perceptions of politics on attitudes towards gossip is influenced by perception of environmental uncertainty

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Chapter II – Methodology

2.1. Sample

The sample was composed of employed people in a total of 247 answers to the online questionnaire, of which 221 answers were valid. Furthermore, five of these 221 did not answer to the Perceptions of politics and Attitudes towards gossip scales, both of which were optional.

Over half of the respondents were female (67.6%), and under 34 years (39.4% aged between 18 and 25 and 15% between 26 and 34). 32.9% were aged between 35 and 54, and 12.6% are above 55. Scientific, technical and consultancy activities accounted for the majority (36.6%) of the respondents field of work. Health and services amounted to 8.5% and education to 7.5%, being these three the most relevant fields. The size of the respondents' companies was evenly distributed, with 14.1% having 1 to 9 workers, 22.1% 10 to 49, 18.3% 50 to 249, 9.4% 250 to 500 and 36.2% have more than 500 workers. In terms of length of service, 35.4% work in the organization for less than a year, 23.6% work from 1 to 5 years, 10.8% 6 to 10 years, and 15.6% 11 to 20 years and 14.6% more than 20 years.

2.2. Procedure

Data was collected through the month of February of 2015 and then analysed in IBM SPSS Statistics. This data was accessed through a questionnaire created and released online on Qualtrics – Online Survey Software & Insight Platform. The questionnaire was digitally distributed through personal networks. The questionnaire was 45 items long (including four scales), plus demographic questions.

2.3. Measures

For this questionnaire, we used four measures comprehending “communication satisfaction”, “perception of environmental uncertainty”, “perception of politics”, and “attitudes towards gossip”. All answers were provided on a five point Likert scale on a satisfaction level 1=“Very displeased” to “Very pleased”, on a frequency level “Never” to “Always”, and agreement with statements “Disagree completely” to 5=“Agree completely”.

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2.3.1. Communication Satisfaction Questionnaire (CSQ)

Considering the theoretical assumption of communication satisfaction as a multidimensional construct it was important to choose a measure that reflected this characteristic. Multidimensionality in this case refers to the types or aspects of communication towards which employees can express a level of satisfaction (Meintjes & Steyn, 2006), and was therefore important to choose one measure that captured employees' judgments and level of satisfaction for various internal communication practices.

We have chosen Downs and Hazen's (1977) Communication Satisfaction Questionnaire (CSQ) adapted by Meintjes and Steyn's (2006). Despite being developed over almost four decades ago, according to the authors' research, Downs-Hazen's CSQ is still applicable today and gives us access to a complete set of information, from communication form, flow and channels to relationships among organization members (Pincus, 1986).

The CSQ original scale consisted of 40 items and 8 dimensions, being these communication climate, communication with supervisors, organizational integration, media quality, horizontal and informal communication, organizational perspective, personal feedback and communication with subordinates. In addition, the scale showed a strong internal consistency (.94 alpha).

Meintjes and Steyn (2006) made significant modifications on CSQ and their research shown a satisfactory internal consistency (.89 alpha). In order to reduce complexity and improve respondents understanding, they have reduced and inverted the scale, from a seven-point to a five-point scale, where one referred to extremely dissatisfied and 5 to extremely satisfied. To reduce the length and ensure logical flow, eight items were removed and another nineteen modified or rephrased.

We too have reduced and restructured Meintjes and Steyn adaptation of the CSQ to fit our context, since according to Abdullah and Hui (2014) communication environment has been changing, and in order to get more accuracy and reliability adjustments were made to the CSQ to fit today's culture and society. In common with the other three measures it was crucial in this research to keep measures and questionnaire as brief as possible due to the number of variables involved, and keep the translation for Portuguese language as accurate as possible since before the research no previous validation was done. For that, we excluded various items and two factors, organizational perspective and communication with supervisors, ending up with 12 items of the remaining six factors. Because of the small representation of factors, sometimes only one item per factor, and the need to aggregate these factors into wider

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categories, we have decided to follow Pincus's (1986) revised dimensions and aggregate remaining factors. These dimensions are relational, that includes subordinate communication and horizontal communication (items 10 and 12). Informational/relational, that includes personal feedback and communication climate (items 1, 2, 3, 4, 7, 8 and 9), and informational, that include media quality and organizational integration (items 5, 6 and 11). The higher the score the higher the satisfaction levels of the respondents.

2.3.2. Perception of Politics Scale (POPS)

An established measure in literature from Kacmar and Ferris (1991) is the perception of politics scale. Its updated version (Kacmar & Carlson, 1997) reduced items from thirty-one to fifteen and renamed the three factors and has shown great reliability (.97 alpha). These refer in this version to general political behaviour, go along to get ahead, and pay and promotion policies.

For our research, we have decided to focus on the first two factors, a two item factor, general political behaviour (GPB) that refers to self-serving behaviours to obtain outcomes (e.g. "Some employees attempt to build themselves up by tearing others down"). Moreover, a eight item factor, go along to get ahead (GATGA) that refers to the lack of action to secure outcomes (e.g. "Sometimes is better not to rock the boat") (Kacmar & Carlson, 1997). We also excluded six items, that regard to pay and promotion policies, and added an extra item (item 5) to the go along to get ahead factor in order to clarify understanding lost in translation into Portuguese language.

Both factors were measured on a five-point scale, in the degree in which respondents agree with the statements presented, where one referred to disagree completely and five to agree completely. The higher the score the higher the levels of perceived politics of the respondents.

2.3.3. Attitudes Towards Gossip (ATG)

Litman and Pezzo (2005) Attitudes Towards Gossip (ATG) chosen by us to assess employee's view and feelings about gossip behaviours. This scale measures the degree in which gossip is viewed positively.

Two factors represent this view, attitudes about the Social Value (SV) and attitudes about the Moral Value (MV) of gossip. Social Value six item factor refers to gossip's usefulness in social relationship formation (e.g., "Gossip is a good ice-breaker") and source of information for self-interest (e.g., "Love to know what is going on in people's lives"), both using gossip to

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own advantage. Moral Value six item factor refers to appropriateness in transmission of gossip to others and gossip as a reliable source of information (e.g., “Should never mention rumors even if true”).

This scale has shown a satisfactory reliability (.81 alpha), however, one thing noticed is that the original five-point response scale of one “Disagree Strongly” and five “Agree Strongly” did not match all items since four of the twelve referred to behaviours and not attitudes. We have separated these to a sub-set of the same scale and measured them in a five-point scale, where one refers to “never” and five to “always”. The rest of the items were measured in a five-point scale, in the degree in which respondents agree with the statements presented, where one referred to “disagree completely” and five to “agree completely”. The higher the score the higher the behaviours of gossiping or better the attitudes towards gossip of the respondents.

2.3.4. Perception of Environmental Uncertainty (PEU)

Described as the state when individuals lack information needed to predict accurately due to environmental conditions (Milliken, 1987), perception of environmental uncertainty has no accepted model (Ellis & Shpielberg, 2003). This lack of an established measure and inadequate reliability and validity of existing measures is problematic for research.

We have chosen Duncan’s (1972) PEU questionnaire as our measure despite the problems mentioned in literature, being described as questionable and inconsistent results (Milliken, 1987), for lack of an alternative that measured environmental perception. Others measured uncertainty related to specific topics. or uncertainty as the objective level of uncertainty the organization is exposed to according to the area in which it operates.

In an attempt to overcome the problems already mentioned and guarantee more certainty in selecting the questionnaire, since it was not available in Duncan’s (1972) study, we have chosen an updated version of the twelve item questionnaire from McCabe and Dutton (1993). From it we adapted it to our purpose and rephrase all items in order to account from a self-perspective and not managers’, and to simplify and broaden the questions as possible to increase understanding. An item was excluded due to conflict with the communication satisfaction scale, as it relates to obtaining information (i.e. “How often are you in doubt about how to obtain needed information?”).

Three factors were considered by Duncan (1972), and researched into their reliability by McCabe and Dutton (1993). The factors considered for our own research were, lack of

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information with six items (.6 alpha) and inability to predict outcomes also with six items (.7 alpha), both measured on a five-point scale, where one referred to “never” and five to “always”. The higher the score the lower the perception of environmental uncertainty levels of the respondents.

The third factor was excluded from our research because it referred to the employee’s inability to assign probabilities as to the effect of a given factor on a frequency scale from zero to one, which is very specific to an objective concept and diverges in complexity from all other items. McCabe and Dutton’s (1993) research also helped to support this choice by presenting cross-loadings between the two factors, the inability to predict outcomes and inability to assign probabilities.

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Chapter III – Results

3.1. Data analysis strategy

Data analysis followed a two-step procedure, with a first emphasis on psychometric quality of the measures and a second on hypothesis testing. We conducted a confirmatory factor analysis (CFA) for the first purpose and in the cases where the existing body of research allows us to foresee the theoretical structure of the measure (Brown, 2015), followed by exploratory factor analysis (EFA) in case CFA returned unacceptable fit indices (as explained in detail below). In the case the measure's theory background is yet uncertain, we conducted firstly an exploratory factor analysis followed by confirmatory factor analysis for robustness sake. Analyses were done in IBM SPSS Statistics, AMOS extension and PROCESS (macro) extension.

We took into consideration the following validity indicators for exploratory factor analysis: KMO over .600, Bartlett test of sphericity chi square significant for $p < .05$, measure sampling adequacy and commonalities above .500, crossloading threshold for loads set at .40; explained variance after rotation acceptable above 70%. A varimax rotation is used whenever there is a theoretic basis to assume orthogonality between axes. Additionally, Cronbach alpha is used to ascertain reliability (with the critical value set at .70 following Nunnally and Bernstein (1994) recommendation and common practice) and Composite reliability index was used following Hair Jr., Anderson, Tatham and Black (1998) recommendations.

The judgment on the model fit in CFA is based on a set of criteria as established by Hu, Bentler and Hoyle (1995), Hair, Black, Babin, and Anderson (2010), and Byrne (2001). The indices (and the respective cut-off point) in use are: Comparative Fit Index (CFI > .95) plus Root Mean-Square Residual (SRMR < .09) or Tucker Lewis Index (TLI > .95) plus SRMR < .09 or Root Mean Square of Approximation (RMSEA < .06) plus SRMR < .09. We should also consider the case of a more recent recommendation where the set of indices for goodness of fit judgment are CMIN < 3.0, CFI > .90 and RMSEA < .08 (Hair, Black, Babin, & Anderson, 2010).

To test our hypothesis we used PROCESS model 7 according to Hayes (2013). This allowed us to test multiple hypothesis with a set of only 6 analysis, and allowed us also to take in consideration all direct and indirect effects among the variables.

PROCESS facilitates complex statistical models testing, including moderated mediation models. It is an add-on macro that relies on ordinary least squares (OLS) regression and

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bootstrapping. It allows to have access to indirect effects of a model, i.e. product of the estimates in the linkage of each factor of the model (Hayes, 2013).

Sobel test may be inaccurate for conditional indirect effects for it relies on the normal sampling distribution assumption. To overcome the reduced size sample we analysed indirect effects with bootstrapping of 5000 samples as suggested by Hayes (2013). Bootstrapping is a robust analysis applied to non-normal distributed data, which usually the case of small samples for conditional indirect effects. This analysis is done through ninety-five percent bias-corrected bootstrap confidence intervals (CI) “calculated using the percentiles of the distribution of ω over this repeated bootstrap sampling and estimation” (Hayes, 2013, p.351). We therefore use CI to confirm our analysis of significance of indirect effects obtained from the *p-values*, since sometimes, the inferences may be different. The intervals fall between a lower and upper level, and if zero is not included in this interval the effect is significant. Analysis also considered effects of demographic variables, gender, age, size of the company and time in the company. These variables effects were controlled in all analysis, however results shown no effect (*p-value* n. s.).

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3.2. Psychometrics

3.2.1. Communication satisfaction

A CFA conducted on the three factor structure comprising 12 items of CSQ as found by Meintje and Steyn (2006) showed unacceptable fit indices (CMIN/DF=3.244, $p=0.00$; CFI=0.92; PCFI=0.71; RMSEA=0.10, SRMR=.05) and additionally has two Heywood cases (standardized correlations between latent variables above 1.0), thus indicating normality violation. The ensuing exploratory factor analysis showed a single factor valid solution (KMO=.924, Bartlett $\chi^2=984.659$; 28, $p<.000$, $.903<MSAs<.939$) after removal of four items due to unacceptable commonalities, and accounting for 62.1% of total variance. Internal consistency is high (Cronbach $\alpha=0.91$). A final CFA test for this emerging 8-item unifactorial solution showed acceptable fit indices (CMIN/DF=2.147, $p=0.03$; CFI=0.97; PCFI=0.66; RMSEA=0.07, SRMR=.03).

Table 3.1. Exploratory factor analysis for the communication satisfaction scale

	Factors
How satisfied are you about...	1
Feedback on how problems in your job are being handled	.840
The amount of feedback you receive	.823
The amount of communication	.810
Conflicts being handled appropriately through proper communication channels	.804
Recognition of your effort	.762
Receiving the information needed to do your job on time	.761
The people at your company having the ability to communicate	.751
Information on the requirements of your job.	.748

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3.2.2. Perception of Politics

A CFA conducted on the bifactorial structure comprising 10 items of POPS as found by Ferris & Kacmar (1992) showed unacceptable fit indices (CMIN/DF=5.616, $p=0.00$; CFI=0.85; PCFI=0.52; RMSEA=0.15). The ensuing exploratory factor analysis showed a bifactorial valid solution (KMO=.845, Bartlett $\chi^2=862.452$; 21, $p<.000$, $.741<MSAs<.894$) after removal of three items due to unacceptable commonalities, and accounting for 53% of total variance. These factors do not entirely match those the authors have proposed originally but have facial validity as well as high internal consistency. The first factor (5 items, which we named Get along to get ahead, GATGA as originally named; Cronbach $\alpha=0.91$) and the second one (3 items, named Openness to assertiveness; Cronbach $\alpha=0.71$). A final CFA test for this emerging 8-item bifactorial solution showed acceptable fit indices (CMIN/DF=1.689, $p=0.047$; CFI=0.988; PCFI=0.63; RMSEA=0.053, SRMR=.032).

Table 3.2. Exploratory factor analysis for the organizational politics scale

	Factor	
	1	2
Agreement with statements		
Sometimes is better not to rock the boat	,849	-,213
Sometimes is better to say to other what they want to hear than tealing the truth	,846	-,174
Sometimes is easier to stay quiet than to fight the system	,846	-,108
Agreeing with powerful people is the best alternative	,817	-,218
It's safer to think according to what is expected than thinking on your own	,811	-,127
Good ideas are desired even when it means disagreeing with superiors	-,312	,815
Employees are encouraged to speak out frankly even when they are critical of well-established ideas	-,295	,761
There is no place here for those who say yes to everything	,032	,737

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3.2.3. Perception of environmental uncertainty

Because Duncan (1972) mentioned three factors measured by the Environmental Uncertainty Questionnaire but failed to indicate which items matched those factors, we were unable to conduct a CFA, and thus an EFA was used. The scale showed several issues with items (low commonalities and crossloadings) which determined the exclusion of 7 of the 11 original items. The exploratory factor analysis of the remaining ones, showed a valid single factor solution (KMO=.697, Bartlett $\chi^2=169.057$; 6, $p<.000$, $.679<MSAs<.733$) accounting for 54% of total variance and with acceptable reliability (Cronbach $\alpha=0.713$).

Table 3.3. Exploratory factor analysis for the uncertainty scale

	Factors
Frequency of these situations...	1
You are certain about how to react to external changes to your organization	,785
You can tell whether you have meet expectations of other members	,718
You are certain about what other people in the organization expect of you	,718
You can tell if actions to deal with external change were effective	,717

3.2.4. Attitudes towards gossip

A CFA conducted on attitudes towards gossip on a bifactorial structure showed unacceptable fit (CMIN/DF=5.215, $p=0.00$; CFI=0.69; PCFI=0.469; RMSEA=0.138). This was followed by an exploratory factor analysis that returned a valid tri-factorial solution (KMO=.717, Bartlett $\chi^2=670.388$; 45, $p<.000$, $.638<MSAs<.841$) after removal of two items due to unacceptable commonality, and accounting for 64.2% of total variance. Despite face validity and high internal consistency, these factors do not match those originally proposed by the authors. The factors found were MVU (4 items, e.g. “Don't trust gossip”, Cronbach $\alpha=0.758$, which we adapted to Moral Value and Usefulness), SV (3 items, e.g. “A gossip is often true”, Cronbach $\alpha=0.721$, which resembled Social Value and was therefore named so) and EV (3 items, “Like to share what I hear”, Cronbach $\alpha=0.729$, which we named Entertainment Value). A final CFA test for this emerging 10-item three factorial solution showed acceptable fit indices (CMIN/DF=2.063, $p=0.01$; CFI=0.954; PCFI=0.615; RMSEA=0.07, SRMR=.066).

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Table 3.4. Exploratory factor analysis for the attitudes towards gossip scale

Frequency of these situations... /Agreement with statements (a)	Factors		
	1	2	3
Don't trust gossip	,843	-,081	,032
Don't consider gossip to useful	,793	-,266	,147
It's wrong to talk about others	,685	,020	-,333
Should never mention rumors even if true	,653	-,001	-,337
Gossips are always a good ice-breaker	-,133	,818	,139
A gossip is often true	-,009	,755	,012
Gossiping is a great way to pass time	-,094	,739	,301
Love to know what is going on in people's lives (a)	-,005	,028	,795
Like to share what I hear (a)	-,094	,196	,773
I have fun talking about other people (a)	-,265	,398	,657

3.3. Descriptive analysis of the variables

Employees are reasonably satisfied with communication (M=3.14) and perceive a more than regular level of politics with a balance between political behaviours of agreement, Get along to get ahead (M=2.79) and political behaviours of speaking out, Openness to assertiveness (M=3.18).

In regards to Attitudes towards gossip, Gossip moral value and usefulness shows the highest value (M=3.83) and contrasts with the lowest for Gossip social value (M=1.97). Gossip entertainment value has an average value of (M=2.35). Perceived environmental uncertainty has a high value (M=3.25) which means employees perceive environmental as reasonably certain. This perception has the less variability in responses (SD=.62) in contrast with the other two perceptual variables that rank with the highest response variability, Get along to get ahead (SD=.98) and Openness to assertiveness (SD=.89). The complete descriptive statistics of the variables in study can be found in the table below.

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Table 3.5. Descriptive statistics of the variables in research

	Min-Max	Mean	Std. Deviation
Communication Satisfaction	1 - 5	3.14	.84
Get Along to Get Ahead	1 – 5	2.79	.98
Openness to Assertiveness	1 – 5	3.18	.89
Gossip Moral Value and Usefulness	1 – 5	3.83	.79
Gossip Social Value	1 – 5	1.97	.74
Gossip Entertainment Value	1 – 4.33	2.35	.73
Perception of Environmental Uncertainty	1.5 - 5	3.25	.62

3.4. Relationship between variables

The Perception of politics factor Get along to get ahead correlates positively with Attitudes towards gossip factors Social value and Entertainment value. On the other hand, it correlates negatively with the same scale factor Openness to assertiveness, and to Communication satisfaction and Perception of environmental uncertainty. These three correlate positively among each other.

All of Attitudes towards gossip factors correlate non-significantly with Communication satisfaction, Perception of environmental uncertainty and Openness to assertiveness. Table 3.6. details the complete correlations of the variables in study.

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Table 3.6. Correlations between variables in research

	Communication Satisfaction	Get Along to Get Ahead	Openness to Assertiveness	Gossip Moral Value and Usefulness	Gossip Social Value	Gossip Entertainment Value	Perception of Environmental Uncertainty
Communication Satisfaction	(.91)						
Get Along to Get Ahead	-.448**	(.91)					
Openness to Assertiveness	.573**	-.432**	(.71)				
Gossip Moral Value and Usefulness	-.024 (n.s.)	-.016 (n.s.)	-.103 (n.s.)	(.758)			
Gossip Social Value	.011 (n.s.)	.248**	.007 (n.s.)	-.248**	(.721)		
Gossip Entertainment Value	.065 (n.s.)	.148*	.007 (n.s.)	-.301**	.400**	(.729)	
Perception of Environmental Uncertainty	.603**	-.319**	.494**	-.009 (n.s.)	-.047 (n.s.)	-.042 (n.s.)	(.713)

Note: Pearson's *r* correlation coefficients; Cronbach α in same variable cell

* $p \leq .05$ ** $p \leq .01$

3.5. Hypothesis testing

To use PROCESS in our analysis and according to our research model (moderated mediation) we adopted model 7 described in Hayes (2013, p.447) shown in figure 3.1. Because Attitudes towards gossip scale has three factors, the outcome variable in the model and dependent in this hypothesis, we had to test two models for hypothesis one, and three models for hypothesis two. And since PROCESS accepts only one dependent variable each time, we need test six models through this analysis. A conceptual diagram in figure 3.2. facilitates our analysis representation.

Figure 3.1. PROCESS model 7 and correspondent effects

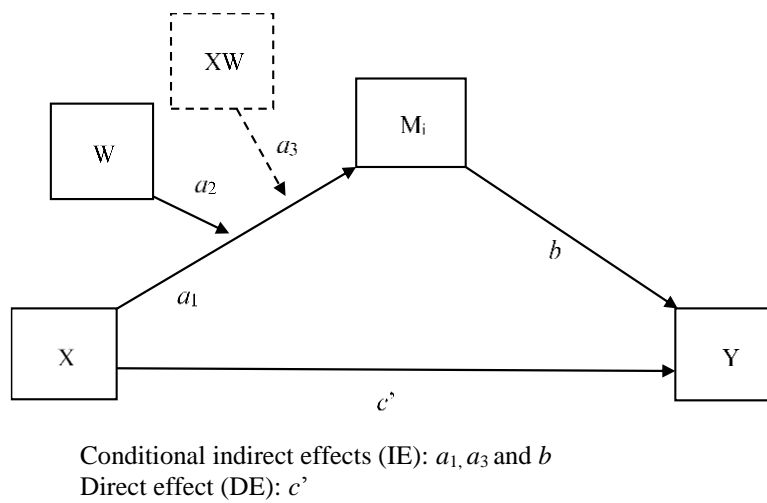
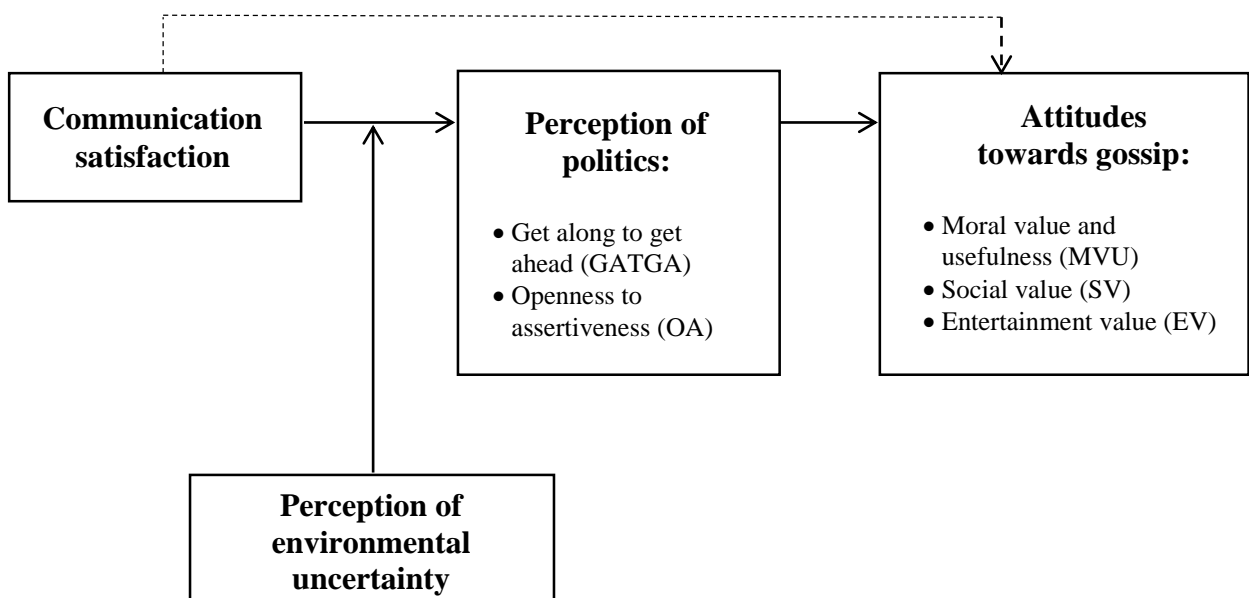


Figure 3.2. Conceptual diagram hypothesis



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3.5.1 Communication satisfaction and Perception of politics

The coefficients of the relationship between Communication satisfaction and the two dimensions of Perception of politics results can be observed on table 3.7. Both *p-values* are significant and therefore there is a significant relationship of Communication satisfaction with both dimensions, so we confirm our first hypothesis. Bootstrapping of indirect effects (IE) confirms these results, i.e. do not include zero (IE_{GATGA} 95% CI [-0.7232, -0.3495]; IE_{OA} 95% CI [0.3211, 0.6293]).

Moreover, this relationship is negative with the Get along to get ahead dimension and positive with the Openness to assertiveness. This tells us that satisfaction with communications tends to influence negatively political behaviours of agreement, i.e. get along to get ahead, and positively the opportunity to express their opinions, consequently more susceptible to perceive openness to assertiveness. For Get along to get ahead the model explains 23% of the variance ($R^2=.230$; $p<.001$), and for Openness to assertiveness 36% ($R^2=.359$; $p<.001$).

Table 3.7. Summary of the results of the influence of Communication Satisfaction on Perception of Politics

Antecedent		Criterion variable					
		Get Along To Get Ahead			Openess to Assertiveness		
		Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>
CS	<i>a</i> ₁	-.536	.095	< .001	.475	.078	< .001
		R ² = .230			R ² = .359		
		F(3, 208) = 20.761, <i>p</i> < .001			F(3, 208) = , <i>p</i> < .001		

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3.5.2 Perception of politics influence on Communication satisfaction and Attitudes towards gossip relationship

As table 3.8. shows, two coefficients are significant for the Get along to get ahead dimension. Therefore our hypothesis is partially confirmed. Two partial mediations were observed, for Social value (IE_{SV} 95% CI [-0.2270, -0.0685]) which explains 8% of the variance ($R^2 = .0827$; $p < .001$) and Entertainment value (IE_{EV} 95% CI [-0.1815, -0.0220]) which explains 5% ($R^2 = .0448$; $p = .008$). Moral value and usefulness shows no significance, even when confirmed by bootstrapping (IE_{MVU} 95% CI [-0.1510, 0.0971]).

Table 3.8. Summary of the results of the mediation model of Get Along to Get Ahead for the influence of Communication Satisfaction on Attitudes Towards Gossip

Antecedent		Criterion variable								
		Moral Value and Usefulness			Social Value			Entertainment Value		
		Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>
GATGA	<i>b</i>	-.027	.063	.669	.246	.057	< .001	.171	.057	.003
CS	<i>c</i> ₁	-.037	0.076	.633	.150	.069	.030	.155	.069	.026
		$R^2 = .0013$			$R^2 = .0827$			$R^2 = .0448$		
		F(2, 209) = .141 <i>p</i> = .869			F(2, 209) = 9.423 <i>p</i> < .001			F(2, 209) = 4,90 <i>p</i> = .008		

No significance was found in the coefficients for the Openness to assertiveness dimension. Coefficients are shown in table 3.9., and bootstrapping confirms the results for all dimensions of Attitudes towards gossip (IE_{MVU} 95% CI [-0.2661, 0.0273]; IE_{SV} 95% CI [-0.1376, 0.1397]; IE_{EV} 95% CI [-0.1725, 0.1009]). These non-significant effects for the Openness to assertiveness dimension have however interesting implications, which we will talk about in the discussion chapter.

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Table 3.9. Summary of the results of the mediation model of Openness to Assertiveness for the influence of Communication Satisfaction on Attitudes Towards Gossip

Antecedent		Criterion variable									
		Moral Value and Usefulness			Social Value			Entertainment Value			
		Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>	
OA	<i>b</i>	-.119	.074	.110	.001	.070	.988	-.036	.069	.607	
CS	<i>c</i> ₁	.054	.082	.509	.008	.077	.913	.080	.076	.296	
			R ² = .013			R ² = .0001			R ² = .0053		
			F(2, 209) = 1.337			F(2, 209) = .0104			F(2, 209) = .554		
			<i>p</i> = .265			<i>p</i> = .990			<i>p</i> = .575		

3.5.3. Perception of Environmental Uncertainty effect on Communication Satisfaction and Perception of Politics relationship

No significant coefficients were found, as shown in table 3.10, for the effect of the interaction of Perception of environmental uncertainty and Communication satisfaction, on Perception of politics. Bootstrapping confirms these results for both dimensions (IE_{GATGA} 95% CI [-0.3262, 0.1078]; IE_{OA} 95% CI [-0.2356, 0.1223]).

A positive indirect effect (*a*₂) of Perception of environmental uncertainty on Openness to assertiveness was found to be significant, which means that there is a positive relationship between perceiving the environment as less uncertain and Openness to assertiveness, which we will discuss in the discussion chapter.

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Table 3.10. Summary of the results of the influence of Communication Satisfaction joint with

		Criterion variable					
		Get Along To Get Ahead			Openness to Assertiveness		
Antecedent		Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>
PEU	<i>a</i> ₂	-.096	.123	.440	.312	.102	.0025
CS × PEU	<i>a</i> ₃	-.109	.110	.322	-.057	.091	.536
R ² = .230 F(3, 208) = 20.761, <i>p</i> < .001				R ² = .359 F(3, 208) = , <i>p</i> < .001			

Perception of Environmental Uncertainty on Perception of Politics

The interaction of Perception of environmental uncertainty and Communication satisfaction accounts only for the joint effect of the independent and the moderation variable. To account for the moderative effect of Perception of environmental uncertainty on the relationship between Communication satisfaction and Perceptions of politics, we have to account for the conditional indirect effects (CIE) at three values (mean and one SD below and above the mean) of the moderator (Perception of environmental uncertainty) as table 3.11. shows.

Table 3.11. Inference for the conditional indirect effect of Perception of environmental uncertainty (*W*) on Communication satisfaction and Get along to get ahead relationship using

	Bootstrap CI (lower level, upper level)		
	Moral Values and Usefulness	Social Values	Entertainment Values
Low cut-off point	-0.0605, 0.0797	-0.2088, -0.0539	-0.1645, -0.0207
Centered cut-off point	-0.0665, 0.0920	-0.2270, -0.0685	-0.1815, -0.0220
High cut-off point	-0.0725, 0.1104	-0.2678, -0.0724	-0.2162, -0.0261

95% Bias-corrected bootstrap confidence intervals (CI)

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For Get along to get ahead, Social value and Entertainment value confidence intervals show significance (CIE_{SV} 95% CI [-0.2088, -0.0539], [-0.2270, -0.0685], [-0.2678, -0.0724]); (CIE_{EV} 95% CI [-0.1645, -0.0207], [-0.1815, -0.0220], [-0.2162, -0.0261]). This means that there is in fact a moderation of the relationship of Communication satisfaction and Get along to get ahead for the models of Social value and Entertainment value. Table 3.12. shows us that this situation does not happen in any of the three dimensions of Attitudes towards gossip for Openness to assertiveness.

Table 3.12. Inference for the conditional indirect effect of Perception of environmental uncertainty (W) on Communication satisfaction and Openness to assertiveness relationship using 95% Bias-corrected bootstrap confidence intervals (CI)

	Bootstrap CI (lower level, upper level)		
	Moral Values and Usefulness	Social Values	Entertainment Values
Low cut-off point	-0.1617, 0.0166	-0.0667, 0.0850	-0.0923, 0.0582
Centered cut-off point	-0.1476, 0.0161	-0.0631, 0.0813	-0.0886, 0.0542
High cut-off point	-0.1439, 0.0108	-0.0603, 0.0771	-0.0909, 0.0488

When we take in account the entire model, however moderated mediation is not observed and therefore our third hypothesis is not confirmed. As for the models previously significant for the moderation, CI for Index of Moderated Mediation (IMM) confirms that no moderated mediation occurs for those two models (IMM_{SV} 95% CI [-0.0924, 0.0224]); (IMM_{EV} 95% CI [-0.0826, 0.0121]). Same occurs for the other four models analysed.

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Chapter IV – Discussion

The main goal of this research was to set a model that would relate the four variables in the study (communication, politics, gossip and uncertainty). We managed to explore the direct and indirect effects involved among them.

Following on Kacmar and Ferris (1992) idea of perceptions as more important than reality, it was our intention in this research to measure the impact of perceptions as mediators and moderators of the relationship between communication and gossip. Thus the perceptual level took prevalence afore the attitudinal or behavioural.

In all of our analysis, demographics (gender, age) had no impact on the results, and as such we did not explore the difference of effects between demographics and organizations size and area of business.

Firstly, we wanted to know if the veracity of the basic premise that satisfaction with communication influences perceptions, in this case the perception of politics. In fact, employees with a high satisfaction perceive less political behaviours of agreement, i.e. get along to get ahead. And on the other hand, perceive more openness to assertiveness, and space to give their opinion and have their voice heard. Thus, our first hypothesis is confirmed.

The dichotomy of the correlation of these two dimensions of perception of politics with communication satisfaction is a great first insight into how the entire organization communicates and operates. Both dimensions are a direct result of the level of satisfaction with formal communication and have a great impact on informal channels of communication and subsequent attitudes of employees. These in turn have a chain of interconnections and influences we only managed to grasp the beginning of.

Employees make use of informal channels to communicate gossip and their attitudes towards it are very dependent on the environment perceived. This was our second hypothesis, that perception of politics would influence employees' communication satisfaction on their attitudes towards gossip. The hypothesis proved to be partially true as get along to get ahead behaviours influences communication satisfaction effect on gossip's social and entertainment value for employees, but not moral value. This means that in an organization where employees feel they need to agree to the status quo, gossip is stronger as employees give it a stronger social meaning, and value it more as a form of entertainment.

On the flip side, in an organization where employees perceive openness to assertiveness, gossip's value remains close to unaltered for all dimensions (moral/usefulness, social and

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entertaining). Summing up, promoting perception of political behaviours of agreement will empower gossip as a tool for connecting to others and as an enjoyable action to engage in.

It is important to take into account that in general gossip was considered not very useful and likely to be a source of moral disapproval, as it was also not considered high in its social value. However, employees do not abdicate of using it for entertainment purposes, and perhaps in a more private or closed network settings. This means that it exists and employees have a rational for using it in a certain way, however, this use and value change based on perceptions of politics in the organization. This may be a point of consideration since gossip is not an element to be extinguished, but managed to serve (or not conflict with) organization's purposes.

For our third hypothesis, we expected the perception of uncertainty in the environment to have an influence on all of the variables and to strengthen the effect of communication satisfaction on employees' view of gossip. This in fact did not prove to be the case, and our hypothesis was not corroborated.

Nonetheless, for the social and entertainment values, the relationship of communication and behaviours of agreement was negatively influenced by perception of environmental uncertainty. This is congruent with the effect of less uncertainty and consequently more openness to assertiveness.

For the employee this translates into perception of environmental uncertainty influencing the effect communication satisfaction has on perception of behaviours of agreement, and influencing directly perception of openness to assertiveness. For our model, this ascertains that other indirect effects and variables should be taken in consideration.

Limitations

This research had the goal of testing empirically, a yet to be tested theory driven model on gossip. Although newness can be taken as beneficial, it also brings with it the liability of stepping unstable ground. This resulted in a number of limitations and complications in our research. Hence it is a first step to start researching all of these variables that in a way have a connection, and so far only have been studied in a very restrict range of topics.

Our limitations concern mostly the instruments used. When choosing the instruments it was important for us to examine exactly what was being measured, and in most cases it was difficult to find a sound measure for exactly what we wanted to measure. Most factors of the chosen instruments struggled in the factor analysis and we had to make adjustments to extract meaning from a few loose items or new factors that emerged.

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Perception of environmental uncertainty was the instrument that proved psychometrically most challenging, and not having access to items per factor ruled out confirmatory factor analysis being left with an exploratory factor analysis that revealed a single factor structure. This finding echoes some authors arguments that the multidimensionality of this construct is the root of inconsistent data (Child, 1972) as well as other authors (e.g. Miller, 1992) that clearly supported its unidimensionality nature.

The choice of this instrument was more a product of the lack of a better alternative than a convincing theory underlying its dimensionality. All of the other options explored, measured uncertainty as an objective construct and dependable of a number of things except for subjectivity and perception, which was our main interest.

The other shortcoming we have faced was the length of the questionnaire. We tried to keep the questionnaire as short as possible in order to get a bigger rate of response and a larger sample. The drawback of this choice was losing the possibility to attain all dimensions of our variables, which we tried to control by being as inclusive as possible in our item adaptation from the original measures.

Finally, it is worth reminding that bringing together a set of self-reported (perceptual) measures has potential to enact common method variance. This biases the relationship between constructs, in a phenomena called common method bias. Facing positive confirmatory factor analysis and high reliability, it would be surprising to strongly have been biased by such phenomena. However, to get some reassurance, we did conduct Harman's single factor test that clearly showed no motives to reasonably be concerned with it. Notwithstanding, it would be advisable to work with some more objective data or data collection procedures dislocated in time.

Suggestions for future research

Replications of this model can be done as a starting point, however, if that is the case, we would recommend to use instead a multiple mediation model, and to include additional variables (e.g. Perceived organizational support) or factors (e.g. Political value of gossip) not accounted here. Moreover, if uncertainty is to be tested, we recommend considering to measure it objectively, through a scale measuring environmental and technological triggers such as Van de Ven and Ferry's (1980), and place it as an outcome variable dependable on perceptions of political behaviour. Due to the inherent characteristics of the environment, complexity and dynamism, employees may have problems assessing it, and uncertainty can be as such intrinsically unstable (Buchko, 1994) and more strongly dependent of other variables.

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Nonetheless, to deepen this topic of research, we suggest a main strategy. To focus first on the effects of communication and gossip, and only afterwards on the perceptual variables. The rationale for this suggestion is based on the availability of literature, easy theoretical linkage between the two constructs, and less variability in measures. This is a good exploratory opportunity to find what may also in a direct or indirect manner influence communication and gossip.

As shown by our research, there is still not an exceptional measure of perception of environmental uncertainty, and so we suggest that a measure be developed before researching uncertainty on a perceptual level. To do so we recommend to initially take in account Duncan's (1972) suggestion, to focus on perceptual individual differences. Further, as suggested by Milliken (1987) it would be interesting to correlate objective (e.g. volatility) and perceptual uncertainty measures.

As mentioned before, this research opens various possibilities of research after a more stable model is achieved. It would be interesting to know how employees vary in their reaction to uncertainty, and the level in which employees are aware they are using gossip as a political strategy.

Also, it would be an interesting approach to compare different organizations and settings, as organizational structures condition the impact of uncertainty, and business environments differ in their uncertainty. As well, it would be fascinating to understand if organizations diverge in their proneness to gossip, and if cultures differ in their attitudes towards it.

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Conclusion

Communication and gossip are both interesting topics in literature and intrinsically related, and yet however there is little research that connects both. In order to design a model of interaction we have arranged for politics and uncertainty to be introduced, taking in account they play a part in all of communication and gossip behaviours. However, this part they play was unclear and it was our intention to clarify the relationships between the four variables and open way for some others that may have an influence on them.

Results confirmed part of our hypothesis and some proved surprising, as it was a risk from the start to design a model without any model of reference from theory. We managed to get a preview of strong interactions between communication satisfaction and perception of politics. Perception of politics proved key for our model, as there are significant effects of communication satisfaction on some attitudes towards gossip (social and entertainment values of gossip) through political behaviours of getting along to get ahead, and no significant effects of the second type, openness to assertiveness.

Managers use of communication openness proves to be an effective strategy for employee engagement and increase their group membership value perception (Lawler & Mohrman, 1989). This has serious implications for the importance of communication as a way for employees to perceive more openness and to discredit gossip. Bearing in mind the serious repercussions of gossip used as a political tool and the negative loop for communication satisfaction, this is a strategic finding.

This means for us that our model is a starting point to determine some of the relationships between these variables, but it is not in any way a final model of research and various adaptations should be made if replication of this research is intended. As it would be interesting to know other implications of communication satisfaction and the possible outcomes of attitudes towards gossip.

For managers, use of gossip is a tricky decision. While making use of gossip can be effective for social control, its outcomes may not be easily controlled, and an intended modification in someone's behaviour may result its rejection and alienation of the person (Kniffin & Wilson, 2005). This can sometimes be done through a strong and uncontrollable informal communication channel, through which a person can be portrayed in a positive or negative manner, and thus their social reputation influenced (Beersma & Van Kleef, 2011). If this process has political intentions, then the reasons for its use may diverge from the group and organization's goals, to a self-serving use of gossip which represents a hazard for the

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source of gossip and for the group, as social fragmentation can occur. (Rosnow & Foster, 2005).

There is an interesting take from this is on how managers should use communication, social interactions and policies. As policies and practices viewed as less political provide more comfort to employees and results in positive reactions. And denser social connections around gate-keepers (members positioned between different networks) decreases negative effects of gossip (Rosnow & Foster, 2005), and may be a way to manage gossip and manipulate it as a change agent (Noon & Delbridge, 1993).

Concern for uncertainty is a point of attention as well, since it has a strong impact on the occurrence of political behaviour (Ferris, Russ, & Fandt, 1989). In our research, perception of environmental uncertainty had moderation effects on this first relationship of communication and politics, and direct effects on the second type of perception of politics, openness to assertiveness. We consider that use of a more solid instrument can be crucial to explain the role uncertainty plays in this model, as well as other relationships left to be explained.

Despite the presence of other effects, formal communication is identified as the strongest predictor of communication satisfaction, and should be the main concern of organizations (Kandlousi, Ali, & Abdollahi, 2010). Employee performance is intrinsically related to job satisfaction, and this in turn is influenced by how clear and accurate the information shared is (Pettite, Goris, & Vaught, 1997). Informal communication can indeed result in information inaccuracies and hurt satisfaction, but organizations should attend to the fact that it has many channels through which it can travel and it is not a controllable source of communication.

As a practical takeaway, managers should accept gossip's existence in their organizations and the effort should not be in abolishing it, since it is an unfeasible try, but to understand its role in groups and the way it uses communication to spread, in order to be able to manipulate it for organization's advantage (Noon & Delbridge, 1993). Initiatives for integrative communication processes and communication satisfaction monitoring are crucial starting points for a more open and effective communication environment (Gray & Laidlaw, 2002), and for organizations to take full advantage of employee well-being and positive competition.

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Annex A Questionnaire



ESTUDO SOBRE PRÁTICAS DE COMUNICAÇÃO E CLIMA DE TRABALHO

Este é um questionário realizado no âmbito do Mestrado em Psicologia Social e das Organizações do ISCTE-IUL, destinado a compreender as práticas de comunicação e clima de trabalho.

Todas as perguntas remetem para a organização onde se encontra a trabalhar, no entanto solicita-se que não se identifique, nem à organização de forma preservar o anonimato e confidencialidade deste inquérito.

O seu contributo é muito importante para uma melhor compreensão desta temática pelo que lhe pedimos que responda com a maior sinceridade. Não há respostas certas nem erradas e o tempo de resposta não excede os 10 minutos.

Caso tenha qualquer dúvida, não hesite em contactar-me através do e-mail tfoms@iscte.pt ou em contactar o professor responsável pela coordenação da dissertação de mestrado nelson.ramalho@iscte.pt

Obrigado pela sua disponibilidade e colaboração!

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Até que ponto se encontra satisfeito/a com os seguintes aspectos da comunicação no seu trabalho?	Muito insatisfeito	Insatisfeito	Nem insatisfeito nem satisfeito	Satisfeito	Muito satisfeito
	1	2	3	4	5
A informação sobre como o seu trabalho se compara com o de outros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A informação sobre como é avaliado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O reconhecimento do seu esforço	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O feedback sobre como os problemas no seu trabalho estão a ser tratados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A informação sobre benefícios e recompensas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A informação sobre os requisitos do seu trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A capacidade das pessoas na sua empresa em comunicar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Receber a informação que necessita para fazer o seu trabalho em tempo útil	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Os conflitos serem tratados devidamente através dos canais adequados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A precisão da comunicação horizontal entre colaboradores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A quantidade de comunicação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A quantidade de feedback que recebe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As seguintes questões avaliam o grau de incerteza que sente no dia-a-dia do seu trabalho. Indique quão frequentemente...	Nunca	Raramente	Algumas vezes	Muitas vezes	Sempre
	1	2	3	4	5
... está seguro/a sobre as melhores formas de lidar com os problemas que surgem no meu trabalho?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... existe a informação necessária para se tomarem decisões?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... as decisões de gestão mudam com as mudanças no exterior da empresa?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... é difícil determinar se uma decisão tomada foi a mais acertada?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... sabe o que as outras pessoas na organização esperam de si?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... sabe qual a reação correta às mudanças externas à empresa?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... se depara com problemas novos ou incomuns no seu trabalho?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... consegue saber até que ponto as ações para lidar com as mudanças externas foram eficazes?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...consegue saber se correspondeu às expectativas dos outros?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...é difícil determinar se o método usado na resolução de problemas foi eficaz?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...está incerto/a sobre a forma de atuar para corresponder às expectativas de outros?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMUNICATION SATISFACTION IN ATTITUDES TOWARDS GOSSIP

E em que medida as seguintes afirmações descrevem o que se passa onde trabalha?	<i>Discordo totalmente</i>	<i>Discordo</i>	<i>Nem concordo nem discordo</i>	<i>Concordo</i>	<i>Concordo totalmente</i>
	1	2	3	4	5
Os colaboradores são encorajados a falar abertamente mesmo quando criticam ideias já há muito estabelecidas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Existiu sempre um grupo influente aqui que nunca ninguém consegue confrontar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alguns colaboradores procuram subir à custa dos outros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Não há lugar para aqueles que dizem sim a tudo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As boas ideias são desejadas mesmo que isso signifique discordar dos superiores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Concordar com as pessoas poderosas é a melhor alternativa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
É melhor não agitar as águas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Às vezes é mais fácil ficar quieto do que lutar contra o sistema	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Às vezes é melhor dizer aos outros o que eles querem ouvir do que dizer-lhes a verdade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
É mais seguro pensar de acordo com o que é esperado do que pensar pela nossa própria cabeça	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

E em que medida as seguintes afirmações descrevem os seus comportamentos no contexto de trabalho?	<i>Nunca</i>	<i>Raramente</i>	<i>Algumas vezes</i>	<i>Muitas vezes</i>	<i>Sempre</i>
	1	2	3	4	5
Presto atenção ao meu trabalho e não a boatos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gosto de saber o que se passa na vida das pessoas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gosto de partilhar o que oiço	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Divirto-me a falar sobre outras pessoas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

E em que medida concorda com as seguintes afirmações?	<i>Discordo totalmente</i>	<i>Discordo</i>	<i>Nem concordo nem discordo</i>	<i>Concordo</i>	<i>Concordo totalmente</i>
	1	2	3	4	5
Dar ouvidos a boatos é uma boa forma de passar o tempo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Os boatos são sempre um bom quebra-gelo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Não confio em boatos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Não considero que os boatos sejam úteis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Um boato é habitualmente verdadeiro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Não devo mencionar rumores mesmo que sejam verdadeiros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Os rumores dificilmente são verdadeiros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
É errado falar sobre os outros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMUNICATION SATISFACTION IN ATTITUDES TOWARDS GOSSIP

É do sexo...

- Masculino
- Feminino

Tem...

- Até 25 anos
- 26-34 anos
- 35-54 anos
- 55-64 anos
- Mais de 65 anos

Em que setor opera a organização onde trabalha?

- Atividades científicas, técnicas e de consultoria
- Indústria, construção, energia e água
- Comércio por grosso e a retalho
- Transportes e armazenagem
- Hotelaria, restauração e catering
- Telecomunicações e media
- Atividades administrativas e de serviços de apoio
- Educação
- Saúde humana e apoio social
- Atividades artísticas, recreativas e desportivas
- Agricultura, produção animal, caça e pesca
- Outra. Qual? _____

Quantos colaboradores tem a sua organização?

- 1-9
- 10-49
- 50-249
- 250-500
- Mais de 500

Está empregado/a na organização há quanto tempo?

- Menos de 1 ano (1)
- 2 a 5 anos (2)
- 6 a 10 anos (3)
- 11 a 20 anos (4)
- Há mais de 20 anos (5)

O questionário terminou. Muito obrigado pela sua colaboração!

COMMUNICATION SATISFACTION IN ATTITUDES TOWARDS GOSSIP

Annex B PROCESS statistical outputs for hypothesis testing

PROCESS analysis for Get along to get ahead and Moral value and usefulness

***** PROCESS Procedure for SPSS Release 2.13.1 *****
 Model = 7 Sample size 212
 Y = GMVU; X = CS; M = PGATGA; W = PEU

 Outcome: PGATGA

Model Summary						
	R	R-sq	MSE	F	df1	df2
p	,4800	,2304	,7563	20,7606	3,0000	208,0000

Model	coeff	se	t	p	LLCI	ULCI
constant	2,8154	,0690	40,7945	,0000	2,6794	2,9515
CS	-,5363	,0948	-5,6590	,0000	-,7232	-,3495
PEU	-,0958	,1234	-,7761	,4386	-,3391	,1475
int_1	-,1092	,1101	-,9923	,3222	-,3262	,1078

Interactions: int_1 CS X PEU

Outcome: GMVU

Model Summary						
	R	R-sq	MSE	F	df1	df2
p	,0367	,0013	,6276	,1406	2,0000	209,0000

Model	coeff	se	t	p	LLCI	ULCI
constant	3,9027	,1833	21,2951	,0000	3,5414	4,2640
PGATGA	-,0269	,0629	-,4280	,6691	-,1510	,0971
CS	-,0365	,0763	-,4785	,6328	-,1869	,1139

***** DIRECT AND INDIRECT EFFECTS *****

Direct effect of X on Y						
Effect	SE	t	p	LLCI	ULCI	
-,0365	,0763	-,4785	,6328	-,1869	,1139	

Conditional indirect effect(s) of X on Y at values of the moderator(s):

Mediator	PEU	Effect	Boot SE	BootLLCI	BootULCI
PGATGA	-,6217	,0126	,0351	-,0605	,0797
PGATGA	,0000	,0144	,0399	-,0665	,0920
PGATGA	,6217	,0163	,0455	-,0725	,1104

Values for quantitative moderators are the mean and plus/minus one SD from mean.

***** INDEX OF MODERATED MEDIATION *****

Mediator	Index	SE (Boot)	BootLLCI	BootULCI
PGATGA	,0029	,0121	-,0117	,0420

COMMUNICATION SATISFACTION IN ATTITUDES TOWARDS GOSSIP

PROCESS analysis for Get along to get ahead and Social value

***** PROCESS Procedure for SPSS Release 2.13.1 *****
 Model = 7 Sample size 212
 Y = SV; X = CS; M = PGATGA; W = PEU

Outcome: PGATGA

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,4800	,2304	,7563	20,7606	3,0000	208,0000
	,0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,8154	,0690	40,7945	,0000	2,6794	2,9515
CS	-,5363	,0948	-5,6590	,0000	-,7232	-,3495
PEU	-,0958	,1234	-,7761	,4386	-,3391	,1475
int_1	-,1092	,1101	-,9923	,3222	-,3262	,1078

Interactions: int_1 CS X PEU

 ***Outcome: GSV

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,2876	,0827	,5084	9,4231	2,0000	209,0000
	,0001					

Model

	coeff	se	t	p	LLCI	ULCI
constant	1,2883	,1649	7,8105	,0000	,9631	1,6135
PGATGA	,2457	,0566	4,3386	,0000	,1341	,3574
CS	,1503	,0687	2,1883	,0298	,0149	,2856

***** DIRECT AND INDIRECT EFFECTS *****

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
,1503	,0687	2,1883	,0298	,0149	,2856

Conditional indirect effect(s) of X on Y at values of the moderator(s):

Mediator

	PEU	Effect	Boot SE	BootLLCI	BootULCI
PGATGA	-,6217	-,1151	,0382	-,2088	-,0539
PGATGA	,0000	-,1318	,0396	-,2270	-,0685
PGATGA	,6217	-,1485	,0482	-,2678	-,0724

Values for quantitative moderators are the mean and plus/minus one SD from mean.

***** INDEX OF MODERATED MEDIATION *****

Mediator

	Index	SE (Boot)	BootLLCI	BootULCI
PGATGA	-,0268	,0288	-,0924	,0224

COMMUNICATION SATISFACTION IN ATTITUDES TOWARDS GOSSIP

PROCESS analysis for Get along to get ahead and Entertainment value

***** PROCESS Procedure for SPSS Release 2.13.1 *****
 Model = 7 Sample size 212
 Y = EV; X = CS; M = PGATGA; W = PEU

Outcome: PGATGA

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,4800	,2304	,7563	20,7606	3,0000	208,0000
	,0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,8154	,0690	40,7945	,0000	2,6794	2,9515
CS	-,5363	,0948	-5,6590	,0000	-,7232	-,3495
PEU	-,0958	,1234	-,7761	,4386	-,3391	,1475
int_1	-,1092	,1101	-,9923	,3222	-,3262	,1078

Interactions: int_1 CS X PEU

 Outcome: GEV

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,2116	,0448	,5175	4,9004	2,0000	209,0000
	,0083					

Model

	coeff	se	t	p	LLCI	ULCI
constant	1,8806	,1664	11,3002	,0000	1,5525	2,2087
PGATGA	,1707	,0571	2,9872	,0032	,0580	,2833
CS	,1552	,0693	2,2405	,0261	,0186	,2918

***** DIRECT AND INDIRECT EFFECTS *****

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
,1552	,0693	2,2405	,0261	,0186	,2918

Conditional indirect effect(s) of X on Y at values of the moderator(s):

Mediator

	PEU	Effect	Boot SE	BootLLCI	BootULCI
PGATGA	-,6217	-,0800	,0358	-,1645	-,0207
PGATGA	,0000	-,0916	,0394	-,1815	-,0220
PGATGA	,6217	-,1031	,0470	-,2162	-,0261

Values for quantitative moderators are the mean and plus/minus one SD from mean.

***** INDEX OF MODERATED MEDIATION *****

Mediator

	Index	SE (Boot)	BootLLCI	BootULCI
PGATGA	-,0186	,0223	-,0826	,0121

COMMUNICATION SATISFACTION IN ATTITUDES TOWARDS GOSSIP

PROCESS analysis for Openness to assertiveness and Moral value and usefulness

***** PROCESS Procedure for SPSS Release 2.13.1 *****
 Model = 7 Sample size 212
 Y = GMVU; X = CS; M = POA; W = PEU

Outcome: POA

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,5993	,3591	,5145	38,8509	3,0000	208,0000
	,0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3,1876	,0569	55,9941	,0000	3,0754	3,2998
CS	,4752	,0782	6,0784	,0000	,3211	,6293
PEU	,3117	,1018	3,0617	,0025	,1110	,5124
int_1	-,0566	,0908	-,6237	,5335	-,2356	,1223

Interactions: int_1 CS X PEU

 Outcome: GMVU

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,1124	,0126	,6205	1,3369	2,0000	209,0000
	,2649					

Model

	coeff	se	t	p	LLCI	ULCI
constant	4,2063	,2420	17,3826	,0000	3,7293	4,6833
POA	-,1194	,0744	-1,6046	,1101	-,2661	,0273
CS	,0540	,0815	,6624	,5085	-,1067	,2148

***** DIRECT AND INDIRECT EFFECTS *****

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
,0540	,0815	,6624	,5085	-,1067	,2148

Conditional indirect effect(s) of X on Y at values of the moderator(s):

Mediator

	PEU	Effect	Boot SE	BootLLCI	BootULCI
POA	-,6217	-,0609	,0442	-,1617	,0166
POA	,0000	-,0567	,0404	-,1476	,0161
POA	,6217	-,0525	,0383	-,1439	,0108

Values for quantitative moderators are the mean and plus/minus one SD from mean.

***** INDEX OF MODERATED MEDIATION *****

Mediator

	Index	SE(Boot)	BootLLCI	BootULCI
POA	,0068	,0141	-,0085	,0535

COMMUNICATION SATISFACTION IN ATTITUDES TOWARDS GOSSIP

PROCESS analysis for Openness to assertiveness and Social value

***** PROCESS Procedure for SPSS Release 2.13.1 *****
 Model = 7 Sample size 212
 Y = SV; X = CS; M = POA; W = PEU

Outcome: POA

Model Summary

	R	R-sq	MSE	F	df1	df2
P	,5993	,3591	,5145	38,8509	3,0000	208,0000
	,0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3,1876	,0569	55,9941	,0000	3,0754	3,2998
CS	,4752	,0782	6,0784	,0000	,3211	,6293
PEU	,3117	,1018	3,0617	,0025	,1110	,5124
int_1	-,0566	,0908	-,6237	,5335	-,2356	,1223

Interactions: int_1 CS X PEU

 Outcome: GSV

Model Summary

	R	R-sq	MSE	F	df1	df2
P	,0100	,0001	,5542	,0104	2,0000	209,0000
	,9896					

Model

	coeff	se	t	p	LLCI	ULCI
constant	1,9684	,2287	8,6076	,0000	1,5176	2,4192
POA	,0010	,0703	,0147	,9883	-,1376	,1397
CS	,0084	,0771	,1092	,9132	-,1435	,1603

***** DIRECT AND INDIRECT EFFECTS *****

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
,0084	,0771	,1092	,9132	-,1435	,1603

Conditional indirect effect(s) of X on Y at values of the moderator(s):

Mediator

	PEU	Effect	Boot SE	BootLLCI	BootULCI
POA	-,6217	,0005	,0378	-,0667	,0850
POA	,0000	,0005	,0355	-,0631	,0813
POA	,6217	,0005	,0336	-,0603	,0771

Values for quantitative moderators are the mean and plus/minus one SD from mean.

***** INDEX OF MODERATED MEDIATION *****

Mediator

	Index	SE(Boot)	BootLLCI	BootULCI
POA	-,0001	,0074	-,0184	,0143

COMMUNICATION SATISFACTION IN ATTITUDES TOWARDS GOSSIP

PROCESS analysis for Openness to assertiveness and Entertainment value

***** PROCESS Procedure for SPSS Release 2.13.1 *****
 Model = 7 Sample size 212
 Y = EV; X = CS; M = POA; W = PEU

Outcome: POA

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,5993	,3591	,5145	38,8509	3,0000	208,0000
	,0000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	3,1876	,0569	55,9941	,0000	3,0754	3,2998
CS	,4752	,0782	6,0784	,0000	,3211	,6293
PEU	,3117	,1018	3,0617	,0025	,1110	,5124
int_1	-,0566	,0908	-,6237	,5335	-,2356	,1223

Interactions: int_1 CS X PEU

 Outcome: GEV

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,0726	,0053	,5389	,5542	2,0000	209,0000
	,5754					

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,4687	,2255	10,9469	,0000	2,0241	2,9133
POA	-,0358	,0693	-,5158	,6066	-,1725	,1009
CS	,0796	,0760	1,0477	,2960	-,0702	,2294

***** DIRECT AND INDIRECT EFFECTS *****

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
,0796	,0760	1,0477	,2960	-,0702	,2294

Conditional indirect effect(s) of X on Y at values of the moderator(s):

Mediator

	PEU	Effect	Boot SE	BootLLCI	BootULCI
POA	-,6217	-,0183	,0376	-,0923	,0582
POA	,0000	-,0170	,0355	-,0886	,0542
POA	,6217	-,0157	,0340	-,0909	,0488

Values for quantitative moderators are the mean and plus/minus one SD from mean.

***** INDEX OF MODERATED MEDIATION *****

Mediator

	Index	SE(Boot)	BootLLCI	BootULCI
POA	,0020	,0082	-,0074	,0315