

**THE EFFECTIVENESS OF DIALOGIC RELATIONSHIP
ON THE MILITARY-PUBLIC RELATIONSHIP**

A Thesis Presented for the
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Dedication

I dedicate my thesis to the South Korean Army.

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Abstract

This study investigates the influence of dialogic relationship and organizational cultures on the military-public relationship. College students (N=218) participated in a 2 x 2 (dialogic relationship: high vs. low x organizational culture: military vs. civilian) independent groups factorial quasi-experiment. To induce dialogic relationship, two versions of the U.S. Army internet webpage screenshots were created. Organizational culture was controlled by purposive sampling two groups of military and civilian subjects. The results indicate that dialogic relationship and organizational culture combine exerts an effect on the military-public relationship by increasing perceptions of control mutuality, trust, commitment and communal relationship for civilians but not the military. In addition to its theoretical contributions, the results of this study have important practical implications for the military public affairs.

Keywords: Dialogic relationship, Organizational culture, Public relations management, Organization-public relationship, Military public affairs

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Chapter 1

Introduction

On March 26, 2010, a South Korean warship, the Cheonan, sank in the Yellow sea, located between the Korean peninsula and China to the west. This accident killed 46 sailors, and the possibility of the involvement of North Korea drew the world's attention. The South Korean military did its best to find the cause of the sinking ship. However, since the military did not disclose confidential information, the public raised questions. The South Korean military was criticized for failures in military operations and for not revealing the cause of the accident. Also, the communication method of the military was criticized because the military only focused on press conferences and did not consider the need for an open, two-way channel of communication with its publics.

Internet communication would have been good in the case. As noted by Taylor, Kent and White (2001), the internet homepage of an organization not only enables smooth communication between the organization and the public but also has great potential as a public relations management tool. This potential is effective for both improvement of the organization-public relationship and creating a positive reputation of an organization (Koo, 2010).

The homepage of the South Korean military is regarded as somewhat lacking in public relations and interaction functions; therefore, the homepage tends to alienate the military from the public. According to a survey conducted by the Ministry Of

Public Administration and Security of South Korea in 2009 (MOPAS, 2009), South Koreans get information on national defense and security from the media. Military public relations media, such as the internet homepage, plays a less important role than does information from peers. Also, the survey pointed out the necessity of change in the role of military media and noted that the credibility of information disseminated by a military official was 3.03 out of 5 (5: strongly credible, 3: neutral and 1: strongly incredible).

From the public relations perspective, which emphasizes ‘relationship,’ the ultimate goal of public relations is managing the relationship between an organization and the public. Communication activities are just tools for building and maintaining the organization-public relationship (Grunig & Huang, 2000). Therefore, ‘organization-public relationship’ is a key concept in public relations research and practice (Ehling, 1992). Hon and Grunig (1999) argued that the fundamental goal of public relations is to build and then enhance on-going or long-term relationships with an organization’s key constituencies and suggested that the efforts to measure the relationship and to solve the relationship problems based on the results are important (Hon & Grunig, 1999). The six factors they developed – Control Mutuality, Trust, Satisfaction, Commitment, Exchange Relationship and Communal Relationship – will be helpful for understanding the current organization-public relationship and for developing the future organization-public relationship between an organization and its publics.

Coombs (2000) suggested that, in a crisis situation, a history of organization-public relationship directly impact an organization's reputation. In other words, if an organization has paid attention to building and managing the organization-public relationship, the efforts will minimize the negative effects of the crisis regarding the organization's reputation. Also, Coombs and Holladay (2001) argued that the organization's reputation is damaged by crisis, and this crisis is due to poor relationships between the organization and the public.

Kent and Taylor (1998) suggested that relationships between an organization and its public can be created, developed and changed through the internet and argued that, while the internet homepage of an organization offers the organization a chance to maintain a dynamic and long-lasting relationship, dialogic communication is essential for that relationship. Also, the authors claimed that the dialogic communication of an internet homepage is beneficial to encouraging the organization-public relationship. In a follow-up study, the authors supported the claim by analyzing 100 activist organization web sites (Kent, Taylor & White, 2003). It is unclear whether the web sites of all types of organizations will have same effect because organizational culture may interact with the efficacy of dialogic communication.

Organizational culture also plays a key role in the communication process. Organizational culture is the set of beliefs, values, and norms that are shared by members of an organization, and organizations that have different cultures will interpret the same phenomenon differently (Cameron & Quinn, 1999). The military is

an organization with a rigid hierarchy system that is run by commands. Victory in war can be achieved only when manpower, equipment, weapons system and strategies are combined, integrated and unified. On the other hand, civilian life represents diversity and flexibility. Therefore, civilians who have identities characterized by diversity and flexibility will have a different organizational culture than military soldiers who identify with unification.

Scholars have attempted to examine the impact of organizational culture on various outcome variables such as employee satisfaction, employee turnover, and organizational effectiveness (Sriramesh & White, 1992; Sriramesh, Grunig, & Buffington, 1992). Little empirical public relations research can be found, however, that deals with organizational culture and its influence on public relations processes or outcomes. Therefore, it is possible that dialogic communication will have different public relations outcomes depending on the type of organizational culture because some cultures appear appreciative of the flexibility that perceived dialog would create (civilian) whereas cultures characteristic of rigidity would not respond favorably to the dialog (military).

As exemplified by the skepticism following the aftermath of Cheonan warship crisis, the relationship between the South Korean military and its publics needs to be strengthened. The current study examines the main effects of dialogic relationship and organizational culture on the military-public relationship (independent variables) and the interaction effects between the two independent variables on the military-public relationship.

Chapter 2

Literature Review

Organization-Public Relationship

Definitions of relationship

The concept of relationship has been studied in the social sciences such as interpersonal communication, social psychology, marketing and public relations. Crable and Vibbert (1985) claimed that both organizations and the public can be changed through communication and the process of this change means relationships. The reason why an organization communicates with its publics is to build and maintain relationships; therefore, relationship and communication are closely related (Crable & Vibbert, 1985).

Doizer, Grunig and Grunig (1995) suggested that a relationship is a concept that pays attention to solidarity forming between organizations and the public. Kim (2001) explained relationships using two paradigms. The first paradigm focuses on economic attributes of relationship and views relations from a cost-effectiveness point of perspective. In other words, relationship can be maintained when there are more benefits than costs. On the other hand, the second paradigm focuses on cognitive and emotional bonds. In this paradigm, a relationship is influenced by not only economic factors but also human factors such as emotions. Broom, Casey and Ritchie (1997) proposed a theoretical model for conceptualizing organization-public relationship and suggested that relationships can be antecedents and consequences at the same time.

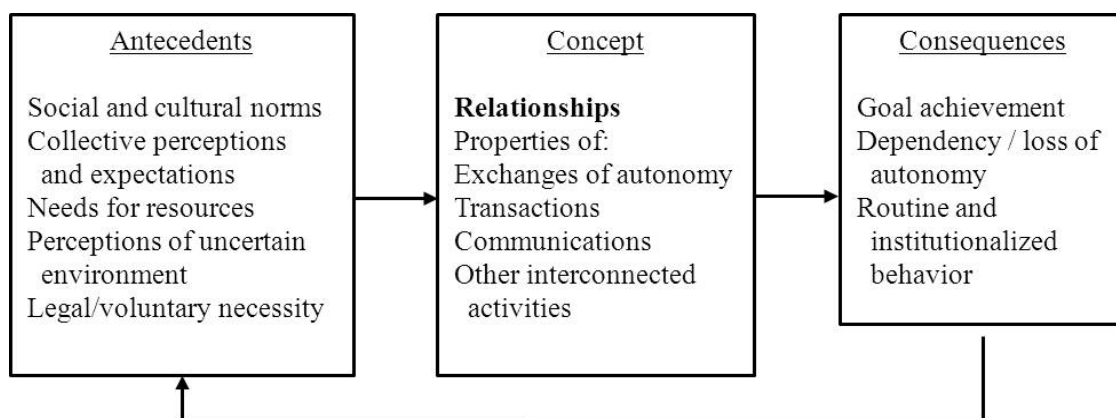


Figure 1. Antecedents and consequences of organization-public relationship.
(Broom, Casey & Ritchey, 1997, p.94)

Components of Organization-Public Relationship

Measuring public relations effectiveness and efficiency has become an important component in the academic and industrial development of public relations. Hon and Grunig (1999) argued that, since the fundamental goal of public relations is building and developing continuous and long-term relationships with key publics of an organization, value and effectiveness of public relations should be evaluated by the quality of relationship with key publics.

Until now, many scholars have proposed various tools to measure organization-public relationship. Ferguson (1984), who introduced organization-public relationship to public relations study, proposed four key concepts of organization-public relationship: mutual satisfaction, mutual understanding, agreement and consensus. Grunig and Ehling (1992) proposed reciprocity, credibility, mutual legitimacy, openness, mutual satisfaction and mutual understanding as the core factors of organization-public relationship. Huang (2001) argued that control

mutuality, trust, relational satisfaction and relational commitment are the key indicators of organization-public relationship. Also, Hon and Grunig (1999) studied research on relationships in interpersonal communication and suggested six factors: control mutuality, trust, commitment, satisfaction, exchange relationship and communal relationship. Hon and Grunig's factors, which have been repeatedly tested in many studies (e.g., Huang, 2001; Hon, & Brunner, 2002; Hung, 2005; Ki & Hon, 2007), were selected for this study. Because the factors were developed for corporate public relations some factors were not relevant to this study as it focused on a governmental organization. Therefore, this study considered commitment, trust, control mutuality and communal relationships as relevant factors for the military-public relationship.

Commitment

Commitment includes intention of maintaining the relationship, ongoing relationship and recognition of relationship importance (Kim, 2001). According to Hon and Grunig (1999), commitment is a desire for maintaining and promoting relationships, and belief that efforts for the relationship is worthwhile.

Trust

Trust has been regarded as a key organization-public relationship factor in previous research (Huang, 2001; Hon & Grunig, 1999). According to the study of Kim (2001), trust consists of three factors: integrity, dependability and competence. Integrity is the public's perception of an organization's fairness and justice. Dependability is

related to whether or not the organization practices what it promised, and competence is the ability to keep promises. Hon and Grunig (1999) define trust as follows: when one party's level of confidence in and willingness to open oneself to the other party.

Control Mutuality

Control mutuality represents the balance of power between an organization and the public for the maintenance of organization-public relationship; there is a high possibility of unbalanced relationships when power is unbalanced (Kim, 2001). According to Hon and Grunig (1999), control mutuality is the degree to which parties agree on who has the rightful power to influence one another.

Communal Relationship

Concept of communal relationship is continuously mentioned in previous studies, but different terms were used for each study. The term 'communal relationship' will be used for this particular study. Hon and Grunig (1999) argued that, in a communal relationship, both parties provide benefits to the other because they are concerned for the welfare of the other.

Public Relations and Relationship Management

Organization-public relationship became an important focus in public relations research when Ferguson presented the importance of relationships at the Association for Education in Journalism and Mass Communication Conference in 1984. Later, Ehling (1992) strengthened Ferguson's claim by arguing that the ultimate mission of public relations is shifting the focus of public relations study from the framing of

public opinion to the building and management of relationships. Cutlip, Center and Broom (1994) defined public relations as “the management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends” (p. 6), and thereby supporting the importance of relationship management. Also, Center and Jackson (1995) emphasized the critical role of relationship management in public relations. Grunig and Huang (2000) consolidated previous studies and suggested that the principle goal of public relations is managing relationships between organizations and the public and communication is a strategic tool for achieving the goal.

Organization-Public Relationship and Reputation Management

Fombrun (1996) defined reputation as “a perceptual representation of an organization’s past actions and future prospects that describe the organization’s overall appeal to all of its key constituents when compared with other leading rivals” (p. 72). Also, he described reputation as the rational and emotional attachment between an organization and its stakeholders (e.g., the public, employees and journalists). An organization with a good reputation conveys the strong points of the organization to various stakeholders and satisfies them.

Many studies on reputation have focused on the effectiveness of organization-public relationship regarding an organization’s reputation. Fombrun (1996) argued that the company-public relationship is an antecedent of corporate reputation. In other words, in order for corporations to gain positive reputations, they should build good relationships with their publics (Fombrun & Van Riel, 1997).

Dialogic relationship

The three important factors that constitute public relations communication are organizations, the public and relationships (Koo, 2010). Among these three factors, it is in building and maintenance of relationships that communication plays the most important role. In this situation, Kent and Taylor (1998)'s 'Web based dialogic relationships' conceptual framework may prove useful. These authors argued that communication activities based on two-way dialogic communication can offer a theoretical basis of organization-public relationship among public relations studies.

Dialogic principles

Kent and Taylor (1998) proposed the term 'dialogic communication' as an alternative concept of Grunig(1993)'s two-way symmetric model. According to the research, relationships between the public and organizations can be created, adapted and changed by means of the World Wide Web. Also, the authors argued that 'dialog' is an essential requirement of dialogic communication and suggested five dialogic principles. The authors categorized the five principles into two clusters: 1) a technical and design cluster including the principles of ease of use, usefulness of information, and conservation of visitors and 2) a dialogic cluster including the categories of generation of return visits and dialogic loop (Kent & Taylor, 1998). Taylor, Kent and White (2001) argued that the dialogic level of a homepage is decided by the existence of features demonstrated in Table 6. If a homepage includes more features, the dialogic level of the homepage goes up and the homepage shows a positive organization-public relationship and high interactivity (Kent, Taylor & White, 2003).

Dialogic Loops

One of the benefits of new technology is that it enables the public to provide feedback. Because an organization can get useful information from feedback, it can be a public relations strategy. Therefore, feedback loops are the starting point for dialogic communication. The dialogic loops make it possible for publics to ask questions and for organizations to answer questions. There is an important point in this situation: organizations that want to build dialogic relationship with the public should have the ability to answer the public's questions. In others words, an organization needs technically and professionally skilled public relations practitioners. Public relations practitioners know how important answering the public's questions is for sound organization-public relationship and what to say and how to say it to the public. On the other hand, if an organization is reluctant to answer the questions or hires a non-skilled person, this may generate public relations problems rather than actually solve the problems.

Usefulness of Information

The homepage of an organization should include valuable information for its public. As many researchers have mentioned recently, the essential factor for the effective website is content -not the eye-catching graphics- that most websites are depend upon. The usefulness of the information to viewers will depend on how well the information is structured. Therefore, the information of a homepage should be hierarchically organized for easy searching and include contents that the public seeks.

Generating Return Visits

The homepage should be attractive enough to generate return visits. An attractive homepage will have updated information, change of issues, special forums, and online Q & A sections. Visitors will not return to a website with limited or unchanged information. Since the website with valuable and updated information illustrates the organization to be trustful and responsible, public relations practitioners should pay attention to contents that are posted.

Ease of Interface

Regardless of their purposes for visiting, visitors should find the homepage to be understandable and recognizable. Also, summarizing contents in a chart is a useful technique. Furthermore, a homepage should not rely too much on graphics. In general, quickly downloadable texts draw more public attentions than graphics which take more than 30 seconds to download.

Conservation of Visitors

A homepage designer should be cautious when s/he makes links with other websites because visitors may lose their way coming back to the original homepage. Once visitors leave a website through its links, they seldom return to the website. If the purpose of an organization's website is creating and enhancing organization-public relationship, the website should not try to entertain visitors. Also, websites should only include essential links that allow visitors to return to the homepage.

Table 1. Dialogic Relationship Features

<i>Cluster</i>	<i>Principle</i>	<i>Feature</i>
Technical and design cluster	Ease of Interface	Site map Major links to rest of site Search engine box Low reliance on graphics
	Usefulness of Information	Press releases Speeches Downloadable graphics Audio/Visual capacity Clearly stated position on policy issues Identified member base Statement of philosophy/mission Details of how become affiliated How to contribute money Links to political leaders Logo of organization is prominent
Dialogic cluster	Conservation of Visitors	Important info available on 1 st page Short loading time (less than 4 seconds) Posting of last updated time and date
	Generating Return Visits	Explicit statement invites user to return News forums (regularly scheduled) FAQ's or Q&A's Bookmark now Links to other websites Calendar of events Downloadable information Things can be requested by mail/email Posting news stories within last 30 days
	Dialogic Loops	Opportunity for user-response Opportunity to vote on issues Survey to voice opinion on issues Offers regular information through email

Previous Studies on Dialogic Relationship

There are many studies that argue about the importance of the dialogic relationship in public relations practice. According to the studies, if the internet webpages of an organization have more dialogic factors, the organization-public relationship will be better than the relationship of an organization that does not pay attention to the dialogic relationship of its internet webpages.

Taylor, Kent and White (2001) analyzed 100 activist organizations' homepages to explore how well the organizations were following the five dialogic principles and building dialogic relationship with the public. The authors argued that the activist organizations' homepages were not using dialogic capacity of the internet and suggested that this was because of the organizations' indifference to the dialogic principles. The authors found that activist organizations made insufficient effort to create dialogic relationship. Also, the authors argued that that the dialogic principles are necessary for long and a satisfactory organization-public relationship.

Also, Seltzer and Mitrook (2007) compared 50 environmental weblogs to traditional websites. The authors assumed that the interactive and dialogic characteristics of weblogs would be beneficial for online relationships. According to the results, weblogs were incorporating dialogic communication principles to a greater degree than traditional websites. Also, the authors argued that high level of dialogic principles are potentially beneficial for building and developing organization-public relationship.

Ingenhoff and Koelling (2009) analyzed 134 Swiss charitable fundraising nonprofit organizations (NPOs) in order to explore how the organizations were using the homepages to create dialogic relationship with the public. The authors claimed that the homepages were offering proper information that the public sought; however, the potential of the internet for dialogic communication was not used efficiently by most NPOs. Also, most NPOs were not using new dialogic internet technologies such as social media, Q&A sections and call-back options.

All in all, as demonstrated in this line of research, organizations need to increase the level of dialogic relationship of its internet webpages for better organization-public relationship. However, since there is no imperial study that applied this argument to the military context. Therefore, it is unclear whether military web sites will show the same results; therefore, this study examines whether or not the argument can be applied to military organizations.

Organizational Culture

According to research, organizations that have different cultures will interpret the same phenomenon differently (Cameron & Quinn, 1999). This is important because it is anticipated that organization-relationship will be perceived differently according to organizational culture. Therefore, following is a discussion of literature about organizational culture to illustrate how the culture of an organization affects the members' perception of the organization-public relationship.

Definition of Organizational Culture

Culture is a macroscopic and comprehensive phenomenon that influences the behaviors of society members (Deal & Kennedy, 1982). Studies about organizational culture began in the late 1970s. Pettigrew (1979) firstly introduced the term ‘organizational culture’ to academic fields.

The definitions of organizational culture can be classified into two points of view. The first view defines organizational culture as the set of beliefs, values, and norms that members of an organization regard as their shared identity. Most studies adopt this point of view. The second view sees organizational culture as a symbol system that outsiders regard as defining the organization. According to this point of view, the language, rites rituals, ceremony and myths of an organization reflect its organizational culture.

Developing the first view, Deal and Kennedy (1982) suggested that an organizational culture provides instructions (what to do) for the organization members in various organizational situations. Also, the authors argued that an organization’s culture consists of environment and cultural networks. Tunstall (1983) defined ‘organizational culture’ as a general constellation of beliefs, customs, value systems and behavioral norms that are unique to each organization. Denison (1984) claimed that an organizational culture forms the core identity of an organization and defined it as “the underlying values, beliefs, and principles that serve as a foundation for an organization’s management system” (p. 5).

According to Schein (1992), ‘organizational culture’ is “a pattern of shared basic assumptions that the group learned as it solved its problems that has worked well enough to be considered valid and is passed on to new members as the correct way to perceive, think, and feel in relation to those problems” (p. 3). Although the words these scholars use are different, the definitions are similar in terms of content and represent the first point of view discussed earlier.

On the other hand, Ouchi (1981) defined ‘organizational culture’ as a system that expresses an organization’s basic values and beliefs. Also, he defined organizational culture as the traditions and atmosphere of an organization. According to Jelinek, Smircich and Hirsch (1983), an organizational culture is formed when the members share an organization’s myths, paradigms and meaning system and plays a framing role in various situations. Kilmann (1984) suggested that “culture is to the organization what personality is to the individual – a hidden, yet unifying theme that provides meaning, direction, and mobilization” (p. ix). These definitions represent the second point of view.

In this study, the first view that sees an organizational culture as a shared identity is chosen because organization-public relationship may be impacted by a set of beliefs, values, and norms of the members rather than the language, rites rituals, ceremony and myths of an organization.

Organizational Culture Types

In order to explain the cultural characteristics of a particular organization and to compare cultures of various organizations, organizational culture researchers have

made efforts to classify organizational cultures into several types. Although there are many points of view about organizational culture types, most scholars use dimensions as a tool for the classification of organizational culture. Classification of the organizational culture typically follows a two-dimensional classification system (Mayer, Bobocel & Allen, 1991).

Harrison (1972) argued that organizational culture is formed according to the ideological orientation of an organization and suggested four ideology types: power cultures, role cultures, task cultures and person cultures. He explained that these types are different in terms of two dimensions: the congruence of organizational interests and members' interests and the organization's adaptive capacity to its external environment.

Deal and Kennedy (1982) also identified four types of organizational cultures: macho cultures, work-hard / play-hard cultures, bet-your-company cultures and process cultures. The two dimensions that they used were feedback and risk. In macho cultures, members take high risks and get rapid feedback while in work-hard / play-hard cultures, members prefer rapid feedback and low risk and value fun and action. In bet-your-company cultures, members take high risk and get slow feedback or rewards while in process cultures, members prefer slow feedback and concentrate only on how work is done.

The Competing Values Framework

The Competing Values Framework was originally developed based on research on major indicators of effective organizations. While analyzing the list of effective

indicators, Cameron and Quinn (1999) found two major dimensions underlying concepts of effectiveness. *Figure 2* illustrates their study. As the figure shows, the first dimension is related to an organizational preference for structures that “differentiate effectiveness criteria that emphasize flexibility, discretion, and dynamism from criteria that emphasize stability, order, and control” (Cameron & Quinn, 1999, p. 30). The second dimension “differentiates effectiveness criteria that emphasize an internal orientation, integration, and unity from criteria that emphasize an external orientation, differentiation, and rivalry” (Cameron & Quinn, 1999, p. 31). In the Competing Values Framework, the four types of organizational culture are clan cultures, adhocracy cultures, hierarchy cultures and market cultures.

First, clan cultures emphasize the flexibility and integration of an organization and can be often seen in Japanese companies and organizations. The members of such organizations tend to share information and to encourage each other. Also, such organizations value mutual trust, mutual confidence teamwork and human resources development.

Second, adhocracy cultures emphasize the adaptability of an organization to the external environment that it faces. Therefore, resource acquisition, which can support an organization’s growth, is important. Also, creativity and entrepreneurship are the core values of such organizations. Such organizations require innovators who can take high risk and the effectiveness of such organizations is decided according to degree of growth and innovation and acquisition of new resources.

Third, hierarchy cultures have a traditional approach to structure and control that flows from a strict chain of command as in Max Weber's original view of bureaucracy. In the past, almost organizations fit into this cultural category. An organization with this type of culture has respect for position and power, and leaders in this type of culture are typically coordinators and organizers who keep a close eye on what is happening.

Last, market cultures focus on the effectiveness of the organization and are most concerned about transaction costs. In such organizations, therefore, value flows between members and publics with minimal cost and delay in an organization. Leaders in market cultures are often hard-driving competitors who seek, above all, to achieve their organizational goals.

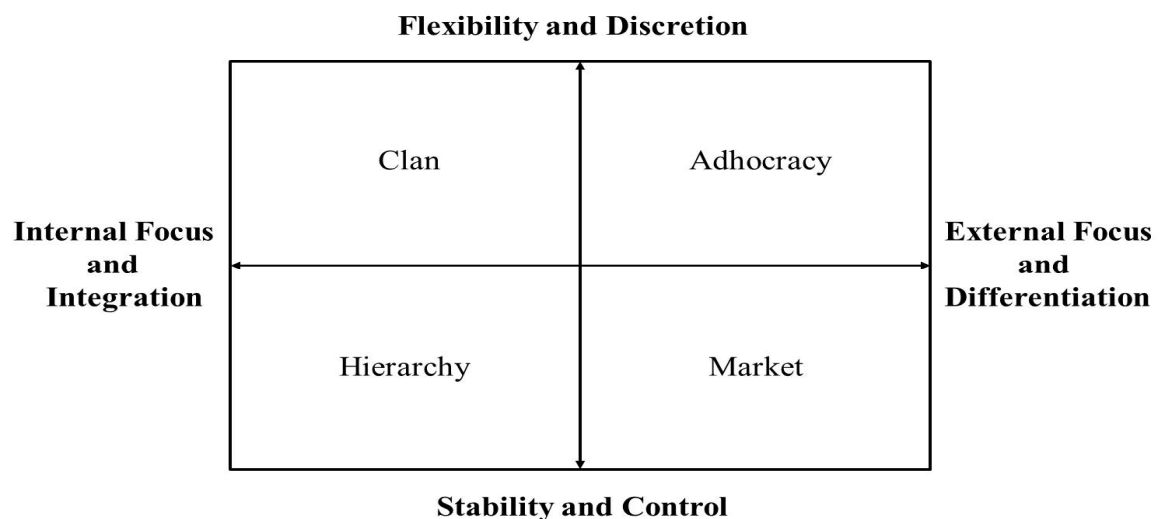


Figure 2. The Competing Values Framework (Cameron & Quinn, 1999, p.32)

The Competing Values Framework and Organization-public relationship

As noted previously, Cameron and Quinn (1999) classified organizational cultures into four types: clan cultures (flexible and integrated), adhocracy cultures (flexible and differentiated), hierarchy cultures (controlled and integrated) and market cultures (controlled and differentiated). Military organizations have highly developed bureaucracies run by commands. Also, since victory in war can be achieved only when manpower, equipment, weapons system and strategies are combined, in military organizations, integration, unification and union are very important. Therefore, military organization cultures can be classified as hierarchy cultures. Military organizations contrast sharply with such organizations as colleges, which value diversity and flexibility; therefore, college cultures can be classified as adhocracy cultures. Since organizations that have different cultures interpret the same phenomenon differently (Quinn & Cameron, 2003), the two different organizations will perceive the military-public relationship differently as well.

Hypotheses

The current study examines the main effects of dialogic relationship and organizational culture on the military-public relationship (independent variables) and the interaction effects between the two independent variables on the military-public relationship. Based on the foundation from the literature review, the following hypotheses are proposed:

H1: Military-public relationship will be better when the dialogic relationship of the military internet homepage is high than when the dialogic relationship of the military internet homepage is low.

H2: The relationships between military students and the military will be higher than the relationships between civilian students and the military.

H3: Dialogic relationship and population interact such that dialogic relationship has no effect on perception of military-public relationships for military population but do have effect for civilian population.

Chapter 3

Method

Subjects

Undergraduate students (n=109) and ROTC cadets (n=109) at a medium southeastern university participated in this study. The undergraduate students represent civilians whereas the ROTC cadets represent military service members.

Design

This study was conducted using a 2 X 2 independent groups factorial quasi-experimental design: 2 (level of dialogic relationship: low vs. high) X 2 (organizational cultures: civilian vs. military). Subjects were assigned to one of four experimental conditions: (a) military students/low dialogic relationship (n=55); (b) military students/high dialogic relationship (n=54); (c) civilian students/low dialogic relationship (n=56); (d) civilian students/high dialogic relationship (n=53). Two different versions of the U.S. Army webpage screenshots were created. To control levels of dialogic relationship, Kent and Taylor (1998)'s dialogic relationship factors such as search engine box, major links to rest of site and bookmark now were included or excluded in each screenshot. In addition, any factor that may influence dialogic relationship, such as social media links, RSS and Podcast links, were removed from the screenshots of the low dialogic relationship webpage (see Appendix A). The experimental design is demonstrated in Figure 3.

		Levels of Dialogic Relationships	
		Low	High
Organizational Cultures	Military	Cell 1 (n=55)	Cell 2 (n=54)
	Civilian	Cell 3 (n=56)	Cell 4 (n=53)

Figure 3. Experimental Design

Induction Check

Sixty subjects from the same university as the main sample were utilized in an induction check. The purpose of this induction check was to see whether or not the subjects perceived the screenshots as intended (high vs. low dialogic relationships). Subjects reviewed one of the stimulus materials for one of the two conditions for ten minutes and were asked to answer twenty yes or no questions (see Appendix B). Each question asked subjects to indicate if a component of dialogic information was in the stimulus materials they just read. It was predicted that subjects would recall substantially more dialogic information in the high dialogic condition than the low dialogic condition to the extent that the experimental induction is effective.

Table 2. Group Statistics in Pretest

<i>Dialogic level</i>		
	Low	High
M	13.53	18.13
SD	1.48	1.41

DV = information recall

As expected, the group that viewed low dialogic screenshots showed lower information recall ($M=13.53$, $SD=1.48$) than did the group that viewed high dialogic screenshots ($M = 18.13$, $SD=1.41$). The difference between the two groups was statistically significant, $t(58)=12.34$, $p<.05$, $r=.85$. Consequently, the stimulus materials were used unchanged in the main experiment.

Procedures

The experiment was conducted in a communication research lab where subjects signed up to participate in a website evaluation. During the experiment, each subject was asked to review screenshots of the U.S. Army webpage for 10 minutes. The screenshots were returned after 10 minutes and each subject completed a questionnaire designed to measure perceived organization-public relations of the military. After subjects completed the measure, they were dismissed. Each experimental session took between 25 and 30 minutes.

Measures

Dialogic relationship (Independent Variable)

Because the hypotheses pertain to the differential effects of dialogic relationship levels, half of the subjects reviewed screenshots that stressed the low dialogic relationship of the military internet webpages whereas the others reviewed screenshots that stressed the high dialogic relationship of the military internet webpages (see Appendix A).

Organizational Cultures (Independent Variable)

Subjects who represent different cultures (military vs. civilian) were recruited for this study. Military subjects (ROCT cadets, n=109) represent the military culture while civilian subjects (college students=109) represent the civilian culture.

The Military-Public Relationship (Dependent Variable)

The dependent variable is the military-public relationship. This variable was measured by Hon and Grunig's (1999) organization-public relationship measures. According to the authors, the effectiveness of public relations should be evaluated by the quality of relationship with key publics. The authors suggested six constructs that represent organization-public relationship and developed statements that assess the quality of this relationship. Among those constructs, four constructs and matching statements that are relevant to the military-public relationship were selected for this study: control mutuality, trust, commitment and communal relationship. Five Likert items measured each construct. Each item used a five-point scale ranging from "strongly disagree" (1) to "strongly agree" (5) (see Appendix B).

Chapter 4

Results

Profile of the subjects

The military subjects consisted of 102 male respondents (94%) and 7 female respondents (6%) while the civilian subjects consisted of 32 male respondents (29%) and 77 female respondents (71%). The average age of the military subjects was 20.7 years old ($SD=2.28$), and the civilian subjects' average age was 20.7 years old ($SD=1.98$). Concerning the school year, the average years in school of the military subjects was 2.36 ($SD=1.13$), while the civilian students have spent 2.78 years ($SD=1.25$). The most prevalent ethnic group in both subject groups was White (80%), followed by Black (6%), Hispanic (6%), Multiethnic (5%) and Asian (3%). Subjects obtained extra credit in the course they were taking in exchange for participation.

Measurement

Reliability estimates were calculated to determine the internal consistency of each of the four measures. Among the four measures, the Cronbach's alphas for the trust measure was $\alpha=.84$, and the commitment measure was $\alpha=.87$. However, the Cronbach's alphas of control mutuality and communal relationship were somewhat lower. In order to increase the internal consistency of those measures, two items with low inter-item correlations were removed (question number 3 and 19 in Appendix B). The Cronbach's alphas of the modified control mutuality measure was $\alpha=.80$. The

reliability of the modified communal relationship measure, however, was lower at $\alpha = .60$. Responses to items measuring each construct were averaged to create four indices: commitment, control mutuality, communal relationship and trust. Table 3 reports the descriptive statistics of the measures.

Table 3. Reliability of the measures

<i>Measure</i>	<i>Mean</i>	<i>SD</i>	<i>Min-Max</i>	<i>Skew</i>	<i>Kurtosis</i>	<i>α</i>
Control Mutuality	3.27	0.72	1.50-4.75	-0.28	-0.67	0.80
Trust	3.59	0.76	1.60-5.00	-0.47	-0.38	0.84
Commitment	3.61	0.83	1.60-5.00	-0.61	-0.27	0.87
Communal Relationship	3.45	0.65	1.25-5.00	-0.02	0.11	0.60

Hypotheses Tests-Dialogic Relationship Effect

Hypothesis One

The first hypothesis explored the effectiveness of the levels of dialogic relationship (low vs. high) on the U.S. Army-public relationship. Four analyses of variance (ANOVA) were conducted to determine the effects of dialogic relationship levels on four dependent variables (e.g., the control mutuality, the trust, the commitment and the communal relationships).

Main Effect of Dialogic relationship on Control Mutuality

Subjects who reviewed high dialogic relationship screenshots showed a high control mutuality score ($M=3.58$, $SD=0.58$). Subjects who reviewed the low dialogic

relationship screenshots reported lower-scores for the control mutuality regarding the U.S Army ($M=2.97$, $SD=0.71$). Table 4 indicates the descriptive statistics for control mutuality within each experimental condition. Results of control mutuality revealed that the difference between subjects who reviewed the high dialogic relationship screenshots and low dialogic relationship screenshots was statistically significant, $F(1,214)=69.53$, $p<.05$, $\eta=.50$.

Table 4. Mean and Standard Deviation for Control Mutuality within Each Experimental Conditions

		Levels of Dialogic Relationships	
		Low	High
Organizational Cultures	Military	M=3.47 SD=0.44 n=55	M=3.56 SD=0.53 n=54
	Civilian	M=2.46 SD=0.55 n=56	M=3.60 SD=0.63 n=53
		M=2.97 SD=0.71 n=111	M=3.58 SD=0.58 n=107

Main Effect of Dialogic relationship on Trust

The subjects in high dialogic group perceived the U.S. Army as a trustful organization ($M=3.58$, $SD=0.58$) while the subjects in low dialogic-civilian group perceived the U.S. Army as a relatively distrustful organization ($M=2.97$, $SD=0.71$). Interestingly, the military subjects who reviewed the low dialogic relationship screenshots showed higher trust scores than did the military subjects who reviewed the

high dialogic relationship screenshots. This indicates that the main effect of dialogic relationship was not influential for the military population (see Table 5).

Although the main effect of dialogic relationship on trust was not effective among the military population, there was a statistically significant difference between the group that reviewed high dialogic relationship screenshots and the group that reviewed low dialogic relationship screenshots, $F(1,214)=88.82$, $p<.05$, $\eta=.54$.

Table 5. Mean and Standard Deviation for Trust within Each Experimental Conditions

		Levels of Dialogic Relationships	
		Low	High
Organizational Cultures	Military	M=3.91 SD=0.51 n=55	M=3.86 SD=0.46 n=54
	Civilian	M=2.64 SD=0.52 n=56	M=4.00 SD=0.55 n=53
		M=3.27 SD=0.82 n=111	M=3.93 SD=0.51 n=107

Main Effect of Dialogic relationship on Commitment

The subjects in high dialogic-military group showed the highest commitment score ($M=4.13$, $SD=0.47$) while the subjects in low dialogic-civilian group showed the lowest commitment score ($M=2.56$, $SD=0.62$). Another interesting finding emerged in this analysis. At a glance, the main effect of dialogic relationship on commitment was not significant because the military group that reviewed low dialogic relationship screenshots showed higher commitment score ($M=4.09$, $SD=0.38$) than did the civilian

group that reviewed high dialogic relationship screenshots ($M=3.68$, $SD=0.60$). However, as the ANOVA results in Table 6 indicate, there was a statistically significant difference between high and low dialogic relationship groups, $F(1,214)=65.56$, $p<.05$, $\eta=.48$).

Table 6. Mean and Standard Deviation for Commitment within Each Experimental Condition

		Levels of Dialogic Relationships	
		Low	High
Organizational Cultures	Military	M=3.91 SD=0.51 n=55	M=3.86 SD=0.46 n=54
	Civilian	M=2.64 SD=0.52 n=56	M=4.00 SD=0.55 n=53
		M=3.27 SD=0.82 n=111	M=3.93 SD=0.51 n=107

Main Effect of Dialogic relationship on Communal Relationship

The effect of dialogic relationship on communal relationship was similar to the effect of dialogic relationship on control mutuality. As demonstrated in Table 7, the average communal relationship score of the subjects who reviewed the high dialogic relationship screenshots was higher than the average score of the subjects who reviewed the low dialogic relationship screenshots, $F(1,214)=29.90$, $p<.05$, $\eta=.35$. Comparing this result to other results discussed previously shows that, among four U.S. Army-public relationship factors, the average score, F and eta values of communal relationship were relatively lower than the average scores, F and eta values of other factors.

Table 7. Mean and Standard Deviation for Communal Relationship within Each Experimental Condition

		Levels of Dialogic Relationships	
		Low	High
Organizational Cultures	Military	M=3.58 SD=0.46 n=55	M=3.43 SD=0.63 n=54
	Civilian	M=2.92 SD=0.48 n=56	M=3.89 SD=0.62 n=53
		M=3.25 SD=0.58 n=111	M=3.66 SD=0.67 n=107

Hypotheses Tests-Organizational Culture Effect

Hypothesis Two

The second hypothesis explored the role of organizational cultures (military vs. civilian). To test this hypothesis, four ANOVAs were conducted to find out the influence of organizational cultures on the dependent variable, the U.S. Army-public relationship. First, the military subjects showed higher control mutuality scores ($M=3.53$, $SD=0.49$) than did the civilian subjects ($M=3.02$, $SD=0.82$) and the difference between the two was statistically significant, $F(1,214)=45.30$, $p<.05$, $\eta=.42$. Second, the trust scores of the military subjects ($M=3.88$, $SD=0.48$) were higher than the scores of the civilian subjects ($M=3.30$, $SD=0.87$). A statistically significant difference between the military subjects and the civilian subjects was found for trust, $F(1,214)=67.52$, $p<.05$, $\eta=.49$. Third, the military subjects showed higher commitment scores ($M=4.11$, $SD=0.43$) than did the civilian subjects ($M=3.11$,

SD=0.83) and the difference between the two was statistically significant, $F(1,214)=190.53$, $p<.05$, $\eta=.69$. Last, although the control mutuality scores of the military group ($M=3.51$, $SD=0.55$) was higher than the scores of the civilian group ($M=3.39$, $SD=0.74$), the difference between the two groups was not statistically significant, $F(1,214)=1.80$, $p=.181$, $\eta=.09$.

Hypotheses Tests-Interaction Effect

Hypothesis Three

The final hypothesis aimed to analyze any difference in effectiveness of the interaction between dialogic relationship and organizational culture on the dependent variables. In order to evaluate the effectiveness, interaction contrasts were conducted. The reason for the interaction contrast is because of the presence of a magic cell interaction effect such that dialogic relationship was only effective for civilians. To test this type of effect, the low dialogic-military, high dialogic-military and high dialogic-civilian mixes were given a contrast of 1 while the low dialogic-civilian combination was given a contrast of -3. As demonstrated in Table 8, all the interaction contrasts were statistically significant at .05 level and the eta values were substantial. Therefore, the data were consistent with the last hypothesis: dialogic relationships and population interact such that dialogic relationships have no effect on perception of military-public relationships for military population but do have effect for the civilian population.

Table 8. Interaction Contrast of Dialogic Relationship and Organizational culture on Each Variable

<i>Variables</i>	<i>F</i>	<i>df</i>	<i>Sig.</i>	<i>η</i>
Control Mutuality	51.19	1,214	P<.05	.44
Trust	67.87	1,214	P<.05	.49
Commitment	69.57	1,214	P<.05	.50
Communal Relationship	31.59	1,214	P<.05	.36

Chapter 5

Discussion

The main goal of this study is to explore the relationship between dialogic relationship levels of the U.S military internet webpage and the military-public relationship and to determine the effectiveness of the dialogic relationship on four organization-public relationship factors: control mutuality, trust, commitment and communal relationship. The second goal of this study is to suggest a communication strategy for both South Korean and the U.S. military based on the effectiveness of organizational cultures on the military-public relationship.

Overview: Results of Hypotheses

This study examines the relationship between dialogic communication, organizational cultures and the military-public relationship. First, the effectiveness of the perceived dialogic relationship of the U.S Army website on the Army-public relationship was analyzed. According to the results, there was a significant effect of dialogic relationship levels on the Army-public relationship. Therefore, the first hypothesis is supported. Second, the study examined the effectiveness of organizational culture on the Army-public relationship. The results showed that the score differences between the military group and the civilian group for control mutuality, trust and commitment were statistically significant. However, there was no statistical difference between the military group and civilian group for communal relationship scores. Therefore, the second hypothesis is partially supported. Last, in

the interaction between dialogic relationship levels and organizational cultures, the civilian group that reviewed low dialogic relationship screenshots showed the lowest scores for control mutuality, trust, commitment and communal relationship. There was no difference between other three groups (military/low dialogic, military/high dialogic and civilian/high dialogic); however, the differences between the mean score of civilian/low dialogic group and the mean score of the three groups were statistically significant for all four measures. Therefore, the third hypothesis – dialogic relationship and population interact such that dialogic relationship has no effect on perception of military-public relationship for military population but do have effect for civilian population – was supported.

Implications

According to the study results, regardless of the dialogic relationship levels, the military students showed higher military-public relationship score than did the civilian students. In other words, the level of dialogic relationship did not play a dominant role in the military-military population relationship while the role of the dialogic relationship level in the military-civilian population relationship was effective. This interaction effect provides evidence that the military should adopt different communication methods for its internal public (soldiers) and for its external public (the general civilian public).

This study strongly supports the argument that the military should maintain a high dialogic relationship level of its internet webpages in order to improve the military-public relationship. In other words, the efforts of the Army to communicate

with the public via its internet webpages can be helpful for the Army to build and maintain positive military-public relationship.

This result is consistent with the results in scholarly research. As mentioned previously, studies about dialogic relationship argued that high dialogic relationship is beneficial for a sound organization-public relationship (Taylor, Kent & White, 2001; Poock & Lefond, 2001; Seltzer & Mitrook, 2007; Ingenhoff & Koelling, 2009). However, those studies only focused on non-governmental organizations. Therefore, this study makes a contribution to the literature because the study found that dialogic relationship levels of the internet webpage are playing an important role in military public affairs.

Many studies on reputation management illustrated a positive relationship between reputation of an organization and organization-public relationship (Fombrun, 1996; Fombrun & Van Riel, 1997; Grunig & Huang, 2002; Coombs, 2000; Coombs & Holladay, 2001). Also, research about dialogic relationship argued the positive effects of high dialogic relationship on organization-public relationship (Kent, Taylor & White, 2003; Seltzer & Mitrook, 2007; Ingenhoff & Koelling, 2009).

Based on those research results, a positive effect of dialogic relationship on the reputation of an organization could be expected. Therefore, if the military increases the dialogic relationship level of its internet webpages, the Army-organization relationship will be improved, and this improved relationship will minimize the damage of a crisis situation, such as the sinking of Cheonan, on the reputation of the military.

Among four the U.S. Army-public relationship factors, the military students showed high military-public relationship scores for control mutually, trust and commitment than did the civilian students. This is because two organizations have different cultures, which influenced the students in each organization to interpret the military-public relationship differently. However, there was no significant difference between military students and civilian students with regard to perceived communal relationship. In other words, organizational culture had no impact on communal relationship. Interestingly, however, the communal relationship score of the civilian students who reviewed low dialogic relationship screenshots was higher ($M=2.92$) than the score of other military-public relationship factors: control mutuality ($M=2.46$), trust ($M=2.64$) and commitment ($M=2.56$). This result means that the U.S. military is maintaining a relatively good communal relationship with its internal (soldiers) and external public (the general civilian public).

Until now, the research on organizational culture focused on specific characteristics of each culture (e.g., Mayer, Bobocel & Allen, 1991; Harrison, 1972; Deal & Kennedy, 1982; Cameron & Quinn, 1999). Also, communication studies about cultures have explored communication traits of cultures (Sriramesh, Grunig & Dozier, 1996; Lim, Goh & Sriramesh, 2005; Kent & Taylor, 2007). However, no empirical research studied the relationship between the military culture and online communication. Therefore, the current study has theoretical implications because it represents the first study to apply the military culture to online communication within the framework of an organization-public and dialogic relationship.

Practical Applications

One of the purposes of this study is to apply the study results to the South Korean military. However, when applying the study results, cultural differences between the U.S. and South Korea need to be considered because culture influences communication processes (Trompenaars & Turner, 2006).

The five dimensions from Hofstede (1991) are the most commonly used model in the field of international communication (Taylor & Kent, 1999). The dimensions are power distance, individualism/collectivism, masculinity/femininity, uncertainty avoidance and long-term orientation. Regarding those cultural dimensions, South Koreans show a higher collectivism culture than Western people do and have a low power distance, high uncertainty avoidance and a feminine culture. On the other hand, Americans have an individualistic culture, a high power distance, low uncertainty avoidance and a masculine culture. Therefore, those cultural differences between the U.S. and South Korea should be considered.

Unlike the U.S. military, the South Korean military is adopting a draft system. In other words, all the South Korean men have to serve the military at least twenty one months (the service year varies from branch to branch). This situation often forms an unfavorable attitude toward the South Korean military; a person who does not want to serve the military may easily object to the decisions and/or policies of the South Korean military. Also, in South Korea, which has a collectivistic culture, people tend to respect other person's arguments and to be easily influenced by other person's opinions. Therefore, the military is very sensitive to public opinion.

In this situation, communicating with the public via internet webpages not only minimizes the negative opinions toward the military but also enables the military to build and maintain a positive relationship with the public. In the given situation, the internet websites of the South Korean military are perceived as distrustful sources by the public. The study result -- high dialogic relationship internet webpages have positive effects on the public's trust about the military affairs -- is explicitly pointing out what the South Korean military should consider in order to gain the trust of the public -- using the internet webpages as a strategic communication tool.

In a high uncertainty avoidance culture, an organization should respond to public opinions immediately because people in this culture do not like uncertainty. Nevertheless, the South Korean military does not have any Twitter account and/or Facebook page, which enables a real time communication with the public. Therefore, the South Korean military should invest its manpower and money on creating and managing communication channels (i.e., Twitter and Facebook) so that it can communicate with the public in real time.

Both the U.S. military and the South Korean Army have different communication channels for the internal public and the external public. Both militaries are communicating with the internal public via an intranet (called 'Portal'), which only military belongings can logon. On the other hand, both militaries are communicating with the external public via an internet webpage, which is accessible to people all over the world. In this situation, the military should recognize the

necessity of communication strategies for each public and adopt the following communication strategies.

First of all, the military students in this study perceived the military-public relationship positively regardless of the dialogic relationship level of the internet webpage. Therefore, the military should pay attention to other functions of the webpage, such as delivering accurate and timely information, rather than to the dialogic relationship level of the webpage. This way of communication is consistent with the public information model of Grunig (1992). According to Grunig, an organization in this model uses one-way communication techniques to distribute organizational information (Grunig, 1992). Also, the model is known as the most common model in the public relations of governmental organizations (Grunig & Hunt, 1984). All in all, when the military communicates with its internal public via the intranet webpage (portal), the webpage should play an information dissemination role for better military-internal public relationship.

Second, this study argues that the military should shift its way of communication when it interacts with the external public (the public) via the internet. According to the results, the effectiveness of dialogic relationship level on the military-public relationship was strong among civilian students. In other words, as the military tries harder to communicate with the public via the internet, the military-public relationship will be improved. Therefore, the military should consider dialogic relationship principles when it communicates with the public via the internet. This way of communication is closely related to Grunig (1992)'s two-way symmetrical

model. He argued that an organization in this model uses communication to negotiate with publics, resolve conflict, and promote mutual understanding and respect between the organization and its public (Grunig, 1992). Therefore, in order for the military to build a positive relationship with the public via the internet, it should shift the way of communication from the public information model to the two-way symmetrical model.

Limitations and Future Study

The current study has several limitations. First, the study applied Hon and Grunig(1999)'s measurements of organization-public relationship, which have been used in non-governmental contexts, to the military context. Although the measurements were verified in various contexts, measurements that reflect the military characteristics should have been added and/or measurements that are not relevant to the military characteristics should have been excluded. In order to overcome this limitation, among six organization-public relationship factors, the study chose four factors that are relevant to the military context. However, this effort might not be sufficient for specifically measuring the military-public relationship. Therefore, unique military-public relationship factors and measurements that fit the military context need be developed in future research.

Second, this study used the screenshots of the U.S. Army internet webpage rather than creating a real internet webpage. Perceiving the dialogic relationship through screenshots would be less practical than perceiving the relationship through a real website. Although the study did not manipulate any factors from the real U.S. Army internet webpage except dialogic relationship factors, there still might be an issue about realism.

In order to enhance validity, military websites, which are similar to the real websites, need to be created in future research.

Third, to enhance the external validity of the findings, this study should be replicated in other military service contexts. For example, future research may study the effectiveness of dialogic relationship and organizational culture on the Air Force-public relationship, Navy-public relationship or Marines-public relationship. Although the military services have many similarities in common, there are also differences among these military services, and the differences may lead the study results in a different direction.

Finally, the subjects in this study were college students. Surely, college students can represent the current and future public of the military. However, for better understanding the effectiveness of organizational culture on the military-public relationship, active military service members and civilian subjects representing various ages need be recruited for the future studies.

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Appendices

APPENDIX A. STIMULI

APPENDIX B. Measures

APPENDIX A

STIMULI

APPENDIX A-1. STIMULI FOR THE HIGH DIALOGIC GROUP (The U.S. Army, 2010)

APPENDIX A-2. STIMULI FOR THE LOW DIALOGIC GROUP (The U.S. Army, 2010)

APPENDIX A-1. STIMULI FOR THE HIGH DIALOGIC GROUP

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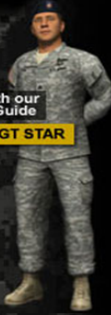
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From working with computers to assisting physicians to fixing helicopters, there's an Army job right for you — providing the experience that will give you an edge over those in the civilian world. The Army also offers you money for college and the chance to interview with America's top corporations.

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Enter keyword(s) related to the Army job or career you're interested in (e.g. electrician or rockets) to see if there's a match.

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If you already know the specific Military Occupational Specialty (MOS) you want, enter the number and letter code in the search box below (for example: 11B).

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Look through the categories below to see the variety of jobs available to you in the U.S. Army.

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HELP CHOOSING A CAREER / JOB

If you need help choosing a career within the Army, this is the place to find answers. Goarmy offers many tools to help you with your career choice. You can answer simple questions with "Match your Interest", weigh your options with "Option Seeker" or choose to use the "Army Career Explorer," which allows you to see what jobs you qualify for.

GENERAL QUALIFICATIONS

- U.S. citizen or permanent resident alien
- 17-41 years old
- Healthy and in good physical condition
- In good moral standing
- High school or Equivalent Education

Some positions may have additional qualifications

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Staff Sergeant Robert J. Miller

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1:28 PM Nov 28th via HootSuite

@ntowne @rogermud @SRoss82 @OmarsComing @Nicholas_Cardot Be sure to tag your Army Ten-Miler tweets with the official event hashtag **#AUSA2010**

12:38 PM Nov 28th via HootSuite

U.S. TRANSCOM How long does it take to get 300+ **#Stryker** vehicles from **#Kuwait** to **#Florida**? It's about a 21-day journey thankx to @usarmy & @usnavy!

12:31 PM Nov 28th via Web

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#USArmy Photo of the Day: "Germany live-fire" What is your Grafenwoehr story? <http://bit.ly/aMOBDt>

12:08 PM Nov 28th via Web

9:18 AM Aug 15th via HootSuite in reply to rogeriovernez

#USArmy SSG Miller is being inducted in the Hall of Heroes at the Pentagon. Watch LIVE on www.pentagonchannel.mil

11:45 AM Nov 28th via HootSuite

Visit <http://bit.ly/ar5fBT> to share your thoughts with Medal of Honor recipient SSG Miller's Family, unit members and loved ones.

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#USArmy Photo of the Day: "Honoring a hero" <http://bit.ly/dffPFWl>. President Obama presents the Medal of Honor to the parents of SSG Miller

11:05 AM Nov 28th via Web

President Obama to **#USArmy** SSG Miller's Family: You gave your only son to America and America is forever grateful.

11:02 AM Nov 28th via Mobile Web

Speaking of **#USArmy** SSG Miller, President Obama said, "The courage he displayed that day reflects every virtue that defines his life"

10:00 AM Nov 28th via Mobile Web

@TARDEC_PAO We look forward to talking social media with you at **#AUSA2010**! Find our social media resources here <http://slidesha.re/akRS52>

9:27 AM Nov 28th via HootSuite in reply to TARDEC_FAC

The **#USArmy** Marksmanship Unit (@USAMUSoldiers) at Fort Benning, Ga. marks 2010 as their most accomplished yr in the past 30 yrs!

9:04 AM Nov 28th via HootSuite

@DWFK thanks for sharing great news about **#Soldiers** of the 10th Mountain Division helping students in **#Afghanistan**!

<http://bit.ly/cRWpqZ>

7:56 AM Nov 28th via HootSuite in reply to DWFK

@rogeriovernez Thank you! Army Strong!

8:28 PM Nov 27th via HootSuite

#USArmy Photo of the Day: "School supplies" <http://bit.ly/cCeWTo>. What school items do you think are in those boxes?

7:46 PM Nov 27th via HootSuite in reply to rogeriovernez

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ARMY TO CONTINUE IRAQ BASE LIFE SUPPORT UNDER LOGCAP III DURING DRAWDOWN

By **Army Sustainment Command**

After consultations with Commanders in theater and extensive analysis, the U.S. Army has decided to continue base life support (BLS) services in Iraq under the Logistics Civil Augmentation Program (LOGCAP) III, rather than transitioning these services to LOGCAP IV. As a result, BLS in Iraq, which includes engineering and sustainment services, equipment maintenance, facility operations, food service, cleaning, laundry, water production, sewage and trash services, will continue to be provided by KBR.

This decision is based primarily on the assessment of Commanders that such a transition during the drawdown could have significant adverse operational impacts. Along with the return of U.S. military personnel, the drawdown in Iraq will involve the closure or transfer of 139 active bases and facilities; management of the 95,400 contractors currently in Iraq (of which 49,400 support the LOGCAP program); and the retrograde of over 2.9 million separate items. In addition to ensuring flexible, seamless and efficient support to the ground commanders, this decision was also based on a careful analysis of President Obama's Presidential Directive for Iraq Drawdown, GAO's concerns, an Army Business Case Analysis, Afghanistan Lessons Learned and estimated costs of transitioning.

Moreover, if the Army issued a task order for BLS to new contractors under LOGCAP IV, the transition would not be complete until February 2011 assuming prompt contract award without protest. The current timetable for the completion of the responsible drawdown of U.S. Forces from Iraq is December 2011.

This decision does not change the Army's determination to compete other task orders for contracted support in the CENTCOM AOR under LOGCAP IV and other contracts. Based on Task Orders awarded in the CENTCOM AOR, approximately 76% of all work will be transitioned to the LOGCAP IV contract. Additionally, the Army has taken other steps to improve the efficiency and effectiveness of contract support. Steps include: increased numbers of contracting officers, contracting officer representatives and subject matter experts overseeing contracts; reduced use of cash for local contract payment; command emphasis on contract administration management; stand-up of Joint Contracting Command Iraq/Afghanistan; and management of and accounting for contractors in theater.

For queries, contact the Army Sustainment Command Public Affairs Office at rock-amsas-pa@conus.army.mil or Dan Carlson, the ASC PAO, 309-782-5421/6475.

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- Special Forces
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- Commissioned Officer
- Warrant Officer



Staff Sergeant Robert J. Miller
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If you could give one piece of advice to someone interested in joining the **#USArmy** Reserve or National Guard, what would it be & why?

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2:28PM Dec 4th Via HootSuite

#USArmy Photo of the Day: "Honoring a hero" <http://bit.ly/dFFwL>. President Obama presents the Medal of Honor to the parents of SSG Miller

11:41AM Nov 19th Via Web

President Obama to #USArmy SSG Miller's Family: You gave your only son to America and America is forever grateful.

2:26PM Oct 1st Via Mobile Web

Speaking of #USArmy SSG Miller, President Obama said, "The courage he displayed that day reflects every virtue that defines his life."

1:09PM Aug 8th Via Mobile Web

@TARDEC_PAO We look forward to talking social media with you at #AUSA2010! Find our social media resources here <http://slidesha.re/akRS52>

12:43PM Jul 21st Via HootSuite in reply to TARDEC_FAC

The #USArmy Marksmanship Unit (@USAMUSoldiers) at Fort Benning, Ga. marks 2010 as their most accomplished yr in the past 30 yrs!

5:02PM May 23th Via HootSuite

@DWFK thanks for sharing great news about #Soldiers of the 10th Mountain Division helping students in #Afghanistan!

<http://bit.ly/cRWpQZ>

9:34AM Mar 6th Via HootSuite in reply to DWFK

@rogerloveronez Thank you! Army Strong!

1:37PM Feb 18th Via HootSuite in reply to rogroveronez

#USArmy Photo of the Day: "School supplies" <http://bit.ly/cCeWTo>. What school items do you think are in those boxes?

12:03PM Dec 2nd Via Web

@TARDEC_PAO, @KetyE, @astockett, @hdtglobal & @stockmedia thanks for attending today's #DDogilvy webinar about how DoD uses social media

7:03PM Oct 22nd Via HootSuite

[more](#)

Verified Account

Name U.S. Army

Location Washington, D.C.

Web <http://www.army.mil>

Bio Official U.S. Army Twitter: news and updates about our Soldiers around the world, as well as a place to connect with your Army. (Following does not=endorsement)

45 following 6,102 followers 324 listed

Tweets 476

Favorites

Lists

[@USArmy/official-army](#)

View all

Following


















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ARMY TO CONTINUE IRAQ BASE LIFE SUPPORT UNDER LOGCAP III DURING DRAWDOWN

By **Army Sustainment Command**

After consultations with Commanders in theater and extensive analysis, the U.S. Army has decided to continue base life support (BLS) services in Iraq under the Logistics Civil Augmentation Program (LOGCAP) III, rather than transitioning these services to LOGCAP IV. As a result, BLS in Iraq, which includes engineering and sustainment services, equipment maintenance, facility operations, food service, cleaning, laundry, water production, sewage and trash services, will continue to be provided by KBR.

This decision is based primarily on the assessment of Commanders that such a transition during the drawdown could have significant adverse operational impacts. Along with the return of U.S. military personnel, the drawdown in Iraq will involve the closure or transfer of 139 active bases and facilities; management of the 95,400 contractors currently in Iraq (of which 49,400 support the LOGCAP program); and the retrograde of over 2.9 million separate items. In addition to ensuring flexible, seamless and efficient support to the ground commanders, this decision was also based on a careful analysis of President Obama's Presidential Directive for Iraq Drawdown, GAO's concerns, an Army Business Case Analysis, Afghanistan Lessons Learned and estimated costs of transitioning.

Moreover, if the Army issued a task order for BLS to new contractors under LOGCAP IV, the transition would not be complete until February 2011 assuming prompt contract award without protest. The current timetable for the completion of the responsible drawdown of U.S. Forces from Iraq is December 2011.

This decision does not change the Army's determination to compete other task orders for contracted support in the CENTCOM AOR under LOGCAP IV and other contracts. Based on Task Orders awarded in the CENTCOM AOR, approximately 75% of all work will be transitioned to the LOGCAP IV contract. Additionally, the Army has taken other steps to improve the efficiency and effectiveness of contract support. Steps include: increased numbers of contracting officers; contracting officer representatives and subject matter experts overseeing contracts; reduced use of cash for local contract payment; command emphasis on contract administration management; stand-up of Joint Contracting Command Iraq/Afghanistan; and management of and accounting for contractors in theater.

For queries, contact the Army Sustainment Command Public Affairs Office at rock-amsas-pa@conus.army.mil or Dan Carlson, the ASC PAO, 309-782-5421/6475.

TOP STORY



88 servicemembers become U.S. citizens in combat zone

Eighty-eight Soldiers, sailors, airmen and Marines from 37 different countries took the Oath of Allegiance and became...[READ MORE](#)



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Army Information

Army structure, organization, quality of life programs, and historical events.

Colonel outlines construction hurdles in Afghanistan

WTU work program helps wounded warriors, KMC

USD-N commander honors Cimlets in award ceremony at Warhorse

Army EOD technicians train with South Korean units

OF INTEREST

- The White House
- Department of Homeland Security
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- Army Reserve
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- Coast Guard
- Multi-National Force - Iraq
- The Early Bird
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Information about the Army's structure, organization, warfighting capabilities and leadership	Inside the Army: Headquarters, Units and Commands, Installations and Facilities and Joint Organizations	Training requirements and programs for career management, well-being and veterans.
HISTORY	REFERENCES	A-Z
Army-related historical events, symbols and insignia, valor awards, heritage months and historical resources.	Army strategic documents, helpful links, libraries and other administrative resources.	Still can't find what you're looking for? Try the A-Z guide

APPENDIX B
MEASURES

The U.S army–public relationship research

Thank you for your willingness to participate in this study. Your participation will help researchers better understand the thoughts, feelings and opinions that college students have about the U.S army internet homepage and the relationships between the U.S army and the public. The information you provide will be confidential and anonymous. You will not be identified individually at any stage of the study. You must be age 18 or older to participate.

There are no known risks for study participants. However, if you do not wish to answer a question, you may skip it. If you wish to quit the project at any time, simply close the survey. If you have any questions, please contact Sejin Park spark37@utk.edu (865-318-6316). Additional questions or problems regarding your rights as a research participant should be addressed to the office of Research (865-974-3466).

You are not obligated to complete the survey, and you may indicate this by leaving the survey closed. By completing the survey, you provide your informed consent to participate.

Was this there?	Yes	No
Site map		
Major links to rest of site		
Search engine box		
Low reliance on graphics		
Press releases		
Downloadable graphics		
Audio/Visual capacity		
Statement of philosophy / mission		
Details of how to become affiliated		
Links to political leaders		
Logo of organization is prominent		
Important info available on 1 st page		
Bookmark now		
Links to other websites		
Downloadable information		
Things that can be requested by mail / email		
Posting news stories within last 30 days		
Opportunity for user-response		
Opportunity to vote on issues		
Survey to voice opinion on issues		

Please express your opinion about the U.S army based on the screenshots you just viewed.

1. This organization and people like me are attentive to what each other say.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

2. This organization believes the opinions of people like me are legitimate.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

3. In dealing with people like me, this organization has a tendency to throw its weight around.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

4. This organization really listens to what people like me have to say.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

5. The management of this organization gives people like me enough say in the decision-making process.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

6. Whenever this organization makes an important decision, I know it will be concerned about people like me.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

7. This organization can be relied on to keep its promises.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

8. I believe that this organization takes the opinions of people like me into account when making decisions.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

9. I feel very confident about this organization's skills.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

10. This organization has the ability to accomplish what it says it will do.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

11. I feel that this organization is trying to maintain a long-term commitment to people like me.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

12. I can see that this organization wants to maintain a relationship with people like me.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

13. There is a long-lasting bond between this organization and people like me.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

14. Compared to other organizations, I value my relationship with this organization more.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

15. I would rather work together with this organization than not.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

16. This organization enjoys giving others aid.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

17. This organization is very concerned about the welfare of people like me.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

18. I feel that this organization does not take advantage of people who are vulnerable.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

19. I think that this organization does not succeed by stepping on other people.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

20. This organization helps people like me without expecting anything in return.

Disagree strongly	Disagree	Neutral	Agree	Agree strongly
1	2	3	4	5

Vita

Sejin Park was born and raised in South Korea. He graduated from the Korea Military Academy in 2004. Upon graduation, he was commissioned as a public affairs officer of the South Korean Army and has been serving the Army for seven years. During his service years, he was in charge of public affairs of divisions, regiments and battalions of the South Korean Army. In 2007, he was sent to Iraq as a staff member in charge of media relation of the Korean division in Iraq. He was selected as a scholarship recipient in 2008 and got a chance to study in the U.S. He started his study at the University of Tennessee in fall 2009 and finished his degree in summer 2011. He will go back to South Korea and will serve the South Korean Army as a public affairs officer.