

SURVEY OF JOB ATTITUDES AND PROPENSITY TO  
LEAVE OF LARGE MARKET RADIO  
ADVERTISING SALESPEOPLE IN  
OKLAHOMA CITY, OKLAHOMA  
AND TULSA, OKLAHOMA

By

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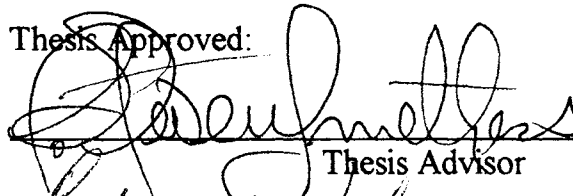
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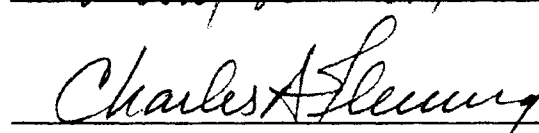
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## PREFACE

This is a survey of large market radio advertising sales people currently employed at commercial AM and FM radio stations in Tulsa, Oklahoma and Oklahoma City, Oklahoma. This study sought to determine whether job satisfaction is related to the salesperson's intent to leave his or her current job. In addition, it examined whether there is a relationship between certain demographic and employment characteristics and job satisfaction. It was hoped that through identifying differences in job attitudes among sales people, a clearer understanding of the factors that impact job satisfaction and the propensity to leave could be reached.

As with any project of this size, much of the credit for its completion must go to a support network of very important people. I would like first to extend my gratitude to my thesis advisor, Dr. Steve Smethers, for his wisdom and patience throughout this project.

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## CHAPTER I

### INTRODUCTION

#### General

Because of its symbiotic relationship with sales performance, job satisfaction is an important concept for sales managers to understand. Most employees do not believe their work is properly rewarded. Nor do they believe that their companies are doing enough to attract high quality performers, train them or manage them effectively<sup>1</sup>

As the broadcast industry enters the 21st century, finding good sales people will only become more difficult and expensive as fewer people enter or remain in the radio sales labor force.<sup>2</sup> According to a survey by the Radio Advertising Bureau, three out of four salespeople quit or are terminated within the first year. The average cost to a station for each radio salesperson who leaves within a few months of hiring is \$6,900. This cost is expected to more than double in the 1990s.<sup>3</sup>

Often, the fastest growing department in a radio station is the sales department. Due to the abolishment of a rule by the FCC in 1981, which required that an owner keep a station for three years before selling it, there has been a considerable amount of buying and selling of stations in recent years.<sup>4</sup> A continuous influx of new station owners confronted with big stakes



and high debt service is contributing to the new "sales thinking," which assumes that large sales staffs mean higher sales volume.<sup>5</sup> Some media experts are even suggesting that radio stations double their sales staffs.<sup>6</sup>

With the growth of cable, the increasing market shares of independent TV stations, and the allotment of additional radio station frequencies by the FCC, the media advertising dollar is being spread thinner and thinner. Radio stations are forced to be more aggressive for their share of the business, and this requires more qualified and professionally capable salespeople.

A study by the National Association of Broadcasters shows that the number of advertising messages will double in the next 25 years. According to Wade, this increase will occur due to the use of shorter broadcast commercials, the continued fragmentation of advertisers' target markets, and the growth of cable and other media. The large increase in the number of radio stations, low power television and cable will serve to generate tremendous competition among the media for these advertising dollars.<sup>7</sup>

How is the radio broadcasting industry going to meet the sales challenges of the 1990's? What are the steps necessary in hiring, training, managing/motivating and compensating sales employees that will assist managers in finding, maintaining and keeping productive sales people? In order for a productive sales staff to thrive, management must have a well defined understanding of the basic factors contributing to employee longevity.

According to Steers and Mowday, over 1,000 reports on employee turnover in various business industries have been published over the last 25 years.<sup>8</sup> Although research on the phenomena of turnover has been extensive, little of this effort has centered on the problem of sales force turnover. Even the Radio Advertising Bureau (RAB), the national source for radio

sales information, research and support, has yet to publish a detailed study on radio or broadcast salesforce turnover. It should be noted that RAB's counterpart for television, the Television Bureau (TVB), has also failed to conduct research in this area.<sup>9</sup>

A study by Fulmer investigated general employment turnover in medium and small commercial television stations in Alabama, Mississippi and Tennessee. The turnover rate was determined by utilizing information provided by managers in response to questions dealing with the number of employees and the number of departures that each of five departmental areas experienced in 1976. The combined full-time employee turnover rate for the stations was 17.9 percent. This rate is extremely high in comparison to other industries. For example, the 1976 turnover rate for the manufacturing industry, as documented by the U.S. Department of Labor, was a mere 4.2 percent. Of the five departmental areas surveyed, which included (1) sales and promotion, (2) news, (3) engineering, (4) production and (5) management, the sales department had the highest turnover rate at 22.3 percent.<sup>10</sup> It is interesting to note that this high percentage occurred in spite of the fact that the salespeople's salary range was the second highest of all departments, preceded only by management.

According to Bagozzi, sales managers are particularly interested in two broad interrelated outcomes. First, they are concerned with the level of sales performance and the factors that affect this performance. Second, they are interested in the job satisfaction and welfare of the people composing the sales force.<sup>11</sup>

Middlemist and Hitt define job satisfaction as the feelings, good or bad, that one has about the job and the work environment.<sup>12</sup> The great variety of studies about, and approaches to, job satisfaction attest to its importance; however, those who try to understand what

enhances employee job satisfaction and how it benefits the work place frequently disagree on how to foster it. Job satisfaction is so complex and dependent upon so many different factors that managers and scholars alike seem confused about why satisfaction occurs and whether or not it is a relevant work place issue.<sup>13</sup>

The notion that satisfied employees make a difference was spurred by what has been called the "third industrial revolution," which began with the Hawthorne studies of the 1930s calling for a humanization of the work place.<sup>14</sup> Designing "enriched" jobs that created employee satisfaction, as opposed to providing only a day's pay for a day's work, became one part of the work place humanization movement. This movement is based on the premise that "the work force assures long-term productivity if it is well cared for."<sup>15</sup> This movement presupposes the desirability of having satisfied employees.

Job satisfaction has frequently been described as a means of improving employee motivation. With that improvement comes increasing individual productivity, job longevity, and organizational efficiency. The salience of the concept of job satisfaction has become so ingrained in thinking about jobs and employees that its importance is now taken for granted, as though it is a tenet of managerial faith.<sup>16</sup> Today, radio station sales managers need to know not only how to develop satisfied employees, but why employees should be satisfied.

The 1987 Hudson Institute report sponsored by the U.S. Department of Labor, indicated that work-force growth would slow and employers "will have to compete for workers in a less skilled and more diversified labor market." Sales managers must be able to adapt to this rapidly changing work environment and manage a newly emerging diverse work force.<sup>17</sup>

As of 1991, 75 percent of all men were counted as labor force participants, compared with 57 percent of all women. The rate of male labor force participation will not significantly change by the year 2000, while the percentage of women who are working or willing to work will rise to 62.9 percent.<sup>18</sup> Moreover, women are increasingly likely to consider their jobs a central, life-long commitment. A 1990 study found that 45 percent of women think of their work as a career, up from 41 percent in 1985. That can be compared with men's career orientation: 57 percent of men regard their work as a career, with no significant shift from 1985.<sup>19</sup>

A 1993 study of labor force participation by the Wall Street Journal, found that while African-Americans lost a net 59,479 jobs during the recession, Asian-Americans gained a net 55,104 jobs and Hispanics a net 60,040 jobs. Whites, who comprise 75.7 percent of the U.S. population, gained only 71,144 jobs during this period from July 1990 to March 1991. In terms of salesforce participation, the number of Hispanics in the sales profession increased nearly six percent, while Asian-Americans increased 4.8 percent. Whites only showed a moderate increase of less than one percent, while African-Americans salesforce participation decreased almost two percent.<sup>20</sup>

In order to control turnover, radio station sales managers must consider the motivation factors that contribute to job satisfaction. In addition, sales managers should determine whether these motivation factors differ between men, women and minorities. Knowing what conditions in the work environment affect individual sales people, sales managers will be better equipped to positively affect individual job satisfaction, which will enhance sales performance and engender job longevity.

## Two-Factor Theory of Motivation

Frederick Herzberg's Two-Factor Theory of Motivation provides a useful structure for understanding the intrinsic and extrinsic motivation factors which affect the job motivation and satisfaction of sales persons. According to Herzberg there are two sets of determinants of behavior: job context (such as working conditions and pay, quality of supervision) and job content (recognition, promotion, professional growth). Management's role is to build jobs or tasks that bring about a sense of accomplishment and appreciation, rather than to construct motivation efforts solely on the traditional tools such as pay, fear, and other factors.<sup>21</sup>

Behaviorist researcher Hanafi Soliman proposed in his 1970 study, "Motivation-hygiene Theory of Job Attitudes: an Empirical Investigation and an Attempt to Reconcile Both the One and Two factor Theories of Job Attitudes," that both the intrinsic and extrinsic satisfaction levels were crucial in the evaluation of overall job satisfaction. Soliman found that job satisfaction is determined by the feelings that the individual has concerning the content of his or her job. These included task achievement, recognition for achievement, intrinsic interest in the task, increased task responsibility, advancement and occupational growth. These satisfiers are called "motivators."

Job dissatisfaction is determined by the feeling the individual has concerning the contexts of his or her job. These included company policies and administration, technical supervision, working conditions, salary, interpersonal relations, job security and personal life.<sup>22</sup>

The Herzberg model has been supported by researcher Grace Barrett, who looked at levels of job satisfaction expressed by American newspaper women. She also found both

intrinsic and extrinsic satisfaction levels were crucial in the evaluation of overall job satisfaction.<sup>23</sup>

### Statement of the Problem

If job satisfaction affects job longevity, a study of the factors that influence job satisfaction should aid sales managers in understanding what conditions affect different sales people to possess a low intent to leave.

### Overall Research Goal

Radio advertising sales people currently employed at commercial radio stations in Oklahoma were surveyed to determine what relationship job satisfaction has on intent to leave and whether job satisfaction and intent to leave vary between men and women.

### Research Objectives

1. Is there a relationship between job satisfaction and intent to leave?
2. Is there a difference in intent to leave between men and women?
3. Is there a difference in job satisfaction between men and women?
4. Is years of professional sales experience related to job satisfaction?
5. Is length of employment at current job related to job satisfaction?
6. Is level of education related to job satisfaction?
7. Is age related to job satisfaction?
8. Is financial compensation related to job satisfaction?

9. Is amount of sales training received at current job related to job satisfaction?

### Methodology

A random selection of advertising sales people from commercial radio stations in the Tulsa and Oklahoma City metro area were surveyed for analysis. The survey instrument was divided into three sections. The first section requested demographic information, such as age, level of education, ethnic/racial background and age. The second section of the instrument used the Job Descriptive Index and the Job-in-General Index to measure level of satisfaction in six areas of the work environment. Section three requested information about employment characteristics, such as years of experience, the length of time respondents have spent at their current job, financial compensation, the respondents' intent to leave and the amount and type of sales training received at the current job. A pretest was administered to ensure the reliability of the survey instrument.

### Significance of the Research

If radio station sales managers are to avoid employee job dissatisfaction and control turnover, they must, as researchers Willa Bruce and Walton Blackburn suggested, "adapt to a rapidly changing work environment and manage a newly emerging diverse work force in which white males will be a minority."<sup>24</sup> An understanding of the factors that positively or negatively affect different types of sales people will better equip sales managers to positively affect individual job satisfaction and engender job longevity.

This study may be useful to sales managers and radio station owners as an assessment of the management philosophy, training and employee appraisal techniques used at their station or broadcast company. It may also be useful to students and scholars both as an informational tool and as a basis for future research.

### Limitations of the Research

This study is limited because of its examination of only those sales people currently employed at commercial radio stations in the Oklahoma City and Tulsa metro areas. Because of this, the results found here cannot be generalized to the population of radio station advertising sales people. In addition, this study fails to assess changes in attitudes over time.

### Organization of the Research

Chapter II contains a review of relevant articles and research studies.

Chapter III explains the research design and methodology used in this research.

Chapter VI includes research data gathered and their analysis.

Chapter V includes a summary, conclusions and recommendations for further research.



- <sup>1</sup> Willa M. Bruce and J. Walton Blackburn, *Balancing Job Satisfaction and Performance: A Guide for Human Resource Professionals* (Westport, CT: Quorum Books, 1992), 3.
- <sup>2</sup> R. Ducey, "Reducing Your Sales Staff Turnover," *Radio Week*, (1990 January 15): 8.
- <sup>3</sup> W. Stakelin, "So You Want to Sell Radio?" *TV/Radio Age*, (February 1980): 95.
- <sup>4</sup> Robert Wayne McDowell, "An Analysis of Sales Employee Turnover At Commercial Radio Stations in The State of Tennessee" (Ed.D diss., Memphis State University, 1991), 1.
- <sup>5</sup> D. Siebert, "Sales Staffs to Increase," *Radio Only*, (December 1986): 44.
- <sup>6</sup> K. Carroll, "How to Kill the Competition," *Radio Only*, (September 1985): 29.
- <sup>7</sup> P. Wade, "Advertising Expected to Double, Study Says," *Memphis Commercial Appeal*, (1984 May 10): 11.
- <sup>8</sup> R. M. Steers and R. T. Mowday, "Employee Turnover and the Post Decision Accommodation Process," B. Shaw and L. Cummings (Eds.), *Research in Organizational Behavior*, (Greenwich, CT: JAI Press, 1981): 33.
- <sup>9</sup> Robert Wayne McDowell, "An Analysis of Sales Employee Turnover At Commercial Radio Stations in The State of Tennessee" (Ed.D. diss., Memphis State University, 1991), 2.
- <sup>10</sup> *Ibid.*, 6.
- <sup>11</sup> Richard P. Bagozzi, "Sales Performance and Satisfaction as a Function of Individual Difference, Interpersonal, and Situational Factors," *Journal of Marketing Research* 15 (November 1978): 517.
- <sup>12</sup> R. Dennis Middlemist and Michael A. Hitt, *Organizational Behavior: Managerial Strategies for Performance* (St. Paul, MN: West Publishing Co., 1988), 172.
- <sup>13</sup> Willa M. Bruce and J. Walton Blackburn, *Balancing Job Satisfaction and Performance: A Guide for Human Resource Professionals* (Westport, CT: Quorum Books, 1992), 7-8.
- <sup>14</sup> *Ibid.*, 4.
- <sup>15</sup> *Ibid.*
- <sup>16</sup> *Ibid.*
- <sup>17</sup> William Johnston and Arnold Packer, *Workforce 2000* (Indianapolis, ID: Hudson Institute, 1987)
- <sup>18</sup> Felice. N. Schwartz, *Breaking with Tradition: Women and Work, The New Facts of Life* (New York: Doubleday Press, 1991), 138.
- <sup>19</sup> *Ibid.*
- <sup>20</sup> Rochelle Sharpe, "Losing Ground," *The Wall Street Journal*, 14 September 1993, A1.
- <sup>21</sup> B. J. Anthony and W. P. Hodge, *Organization Theory* 3rd ed. (Needham Heights, MA: Allyn and Bacon, Inc., 1988): 87.
- <sup>22</sup> Betsy B. Cook and Steven R. Banks, "Predictors of Job Burnout in Reporters and Copy Editors," *Journalism Quarterly* 70 (Spring 1993): 110.
- <sup>23</sup> *Ibid.*
- <sup>24</sup> Willa M. Bruce and J. Walton Blackburn, *Balancing Job Satisfaction and Performance: A Guide for Human Resource Professionals* (Westport, CT: Quorum Books, 1992), 8.

## CHAPTER II

### LITERATURE REVIEW

#### Introduction

This study examines the relationship between certain predictor variables and the job satisfaction and job longevity of radio advertising sales people at sixteen large market commercial AM and FM radio stations in Tulsa and Oklahoma City, Oklahoma. The predictor variables include, age, gender, level of education, total years of sales experience, income, amount of sales training received at current job and attitude of the work environment.

First, this chapter examines several studies analyzing job satisfaction and propensity to leave the job. Next, the applicability of Frederick Herzberg's motivation-hygiene theory of job attitudes is discussed. Third, the effects of sales training on turnover followed by the role of management in motivating sales people is examined. Fourth, previous studies examining gender as related to job satisfaction are presented.

#### Job Satisfaction and Propensity to Leave

In the past few years, the relationship between job satisfaction and employee turnover has been widely studied in selling occupations, as can be seen in the literature

reviews of McDowell, Furtell and Parasuraman and Fern, Avila and Grewal. Several authors (Bluedorn; Forrest, Cummings and Johnson; Locke; Mobley; Mobley, Horne and Hollingsworth; Porter and Steers; Price) have developed withdrawal models depicting a turnover process. Each model begins with job satisfaction or dissatisfaction, and is followed by such steps as the individual thinking of quitting, intention to search for a new job, evaluation of job alternatives, intention to quit or stay and finally the withdrawal decision. According to Futrell and Parasuraman, the withdrawal decision is based upon cognitive and behavioral phenomena occurring between the evaluation of the individual's job and his or her withdrawal behavior.

The immediate precursor of actually quitting appears to be the employee's intention to leave. This is consistent with Fishbein's model of attitudes, intention and behavior, and with Locke's task motivation model, which contends that the individual's intention is the most immediate motivational determinant of choice.<sup>1</sup> Numerous studies have supported this contention by presenting empirical evidence of a strong relationship between intentions and withdrawal behavior (Kraut; Newman; Porter, Crampton and Smith; Steers; Waters, Roach and Waters).

Bluedorn in the literature review of "The Theories of Turnover: Causes, Effects and Meaning," cited 23 studies which reported finding significant positive relationships between leaving intentions and actual leaving behavior. Fifteen of these 23 studies allowed the predictive power of the intent to leave a variable for comparison with the predictive power of other variables. In 19 of 20 comparisons made in these 15 studies, intent to leave was the most accurate predictor of turnover behavior.<sup>2</sup>

To measure propensity to leave the job, Bluedorn used the single question, "To what extent are you presently seeking to change jobs?" Sales people were asked to check on of the following five responses: to no extent, to a small extent, to some extent, to a considerable extent and to a very great extent.<sup>3</sup> According to Futrell and Parasuraman, Bluedorn used a single-item scale due to the lack of any standard multi-item instrument, although it is recognized that a single-item scale may lead to some measurement error. Past studies have invariably used sign-item scales to measure propensity to leave. For example, a study of sales managers' bases for social power and influences on sales forces by Busch simply used a three-point single-item scale to measure sales people's propensity to leave.

Several studies have also examined the relationship between demographic characteristics and employee turnover. variables such as age, length of service, family size, vocational interests, intelligence, aptitude, personality and biographical indices have been studied in previous research. Federico and Lundquist found that age, length of service and family have an inverse relationship to turnover.<sup>4</sup> According to Casio there appears to be a mild relationship between aptitude and personality measures and turnover.<sup>5</sup> Muchinsky and Morrow argued that in general the strength of the relationship between individual factors and turnover is modest.<sup>6</sup>

Futrell and Parasuraman found that job satisfaction had a greater influence on intention to leave for low performers than for high performers.<sup>7</sup> Steers and Mowday suggested that job attitudes and performance interact to determine the propensity to leave the organization.<sup>8</sup> Yet, empirical research involving performance as an antecedent of

propensity to leave is nonexistent in sales literature. Similarly, Spencer and Steers found performance to be a moderator of the relationship between job satisfaction and turnover for a sample of hospital workers.<sup>9</sup> Thus, it appears that further efforts in the sales area are needed to determine the linkage between work-related factors and sales force turnover. Muchinsky and Morrow stated, "It appears that work related and individual variables act in concert to deterring turnover, with each accounting for some unique variance in the criterion."<sup>10</sup>

Satisfaction with pay is widely thought to be an important affective variable intervening between pay level and turnover.<sup>11</sup> According to Porter and Steers, perception of pay partially determines whether people will choose to stay or leave the organization.<sup>12</sup> There is some empirical support for a negative relationship between satisfaction and turnover.<sup>13</sup> Finally, it has been reasoned that intention to leave is an intervening stage between job satisfaction and the actual decision to leave the organization.<sup>14</sup>

### Motivation-Hygiene Theory of Job Attitudes

The motivation-hygiene theory of job attitudes, first published in The Motivation to Work by Frederick Herzberg, was the theoretical basis of a study designed to test the concept that humankind has two sets of needs: (1) the need as an animal to avoid pain, and (2) the needs as a human to grow psychologically.<sup>15</sup>

Herzberg and his assistants interviewed two hundred engineers and accountants, who represented a cross-section of the Pittsburgh business industry. The subjects were

asked about events they had experienced at work which either had resulted in a marked improvement in their job satisfaction or had led to a marked reduction in job satisfaction.

The interviewers began by asking the subjects to recall a time when they had felt exceptionally good about their jobs. Keeping such instances in mind, the interviewers proceeded to probe for the reasons why the subjects felt as they did. The workers were asked also if the feelings of satisfaction in regard to their work had affected their performance, their personal relationships and their well-being. Finally, the researchers elicited the nature of the sequence of events that served to return the workers' attitudes to "normal."

Following the narration of a sequence of events, the interview was repeated, but this time the subjects were asked to describe a sequence of events that resulted in negative feelings about their jobs. As many sequences as the respondents were able to give were recorded within the criteria of an acceptable sequence.

The criteria were: First, the sequence must revolve around an event or series of events and the report cannot be concerned entirely with the respondent's psychological reactions or feelings. Second, the sequence of events must be bound by time; it should have a beginning that can be identified, a middle and an identifiable ending. Third, the sequence of events must have taken place during a period in which feelings about the job were either exceptionally good or exceptionally bad. Fourth, the story must be centered on a period in the respondent's life when he or she held a position that fell within the limits of the sample. Fifth, the story must be about a situation in which the respondent's feelings about

his job were directly affected, not about a sequence or events unrelated to the job that caused high or low spirits.

Three essential findings were derived from Herzberg's study of job attitudes: (1) job satisfaction and job dissatisfaction are not the obverse of each other, rather they are best viewed as two separate items. (2) Job satisfaction is determined by the feelings that the individual has concerning the "content" of the job. According to Herzberg, content of the job refers to task achievement, recognition for achievement, intrinsic interest in the task, increased task responsibility, advancement and occupational growth. These satisfiers or motivators serve to provide for human needs, such as psychological growth through the exercise of one's capabilities.<sup>16</sup> (3) Job dissatisfaction is determined by the feelings the individual has concerning the "context" of the job. These include company policies and administration; technical supervision; working conditions; salary; interpersonal relations with superior, subordinates and peers; personal status; job security and personal life. These dissatisfiers serve to provide for the animal side of humankind's nature which needs to avoid unpleasant environments and are called hygienes.<sup>17</sup>

The premise of Herzberg's theory is that there are two different and independent mechanisms determining humankind's reaction to work. The first represents the worker's animal nature. It consists of processes relevant to maintenance; they are responses of the worker to the work environment. When these maintenance needs are fulfilled, the worker is in a state of non-dissatisfaction but not in a state of satisfaction; when they are not fulfilled the worker is dissatisfied.<sup>18</sup> The second mechanism represents the worker's truly human nature. It consists of processes of growth, self-actualization and self-realization.

When these latter needs are not activated, the worker is not dissatisfied, but simply not satisfied; when they are activated and realized, the worker is satisfied.<sup>19</sup>

### Critical Analysis of the Motivation-Hygiene Theory

Despite several studies specifically designed to test the concept, not to mention numerous studies of general job attitudes which have been interpreted within the framework of the Herzberg formulation, at the present time it is not at all clear the extent to which the two-component concept of job satisfaction can or should be generalized beyond the specific population and methodology employed in the initial research.<sup>20</sup>

Several studies have essentially replicated the Herzberg design and have yielded comparable results. Myers reported data from interviews with 282 employees at Texas Instruments, Inc., representing a range of job categories from scientists to female assemblers.<sup>21</sup> Schwartz, Jenusaitis and Stark also reported supportive findings from their questionnaire study among supervisory personnel in the utility industry.<sup>22</sup>

Ewen and Vroom outlined some basic questions surrounding the research strategy and methodology utilized in these studies which should caution against hasty acceptance of the interpretation given for the findings and their extension to the world of work in general.<sup>23</sup> These cautions have been reinforced by data from a number of studies explicitly discussed within the framework of the Herzberg explanation which at least partially fail to support the predictions based upon the basic two-component hypothesis of job satisfaction.<sup>24</sup>



In addition to the growing number of studies which raise important questions about the concept, it is believed that Herzberg's data do not adequately test his own notion because the research was not based solely on current satisfaction with a presently existing job situation.<sup>25</sup> Herzberg asked his subjects to think of a time when they were particularly happy or unhappy with their job, whether it be their present job or any other job they may have had. As a result, Hinrichs and Mischkind argued that there was no control over the sampling frame for the data and no clear-cut basis for drawing inferences about the relative contribution of various job factors to overall job satisfaction.<sup>26</sup>

According to Hinrichs and Mischkind, a theory is only as powerful as its ability to accommodate deviant cases and there is nothing in the Herzberg notion which provides a basis for explaining cases which do not conform to the simple two-factor dichotomy.<sup>27</sup> The concept of expectancy is one component which is clearly missing from the formulation and which must be included as an integral part of any scheme for predicting levels of motivation or of job satisfaction.<sup>28</sup> According to the concept of expectancy, the specific outcomes attained by a person are dependent not only on the choices that he makes but also events which are beyond his or her control.

A study by Turner and Lawrence presents data showing the importance of moderating variables of work-group culture in the dynamics of job satisfaction. For workers of one cultural background, jobs characterized as varied, complex and demanding were associated with high job satisfaction; for workers of a different cultural background, such jobs tended to be associated with low job satisfaction in direct contrast with what one would expect from the simple motivator/hygiene concept.<sup>29</sup>

Still other factors, such as experience or various job attitudes must be included in any theory which hopes to explain the basic dynamics of job satisfaction.

### Sales Training and Turnover

Stakelin, president of the Radio Advertising Bureau noted in a recent survey that 8 out of every 10 radio sales people have had no formal radio sales training.<sup>30</sup> Twenty-five percent of those with less than a year in radio had no formal training and a similar number had received no formal sales training even after working in the industry between one and three years.<sup>31</sup> At some stations, sales training receives a low budget priority, as it seems to be an item that is easy to delay, reduce or eliminate. According to Stakelin, although sales managers identify training as contributing to increased sales, the amount of money allocated for sales training at most stations is paltry. "This industry, when compared with other industries, has historically been very under-budgeted, as a ratio to sales, for training programs. Yet, in the budgets for 1989, in most stations training is even lower than its prequadrennial levels."<sup>32</sup>

### Role of Management

Another contributing factor of job dissatisfaction and turnover is management's inability to motivate their sales people. Sales managers often have had no formal training for their management role either before or after they become managers. Hooker (1985) noted that there are two fundamental questions that are the basis for any sustained motivational effort:

- 1) What specific behaviors or activities are expected of the sales people that are directly tied to your organizational goals?
- 2) What are the unrealized wants or needs that each individual salesperson has?

According to Hooker these questions are the basis for every motivational problem that exists in every radio station.<sup>33</sup> Many sales managers are not skilled, sophisticated or knowledgeable enough to consider and deal with these two questions.

Few sales managers understand the concept of “people” management in what is known as a “people” business. Some rule by fear, threats and unreasonable demands. This usually results in a high level of stress for the sales person which often leads to job dissatisfaction and a high propensity to leave the job.

### Job Satisfaction and Gender

The relation of the sex of the worker to job satisfaction is a topic which has received a great deal of attention. However, the findings of the investigations on sex differences in job satisfaction are somewhat contradictory and permit no neat cogent statement of the relationship between gender and job satisfaction.<sup>34</sup> In a 1944 study of factory workers, Bengtson concluded women are more satisfied than men, while Cole reported women to be less satisfied than men.<sup>35</sup> In a 1993 study of reporters and copy editors, Cook and Banks found men to be more satisfied than women. According to Cook and Banks, this could be due to the “glass wall” effect: women see journalism as a male dominated field. “Women see themselves coming up against a ‘glass wall’ in terms of

advancing to managerial positions. With the perception of little chance for advancement, women may then tend to feel less personal accomplishment for their work.<sup>36</sup>

According to Hulin and Smith previous studies concerning job satisfaction seem to indicate that higher job levels and higher wages generally contribute to higher job satisfaction. Based on these findings, women should be less satisfied than men, since they are usually placed on lower level jobs, which have a lower pay rate and which usually offer few promotions.<sup>37</sup>

Hulin and Smith argue that in addition to the factors of wages and job level, there is the issue of societal norms concerning appropriate roles for men and women. "When males are employed in industry they are filling the role that society has come to expect of them. Women in industry (in spite of their increasing numbers) are in a relatively alien role."<sup>38</sup> In addition, Hulin and Smith state that if a woman is married and working full-time she may be faced with a certain amount of role conflict, which also may affect her job satisfaction.

However, according to more recent research into women and work, Schwartz argues that women are increasingly likely to consider their jobs as a central, life-long commitment. A 1990 study found that 45 percent of women think of their work as a career, up from 41 percent in 1985.<sup>39</sup> That can be compared with men's career orientation: 57 percent of men regard their work as a career, with no significant shift from 1985.<sup>40</sup> As of 1991, 75 percent of all men were counted as labor force participants, compared with 57 percent of all women. The rate of male labor force participation will not

significantly change by the year 2000, while the percentage of women who are working or willing to work will rise to 62.9 percent.<sup>41</sup>

According to Schwartz, because of slower population growth in general and labor force shrinkage in the long term, business is going to need women. Men born after 1975 cannot possibly fill all the entry-level jobs vacated by advancing baby boomers or the millions of new jobs business creates every year.<sup>42</sup>

### Importance of This Study

There has been little research about the level of job satisfaction and propensity to leave of radio advertising sales people currently employed at commercial radio stations, especially in Tulsa and Oklahoma City, Oklahoma. However, a limited number of studies concerning broadcast employee job satisfaction and salesperson turnover have been conducted. Ohio University researcher, Bruce Drushel performed an analysis of job satisfaction among broadcast station employees. Using Frame of Reference Theory, Drushel examined whether factors such as gender, age, race and background play a role in determining an individual's level of job satisfaction.<sup>43</sup>

Drushel examined broadcast employees as a whole, not recognizing the potential differences between employees who occupy separate and distinct job functions. An analysis of one specific occupation would be more effective at identifying factors that may be related to job satisfaction.

Memphis State University researcher Robert McDowell performed an analysis of sales employee turnover at commercial radio stations in the state of Tennessee. The

purpose of this study was to investigate the individual relationships of hiring, training, management/motivation and compensation to radio sales force turnover. The attitudes, opinions, practices and perspectives of radio station sales managers were explored in these four areas.<sup>44</sup>

In this study, McDowell failed to consider the salesperson's intent to leave their job. Instead, the study investigated the end product, job turnover. By identifying the work or personal characteristics that are related to an increase in a salesperson's intent to leave, sales managers may be more able to control turnover and engender job longevity.<sup>45</sup>

This thesis is an attempt to determine whether factors such as financial compensation, amount of sales training, sales experience, age and level of education are related to job satisfaction and the salespersons intent to leave their job. In addition, this study will investigate whether job satisfaction and intent to leave vary between men and women.

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- <sup>5</sup> W. R. Casio, "Turnover, Biographical Data, and Fair Employment Practice," *Journal of Applied Psychology* 61 (1976): 576.
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- <sup>7</sup> Charles M. Futrell and A. Parasuraman, "The Relationship of Satisfaction and Performance to Sales force Turnover," *Journal of Marketing* 48 (Fall 1984): 34.
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- <sup>17</sup> Ibid.
- <sup>18</sup> H. Trandis, review of *Work and the Nature of Man* by Frederick Herzberg, in *Industrial and Labor Relations Review* 20 (1967): 529.
- <sup>19</sup> Ibid., 530.
- <sup>20</sup> John R. Hinrichs and Louis A. Mischkind, "Empirical and Theoretical Limitations of the Two-Factor Hypothesis of Job Satisfaction," *Journal of Applied Psychology* 51 (1967): 191.
- <sup>21</sup> Ibid., 192.
- <sup>22</sup> Ibid.
- <sup>23</sup> Ibid.
- <sup>24</sup> Ibid.
- <sup>25</sup> Ibid.
- <sup>26</sup> Ibid.
- <sup>27</sup> Ibid.
- <sup>28</sup> Victor H. Vroom, *Work and Motivation* (New York: John Wiley and Sons, Inc., 1964), 17-18.
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- <sup>34</sup> C. L. Hulin and P. C. Smith, "Sex Differences in Job Satisfaction," *Journal of Applied Psychology* 48 (1964): 88.
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- <sup>36</sup> Betsy B. Cooks and Steven R. Banks, "Predictors of Job Burnout in Reporters and Copy Editors," *Journalism Quarterly* 70 (Spring 1993): 115.
- <sup>37</sup> C. L. Hulin and P. C. Smith, "Sex Differences in Job Satisfaction," 88-89.
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- <sup>40</sup> *Ibid.*
- <sup>41</sup> *Ibid.*
- <sup>42</sup> *Ibid.*, 139.
- <sup>43</sup> Bruce E. Drushel, "Job Satisfaction Among Broadcast Station Employees" (Ph.D. diss., Ohio University, 1991).
- <sup>44</sup> Robert Wayne McDowell, "An Analysis of Sales Employee Turnover At Commercial Radio Stations in the State of Tennessee" (Ed.D. diss., Memphis State University, 1991).
- <sup>45</sup> *Ibid.*



## CHAPTER III

### METHODOLOGY

#### General Overview

The purpose of this study is to collect psychographic and demographic information from radio advertising sales people currently employed at commercial AM and FM radio stations in Tulsa, Oklahoma and Oklahoma City, Oklahoma. This information will be used to determine if job satisfaction is related to the salesperson's intent to leave their current job. In addition, it will aid in determining whether there is a relationship between certain demographic and employment characteristics and job satisfaction. This study may be useful to sales managers and radio station owners as an assessment of the management philosophy and training procedures used at their station or broadcast company. This chapter contains a description of the study, including the population used, methodology, data collection and data analysis.

#### Population Description

The focus of the study is radio advertising sales people currently employed at 34 commercial radio stations in the Tulsa and Oklahoma City metro areas. Approximately

104 radio advertising sales people (out of a possible 104) were selected from 34 commercial AM and FM radio stations in those two cities.

The population of this study was selected from the listing of Tulsa and Oklahoma City commercial AM and FM radio stations as listed in the 1993 edition of Broadcasting and Cable Yearbook. Of the 34 commercial stations, nine AMs and seven FMs are in the Tulsa market with three of the 16 stations being a combination AM and FM station. Of the 18 stations in Oklahoma City, seven are AM and eleven are FM. Oklahoma City had five combination AM and FM stations.

These cities represent the two largest radio markets in the state. For this study, sales people from these cities were preferred over sales people from smaller markets because employees of metropolitan stations tend to be more specific in their job function. That is, while small market sales people may have double roles such as being the station's business manager or performing as a disc jockey, large market sales executives are normally responsible for only the advertising sales function of the station. Since the purpose of this study is to examine the job satisfaction and intent to leave of radio advertising sales personnel, it is believed that large market salespersons are the most logical pool of individuals for the sample.

### Methodology

A mail survey instrument was determined to be the best means of obtaining psychographic and demographic information from currently employed radio advertising sales people.

This study uses self-administered questionnaire methodology. Survey research is especially appropriate for making descriptive studies of large populations,<sup>1</sup> and this methodology lends itself well to the analysis of radio advertising sales people. In terms of the fundamental issue of measurement, survey research insures that exactly the same observation technique is used with each and every respondent in the study. According to Babbie, the advantages of a self-administered questionnaire over other types of survey methods are "economy, speed, lack of interviewer bias and the possibility of anonymity and privacy to encourage more candid responses on sensitive issues."<sup>2</sup>

To ensure the survey instrument's reliability a pre-test was conducted using a sample of four radio advertising sales people. After careful analysis of the responses garnered from the pre-test procedure, appropriate changes in the survey instrument were made.

The measurement tool used in the questionnaire for this survey is the 1985 revised version of the "Cornell Job Descriptive Index" (JDI), with the newly-developed "Job in General" (JIG) scale, which was designed to be administered with the JDI. The Cornell Job Descriptive Index was developed in 1959 by Patricia Cain Smith, Lorne M. Kendall and Charles L. Hulin for the purpose of studying job satisfaction among a representative cross section of workers in the United States.<sup>3</sup> One specific goal of the JDI was to relate job satisfaction to measurable company and community characteristics and to characteristics of the individual worker.<sup>4</sup> The index was updated slightly in 1985 to account for any changes in interpretation of the verbiage used through time.

Since its development, the JDI has been the most widely used tool for the measurement of job satisfaction. Following a study of the JDI at Ohio State University, Mary Roznowski (1989) wrote:

The Job Descriptive Index . . . has long been used as a measure of job satisfaction. The development and subsequent widespread use of the JDI has been a boon to researchers since the JDI first appeared. It has provided researchers and practitioners with a set of scales that have largely met their needs for valid measurement of job and work-role affect in a wide variety of settings. The benefits of an instrument with the impressive psychometric credentials of the JDI are obvious: They are (a) reliable and valid assessments; (b) general applicability; (c) comparability of results from across studies, manipulations and organizational contexts; and (d) longitudinal comparisons.<sup>5</sup>

The instrument is viewed by many investigators as one of the most thoroughly researched and developed measures of its kind.<sup>6</sup> Many organizations use the JDI in regular attitude assessments and have created large bases of data along with local norms. In terms of both predictive power and construct validity, the scales of the JDI have impressive relations with measures of organizationally and theoretically relevant criteria.<sup>7</sup>

The Job Descriptive Index consists of five separate scales, each measuring a specific job area. JDI developers Smith, Kendall and Hulin have written that the index was designed to measure specific areas of job satisfaction independent of each other. In this way, problem areas are more likely to be meaningfully identified by focusing on items autonomously.<sup>8</sup> The developers of the JDI also designed the Job-in-General scale which measures the overall satisfaction of the job. A brief report from Bowling Green State University entitled Summary Report on the Job-in-General Scale of the JDI describes the Job-in-General (JIG) as an "18-item subscale developed to supplement the Job Descriptive

Index (JDI). The response format is the same as the JDI and can be easily included in the administration of the JDI.”<sup>9</sup>

The survey for this study is divided into three parts (see Appendix A). Part I includes personal and educational data, Part II uses both the Job Descriptive Index and Job in General scale and Part III seeks employment data. Open-ended questions are used in Part I to determine specific personal characteristics, such as age, gender, racial/ethnic background and level of education.

Part II of the survey uses the Job Descriptive Index and Job in General Index to indicate the respondent’s satisfaction with the job in general, co-workers, supervision, opportunities for promotion, present pay and work performed on the present job.

#### Definition of Terms

1. “Job Satisfaction” was defined as salesperson’s positive attitude toward their job in general, co-workers, supervision, opportunities for promotion, present pay and the type of work performed.
2. “Intent to Leave” was defined as the extent to which the salesperson is seeking to change jobs. Each subject would respond either “not at all,” “some extent,” “considerable extent” or “very great extent.”
3. “Years of Sales Experience” was defined as the number of years of general sales experience the salesperson has acquired.

4. "Length of Employment" was defined as the amount of time the salesperson has been employed at his or her current sales position.
5. "Amount of Sales Training" was defined as the amount of sales training received at the current job.
6. "Financial Compensation" was defined as the salesperson's annual pay before taxes and including commission pay received at the current job.
7. "Educational Background" was defined as the highest level of education acquired, such as less than high school, high school degree, some college (no degree), college undergraduate degree and graduate/professional degree.

Part III uses open-ended questions to determine employment characteristics of currently employed radio advertising sales people. These include years of sales experience, length of time employed at the respondent's current position, financial compensation, amount of sales training received at the current job and the extent to which the sales person is seeking to change jobs.

#### Data Collection

Survey instruments were sent through the mail in February 1994 to 104 radio advertising sales people in Tulsa and Oklahoma City, Oklahoma. A cover letter introducing the study, along with a pre-addressed, stamped envelope, accompanied each survey instrument. Respondents were encouraged to complete and return the survey by February 25, 1994.

Out of the 104 sales people surveyed, there were 60 completed questionnaires returned for a 58% response rate. Respondents were given an opportunity to receive a summary of the results upon the completion of the study.

### Data Analysis

The objective of this study is to determine whether certain personal and employment characteristics, such as age, gender, level of education, years of sales experience, length of employment at the current position, the amount of sales training received at the current position and financial compensation are related to job satisfaction. In addition, the study will determine if there is a relationship between a salesperson's intent to change jobs and job satisfaction and whether an individual's intent to leave the present job varies between men and women.

Data from these categories were processed using complex chi square analysis, which assessed relationships between job satisfaction and the salesperson's intent to change jobs, as well as variables such as personal, educational and employment data. Null hypotheses were either accepted or rejected by checking results against the table of critical value of chi square, with a confidence level of  $<.05$ .

Because of the small sample size, percentaging, using bivariate and multivariate analysis, was also used.

Based on the assumptions of previous research (as cited in Chapter one), the following research questions were derived to guide this study:

Research Question 1: Is there a relationship between job satisfaction and intent to leave?

Research Question 2: Is there a difference in intent to leave between men and women?

Research Question 3: Is there a difference in job satisfaction between men and women?

Research Question 4: Is years of professional sales experience related to job satisfaction?

Research Question 5: Is length of employment at current job related to job satisfaction?

Research Question 6: Is level of education related to job satisfaction?

Research Question 7: Is age related to job satisfaction?

Research Question 8: Is financial compensation related to job satisfaction?

Research Question 9: Is amount of sales training received at current job related to job satisfaction?

From these research questions, the following null hypotheses were generated:

Null Hypothesis 1: There is no relationship between job satisfaction and intent to leave.

Null Hypothesis 2: There is no difference between men and women and their intent to leave.

Null Hypothesis 3: There is no difference between men and women and their job satisfaction.

Null Hypothesis 4: There is no relationship between years of professional sales experience and job satisfaction.

Null Hypothesis 5: There is no relationship between length of employment at current job and job satisfaction.

Null Hypothesis 6: There is no relationship between level of education and job satisfaction.

Null Hypothesis 7: There is no relationship between age and job satisfaction.



Null Hypothesis 8: There is no relationship between financial compensation and job satisfaction.

Null Hypothesis 9: There is no relationship between amount of sales training received at current job and job satisfaction.

<sup>1</sup> Earl Babbie and Theodore C. Wagnaar, *The Practice of Social Research*, 6th ed. (Belmont, CA: Wadsworth, Inc., 1992), 282.

<sup>2</sup> Ibid.

<sup>3</sup> Patricia Cain Smith, "The Development of a Method of Measuring Job Satisfaction: The Cornell Studies," In *Studies in Personnel and Industrial Psychology* ed. Edwin A. Fleishman (Homewood, IL: The Dorsey Press, 1967), 343.

<sup>4</sup> Ibid., 343.

<sup>5</sup> Kenneth D. Loomis, "Job Rating and Satisfaction of Radio Station General Managers in the Institutional Climate of Deregulation" (M.S. Thesis, University of North Texas, 1991), 42.

<sup>6</sup> Victor H. Vroom, *Work and Motivation* (New York: John Wiley and Sons, Inc., 1964), 100.

<sup>7</sup> Kenneth D. Loomis, "Job Rating and Satisfaction of Radio Station General Managers in the Institutional Climate of Deregulation," 43.

<sup>8</sup> Ibid.

<sup>9</sup> Ibid.

## CHAPTER IV

### FINDINGS

#### Review of Methodology

For this study, 104 radio advertising sales people from Tulsa, Oklahoma and Oklahoma City, Oklahoma were surveyed in February 1994. Personal, employment and educational data were collected from each respondent. The data collected were used to determine if job satisfaction is related to the salesperson's intent to leave their current job. In addition, it was used to determine whether there is a relationship between job satisfaction and certain personal and employment characteristics, such as age, gender, level of education, length of employment at their current job, years of professional sales experience, amount of sales training received at their current job and financial compensation.

Each of the following sections: Intent to Leave, Years of Professional Sales Experience, Length of Employment, Level of Education, Age, Financial Compensation and Sales Training consists of three tables. The first table reports percentages for satisfied responses, while the second table reports percentages for dissatisfied responses. The third table reports the percentages for all responses, both satisfied and dissatisfied. The section, Gender, consists of four tables. The first table reports percentages among men and women

and their intent to leave. The second table reports percentages for satisfied responses. The third table reports dissatisfied responses, and table four reports the percentages for all responses, both satisfied and dissatisfied.

### Intent to Leave

Table I illustrates the intent to leave for radio advertising sales people who reported a satisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE I  
DEGREE OF INTENT TO LEAVE,  
AMONG SATISFIED SALES REPRESENTATIVES

N = 265

	Not at All	Some Extent	Considerable Extent	Very Great Extent
Job in General	18.00% (33)	22.22% (10)	20.83% (05)	33.00% (04)
Co-Workers	19.00% (34)	22.22% (10)	20.83% (05)	25.00% (03)
Supervision	20.00% (37)	20.00% (09)	20.83% (05)	17.00% (02)
Opportunity for Promotion	07.00% (13)	04.44% (02)	04.16% (01)	00.00
Present Pay	16.00% (30)	11.11% (05)	12.50% (03)	08.00% (01)
Work on Present Job	20.00% (37)	20.00% (09)	20.83% (05)	17.00% (02)
	100% (184)	100% (45)	100% (24)	100% (12)

\*  $X^2 = 04.68$  with 15 df;  $p > .05$ .

The percentages in Table I appear to indicate that sales people who possess a very great intent to leave are more satisfied with their job in general (33.00%) and co-workers (25.00%). Sales people who have no intent to leave are most satisfied with their supervision (20.00%) and work performed on their present job (20.00%), while sales people who possess some intent to leave are most satisfied with their job in general (22.22%) and co-workers (22.22%). Sales people who possess a considerable intent to leave are equally more satisfied with their job in general (20.83%), co-workers (20.83%), supervision (20.83%) and work performed on their present job (20.83%), than they are with their opportunity for promotion (04.16%) and present pay (12.50%).

#### Complex Chi-Square Analysis

The complex chi-square with df 15 is 04.68, which is not significant at the 95 percent confidence level. The tabled value at this level is 25.00. This indicates that there is no significant relationship between intent to leave and job satisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table II illustrates the intent to leave for radio advertising sales people who reported a dissatisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE II  
DEGREE OF INTENT TO LEAVE  
AMONG DISSATISFIED SALES REPRESENTATIVES

N = 77

	Not at All	Some Extent	Considerable Extent	Very Great Extent
Job in General	00.00	04.76% (01)	00.00	00.00
Co-Workers	07.89% (03)	04.76% (01)	00.00	08.33% (01)
Supervision	02.63% (01)	09.52% (02)	00.00	16.67% (02)
Opportunity for Promotion	65.78% (25)	42.85% (09)	66.67% (04)	33.33% (04)
Present Pay	21.05% (08)	28.57% (06)	33.33% (02)	25.00% (03)
Work on Current Job	02.63% (01)	09.52% (02)	00.00	16.67% (02)
	100% (38)	100% (21)	100% (06)	100% (12)

\*  $X^2 = 13.44$  with 15 df;  $p > .05$ .

The percentages in Table II appear to indicate that sales people who possess a considerable extent to leave are most dissatisfied with their opportunity for promotion (66.67%) and present pay (33.33%). Sales people who have no intent to leave are also more dissatisfied with their opportunity for promotion (65.78%) and present pay (21.05%), than they are with their co-workers (07.89%), supervision (02.63%), work performed on their present job (02.63%) and job in general (00.00). Sales people who possess some intent to leave are more dissatisfied with their opportunity for promotion (42.85%) and present pay (28.57%), than they are with their supervision (09.52%), work performed on their present job (09.52%), co-workers (04.76%) and job in general

(04.76%). Sales people who possess a very great intent to leave are more dissatisfied with their opportunity for promotion (33.33%) and present pay (25.00%), than they are with their co-workers (08.33%), supervision (16.67%), work performed on their present job (16.67%) and job in general (00.00).

### Complex Chi-Square Analysis

The complex chi-square with df 15 is 13.44, which is not significant at the 95 percent confidence level. The tabled value at this level is 25.00. This indicates that there is no significant relationship between intent to leave and job dissatisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table III illustrates the overall intent to leave for satisfied and dissatisfied radio advertising sales people.

TABLE III  
DEGREE OF INTENT TO LEAVE  
AMONG SATISFIED AND DISSATISFIED  
SALES REPRESENTATIVES

		Not at All	Some Extent	Considerable Extent	Very Great Extent
Job in General	Satisfied	14.86% (33)	15.15% (10)	16.67% (05)	16.67% (04)
	Dissatisfied	00.00	01.51% (01)	00.00	00.00
Co-Workers	Satisfied	15.31% (34)	15.15% (10)	16.67% (05)	12.50% (03)
	Dissatisfied	01.35% (03)	01.51% (01)	00.00	04.16% (01)
Supervision	Satisfied	16.67% (37)	13.63% (09)	16.67% (05)	08.33% (02)
	Dissatisfied	00.45% (01)	03.03% (02)	00.00	08.33% (02)
Opportunity for Promotion	Satisfied	05.85% (13)	03.03% (02)	03.33% (01)	00.00
	Dissatisfied	11.26% (25)	13.63% (09)	13.33% (04)	16.67% (04)
Present Pay	Satisfied	13.51% (30)	07.57% (05)	10.00% (03)	04.16% (01)
	Dissatisfied	03.60% (08)	09.09% (06)	06.67% (02)	12.50% (03)
Work on Current Job	Satisfied	16.67% (37)	13.63% (09)	16.67% (05)	08.33% (02)
	Dissatisfied	00.45% (01)	03.03% (02)	00.00	08.33% (02)
		100% (222)	100% (66)	100% (30)	100% (24)

The percentages in Table III appear to indicate that sales people who possess no intent to leave are most dissatisfied with their opportunity for promotion (11.26%) and most satisfied with their supervision (16.67%), and the work performed on their present



job (16.67%). Sales people who have some intent to leave are also most satisfied with their job in general (15.15%) and co-workers (15.15%) and most dissatisfied with their opportunity for promotion (13.63%) and present pay (09.09%). Sales people who possess a considerable intent to leave are most dissatisfied with their opportunity for promotion (13.33%) and present pay (06.67%), and are equally satisfied with their supervision (16.67%), work performed on their present job (16.67%), co-workers (16.67%) and job in general (16.67%). Sales people who possess a very great intent to leave are most satisfied with their job in general (16.67%) and co-workers (12.50%), and most dissatisfied with their opportunity for promotion (16.67%) and present pay (12.50%).

#### Gender

Table IV illustrates the overall of intent to leave for men and women.

TABLE IV

DEGREE OF INTENT TO LEAVE  
AMONG MEN AND WOMAN

N = 58

	Men	Women
Not at all	66.67% (18)	64.52% (20)
Some Extent	18.52% (05)	19.35% (06)
Considerable Extent	11.11% (03)	06.45% (02)
Very Great Extent	03.70% (01)	09.68% (03)
	100% (27)	100% (31)

\*  $X^2 = 1.13$  with 03 df,  $p > .05$ .

The percentages in Table IV appear to indicate that more women (09.68%) than men (03.70%) possess a very great intent to leave their current job. In addition, more men (66.67%) than women (64.52%) do not have any intent to leave.

#### Complex Chi-Square Analysis

The complex chi-square with df 03 is 01.13, which is not significant at the 95 percent confidence level. The tabled value at this level is 07.80. This indicates that there is no significant difference between men and women and their intent to leave. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant difference is because the numbers in each cell were too small due to the small sample size.

Table V illustrates men and women who reported a satisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE V  
 JOB SATISFACTION  
 AMONG MEN AND WOMEN

N = 271

	Men	Women
Job in General	20.93% (27)	21.13% (30)
Co-Workers	20.15% (26)	19.01% (27)
Supervision	18.61% (24)	20.42% (29)
Opportunity for Promotion	07.75% (10)	04.23% (06)
Present Pay	13.95% (18)	14.79% (21)
Work on Current Job	18.61% (24)	20.42% (29)
	100% (129)	100% (142)

\*  $X^2 = 1.73$  with 05 df,  $p > .05$ .

The percentages in Table V appear to indicate that women are most satisfied with their job in general (21.13%), followed by their supervision (20.42%) and the work performed on their current job (20.42%). Men are also most satisfied with their job in general (20.93%), followed closely by their co-workers (20.15%).

#### Complex Chi-Square Analysis

The complex chi-square with df 05 is 01.73, which is not significant at the 95 percent confidence level. The tabled value at this level is 11.10. This indicates that there is no significant difference between men and women and their job satisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no

significant difference is because the numbers in each cell were too small due to the small sample size.

Table VI illustrates men and women who reported a dissatisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE VI  
JOB DISSATISFACTION  
AMONG MEN AND WOMEN

N = 77

	Men	Women
Job in General	02.63% (01)	00.00
Co-Workers	02.63% (01)	10.26% (04)
Supervision	10.53% (04)	02.56% (01)
Opportunity for Promotion	47.36% (18)	61.54% (24)
Present Pay	26.32% (10)	23.08% (09)
Work on Current Job	10.53% (04)	02.56% (01)
	100% (38)	100% (39)

\*  $X^2 = 7.87$  with 05 df;  $p > .05$ .

The percentages in Table VI appear to indicate that men are most dissatisfied with their opportunity for promotion (47.36%), followed by their present pay (26.32%). However, women are also most dissatisfied with their opportunity for promotion (61.54%) and present pay (23.08%). In addition, women are more dissatisfied with their

co-workers (10.26%) than men (02.63%), while men are more dissatisfied with the work performed on their present job (10.53%) than women (02.56%).

### Complex Chi-Square Analysis

The complex chi-square with df 05 is 07.87, which is not significant at the 95 percent confidence level. The tabled value at this level is 11.10. This indicates that there is no significant difference between men and women and their job dissatisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant difference is because the numbers in each cell were too small due to the small sample size.

Table VII illustrates men and women, overall, who reported a satisfied or dissatisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE VII  
 OVERALL JOB SATISFACTION AND  
 JOB DISSATISFACTION  
 AMONG MEN AND WOMEN

		Men	Women
Job in General	Satisfied	16.17% (27)	17.00% (30)
	Dissatisfied	00.60% (01)	00.00
Co-Workers	Satisfied	15.57% (26)	15.00% (27)
	Dissatisfied	00.60% (01)	02.00% (04)
Supervision	Satisfied	14.37% (24)	16.00% (29)
	Dissatisfied	02.39% (04)	00.50% (01)
Opportunity for Promotion	Satisfied	05.99% (10)	03.00% (06)
	Dissatisfied	10.78% (18)	13.00% (24)
Present Pay	Satisfied	10.78% (18)	12.00% (21)
	Dissatisfied	05.99% (10)	05.00% (09)
Work on Current Job	Satisfied	14.37% (24)	16.00% (29)
	Dissatisfied	02.39% (04)	00.50% (01)
		100% (167)	100% (181)

The percentages in Table VII appear to indicate that men are most dissatisfied with their opportunity for promotion (10.78%) and their present pay (05.99%). However, men are most satisfied with their job in general (16.17%), followed closely by their co-workers (15.57%). Women are most satisfied with their job in general (17.00%) and work performed on their present job (16.00%). Women are also most dissatisfied with their opportunity for promotion (13.00%) and present pay (05.00%).

### Years of Professional Sales Experience

Table VIII illustrates years of professional sales experience for radio advertising sales people who reported a satisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE VIII  
YEARS OF PROFESSIONAL SALES EXPERIENCE  
AND JOB SATISFACTION

N = 271

	Less than 1 year	1 - 2 years	3 - 5 years	6 - 10 years	11 or more years
Job in General	25.00% (02)	18.42% (07)	23.00% (09)	20.24% (17)	21.80% (22)
Co-Workers	25.00% (02)	15.79% (06)	20.00% (08)	20.24% (17)	19.80% (20)
Supervision	25.00% (02)	18.42% (07)	23.00% (09)	19.05% (16)	19.80% (20)
Opportunity for Promotion	00.00	10.53% (04)	07.50% (03)	04.76% (04)	03.90% (04)
Present Pay	00.00	18.42% (07)	10.00% (04)	15.47% (13)	14.90% (15)
Work on Current Job	25.00% (02)	18.42% (07)	17.50% (07)	20.24% (17)	19.80% (20)
	100% (08)	100% (38)	100% (40)	100% (84)	100% (101)

\*  $X^2 = 6.09$  with 20 df;  $p > .05$ .

The percentages in Table VIII appear to indicate that sales people with 11 or more years of professional sales experience are most satisfied with their job in general (21.80%). Sales people with six to ten years of experience are most satisfied with their job in general (20.24%), co-workers (20.24%) and work performed on their present job (20.24%). Sales people with three to five years of experience are most satisfied with their

supervision (23.00%) and job in general (23.00%). Sales people with one to two years of experience are most satisfied with their supervision (18.42%), present pay (18.42%), job in general (18.42%) and work performed on their present job (18.42%). Sales people with less than one year of experience are equally satisfied with their job in general (25.00%), co-workers (25.00%), supervision (25.00%) and work performed on their present job (25.00%).

### Complex Chi-Square Analysis

The complex chi-square with df 20 is 06.09, which is not significant at the 95 percent confidence level. The tabled value at this level is 31.40. This indicates that there is no significant relationship between years of professional sales experience and job satisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table IX illustrates years of professional sales experience for radio advertising sales people who reported a dissatisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.



TABLE IX  
YEARS OF PROFESSIONAL EXPERIENCE  
AND JOB DISSATISFACTION

N = 78

	Less than 1 year	1 - 2 years	3 - 5 years	6 - 10 years	11 or more years
Job in General	00.00	10.00% (01)	00.00	00.00	00.00
Co-Workers	00.00	20.00% (02)	07.00% (01)	00.00	06.00% (02)
Supervision	00.00	10.00% (01)	07.00% (01)	06.00% (01)	10.00% (03)
Opportunity for Promotion	50.00% (02)	40.00% (04)	40.00% (06)	72.00% (13)	55.00% (17)
Present Pay	50.00% (02)	10.00% (01)	33.00% (05)	22.00% (04)	23.00% (07)
Work on Current Job	00.00	10.00% (01)	13.00% (02)	00.00	06.00% (02)
	100% (04)	100% (10)	100% (15)	100% (18)	100% (31)

\*  $X^2 = 19.03$  with 20 df;  $p > .05$ .

The percentages in Table IX appear to indicate that sales people with six to ten years of professional sales experience are most dissatisfied with their opportunity for promotion (72.00%), followed by their present pay (22.00%). Sales people with eleven or more years of professional sales experience are also most dissatisfied with their opportunity for promotion (55.00%) and present pay (23.00%). Sales people with one to two years of experience are most dissatisfied with their opportunity for promotion (40.00%), followed by their co-workers (20.00%). Sales people with less than one year of experience are equally dissatisfied with their opportunity for promotion (50.00%) and

present pay (50.00%). Sales people with three to five years of experience are most dissatisfied with their opportunity for promotion (40.00%) and present pay (33.00%).

### Complex Chi-Square Analysis

The complex chi-square with df 20 is 19.03, which is not significant at the 95 percent confidence level. The tabled value at this level is 31.40. This indicates that there is no significant relationship between years of professional sales experience and job dissatisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table X illustrates overall years of professional sales experience for satisfied and dissatisfied radio advertising sales representatives.

TABLE X  
 OVERALL JOB SATISFACTION AND  
 JOB DISSATISFACTION,  
 YEARS OF PROFESSIONAL EXPERIENCE

		Less than 1 year	1 - 2 years	3 - 5 years	6 - 10 years	11 or more years
Job in General	Satisfied	16.67% (02)	15.00% (07)	16.36% (09)	16.67% (17)	16.67% (22)
	Dissatisfied	00.00	02.00% (01)	00.00	00.00	00.00
Co-Workers	Satisfied	16.67% (02)	12.00% (06)	14.54% (08)	16.67% (17)	15.15% (20)
	Dissatisfied	00.00	04.00% (02)	01.82% (01)	00.00	01.51% (02)
Supervision	Satisfied	16.67% (02)	15.00% (07)	16.36% (09)	15.69% (16)	15.15% (22)
	Dissatisfied	00.00	02.00% (01)	01.82% (01)	00.98% (01)	02.27% (03)
Opportunity for Promotion	Satisfied	00.00	08.00% (04)	05.45% (03)	03.92% (04)	03.03% (04)
	Dissatisfied	16.67% (02)	08.00% (04)	10.90% (06)	12.74% (13)	12.88% (17)
Present Pay	Satisfied	00.00	15.00% (07)	07.27% (04)	12.74% (13)	11.36% (15)
	Dissatisfied	16.67% (02)	02.00% (01)	09.09% (05)	03.92% (04)	05.30% (07)
Work on Current Job	Satisfied	16.67% (02)	15.00% (07)	12.73% (07)	16.67% (17)	15.15% (20)
	Dissatisfied	00.00	02.00% (01)	03.64% (02)	00.00	01.51% (02)
		100% (12)	100% (48)	100% (55)	100% (102)	100% (132)

The percentages in Table X appear to indicate that sales people with eleven or more years of professional sales experience are most dissatisfied with their opportunity for promotion (12.88%) and most satisfied with their job in general (16.67%). Sales people with less than one year of experience are most satisfied with their job in general (16.67%), co-workers (16.67%), supervision (16.67%) and work performed on their present job

(16.67%). They are most dissatisfied with their opportunity for promotion (16.67%) and present pay (16.67%). Sales people with one to two years of experience are most satisfied with their job in general (15.00%), supervision (15.00%), present pay (15.00%) and work performed on their present job (15.00%). They are most dissatisfied with their opportunity for promotion (08.00%). Sales people with three to five years of experience are most satisfied with their job in general (16.36%) and supervision (16.36%), and most dissatisfied with their opportunity for promotion (10.90%). Sales people with six to ten years of experience are most satisfied with their job in general (16.67%), co-workers (16.67%) and work performed on their present job (16.67%). They are most dissatisfied with their opportunity for promotion (12.74%).

#### Length of Employment

Table XI illustrates the length of employment at current job for radio advertising sales people who reported a satisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE XI  
LENGTH OF EMPLOYMENT AT  
CURRENT JOB AND  
JOB SATISFACTION

N = 274

	Less than 1 year	1 - 2 years	3 - 5 years	6 - 10 years	11 or more years
Job in General	21.00% (15)	20.00% (19)	22.34% (21)	22.22% (02)	25.00% (01)
Co-Workers	21.00% (15)	19.00% (18)	20.21% (19)	22.22% (02)	00.00
Supervision	21.00% (15)	18.00% (17)	21.28% (20)	11.11% (01)	25.00% (01)
Opportunity for Promotion	04.00% (03)	08.00% (08)	04.25% (04)	11.11% (01)	00.00
Present Pay	12.00% (09)	16.00% (15)	12.77% (12)	22.22% (02)	25.00% (01)
Work on Current Job	21.00% (15)	19.00% (18)	19.15% (18)	11.11% (01)	25.00% (01)
	100% (72)	100% (95)	100% (94)	100% (09)	100% (04)

\*  $\chi^2 = 05.97$  with 20 df,  $p > .05$ .

The percentages in Table XI appear to indicate that sales people with eleven or more years of employment are most satisfied with their job in general (25.00%), supervision (25.00%), present pay (25.00%) and the work performed on their present job (25.00%). Sales people with six to ten years of employment are most satisfied with their job in general (22.22%), co-workers (22.22%) and present pay (22.22%). Sales people with three to five years of employment are most satisfied with their job in general (22.34%), followed closely by their supervision (21.28%). Sales people with one to two years of employment are most satisfied with their job in general (20.00%), followed by their co-workers (19.00%) and work performed on their present job (19.00%). Sales

people with less than one year of employment are equally satisfied with their job in general (21.00%), co-workers (21.00%), supervision (21.00%) and work performed on their present job (21.00%).

#### Complex Chi-Square Analysis

The complex chi-square with df 20 is 05.97, which is not significant at the 95 percent confidence level. The tabled value at this level is 31.40. This indicates that there is no significant relationship between length of employment at current job and job satisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table XII illustrates the length of employment at current job for radio advertising sales people who reported a dissatisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE XII  
LENGTH OF EMPLOYMENT AT  
CURRENT JOB AND  
JOB DISSATISFACTION

N = 78

	Less than 1 year	1 - 2 years	3 - 5 years	6 - 10 years	11 or more years
Job in General	00.00	04.00% (01)	00.00	00.00	00.00
Co-Workers	00.00	08.00% (02)	07.00% (02)	00.00	50.00% (01)
Supervision	00.00	11.00% (03)	03.00% (01)	33.33% (01)	00.00
Opportunity for Promotion	67.00% (12)	54.00% (14)	55.00% (16)	33.33% (01)	50.00% (01)
Present Pay	33.00% (06)	15.00% (04)	28.00% (08)	00.00	00.00
Work on Current Job	00.00	08.00% (02)	07.00% (02)	33.33% (01)	00.00
	100% (18)	100% (26)	100% (29)	100% (03)	100% (02)

\*  $\chi^2 = 24.45$  with 20 df;  $p > .05$ .

The percentages in Table XII appear to indicate that sales people with less than one year of employment are most dissatisfied with their opportunity for promotion (67.00%), followed by their present pay (33.00%). Sales people with eleven or more years of employment are also most dissatisfied with their opportunity for promotion (50.00%) and co-workers (50.00%). Sales people with six to ten years of employment are most dissatisfied with their supervision (33.33%) and opportunity for promotion (33.33%). Sales people with three to five years of employment are most dissatisfied with their opportunity for promotion (55.00%) and present pay (28.00%). Sales people with one to

two years of employment are also most dissatisfied with their opportunity for promotion (54.00%) and present pay (15.00%).

### Complex Chi-Square Analysis

The complex chi-square with df 20 is 24.45, which is not significant at the 95 percent confidence level. The tabled value at this level is 31.40. This indicates that there is no significant relationship between length of employment at current job and job dissatisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table XIII illustrates the overall length of employment at current job for satisfied and dissatisfied radio advertising sales representatives.



TABLE XIII  
 OVERALL JOB SATISFACTION AND  
 JOB DISSATISFACTION,  
 LENGTH OF EMPLOYMENT AT CURRENT JOB

		Less than 1 year	1 - 2 years	3 - 5 years	6 - 10 years	11 or more years
Job in General	Satisfied	16.67% (15)	16.00% (19)	17.00% (21)	16.67% (02)	16.67% (01)
	Dissatisfied	00.00	01.00% (01)	00.00	00.00	00.00
Co-Workers	Satisfied	16.67% (15)	15.00% (18)	15.00% (19)	16.67% (02)	00.00
	Dissatisfied	00.00	02.00% (02)	02.00% (02)	00.00	16.67% (01)
Supervision	Satisfied	16.67% (15)	14.00% (17)	16.00% (20)	08.33% (01)	16.67% (01)
	Dissatisfied	00.00	02.00% (03)	01.00% (01)	08.33% (01)	00.00
Opportunity for Promotion	Satisfied	03.33% (03)	07.00% (08)	03.00% (04)	08.33% (01)	00.00
	Dissatisfied	13.33% (12)	12.00% (14)	13.00% (16)	08.33% (01)	16.67% (01)
Present Pay	Satisfied	10.00% (09)	12.00% (15)	10.00% (12)	16.67% (02)	16.67% (01)
	Dissatisfied	06.67% (06)	03.00% (04)	06.00% (08)	00.00	00.00
Work on Current Job	Satisfied	16.67% (15)	15.00% (18)	15.00% (18)	08.33% (01)	16.67% (01)
	Dissatisfied	00.00	02.00% (02)	02.00% (02)	08.33% (01)	00.00
		100% (90)	100% (121)	100% (123)	100% (12)	100% (06)

The percentages in Table XIII appear to indicate that sales people with less than one year of employment are most satisfied with their supervision (16.67%), co-workers (16.67%), job in general (16.67%) and work performed on their present job (16.67%). They are most dissatisfied with their opportunity for promotion (13.33%). Sales people with eleven or more years of employment are most dissatisfied with their co-workers

(16.67%) and opportunity for promotion (16.67%). Sales people with one to two years of employment are most satisfied with their job in general (16.00%) and most dissatisfied with their opportunity for promotion (12.00%). Sales people with six to ten years of employment are most satisfied with their present pay (16.67%), co-workers (16.67%) and job in general (16.67%). Sales people with three to five years of employment are most dissatisfied with their opportunity for promotion (13.00%) and most satisfied with their job in general (17.00%).

#### Level of Education

Table XIV illustrates the level of education for radio advertising sales people who reported a satisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE XIV  
LEVEL OF EDUCATION AND  
JOB SATISFACTION

N = 269

	Less than High School	High School Degree	Some College	Under- Graduate Degree	Professional/ Graduate Degree
Job in General	25.00% (01)	23.08% (06)	22.50% (09)	20.50% (36)	21.00% (05)
Co-Workers	25.00% (01)	19.23% (05)	22.50% (09)	19.00% (33)	21.00% (05)
Supervision	25.00% (01)	19.23% (05)	20.00% (08)	19.00% (33)	21.00% (05)
Opportunity for Promotion	00.00	07.70% (02)	02.50% (01)	06.00% (10)	08.00% (02)
Present Pay	00.00	15.38% (02)	12.50% (05)	15.00% (27)	12.00% (03)
Work on Current Job	25.00% (01)	15.38% (04)	20.00% (08)	20.50% (36)	17.00% (04)
	100% (04)	100% (26)	100% (40)	100% (175)	100% (24)

\*  $\chi^2 = 03.36$  with 20 df;  $p > .05$ .

The percentages in Table XIV appear to indicate that sales people with a professional/graduate degree are most satisfied with their job in general (21.00%), co-workers (21.00%) and supervision (21.00%). Sales people with an undergraduate degree are most satisfied with the work performed on their present job (20.50%) and job in general (20.50%). Sales people with some college are most satisfied with their supervision (22.50%) and job in general (22.50%). Sales people with a high school degree are most satisfied with their job in general (23.08%). Sales people with less than a high school

degree are equally satisfied with their job in general (25.00%), co-workers (25.00%), supervision (25.00%) and work performed on their present job (25.00%).

#### Complex Chi-Square Analysis

The complex chi-square with df 20 is 03.36, which is not significant at the 95 percent confidence level. The tabled value at this level is 31.40. This indicates that there is no significant relationship between level of education and job satisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table XV illustrates the level of education for radio advertising sales people who reported a dissatisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE XV  
LEVEL OF EDUCATION AND  
JOB DISSATISFACTION

N = 78

	Less than High School	High School Degree	Some College	Under- Graduate Degree	Professional/ Graduate Degree
Job in General	00.00	00.00	05.00% (01)	00.00	00.00
Co-Workers	00.00	10.00% (01)	05.00% (01)	07.50% (03)	00.00
Supervision	00.00	10.00% (01)	10.00% (02)	05.00% (02)	00.00
Opportunity for Promotion	50.00% (01)	40.00% (04)	45.00% (09)	65.00% (26)	50.00% (03)
Present Pay	50.00% (01)	20.00% (02)	25.00% (05)	22.50% (09)	33.00% (02)
Work on Current Job	00.00	20.00% (02)	10.00% (02)	00.00	17.00% (01)
	100% (02)	100% (10)	100% (20)	100% (40)	100% (06)

\*  $X^2 = 13.97$  with 20 df,  $p > .05$ .

The percentages in Table XV appear to indicate that sales people with an undergraduate degree are most dissatisfied with their opportunity for promotion (65.00%), followed by their present pay (22.50%). Sales people with less than a high school degree are most dissatisfied with their present pay (50.00%) and opportunity for promotion (50.00%). Sales people with a graduate/professional degree are most dissatisfied with their opportunity for promotion (50.00%) and present pay (33.00%). Sales people with some college are also most dissatisfied with their opportunity for promotion (45.00%) and present pay (25.00%). Sales people with a high school degree

are most dissatisfied with their opportunity for promotion (40.00%), followed by the work performed on their present job (20.00%) and present pay (20.00%).

### Complex Chi-Square Analysis

The complex chi-square with df 20 is 13.97, which is not significant at the 95 percent confidence level. The tabled value at this level is 31.40. This indicates that there is no significant relationship between level of education and job dissatisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table XVI illustrates the overall level of education for satisfied and dissatisfied radio advertising sales representatives.

TABLE XVI  
 OVERALL JOB SATISFACTION AND  
 JOB DISSATISFACTION,  
 LEVEL OF EDUCATION

		Less than High School	High School Degree	Some College	Under- graduate Degree	Professional/ Graduate Degree
Job in General	Satisfied	16.67% (01)	16.67% (06)	15.00% (09)	16.74% (36)	16.67% (05)
	Dissatisfied	00.00	00.00	01.67% (01)	00.00	00.00
Co-Workers	Satisfied	16.67% (01)	13.89% (05)	15.00% (09)	15.33% (33)	16.67% (05)
	Dissatisfied	00.00	02.78% (01)	01.67% (01)	01.39% (03)	00.00
Supervision	Satisfied	16.67% (01)	13.89% (05)	13.33% (08)	15.33% (33)	16.67% (05)
	Dissatisfied	00.00	02.78% (01)	03.33% (02)	00.93% (02)	00.00
Opportunity for Promotion	Satisfied	00.00	05.55% (02)	01.67% (01)	04.65% (10)	06.67% (02)
	Dissatisfied	16.67% (01)	11.11% (04)	15.00% (09)	12.09% (26)	10.00% (03)
Present Pay	Satisfied	00.00	11.11% (04)	08.33% (05)	12.56% (27)	10.00% (03)
	Dissatisfied	16.67% (01)	05.55% (02)	08.33% (05)	04.19% (09)	06.67% (02)
Work on Current Job	Satisfied	16.67% (01)	11.11% (04)	13.33% (08)	16.74% (36)	13.33% (04)
	Dissatisfied	00.00	05.55% (02)	03.33% (02)	00.00	03.33% (01)
		100% (06)	100% (36)	100% (60)	100% (215)	100% (30)

The percentages in Table XVI appear to indicate that sales people with a graduate/professional degree are most satisfied with their supervision (16.67%), co-workers (16.67%) and job in general (16.67%). They are most dissatisfied with their opportunity for promotion (10.00%). Sales people with an undergraduate degree are also most dissatisfied with their opportunity for promotion (12.09%). They are most satisfied

with the work performed on their present job (16.74%) and their job in general (16.74%). Sales people with less than a high school degree are most satisfied with their job in general (16.67%), co-workers (16.67%), supervision (16.67%) and work performed on their present job (16.67%). They are most dissatisfied with their opportunity for promotion (16.67%) and present pay (16.67%). Sales people with a high school degree are most satisfied with their job in general (16.67%) and most dissatisfied with their opportunity for promotion (11.11%). Sales people with some college are most satisfied with their co-workers (15.00%) and job in general (15.00%). They are most dissatisfied with their opportunity for promotion (15.00%).

### Age

Table XVII illustrates the age for radio advertising sales people who reported a satisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.



TABLE XVII  
AGE AND  
JOB SATISFACTION

N = 270

	18 - 25 years	26 - 34 years	35 - 44 years	45- 54 years	Over 55 years
Job in General	22.22% (08)	20.62% (20)	22.00% (15)	20.75% (11)	20.00% (03)
Co-Workers	13.88% (05)	20.62% (20)	20.00% (14)	18.88% (10)	20.00% (03)
Supervision	19.44% (07)	20.62% (20)	19.00% (13)	20.75% (11)	13.00% (02)
Opportunity for Promotion	08.33% (03)	06.18% (06)	06.00% (04)	01.88% (01)	07.00% (01)
Present Pay	16.66% (06)	11.35% (11)	16.00% (11)	16.98% (09)	20.00% (03)
Work on Current Job	19.44% (07)	20.62% (20)	17.00% (12)	20.75% (11)	20.00% (03)
	100% (36)	100% (97)	100% (69)	100% (53)	100% (15)

\*  $X^2 = 04.66$  with 20 df;  $p > .05$ .

The percentages in Table XVII appear to indicate that sales people 18 to 25 years of age are most satisfied with their job in general (22.22%), co-workers (21.00%) and supervision (21.00%). Sales people 55 or more years of age are equally satisfied with the work performed on their present job (20.00%), present pay (20.00%), co-workers (20.00%) and job in general (20.00%). Sales people 45 to 54 years of age are most satisfied with the work performed on their present job (20.75%), supervision (20.75%) and job in general (20.75%). Sales people 35 to 44 years of age are most satisfied with their job in general (22.00%). Sales people 26 to 34 years of age are equally satisfied with

their job in general (20.62%), co-workers (20.62%), supervision (20.62%) and work performed on their present job (20.62%).

#### Complex Chi-Square Analysis

The complex chi-square with df 20 is 04.66, which is not significant at the 95 percent confidence level. The tabled value at this level is 31.40. This indicates that there is no significant relationship between age and job satisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table XVIII illustrates the age for radio advertising sales people who reported a dissatisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE XVIII  
AGE AND  
JOB DISSATISFACTION

N = 78

	18 - 25 years	26 - 34 years	35 - 44 years	45- 54 years	Over 55 years
Job in General	05.88% (01)	00.00	00.00	00.00	00.00
Co-Workers	17.65% (03)	00.00	04.00% (01)	08.00% (01)	00.00
Supervision	11.76% (02)	00.00	09.00% (02)	00.00	33.00% (01)
Opportunity for Promotion	35.29% (06)	61.00% (14)	50.00% (11)	77.00% (10)	67.00% (02)
Present Pay	17.65% (03)	39.00% (09)	23.00% (05)	15.00% (02)	00.00
Work on Current Job	11.76% (02)	00.00	14.00% (03)	00.00	00.00
	100% (17)	100% (23)	100% (22)	100% (13)	100% (03)

\*  $X^2 = 26.73$  with 20 df,  $p > .05$ .

The percentages in Table XVIII appear to indicate that sales people 18 to 25 years of age are most dissatisfied with their opportunity for promotion (35.29%), followed by their present pay (17.65%) and co-workers (17.65%). Sales people 55 or more years of age are most dissatisfied with their opportunity for promotion (67.00%) and supervision (33.00%). Sales people 45 to 54 years of age are most dissatisfied with their opportunity for promotion (77.00%), followed by their present pay (15.00%). Sales people 26 to 34 years of age are also most dissatisfied with their opportunity for promotion (61.00%) and present pay (39.00%). Sales people 35 to 44 years of age are most dissatisfied with their

opportunity for promotion (50.00%), followed by their present pay (23.00%) and the work performed on their present job (14.00%).

### Complex Chi-Square Analysis

The complex chi-square with df 20 is 26.73, which is not significant at the 95 percent confidence level. The tabled value at this level is 31.40. This indicates that there is no significant relationship between age and job dissatisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table IXX illustrates the age for satisfied and dissatisfied radio advertising sales representatives.

TABLE IXX  
 OVERALL JOB SATISFACTION AND  
 JOB DISSATISFACTION AMONG  
 AGE GROUPS

		18 - 25 years of age	26 - 34 years of age	35 - 44 years of age	45 - 54 years of age	55 or more years of age
Job in General	Satisfied	15.09% (08)	16.67% (20)	16.48% (15)	16.67% (11)	16.67% (03)
	Dissatisfied	01.89% (01)	00.00	00.00	00.00	00.00
Co-Workers	Satisfied	09.43% (01)	16.67% (20)	15.38% (14)	15.15% (10)	16.67% (03)
	Dissatisfied	05.66% (03)	00.00	01.09% (01)	01.51% (01)	00.00
Supervision	Satisfied	13.21% (07)	16.67% (20)	14.29% (13)	16.67% (11)	11.11% (02)
	Dissatisfied	03.77% (02)	00.00	02.19% (02)	00.00	05.55% (01)
Opportunity for Promotion	Satisfied	05.66% (03)	05.00% (06)	04.39% (04)	01.51% (01)	05.55% (01)
	Dissatisfied	11.32% (06)	11.66% (14)	12.09% (11)	15.15% (10)	11.11% (02)
Present Pay	Satisfied	11.32% (06)	09.16% (11)	12.09% (11)	13.64% (09)	16.67% (03)
	Dissatisfied	05.66% (03)	07.50% (09)	05.49% (05)	03.03% (02)	00.00
Work on Current Job	Satisfied	13.21% (07)	16.67% (20)	13.19% (12)	16.67% (11)	16.67% (03)
	Dissatisfied	03.77% (02)	00.00	03.29% (03)	00.00	00.00
		100% (53)	100% (120)	100% (91)	100% (66)	100% (18)

The percentages in Table IXX appear to indicate that sales people 55 or more years of age are most satisfied with their supervision (16.67%), co-workers (16.67%), work performed on present job (16.67%) and job in general (16.67%). They are most dissatisfied with their opportunity for promotion (11.11%). Sales people 18 to 25 years of age are also most dissatisfied with their opportunity for promotion (11.32%). They are

most satisfied with their job in general (15.09%). Sales people 26 to 34 years of age are most satisfied with their job in general (16.67%), co-workers (16.67%), supervision (16.67%) and work performed on their present job (16.67%). They are most dissatisfied with their opportunity for promotion (11.66%). Sales people 35 to 44 years of age are most satisfied with their job in general (16.48%) and most dissatisfied with their opportunity for promotion (12.09%). Sales people 45 to 54 years of age are most satisfied with their job in general (16.67%), supervision (16.67%) and the work performed on their present job (16.67%). They are most dissatisfied with their opportunity for promotion (15.15%).

### Financial Compensation

Table XX illustrates the financial compensation for radio advertising sales people who reported a satisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE XX  
FINANCIAL COMPENSATION  
AMONG SATISFIED SALES REPRESENTATIVES

N = 270

	Less than \$20,000 per year	\$20,001 - \$40,000 per year	\$40,001 - \$60,000 per year	Over \$60,000 per year
Job in General	25.00% (11)	20.97% (26)	20.00% (15)	18.52% (05)
Co-Workers	20.45% (09)	20.16% (25)	18.67% (14)	18.52% (05)
Supervision	20.45% (09)	20.97% (26)	17.33% (13)	18.52% (05)
Opportunity for Promotion	04.50% (02)	04.84% (06)	06.67% (05)	07.40% (02)
Present Pay	09.09% (04)	12.90% (16)	18.67% (14)	18.52% (05)
Work on Current Job	20.45% (09)	20.16% (25)	18.67% (14)	18.52% (05)
	100% (44)	100% (124)	100% (75)	100% (27)

\*  $X^2 = 03.80$  with 15 df;  $p > .05$ .

The percentages in Table XX appear to indicate that sales people who earn less than \$20,000 per year are most satisfied with their job in general (25.00%). Sales people earn \$20,001 to \$40,000 per year are most satisfied supervision (20.97%) and job in general (20.97%). Sales people who earn over \$60,000 per year are equally satisfied with the work performed on their present job (18.52%), present pay (18.52%) supervision (18.52%), co-workers (18.52%) and job in general (18.52%). Sales people who earn \$40,001 to \$60,000 are most satisfied with their job in general (20.00%).

### Complex Chi-Square Analysis

The complex chi-square with df 15 is 03.80, which is not significant at the 95 percent confidence level. The tabled value at this level is 25.00. This indicates that there is no significant relationship between financial compensation and job satisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table XXI illustrates the financial compensation for radio advertising sales people who reported a dissatisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE XXI  
FINANCIAL COMPENSATION  
AMONG DISSATISFIED SALES REPRESENTATIVES

N = 78

	Less than \$20,000 per year	\$20,001 - \$40,000 per year	\$40,001 - \$60,000 per year	Over \$60,000 per year
Job in General	03.00% (01)	00.00	00.00	00.00
Co-Workers	11.00% (03)	03.00% (01)	06.67% (01)	00.00
Supervision	11.00% (03)	00.00	13.33% (02)	00.00
Opportunity for Promotion	36.00% (10)	63.00% (20)	66.67% (10)	100% (03)
Present Pay	28.00% (08)	31.00% (10)	06.67% (01)	00.00
Work on Current Job	11.00% (03)	03.00% (01)	06.67% (01)	00.00
	100% (28)	100% (32)	100% (15)	100% (03)



\*  $\chi^2 = 16.22$  with 15 df;  $p > .05$ .

The percentages in Table XXI appear to indicate that sales people who earn over \$60,000 are most dissatisfied with their opportunity for promotion (100%). Sales who earn \$40,001 to \$60,000 per year are most dissatisfied with their opportunity for promotion (66.67%), followed by their supervision (13.33%). Sales people who earn \$20,001 to \$40,000 are most dissatisfied with their opportunity for promotion (63.00%) and present pay (31.00%). Sales people who earn less than \$20,000 per year are also most dissatisfied with their opportunity for promotion (36.00%) and present pay (28.00%).

#### Complex Chi-Square Analysis

The complex chi-square with df 15 is 16.22, which is not significant at the 95 percent confidence level. The tabled value at this level is 25.00. This indicates that there is no significant relationship between financial compensation and job dissatisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table XXII illustrates the financial compensation for satisfied and dissatisfied radio advertising sales representatives.

TABLE XXII  
FINANCIAL COMPENSATION  
AMONG SATISFIED AND DISSATISFIED  
SALES REPRESENTATIVES

		Less than \$20,000 per year	\$20,001 - \$40,000 per year	\$40,001 - \$60,000 per year	Over \$60,000 per year
Job in General	Satisfied	15.28% (11)	16.67% (26)	16.67% (15)	16.67% (05)
	Dissatisfied	01.39% (01)	01.51% (01)	00.00	00.00
Co-Workers	Satisfied	12.50% (09)	16.02% (25)	15.55% (14)	16.67% (05)
	Dissatisfied	04.17% (03)	00.64% (01)	01.11% (01)	00.00
Supervision	Satisfied	12.50% (09)	16.67% (26)	14.44% (13)	16.67% (05)
	Dissatisfied	04.17% (03)	00.00	02.22% (02)	00.00
Opportunity for Promotion	Satisfied	02.78% (02)	03.85% (06)	05.55% (05)	06.67% (02)
	Dissatisfied	13.89% (10)	12.82% (20)	11.11% (10)	10.00% (03)
Present Pay	Satisfied	05.55% (04)	10.26% (16)	15.55% (14)	16.67% (05)
	Dissatisfied	11.11% (08)	06.41% (10)	01.11% (01)	00.00
Work on Current Job	Satisfied	12.50% (09)	16.02% (25)	15.55% (14)	16.67% (05)
	Dissatisfied	04.17% (03)	00.64% (01)	01.11% (01)	00.00
		100% (72)	100% (156)	100% (90)	100% (30)

The percentages in Table XXII appear to indicate that sales people who earn less than \$20,000 per year are most satisfied with their job in general (15.28%) and are most dissatisfied with their opportunity for promotion (13.89%). Sales people who earn \$20,001 to \$40,000 per year are also most satisfied with their job in general (16.67%) and

supervision (16.67%). They are most dissatisfied with their opportunity for promotion (11.32%). Sales people who earn \$40,001 to \$60,000 per year are also most dissatisfied with their opportunity for promotion (11.11%). They are most satisfied with their job in general (16.67%). Sales people who earn over \$60,000 per year are equally satisfied with their job in general (16.67%), co-workers (16.67%), supervision (16.67%), present pay (16.67%) and work performed on their present job (16.67%). They are most dissatisfied with their opportunity for promotion (10.00%).

### Sales Training

Table XXIII illustrates the sales training received at current job for radio advertising sales people who reported a satisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE XXIII  
 AMOUNT OF SALES TRAINING RECEIVED  
 AT CURRENT JOB  
 AMONG SATISFIED SALES REPRESENTATIVES

N = 271

	No Sales Training	Less than 4 weeks	4 - 8 weeks	9 or more weeks
Job in General	18.80% (09)	21.11% (19)	22.00% (14)	21.74% (15)
Co-Workers	18.80% (09)	21.11% (19)	20.00% (13)	17.39% (12)
Supervision	18.80% (09)	18.88% (17)	20.00% (13)	20.29% (14)
Opportunity for Promotion	06.00% (03)	05.55% (05)	05.00% (03)	07.25% (05)
Present Pay	18.80% (09)	13.33% (12)	14.00% (09)	13.04% (09)
Work on Current Job	18.80% (09)	20.00% (18)	19.00% (12)	20.29% (14)
	100% (48)	100% (90)	100% (64)	100% (69)

\*  $X^2 = 01.79$  with 15 df;  $p > .05$ .

The percentages in Table XXIII appear to indicate that sales people no sales training are equally satisfied with the work performed on their present job (18.80%), present pay (18.80%) supervision (18.80%), co-workers (18.80%) and job in general (18.80%). Sales people with less than four weeks of sales training are most satisfied with their job in general (21.11%) and co-workers (21.11%). Sales people with four to eight weeks of training are most satisfied their job in general (22.00%). Sales people with nine or more weeks of sales training are also most satisfied with their job in general (21.74%).

### Complex Chi-Square Analysis

The complex chi-square with df 15 is 01.79, which is not significant at the 95 percent confidence level. The tabled value at this level is 25.00. This indicates that there is no significant relationship between the amount of sales training received at current job and job satisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table XXIII illustrates the sales training received at current job for radio advertising sales people who reported a satisfied response for the six items of their job that are contained in the Job Descriptive Index and Job in General scale.

TABLE XXIV  
AMOUNT OF SALES TRAINING RECEIVED  
AT CURRENT JOB  
AMONG DISSATISFIED SALES REPRESENTATIVES

N = 77

	No Sales Training	Less than 4 weeks	4 - 8 weeks	9 or more weeks
Job in General	00.00	03.45% (01)	00.00	00.00
Co-Workers	00.00	03.45% (01)	05.00% (01)	14.29% (03)
Supervision	00.00	10.34% (03)	05.00% (01)	04.76% (01)
Opportunity for Promotion	100% (06)	48.27% (14)	57.00% (12)	47.62% (10)
Present Pay	00.00	27.59% (08)	24.00% (05)	28.57% (06)
Work on Current Job	00.00	06.89% (02)	09.00% (02)	04.76% (01)
	100% (06)	100% (29)	100% (21)	100% (21)

\*  $X^2 = 10.47$  with 15 df;  $p > .05$ .

The percentages in Table XXIV appear to indicate that sales people with no sales training are most dissatisfied with their opportunity for promotion (100%). Sales people with four to eight weeks of sales training are most dissatisfied with their opportunity for promotion (57.00%), followed by their present pay (24.00%). Sales people with less than four weeks of training are also most dissatisfied with their opportunity for promotion (48.27%) and present pay (27.59%). Sales people with nine or more weeks of training most dissatisfied with their opportunity for promotion (47.62%) and present pay (28.57%).

#### Complex Chi-Square Analysis

The complex chi-square with df 15 is 10.47, which is not significant at the 95 percent confidence level. The tabled value at this level is 25.00. This indicates that there is no significant relationship between the amount of sales training received at current job and job dissatisfaction. Therefore, the null hypothesis is supported. One of the reasons why chi-square may have indicated no significant relationship is because the numbers in each cell were too small due to the small sample size.

Table XXV illustrates the amount of sales training received at current job for satisfied and dissatisfied radio advertising sales representatives.

TABLE XXV  
 AMOUNT OF SALES TRAINING RECEIVED  
 AT CURRENT JOB AMONG  
 SATISFIED AND DISSATISFIED SALES REPRESENTATIVES

		No Sales Training	Less than 4 weeks	4 - 8 weeks	9 or more weeks
Job in General	Satisfied	16.66% (09)	15.96% (19)	16.47% (14)	16.67% (15)
	Dissatisfied	00.00	00.84% (01)	00.00	00.00
Co-Workers	Satisfied	16.67% (09)	15.96% (19)	15.29% (13)	13.33% (12)
	Dissatisfied	00.00	00.84% (01)	01.18% (01)	03.33% (03)
Supervision	Satisfied	16.67% (09)	14.28% (17)	15.29% (13)	15.55% (14)
	Dissatisfied	00.00	02.52% (03)	01.18% (01)	01.11% (01)
Opportunity for Promotion	Satisfied	05.55% (03)	04.20% (05)	03.53% (03)	05.55% (05)
	Dissatisfied	11.11% (06)	11.76% (14)	14.12% (12)	11.11% (10)
Present Pay	Satisfied	16.67% (09)	10.08% (12)	10.59% (09)	10.00% (09)
	Dissatisfied	00.00	06.72% (08)	05.88% (05)	06.66% (06)
Work on Current Job	Satisfied	16.67% (09)	15.12% (18)	14.12% (12)	15.55% (14)
	Dissatisfied	00.00	01.68% (02)	02.35% (02)	01.11% (01)
		100% (54)	100% (119)	100% (85)	100% (90)

The percentages in Table XXV appear to indicate that sales people with nine or more weeks of sales training are most satisfied with their job in general (16.67%) and are most dissatisfied with their opportunity for promotion (11.11%). Sales people with four to eight weeks of sales training are also most satisfied with their job in general (16.47%) and most dissatisfied with their opportunity for promotion (14.12%). Sales people with less

than four weeks of sales training are most satisfied with their co-workers (15.96%) and job in general (15.96%). They are most dissatisfied with their opportunity for promotion (11.76%). Sales people no sales training are equally satisfied with their job in general (16.67%), co-workers (16.67%), supervision (16.67%), present pay (16.67%) and work performed on their present job (16.67%). They are most dissatisfied with their opportunity for promotion (11.11%).



## CHAPTER V

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This study examined the job satisfaction and intent to change jobs of radio advertising sales people currently employed at 34 commercial AM and FM radio stations in Tulsa, Oklahoma and Oklahoma City, Oklahoma. The purpose of this analysis was to find out whether job satisfaction is related to the salesperson's intent to leave their current job. Additionally, other variables were examined, such as age, gender, level of education, years of professional sales experience, length of employment at the current job, amount of sales training received at the current job and financial compensation.

A total of 104 radio advertising sales people were surveyed. Out of a possible total of 104 surveys, 60 were returned. The survey instrument contained four sections: 1) personal data, 2) educational data, 3) work environment and 4) employment data. The first section required information concerning the respondent's age and gender. The second section required information regarding the respondent's level of education. Section three used the Job Descriptive Index and Job in General Scale to collect information regarding the respondent's job satisfaction. Each salesperson was asked to either respond yes, no, or "?" (if they couldn't decide) to words or phrases that describe six items of their work

environment. The six items pertaining to the work environment included their satisfaction with their job in general, relations with co-workers, the quality of supervision, opportunities for promotion, the salesperson's present pay and satisfaction with the work performed on the present job. Section four required the respondent to provide information concerning their years of professional sales experience, the extent to which they are presently seeking to change jobs, length of time employed at their current job, amount of sales training received while at their current job and their financial compensation.

#### Definition of Terms

1. "Job Satisfaction" was defined as a salesperson's positive attitude toward their job in general, co-workers, supervision, opportunities for promotion, present pay and the type of work performed.
2. "Intent to Leave" was defined as the extent to which the salesperson is seeking to change jobs. Each subject would respond either "not at all," "some extent," "considerable extent" or "very great extent."
3. "Years of Sales Experience" was defined as the number of years of general sales experience the salesperson has acquired.
4. "Length of Employment" was defined as the amount of time the salesperson has been employed at his or her current sales position.
5. "Amount of Sales Training" was defined as the amount of sales training received at their current job.

6. “Financial Compensation” was defined as the salesperson’s annual pay before taxes and including commission pay received at their current job.

7. “Educational Background” was defined as the highest level of education acquired, including less than high school, high school degree, some college (no degree), college undergraduate degree and graduate/professional degree.

### Summary

No statistically significant relationship was found between job satisfaction and intent to leave or between gender and intent to leave. There was also no statistically significant relationship found between job satisfaction and the employment and demographic variables selected for this study. The small sample size, coupled with the large number of variables being measured may have attributed to there being no statistical significance.

Percentaging was used to show possible relationships between the variables examined in this study.

After processing the data collected from the 60 respondents, relationships between job satisfaction and the salesperson’s intent to change jobs, as well as variables such as personal, educational and employment data were assessed. The results were used to answer the following research questions.

1. Is there a relationship between job satisfaction and intent to leave?

Sales people who reported no intent to change jobs had the highest proportion of satisfied responses for their supervision, opportunity for promotion, present pay and work

on their current job. Those who reported a very great intent to leave had the highest proportion of dissatisfied responses for their co-workers, supervision, opportunity for promotion, present pay and work on their present job.

2. Is there a difference between men and women and their intent to leave?

More women than men reported a very great intent to leave. In addition, a higher proportion of men than women reported that they have no intent to leave their current job. According to Schwartz, "loyalty to one's own career has taken precedence over commitment to one job or one company."<sup>1</sup> This feeling of loyalty to oneself may explain why a high percentage of men reported that they have a considerable intent to change jobs. Apparently, sales people who become dissatisfied with their current job may use their acquired skills as a springboard to seek higher salaries or greater autonomy elsewhere.

3. Is there a difference between men and women and their job satisfaction?

A higher proportion of men than women reported satisfaction with their opportunities for promotion and co-workers. More women than men reported satisfaction with their supervision, job in general, present pay and the work performed on their current job.

4. Is the number of years of professional sales experience related to job satisfaction?

Sales people with less than one year of experience had the highest proportion of satisfied responses for their supervision, while those with 11 or more years of experience had the highest percentage of dissatisfaction with supervision. This may be due to the

difference between an inexperienced sales person looking for managerial guidance and the seasoned professional not wanting that influence.

Sales people with less than one year of experience, as well as those with six to ten years of experience had the highest proportion of satisfaction with their co-workers. However, sales people with one to two years of experience had the highest percentage of dissatisfaction with their co-workers, followed by those with three to five years of experience.

Sales people with less than one year of experience had the highest percentage of dissatisfaction with opportunity for promotion. However, those with one to two years of experience reported the highest proportion of satisfied responses for opportunity for promotion. The overall proportion of dissatisfaction with opportunity for promotion were shown to increase with amount of experience.

Sales people with less than one year of sales experience had the highest percentage of dissatisfaction with their present pay.

5. Is length of employment at the current job related to job satisfaction?

Sales people with less than one year of service, as well as those with 11 or more years of employment at their current job had the highest percentage of satisfaction for supervision and work performed on their current job. However, those with 11 or more years of employment at their current job had a higher proportion of dissatisfied responses for co-workers and opportunity for promotion than sales people with less than one year of employment. Sales people with 11 or more years of employment as well as those with six to ten years of employment had a higher percentage of satisfied responses for their

present pay than sales people with less years of service. These responses seem to indicate that the longer a salesperson remains at his or her current job the lower their expectations for their supervision, co-workers and potential for promotion become.

6. Is the salesperson's level of education related to job satisfaction?

Sales people with less than a high school education and those who earned a graduate/professional degree had the highest proportion of satisfied responses for co-workers and supervision. Those who earned a graduate/professional degree had the highest proportion of satisfied responses for opportunity for promotion. Sales people who earned an undergraduate college degree had a higher percentage of satisfied responses for their present pay and the work performed on their current job than the other groups. All salespeople reported an overall high proportion of satisfied responses for their job in general. The responses seem to indicate that sales people with a more formal education, such as an undergraduate degree or better, are more satisfied with their present pay and promotion opportunities.

7. Is age related to job satisfaction?

Sales people 18 to 25 years of age had the highest percentage of satisfaction for opportunity for promotion. This may be due to the high expectations held by young employees concerning their promotion potential, since the overall proportion of dissatisfied responses for the opportunity for promotion begin to increase with age reaching its highest level at the 45 to 54 year age group. Sales people 26 to 34 years of age and 55 or more years of age had the highest percentage of satisfaction for co-workers. Sales people 26 to 34 years of age, 45 to 54 years of age and 55 or more years of age had

the highest percentage of satisfaction for the work performed on current job. Sales people 26 to 34 and 45 to 54 years of age had the highest percentage of satisfaction for supervision. Sales people 45 to 54 years of age, as well as those, 55 or more years of age had the higher proportion of satisfied responses for present pay than the other age groups. Those 26 to 34 years of age had the highest percentage of dissatisfied responses for their present pay. The proportion of satisfied responses for present pay increased with age after the 26 to 34 years of age group. Although sales people 18 to 25 years of age had a higher percentage of satisfied responses for present pay than those 26 to 34, this may be due to the fact that since this could be their first professional sales job and their expectations for a high salary are low because they have yet to build a sales track record desirable enough to merit high wages. Because of this they may be content with their present salary.

Sales people 18 to 25 years of age had the highest percentage of dissatisfaction for co-workers and work performed on current job. Those 55 or more years of age had the highest percentage of dissatisfaction for supervision.

8. Is financial compensation related to job satisfaction?

Sales people who earn less than \$20,000 had the highest percentage of dissatisfaction for their co-workers, supervision, opportunity for promotion, present pay and work performed on current job. Those who earn over \$60,000 per year had the highest proportion of satisfied responses for their co-workers, opportunity for promotion, present pay and work performed on current job. Sales people who earn \$20,001 to \$40,000 per year and over \$60,000 per year had the highest percentage of satisfaction for supervision.

The proportion of satisfied responses for co-workers, supervision, opportunity for promotion, present pay and the work performed on their current job increased with amount of financial compensation received. Not surprisingly, this seems to indicate that overall job satisfaction increases with higher wages. However, sales people who earn \$20,001 to \$40,000 reported a higher proportion of satisfied responses for their co-workers, supervision and the work performed on their current job than those who earn \$40,001 to \$60,000. This difference may be due to the earning potential at various stations. While \$40,000 per year may be considered a mid-range income for sales people at a more established radio station, it may be what the top performer at a new station earns. Those earning \$40,001 to \$60,000 per year may be employed at one of the established stations hoping to someday earn the salary of one of their top performers.

9. Is the amount of sales training received at the current job related to job satisfaction?

Those sales people who received no sales training at their current job had the highest percentage of satisfaction for co-workers, supervision, present pay and work performed on the current job.

Sales people with no sales training, as well as those with nine or more weeks of training had the highest proportion of satisfied responses for their perceived opportunities for promotion. These percentages seem to show that sales people who receive no sales training are generally more satisfied with their overall job than those who have had sales training. However, this may also be due to the optimism that comes with the "newness" of



a job. It can be hypothesized that while “new” or inexperienced sales people have no or little sales training, they may express satisfaction with their overall job.

### Conclusions

From these results, a number of conclusions can be drawn. These conclusions, accompanied by salient observations, follow:

1. A salesperson’s satisfaction with his or her supervision, opportunity for promotion, present pay and the work performed on their current job are related to a salesperson’s intent not to change jobs.
2. Career development and advancement are important to women. According to Schwartz, women are increasingly likely to consider their jobs as central, lifelong commitments.<sup>2</sup> Because of this, it can be hypothesized that women are looking for a work environment conducive to long-term career growth.

Although women in this survey reported a satisfied response for most aspects of their job, such as their job in general, supervision, present pay and work performed, a large proportion of women were dissatisfied with their opportunities for promotion. This could be due to their perception of promotion opportunities as a part of their job that they cannot control. Higher wages, quality management and friendly co-workers may be achieved by changing jobs. However, when women search for promotion, they may find themselves constrained by a “glass ceiling,” regardless of the company they choose to work for.

3. Sales people with limited sales experience are generally more satisfied than veteran sales people. The fact that sales people with less than one year of experience reported a high proportion of satisfaction with co-workers could be due to their having been employed for a short period of time as compared with other sales people. The excitement of starting a new career coupled with their limited exposure to the environment which encompasses the "job" may influence them to be initially more satisfied with certain items of the work environment. These items could include their co-workers, supervision, job in general and work performed on their current job.

4. Sales people with less than one year of sales experience are more dissatisfied with their opportunities for promotion than more experienced sales people. This may be due to the fact that since this could be their first professional sales job, their expectations for a promotion are low because they have limited sales experience.

5. Dissatisfaction for present pay tends to increase with years of sales experience. The responses to present pay seem to indicate that after the first year of experience is acquired there is a dramatic increase in satisfaction for present pay, however this satisfaction continues to decrease as years of professional sales experience increases. This could be due to an increase in expectations for a higher salary as the salesperson becomes more mature in his or her years of experience. Sales people with less than one year of experience may have low expectations for a high salary because of their limited experience. This could account for their dissatisfaction with present pay.

6. Sales people who received no sales training at their current job are more satisfied with their co-workers than those who received training. The percentages in table

XXV seem to indicate that the proportion of satisfaction with co-workers increases when there is less sales training received at the current job. The pressure to show improved sales performance after receiving sales training may affect some sales people to perceive their co-workers as competitors. Management's addition of posted progress reports and monthly sales tallies may add to this competitive pyre which could increase dissatisfaction with co-workers.

### Recommendations

Interest in research of the relationship between employee satisfaction and the work environment dates back to the early part of the twentieth century. This study recognizes some of the methods used by previous researches to investigate this relationship, such as the Job Descriptive Index which was developed in 1959 by Patricia Cain Smith, Lorne M. Kendall and Charles L. Hulin. The revised 1985 version of the "Cornell Job Descriptive Index" (JDI) with the newly-developed "Job in General" (JIG) scale, which was designed to be administered with the JDI was also used in this study. As a measurement tool used within the questionnaire, the JDI, successfully fulfilled the intention of this study to measure specific areas of job satisfaction independent of each other. While this allows for problem areas to be more easily identified, the JIG, did not complement the JDI as intended by its developers. Responses to the JIG scale did not significantly vary among respondents. The JIG creates contradictions due to its potential to allow vague interpretations. It is difficult to measure attitudes toward the "job in general" since each individual's definition of this item may vary.

One of the advantages to using the JDI is that it is less obtrusive than other measurement tools. This is an important factor when investigating the potentially private or sensitive issue of job satisfaction. In addition, the unobtrusive approach allowed by the JDI may have attributed to the high response rate of this study.

Since the focus of this study was on radio advertising sales people currently employed in the Tulsa and Oklahoma City metro areas the sample size was relatively small. Because of the small sample size it was difficult to achieve statistical significance for all research questions asked. Subsequent researchers should consider increasing the sample size by surveying radio advertising sales people in large markets within a larger geographic region, such as the Southwest.

Another suggestion for further research would be a comparison of job satisfaction and intent to leave among radio advertising sales people located in different regions of the country. A comparison of job satisfaction and intent to leave among sales people from different sized markets would aid in identifying any differences between market size and factors related to job satisfaction and intent to leave.

The opportunity also exists for a comparison of job satisfaction and intent to leave among sales people with different ethnic/racial backgrounds. This may reveal a need for management to review their current hiring and training policies.

For sales managers and station managers, these results may suggest a need to reevaluate their promotion policies and management philosophy. Women reported a higher level of dissatisfaction with their opportunity for promotion than men. In addition, more women than men reported that they have a very great intent to leave their current

job. Sales managers and station managers must be able to adapt to a changing work environment in which women will play a major role.

Sales managers should also reevaluate their sales training and employee appraisal techniques in order to nurture the improvement of selling skills and engender the job satisfaction of veteran sales people.

Sales people may want to use these results as a reference in evaluating their own attitudes of their current job. Through the identification of specific items in their work environment that they regard as dissatisfying, they may take a proactive approach to changing them.

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<sup>1</sup> F. N. Schwartz, *Breaking with Tradition: Women and Work, The New Facts of Life* (New York: Doubleday Press, 1991): 142.

<sup>2</sup> *Ibid.*

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APPENDIXES

APPENDIX A  
SURVEY INSTRUMENT

## RADIO ADVERTISING SALES JOB SURVEY

This survey is designed to gather information about people currently employed in radio advertising sales. All responses will be kept in strict confidence. Only grouped data will be reported.

If you have any questions about this survey, call (918) 455-7561. PLEASE RETURN YOUR COMPLETED QUESTIONNAIRE BY FEBRUARY 25, 1994.

### PERSONAL

1. Age (please check one):

- |                                   |                                  |
|-----------------------------------|----------------------------------|
| <input type="checkbox"/> Under 18 | <input type="checkbox"/> 35-44   |
| <input type="checkbox"/> 18-25    | <input type="checkbox"/> 45-54   |
| <input type="checkbox"/> 26-34    | <input type="checkbox"/> over 55 |

2. Gender (please check one):

- Male                       Female

3. Racial/Ethnic Background (please check one):

- |                                           |                                          |
|-------------------------------------------|------------------------------------------|
| <input type="checkbox"/> African American | <input type="checkbox"/> Hispanic        |
| <input type="checkbox"/> Asian American   | <input type="checkbox"/> Native American |
| <input type="checkbox"/> Caucasian        | <input type="checkbox"/> Other           |

### EDUCATION

4. Educational background (please check one):

- |                                                  |                                                       |
|--------------------------------------------------|-------------------------------------------------------|
| <input type="checkbox"/> Less than high school   | <input type="checkbox"/> College undergraduate degree |
| <input type="checkbox"/> High school graduate    | <input type="checkbox"/> Graduate/professional degree |
| <input type="checkbox"/> Some college, no degree | <input type="checkbox"/> Other                        |

### WORK ENVIRONMENT

5. Think of your job in general. All in all, what is it like most of the time? In the blank beside each word below, write:

- “Y” for “Yes” if it describes your job  
 “N” for “No” if it does not describe your job.  
 “?” if you cannot decide.

### JOB IN GENERAL

- |                                           |                                    |                                          |
|-------------------------------------------|------------------------------------|------------------------------------------|
| <input type="checkbox"/> Pleasant         | <input type="checkbox"/> Rotten    | <input type="checkbox"/> Waste of time   |
| <input type="checkbox"/> Better than most | <input type="checkbox"/> Enjoyable | <input type="checkbox"/> Good            |
| <input type="checkbox"/> Disagreeable     | <input type="checkbox"/> Poor      | <input type="checkbox"/> Undesirable     |
| <input type="checkbox"/> Makes me content | <input type="checkbox"/> Superior  | <input type="checkbox"/> Worthwhile      |
| <input type="checkbox"/> Inadequate       | <input type="checkbox"/> Bad       | <input type="checkbox"/> Worse than most |
| <input type="checkbox"/> Excellent        | <input type="checkbox"/> Ideal     | <input type="checkbox"/> Acceptable      |

—PLEASE CONTINUE ON THE OTHER SIDE OF THIS PAGE—

## JOB SURVEY—PAGE 2 OF 4

6. Think of the majority of the people that you work with now or the people you meet in connection with your work. How does each of the following words or phrases describe these people? In the blank beside each word below, write:

“Y” for “Yes” if it describes the people.

“N” for “No” if it does not describe them.

“?” if you cannot decide.

COWORKERS

<input type="checkbox"/> Stimulating	<input type="checkbox"/> Fast	<input type="checkbox"/> Unpleasant
<input type="checkbox"/> Boring	<input type="checkbox"/> Intelligent	<input type="checkbox"/> Gossipy
<input type="checkbox"/> Slow	<input type="checkbox"/> Easy to make enemies	<input type="checkbox"/> Active
<input type="checkbox"/> Helpful	<input type="checkbox"/> Talk too much	<input type="checkbox"/> Narrow interests
<input type="checkbox"/> Stupid	<input type="checkbox"/> Smart	<input type="checkbox"/> Loyal
<input type="checkbox"/> Responsible	<input type="checkbox"/> Lazy	<input type="checkbox"/> Stubborn

7. Think of the kind of supervision that you get on your job. How well does each of the following words or phrases describe this? In the blank beside each word below, write:

“Y” for “Yes” if it describes the supervision.

“N” for “No” if it does not describe it.

“?” if you cannot decide.

SUPERVISION

<input type="checkbox"/> Asks my advice	<input type="checkbox"/> Up-to-date	<input type="checkbox"/> Knows job well
<input type="checkbox"/> Hard to please	<input type="checkbox"/> Doesn't supervise enough	<input type="checkbox"/> Bad
<input type="checkbox"/> Impolite	<input type="checkbox"/> Has favorites	<input type="checkbox"/> Intelligent
<input type="checkbox"/> Praises good work	<input type="checkbox"/> Tells me where I stand	<input type="checkbox"/> Poor planner
<input type="checkbox"/> Tactful	<input type="checkbox"/> Annoying	<input type="checkbox"/> Around when needed
<input type="checkbox"/> Influential	<input type="checkbox"/> Stubborn	<input type="checkbox"/> Loyal

8. Think of the opportunities for promotion that you have now. How well does each of the following words or phrases describe these? In the blank beside each word below, write:

“Y” for “Yes” if it describes your opportunities.

“N” for “No” if it does not describe them.

“?” if you cannot decide.

OPPORTUNITIES FOR PROMOTION

<input type="checkbox"/> Good chance for promotion	<input type="checkbox"/> Regular promotions	<input type="checkbox"/> Dead-end job
<input type="checkbox"/> Promotion on ability	<input type="checkbox"/> Unfair promotion policy	
<input type="checkbox"/> Fairly good chance for promotion	<input type="checkbox"/> Good opportunities for promotion	
	<input type="checkbox"/> Opportunities somewhat limited	

—PLEASE CONTINUE ON THE NEXT PAGE—

## JOB SURVEY—PAGE 3 OF 4

9. Think of the pay you get now. How well does each of the following words or phrases describe your present pay? In the blank beside each word below, write:  
 "Y" for "Yes" if it describes your pay.  
 "N" for "No" if it does not describe it.  
 "?" if you cannot decide.

PRESENT PAY

- |                                                              |                                              |
|--------------------------------------------------------------|----------------------------------------------|
| <input type="checkbox"/> Income adequate for normal expenses | <input type="checkbox"/> Insecure            |
| <input type="checkbox"/> Fair                                | <input type="checkbox"/> Less than I deserve |
| <input type="checkbox"/> Barely live on income               | <input type="checkbox"/> Well paid           |
| <input type="checkbox"/> Income provides luxuries            | <input type="checkbox"/> Underpaid           |
| <input type="checkbox"/> More than I deserve                 |                                              |

10. Think of the work you do at present. How well does each of the following words or phrases describe your work? In the blank beside each word below, write:  
 "Y" for "Yes" if it describes the supervision.  
 "N" for "No" if it does not describe it.  
 "?" if you cannot decide.

WORK ON PRESENT JOB

- |                                      |                                        |                                                        |
|--------------------------------------|----------------------------------------|--------------------------------------------------------|
| <input type="checkbox"/> Fascinating | <input type="checkbox"/> Respected     | <input type="checkbox"/> Challenging                   |
| <input type="checkbox"/> Routine     | <input type="checkbox"/> Uncomfortable | <input type="checkbox"/> Too much to do                |
| <input type="checkbox"/> Satisfying  | <input type="checkbox"/> Pleasant      | <input type="checkbox"/> Frustrating                   |
| <input type="checkbox"/> Boring      | <input type="checkbox"/> Useful        | <input type="checkbox"/> Simple                        |
| <input type="checkbox"/> Good        | <input type="checkbox"/> Tiring        | <input type="checkbox"/> Repetitive                    |
| <input type="checkbox"/> Creative    | <input type="checkbox"/> Healthful     | <input type="checkbox"/> Gives sense of accomplishment |

EMPLOYMENT DATA

11. Including your current position, how many years of sales experience do you have? (Please check one)

- |                                             |                                           |
|---------------------------------------------|-------------------------------------------|
| <input type="checkbox"/> Less than one year | <input type="checkbox"/> 6-10 years       |
| <input type="checkbox"/> 1-2 years          | <input type="checkbox"/> 11 or more years |
| <input type="checkbox"/> 3-5 years          |                                           |

12. To what extent are you presently seeking to change jobs? (Please check one)

- |                                      |                                              |
|--------------------------------------|----------------------------------------------|
| <input type="checkbox"/> Not at all  | <input type="checkbox"/> Considerable extent |
| <input type="checkbox"/> Some extent | <input type="checkbox"/> Very great extent   |

13. How long have you been employed at your current position? (Please check one)

- |                                             |                                     |                                           |
|---------------------------------------------|-------------------------------------|-------------------------------------------|
| <input type="checkbox"/> Less than one year | <input type="checkbox"/> 3-5 years  | <input type="checkbox"/> 11 or more years |
| <input type="checkbox"/> 1-2 years          | <input type="checkbox"/> 6-10 years |                                           |

—PLEASE CONTINUE ON THE OTHER SIDE OF THIS PAGE—

JOB SURVEY—PAGE 4 OF 4

14. How much sales training have you received while at your current position?  
(Please check one)

- |                                            |                                          |
|--------------------------------------------|------------------------------------------|
| <input type="checkbox"/> No sales training | <input type="checkbox"/> 4-8 weeks       |
| <input type="checkbox"/> Less than 4 weeks | <input type="checkbox"/> 9 or more weeks |

15. How do/did you receive your sales training at your present job? (Please briefly explain)

---



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16. What is your annual pay before taxes and including commission pay received?  
(Please check one)

- |                                             |                                            |
|---------------------------------------------|--------------------------------------------|
| <input type="checkbox"/> Less than \$20,000 | <input type="checkbox"/> \$40,001-\$60,000 |
| <input type="checkbox"/> \$20,001-\$40,000  | <input type="checkbox"/> Over \$60,000     |

END OF QUESTIONNAIRE

**THANK YOU FOR YOUR HELP!**

Please return this questionnaire in the enclosed postage-paid envelope  
by FEBRUARY 25, 1994 to:

Alan C. Byrd  
Central Mailing Services  
Oklahoma State University  
Stillwater, OK 74075-9988

If you have any questions, please call (918) 455-7561.

If you would like to receive a summary of the results of this survey, please write your name and address in the space below. If you do not wish to receive a copy, you may leave this area blank. Writing your name here will not affect the confidentiality of your responses.

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**APPENDIX B**  
**SURVEY COVER LETTER**



February 9, 1994

Dear:

Very little is known about the demographic and environmental factors that affect the job satisfaction of radio advertising salespeople. As a result, this study has been commissioned to find out how these factors affect the job satisfaction of radio advertising salespeople in Oklahoma.

You have been selected to participate in this survey representing 34 commercial radio stations in the Tulsa and Oklahoma City metro areas. Knowing that your time is extremely valuable, I hope you will take a few minutes to complete the enclosed questionnaire. It should only take 8 - 10 minutes, and your input is critically important.

Your survey has been coded for tracking purposes. However, all responses will remain anonymous and your answers will be kept in the strictest confidence.

I have enclosed a self-addressed, stamped envelope for you to return your completed questionnaire. Please return the questionnaire by February 25, 1994. If you are interested, I will gladly provide you with a summary of the results from this survey once they are compiled. Simply fill in your name and address in the space provided at the end of the questionnaire.

Thank you again for your help with this project. If you have any questions, feel free to contact me at (918) 455-7561

Sincerely,

Alan C. Byrd  
Department of Mass Communication  
Oklahoma State University

VITA<sup>2</sup>

Alan Craig Byrd

Candidate for the Degree of

Master of Science

**Thesis:** SURVEY OF JOB ATTITUDES AND PROPENSITY TO LEAVE OF  
LARGE MARKET RADIO ADVERTISING SALESPEOPLE IN  
OKLAHOMA CITY, OKLAHOMA AND TULSA, OKLAHOMA

**Major Field:** Mass Communications

**Biographical:**

**Personal Data:** Born in Pampa, Texas, October 24, 1969, the son of Richard G.  
and Jo Ann Byrd. Married to Bridget Louise Lavish on August 15, 1992.

**Education:** Graduated from Stillwater High School, Stillwater, Oklahoma, in May  
1988; received Bachelor of Science degree in Radio-Television-Film Sales and  
Management from Oklahoma State University, Stillwater, Oklahoma, in July  
1992; completed requirements for the Master of Science degree at Oklahoma  
State University in December 1994.

**Professional Experience:** Account Executive, KKND-FM radio, Stillwater,  
Oklahoma, October 1990 to August 1991; External Sales Representative,  
Superstar Satellite Entertainment, Tulsa, Oklahoma, August 1993 to Present.

OKLAHOMA STATE UNIVERSITY  
INSTITUTIONAL REVIEW BOARD  
FOR HUMAN SUBJECTS RESEARCH

Date: 01-12-94

IRB#: AS-94-017

Proposal Title: SURVEY OF JOB ATTITUDES AND PROPENSITY TO LEAVE  
OF LARGE MARKET RADIO ADVERTISING SALES PEOPLE IN OKLAHOMA CITY,  
OKLAHOMA AND TULSA, OKLAHOMA

Principal Investigator(s): Dr. Steve Smethers, Alan C. Byrd

Reviewed and Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved

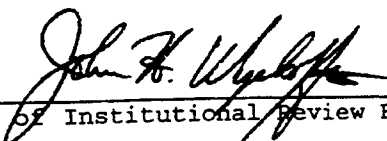
APPROVAL STATUS SUBJECT TO REVIEW BY FULL INSTITUTIONAL REVIEW BOARD AT NEXT  
MEETING.

APPROVAL STATUS PERIOD VALID FOR ONE CALENDAR YEAR AFTER WHICH A CONTINUATION  
OR RENEWAL REQUEST IS REQUIRED TO BE SUBMITTED FOR BOARD APPROVAL. ANY  
MODIFICATIONS TO APPROVED PROJECT MUST ALSO BE SUBMITTED FOR APPROVAL.

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Comments, Modifications/Conditions for Approval or Reasons for  
Deferral or Disapproval are as follows:

Signature:

  
Chair of Institutional Review Board

Date: January 14, 1994