



5-1-1984

A study of Job Satisfaction of Small Market Radio Station Managers

Lawrence William Etling

[How does access to this work benefit you? Let us know!](#)

Follow this and additional works at: <https://commons.und.edu/theses>

Recommended Citation

Etling, Lawrence William, "A study of Job Satisfaction of Small Market Radio Station Managers" (1984). *Theses and Dissertations*. 4393.
<https://commons.und.edu/theses/4393>

This Thesis is brought to you for free and open access by the Theses, Dissertations, and Senior Projects at UND Scholarly Commons. It has been accepted for inclusion in Theses and Dissertations by an authorized administrator of UND Scholarly Commons. For more information, please contact und.common@library.und.edu.

A STUDY OF JOB SATISFACTION
OF SMALL MARKET RADIO STATION MANAGERS

by
Laurence William Etling

Bachelor of Arts, University of Saskatchewan, 1975

A Thesis
Submitted to the Graduate Faculty
of the
University of North Dakota
in partial fulfillment of the requirements
for the degree of
Master of Arts

Grand Forks, North Dakota

May
1984

1984
Et 48

This Thesis submitted by Laurence William Etling in partial fulfillment of the requirements for the Degree of Master of Arts from the University of North Dakota is hereby approved by the Faculty Advisory Committee under whom the work has been done.

Wayne Seaman
(Chairperson)

Steph. Sedell

Dwight J. Eberhardt

This Thesis meets the standards for appearance and conforms to the style and format requirements of the Graduate School of the University of North Dakota, and is hereby approved.

A. William Johnson 5/1/84
Dean of the Graduate School

Permission

Title A STUDY OF JOB SATISFACTION FACTORS OF
SMALL MARKET RADIO STATION MANAGERS

Department Speech

Degree Master of Arts

In presenting this thesis in partial fulfillment of the requirements for a graduate degree from the University of North Dakota, I agree that the Library of this University shall make it freely available for inspection. I further agree that permission for extensive copying for scholarly purposes may be granted by the professor who supervised my thesis work or, in her absence, by the Chairman of the Department or the Dean of the Graduate School. It is understood that any copying or publication or other use of this thesis or part thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the University of North Dakota in any scholarly use which may be made of any material in my thesis.

Signature Lawrence Stetson

Date April 18, 1984

TABLE OF CONTENTS

LIST OF ILLUSTRATIONS	vi
LIST OF TABLES.	vii
ACKNOWLEDGMENTS	viii
VITA.	ix
ABSTRACT.	x
INTRODUCTION.	1
CHAPTER I. REVIEW OF LITERATURE.	4
Broadcast Management	
Job Satisfaction	
CHAPTER II. THE SMALL MARKET RADIO STATION.	30
Structure	
Economic and Social Mileau	
CHAPTER III. METHODOLOGY	50
Job Satisfaction Factors	
Determination of Questions	
Instruments Used to Measure Job Satisfaction	
Method of Data Collection	
Method of Data Analysis	
CHAPTER IV. ANALYSIS OF DATA.	62
Analysis of Data From Mail Questionnaire	
Analysis of Data From Telephone Interview	
Analysis of Data From Personal Interview	
Discussion of Data	
CHAPTER V. CONCLUSIONS, RESERVATIONS, AND RECOMMENDATIONS.	89
Conclusions	
Reservations	
Recommendations	
APPENDICES.	96
APPENDIX A. Mail Questionnaire	97
APPENDIX B. Telephone Questionnaire.	105

APPENDIX C. Personal Interview Questionnaire . .	111
BIBLIOGRAPHY.	113

LIST OF ILLUSTRATIONS

Figure

1. Radio Station Structure 38

LIST OF TABLES

Table		
1.	Job Satisfaction Factors and Statements	55
2.	Personal Data	63
3.	Correlation Between Job Factors and Overall Satisfaction.	65
4.	Means and Standard Deviations of Rankings of Job Factors	68
5.	Correlation Between Personal Data and Overall Satisfaction.	69
6.	Correlation Between Demographic Variables and Job Factors	70

ACKNOWLEDGMENT

I wish to thank the members of my advisory committee for their invaluable advice and guidance during the preparation of this thesis. Without the direction and assistance of Chairperson Dr. Hazel Heiman, Dr. Stephan Rendahl, and Dr. Bruce Eberhardt, the thesis could not have been completed.

I also wish to thank the broadcasters who were the subjects of the job satisfaction study for their response to the questionnaires and interviews. Their cooperation made the study possible.

VITA

Laurence Etling has been involved in the mass media following radio-television studies at Mount Royal College in Calgary, Alberta, Canada. He has worked at several radio and television stations in western Canada and has held a number of positions, including Program Director at CFMC-FM in Saskatoon, Saskatchewan and CHEC-FM in Lethbridge, Alberta. Prior to enrolling in the Speech Department at the University of North Dakota, he was the Assistant News Director at CHQR-AM in Calgary, Alberta. While attending UND, Mr. Etling worked in the newsroom of KFJM, a University radio station affiliated with National Public Radio.

ABSTRACT

This thesis studied job satisfaction of small market radio station managers in North Dakota, Northwestern Minnesota, and Eastern Montana. Thirty-three managers were surveyed by mail questionnaires, telephone interviews, and personal interviews.

The data were used to answer twelve questions regarding factors relating to managerial job satisfaction. From those questions asked, the most significant conclusions drawn were:

1. Factors which probably relate to managerial job satisfaction in small radio stations are: making full use of one's managerial abilities; exercise of authority; dealing with a variety of job challenges; salary; and using one's own judgment.
2. Factors which probably do not relate to managerial job satisfaction in small market radio stations are: career advancement; community recognition; and professional recognition.
3. The importance attached to professional recognition may increase as the level of the manager's education increases.
4. The importance attached to professional recognition may increase if the manager has ownership interest in the station.
5. The importance attached to salary may decrease as the manager's education level increases.

6. The length of time the manager has been in broadcasting does not appear to affect which factors relate to managerial job satisfaction.
7. Tenure as manager does not appear to affect which factors relate to managerial job satisfaction.

INTRODUCTION

The small market radio station is an important part of the American communication system. While the literature of mass communication gives the impression that television is the dominant electronic medium, millions of people rely on radio every day for information and entertainment. According to Broadcasting Cablecasting Yearbook (1983) there were 9,160 radio stations operating in the United States at the end of 1982 compared to only 1,079 television stations. The majority of the radio stations are not large scale businesses.

Perhaps the size of the individual stations has caused researchers and writers to overlook this segment of the mass media as being less important than other areas. Since radio stations greatly outnumber television stations, and since more than half of all radio stations are in smaller centers, it is unfortunate that more research has not been done on the small radio station. In fact, little has been written about media management in general compared to other aspects of mass communication. Yet, good management is crucial to the continued well-being of the small market segment of the broadcast industry.

The dearth of research on station management suggests that this is a field that could be explored in much more depth. However, there are many elements to management, including broadcast management. No single study could investigate all factors relating to successful management practices; therefore, this thesis is an attempt to fill one small gap in our knowledge of broadcast management.

One factor that influences many areas of management is job satisfaction. However, job satisfaction is a complex subject; one must look at both what leads to job satisfaction and also how job satisfaction affects the performance of the individual.

This thesis will attempt to add to the knowledge of both broadcast management and job satisfaction as it relates to managers of small market radio stations. It is hoped that the results will benefit those considering broadcasting as a career by providing insights into the elements that affect the satisfaction some broadcasters receive from their jobs, and that it will also give managers better understanding of an important aspect of their jobs.

The thesis, in looking at specific aspects of job satisfaction, will attempt to answer the following questions:

1. What factors relate to the job satisfaction of small market radio station managers?
2. Does exercising one's authority relate to managerial job satisfaction in small market radio stations?
3. Does making full use of one's managerial abilities relate to managerial job satisfaction in small market radio stations?
4. Does dealing with a variety of job challenges relate to managerial job satisfaction in small market radio stations?
5. Does dealing with a variety of job challenges relate to managerial job dissatisfaction in small market radio stations?
6. Does community recognition relate to managerial job satisfaction in small market radio stations?

7. Does professional recognition relate to managerial job satisfaction in small market radio stations?
8. Does career advancement relate to managerial job satisfaction in small market radio stations?
9. Does financial remuneration relate to managerial job satisfaction in small market radio stations?
10. Does length of time as manager relate to which factors affect managerial job satisfaction in small market radio stations?
11. Does the length of time the manager has been in broadcasting relate to which factors affect managerial job satisfaction in small market radio stations?
12. Does the level of education relate to which factors affect managerial job satisfaction in small market radio stations?

The subjects of the study are managers of small market radio stations in the upper plains states.

CHAPTER I

REVIEW OF LITERATURE

Broadcast Management

Small market radio station management has not been studied in depth. Bogart (1974) said that social scientists have focused more attention on content and audiences than on media management; he pointed out that much of what has been written took the form of biographies and novels, rather than academic scrutiny. According to Bogart:

A great deal of valuable documentation, of public curiosity and journalistic interest, has appeared in the form of reportage on specific incidents of media decision-making and mismanagement; gossip about personalities; and other accounts--often subjective and opinionated in tone--of management selection, power struggles, achievements and failures (p. 146).

Some material that could provide insights into the executive decision-making process fail to be reported at all. Bogart (1974), for example, said that a 1967 survey was conducted into the news judgments, salaries, educational backgrounds, and reading habits of newspaper managing editors and telegraph editors. But, according to Bogart:

Many of the findings were considered unflattering by the sponsoring organization--the Associated Press Managing Editors--and so they were never released in full, in spite of their potential scholarly and practical interest (p. 147).

Some of the research that has been published is of questionable validity according to Bogart (1974, p. 147):

[some studies of] specific media occupational groups . . . are small in scale and conducted unscientifically . . . such research is not usually reported in the academic literature, though it may be briefly summarized in the trade press.

Kirkley (1978, p. 8) reiterated Bogart's (1974) view when he said that while there have been some volumes written about broadcast management, "little has been done to distinguish the job of the radio station manager from the overall field of management." He also noted that many books on broadcasting focus on large market radio and television stations. Kirkley pointed out that much of the writing about broadcast operations tends to look at the functions of various radio station departments; however, he also explained that radio station management is unique in several respects from that of other business management.

Perhaps one reason for the lack of detailed study of small station broadcast management is the perception in the minds of many educators, students, and researchers that there is little difference between the managerial circumstances of small market and large market broadcast managers. Quaal and Brown (1976) said that:

The preparation of tomorrow's managers in broadcasting and the services provided for those who are in management today seem to presuppose that there is a common set of principles and methods which can be used to advantage in any situation (p. 12).

Quaal and Brown also concluded that "obviously there are differences in all managerial situations, but successful methods should apply universally if ingenuity is used in their application."

In Broadcast Management, Quaal and Brown (1976, p. 31) looked at some of the general principles of management and explained that:

We have checked our colleagues who are successful managers in radio and television and find that they possess the seven characteristics of leadership, intelligence, knowledge, judgment, personal integrity, sense of responsibility, attitude toward work, and showmanship.

Such characteristics would be prerequisites to success in almost any field, but whether "checking our colleagues" constitutes serious research into managerial styles and abilities must be in doubt. Broadcast Management is an excellent broadcast management primer and is one of very few attempts to explain managerial principles as applied to broadcasting. Perhaps this combination of academic and business perspectives is the product of the backgrounds of the authors. Ward L. Quaal is a former president of WGN Continental Broadcasting Company of Chicago, while James A. Brown was chairman of the Radio-Television Department at the University of Detroit and of the Telecommunications Department at the University of Southern California between 1967 and 1974. However, Broadcast Management is a comprehensive look at all aspects of radio and television management in both large and small sized markets; thus, there are few applications cited that are relevant only to the small market radio station manager.

An earlier attempt to fill the gap in the literature of broadcast management as applicable to the small market manager was made by Robert Coddington. Modern Radio Broadcasting: Management and Operation in Small-to-Medium Markets (1969) looked at various aspects of small station management, from how to select a market and apply to the Federal Communications Commission for a license, to day-to-day operating procedures. One of the main differences between a large market and a small market station's operations is that the small station must be more intimately involved in the daily lives of the people in the community it serves. Coddington explained:

The metropolitan station can specialize its programming in an effort to acquire the intensive following of a fractional segment of those within range, but the operator in the smaller towns is eternally challenged by the need for every local listener he can attract . . . only strong local interest can attract the steady listenership of the local public (p. 13).

Coddington (1969, p. 17) said that the small market station's public image is reliant to a much larger degree on its personnel than is the image of a large market station:

However, there is one vitally important characteristic of a small town that is not encountered in the big city: the individual's personal life is public knowledge. Unjust as it is, guilt by association prevails in a small town, so that one employee's less-than-exemplary conduct can endanger the carefully nurtured image a station has built in its home town.

Nevertheless, Coddington (1969, p. 18) also pointed out that:

Fortunately, though, there is a temperament that prefers the less hectic small-town pace; that derives the greatest satisfaction socially from small groups in private homes; that takes a direct interest in community affairs through active participation in local civic organizations.

Coddington's (1969) book is one of a very few broadcast management books to mention the idea of satisfaction, either job related or culturally and socially related.

Two other authors who also mentioned some differences between large and small markets were Johnson and Jones in Modern Radio Station Practices.

In a large market, competition is more diverse, usually more skilled, and more specialized. A small market requires more diversity in programming and perhaps a broader range of programming abilities, since fewer competitors may fill the total community's needs. A small market requires greater breadth of understanding, tolerance, and communication with the diverse people of the community; although, certainly, a small market has less diversity, fewer groups to deal with, and fewer places to go to keep aware of events than does a large market (1978, pp. 118-19).

Johnson and Jones' book, while similar to earlier broadcast books, gave a detailed look at various aspects of radio operations from a station's physical layout to news coverage, sales, and music selection. While it is a useful summary of many phases of radio station procedures, it did not mention managerial job satisfaction.

Another book that detailed the various aspects of managing a radio station was Broadcast Station Operating Guide by Sol Robinson (1969). Robinson covered the "mechanics" of radio station management-- programming, staffing, sales, internal operations, and how to apply for an operating license. This book, though useful to a student, did not touch on managerial techniques or philosophies, or look at broadcast management from the "human" point of view; that is, the manager's important task of motivating his employees and dealing with their problems and concerns.

The role of the manager in the radio station's operations was covered at more length by Jay Hoffer in Managing Today's Radio Station (1968). Although not writing specifically for the small market manager, Hoffer discussed not only the day-to-day station operations, but also the numerous personal aspects of a manager's job. He pointed out the importance of good health and an understanding family in maintaining the manager's ability to do the job. About the role of motivation, Hoffer wrote that:

A great deal of the motivation for entering the field of broadcasting in the first place has to do with self-esteem and recognition by others of one's ability. To some, this may appear egocentric. Talent, sensitive to its environment, oftentimes creates this impression (p. 30).

While Hoffer (1968) was one of the few authors who discussed the manager's interpersonal relationship with his subordinates, he did

not make any references to the literature of management, or mention any of the managerial styles that are found outlined in the management textbooks. The author seemed to draw upon his own considerable broadcasting experience as the source of his advice. In fact, Hoffer (p. 4) said "all of the thoughts contained herein are personal observations and opinions culled from a lifetime of dedication to broadcasting." While certainly useful, such single person observations probably cannot be accepted as having a basis for forming a management theory.

A later book, Organization & Operation of Broadcast Stations, by Jay Hoffer (1971) explained the functions of the various departments in a radio station and offered advice to those trying to get into the business. Hoffer stressed the importance of creativity in radio:

In broadcasting, the bounds of individuality and creativity are virtually endless. The very challenge of doing something different is there on a daily basis Things happen in the field of broadcasting. We make them happen. We experiment, we shape, we mold. Campaigns are launched, promotions are affected, presentations are constructed (p. 14).

The role of creativity was usually not mentioned by broadcasting authors. While the means of developing creativity were not fully explored, that Hoffer (1971) made it an important principle is evident in the following statement:

The whole area of broadcasting breathes of creativity. Regardless of the size of the operation and the number of people involved, creativity exists in a radio station. Sometimes it does not achieve its full fruition due to budget and time considerations, but this does not defeat the creative drive (p. 15).

Other books on broadcast operations include a book of readings by Sherril W. Taylor (1967), with articles written by station managers, company presidents, program directors, and news directors describing

various aspects of their jobs; J. Raleigh Gaines (1973) looked at various aspects of a program director's job; Robert L. Hilliard (1967) edited a book of articles by several authors on formats, programming, writing, producing, and broadcast history. None of these books gave significant treatment to the small station manager.

Sydney Head's Broadcasting in America: A Survey of Television and Radio (1972) is a popular, more complete overview of the broadcasting industry from its history to economics and station operations, but it does not mention management principles or problems.

In the review of broadcast literature it was found that most books which discussed broadcast management were written by persons with extensive experience in large market broadcasting, and who relied upon their experience as the basis for their expertise. Bogart (1974) noted that most writing on the subject is not scholarly, and tends to focus on content and audiences, rather than on management. A number of books have been written on the impact of radio and television on society, many on specific aspects of broadcast operations, but few on broadcast management. Therefore, only those works which in some way touch on the principles and problems of radio station management were mentioned in this review of literature. This area seems not to have attracted much attention from the academic writers. Little of significance relating to small station management was found in books.

There has been at least one job satisfaction study conducted of those employed in the mass media. Jack Haberstroh (1969) attempted to determine the relationship between demographics of newspaper, radio, and television advertising representatives and their levels of job satisfaction. He also attempted to discover relationships between

job satisfaction and length of time the sales representatives had been with their present employers, length of time in the media, cities lived in, age, education, marital status, income, and method of compensation.

Haberstroh (1969) surveyed 732 sales personnel from the nation's largest-volume newspaper, radio, and television advertising representative firms. He used a mail questionnaire, which Haberstroh (p. 40) said measured "one's self-evaluation of the job itself, the amount of time one feels satisfied, one's attitude toward changing one's job, and one's self-comparison with others on the variable of job satisfaction." Among the findings outlined by Haberstroh were:

1. Representatives, in general, are quite satisfied with their jobs.
2. Little job satisfaction difference is apparent between representatives having previous sales experience and those having none.
3. Job satisfaction from 2 to 5 years with a media representative firm is somewhat lower than that for representatives enjoying their initial year of employment by a representative firm.
4. Representatives who are hired from media advertising sales positions show a higher degree of job satisfaction than those who came from other positions.
5. Married representatives report slightly more job satisfaction than unmarried ones.
6. A curvilinear relationship of age with job satisfaction is suggested.
7. Job satisfaction tabulations across the educational variable reveal no distinct inter-media contracts.
8. A positive relation between job satisfaction and income seems to exist for all media representatives (pp. 153-156).

Haberstroh (1969) also found that newspaper advertising representatives in almost every demographic variable were not as satisfied with their jobs as radio and television representatives.

Among the studies of broadcasters, Donald H. DeKrey (1953) of the University of North Dakota examined the job skills of fourteen members of a small radio station by focusing on their language skills, vocational jobs, avocational activities, and the community organizations with which they associated. He found: language, manual, and position skills were required for success in all departments of the radio station; a high correlation between language skills proficiency and salary rank; a low correlation between manual skills and salary; and a high correlation between position skills and salary.

Rey LeRoy Barnes (1970) studied eighteen radio station managers, program directors, and news directors, gathering statistical information such as age, educational background, and length of time in broadcasting, as well as information about factors such as community involvement and reading habits. Barnes attempted to discover what factors influence managerial decision-making. The study touched tangentially on job satisfaction. Barnes said that the broadcasters he interviewed reported finding life in small towns rewarding and meaningful. This reward was measured in terms of self-satisfaction, not monetary return. This may not be surprising since Barnes also found that managers of small market stations tended to come from smaller communities. Two-thirds of the managers interviewed were reared in communities of less than 25,000 population. Other interesting findings of the study were that broadcasters placed great value on their image in the eyes of other broadcasters; broadcasters enjoy the prestige they believe

they receive in their communities; broadcasters tend to consider themselves a unique group and frequently seek information, advice, and ideas from other broadcasters.

Charles Kay Wilkins (1971) studied attitudes and predictive abilities of managers of AM radio stations in small single-station markets. Fourteen managers in Idaho, Montana, and Wyoming were studied through the use of three tests and a questionnaire. Wilkins found that the radio station is an important source of information to the communities, but when comparing managers' and listeners' responses, it was found that managers apparently felt their stations ranked higher as a business than did the public. Wilkins also found that the manager's view of status seemed to be determined by his regard for himself; those with lower esteem viewed their positions as having a higher status level than those with higher esteem. Those with higher esteem ranked themselves and their businesses at a level closer to that perceived by the public. However, Wilkins found that managers' abilities to predict the feelings and attitudes of audiences were not affected by their differing esteem levels.

Several broadcast studies were reported in the Journal of Broadcasting. Bruce A. Linton and Victor Hyden, Jr. (1958-59) of the University of Kansas reported on salaries and managerial attitudes toward university graduates. It was found that larger stations paid higher salaries than did smaller stations, with the average salary being \$425 per month for large market station announcers and \$335 per month for small market announcers. Sherman P. Lawton (1962) of the University of Oklahoma reported that while the most common reasons for the discharge of radio station employees had to do with the

employees' behavior, ability, and training, more than thirty percent of those discharged from radio stations were for reasons related to management. Those factors included station reorganization, job consolidation, department realignment, lack of station profit, and overstaffing.

One of the most widely discussed studies of broadcast management was "The Broadcasting Employee: A Report from the APBE-NAB Employment Study" by Dr. Glenn Starlin (1963), which summarized results of a study conducted jointly by the Association for Professional Broadcasting Education and the National Association of Broadcasters. Of those surveyed, about sixty percent had held other jobs in broadcasting immediately preceding their present jobs, while forty percent came from other fields. The most common reason given for entering the broadcasting field was to advance oneself personally. Starlin also reported that professional suitability, opportunity for self-expression, and general liking for the industry were the most common reasons listed for entering the industry. Over ninety percent of the respondents were happy with their decisions to work in broadcasting; however, slightly over eighty percent wished to continue their broadcasting careers. The survey was conducted among both management and staff. To account for the ten percent difference in responses, Starlin suggested that staff employees may be happy with their jobs but still had not achieved as many of their goals as management had. The study also indicated a high degree of job satisfaction among those surveyed. Starlin (p. 238) reported that when questioned about eventual job objectives, those in radio replied that their most common objective was

station ownership. "The radio employee reflects the typical pattern of advancement--specialization, management, and finally ownership. In television, ownership is probably not regarded as a realistic objective by many employees." This may be due at least in part to the relatively high cost of television station ownership compared to radio station ownership.

Lawrence W. Lichty and Joseph M. Ripley (1967) stated that:

The need to know some of the variations of station organization is particularly acute among those students and others who are planning to find employment for the first time in a particular type or size of station (p. 139).

Their report outlined the size and structure of several AM, FM, and television stations from small to large markets.

John Couric (1970) studied how some radio stations undertook market research to determine their communities' needs and interests. He noted that much of the research was conducted by methods of questionable reliability. Couric said that:

The problem of small market research is deeper than its haphazard methods, however. Comments attached to the questionnaires showed that the station owners often do not know what they are seeking; or that they seek verification that their programs are entertaining and well-received rather than seek an index or measure of community service.

Couric (1970) concluded that it is possible for small market radio station managers to conduct research to get a "feel" of their communities, but that less than half of those questioned did so.

One of the most interesting studies was conducted by Dr. Thomas W. Bohn and Dr. Robert K. Clark (1972, p. 205) who verified the need for more small station management study.

While there is now available some information on the "composite" radio station manager, there is none on the composite small market manager. Neither is there data for a comparison of the

small market radio station manager with the small daily newspaper editor.

Bohn and Clark (1972) received answers to questionnaires from 110 daily newspaper editors and radio station managers across the country, and interviewed managers and editors in twenty-one small communities in Ohio, Michigan, and Indiana. Statistical data were reported, but perhaps the most interesting results reported by Bohn and Clark were that:

Both groups regarded themselves as strong local influentials rather than cosmopolitans. Responses from both groups pointed out that editorializing and commenting on events "tied to the local populace" was extremely important. . . . This local rather than cosmopolitan orientation is further evidenced by the vast majority of both groups not choosing to move to a larger community if the opportunity afforded itself Most of the individuals in the study are in their respective communities because they want to be (pp. 213-14).

This confirms the findings of Barnes (1970, p. 130) that "the broadcasters I interviewed reported that they find life in small towns rewarding and meaningful." Unlike Barnes, however, Bohn and Clark (1972) did not ask the questionnaire recipients about the size of the communities in which they were raised, so a conclusion cannot be drawn about the effects of the size of one's home town on community satisfaction. Regarding self concept, Bohn and Clark concluded that editors saw themselves as having a greater influence on their communities than did the radio station managers.

Dr. John Abel and Frederick N. Jacobs (1975) studied radio station managers' attitudes toward broadcasting graduates. They estimated that there were about 12,000 junior and senior university students pursuing broadcast degrees at that time; Abel and Jacobs were interested in how university broadcasting graduates were perceived by management. They received over 700 replies to questionnaires mailed

to radio station managers across the United States. Among other things, Abel and Jacobs (p. 443) concluded that "overall, managerial attitudes are relatively unfavorable toward college graduates and college broadcasting departments," and suggested that educators reflect upon the training they are offering, without self-serving rationalizations.

Linton and Hyden (1958-59) found that many radio station managers had reservations about broadcast training because universities did not pay enough attention to the commercial side of broadcasting, that too much theory and not enough practical aspects were taught, that students need a more liberal education, that there was too much preparation of students for large markets, and that too many students are taught by those who do not know their jobs. Similar responses were received to the survey by Abel and Jacobs (1975, p. 443) who reported that some managerial attitudes toward small college students were:

Most college graduates with degrees in broadcasting do not understand the commercial radio industry . . . colleges with broadcasting departments are not doing a good job preparing students for commercial radio careers . . . college students are too idealistic.

Thus, Abel and Jacobs (1975) and the earlier study by Linton and Hyden (1958-59) reported similar attitudes toward college broadcast training by radio station managers.

Besides the articles relating in some way to small market radio station management that have appeared in the academic journals, a few articles on small radio station management have been published in trade magazines. Many of these articles offer specific hints from broadcasters about how other managers can improve the efficiency of their

stations. For example, "Management Roundtable: Controlling Radio Operating Costs" appeared in Broadcast Management/Engineering (March, 1965) and carried comments from five small market managers about how they attempt to keep down their operating costs. Si Willing in Broadcast Management/Engineering (February, 1967) explained how his station went on the air and found community acceptance in Winnsboro, Louisiana. Philip Zimmerman outlined accounting procedures for a small radio station in The New York Certified Public Accountant (March, 1967). Sol Robinson detailed his Connecticut radio station's operating procedures in Broadcast Management/Engineering (October, 1967). In a brief commentary section of Broadcasting (April 5, 1971, pp. 49-50) one station manager indicated that a manager picked out of any business will likely be more successful as a radio station manager than will someone with previous experience in radio but with no previous managerial experience. This view was echoed by Quaal and Brown (1976) who suggested that successful managerial methods would apply universally if applied ingeniously.

Other trade magazine articles relating to small station management include "Age of the Computer Comes to Small and Medium Market Radio," by Gunther Meisse (August, 1972) and an unsigned article titled "The Computer Opens a New Level of Audience Research" (November, 1980). Richard M. Reese and Wilbur W. Stanton (April, 1980) outlined how small market stations can develop their own research techniques in an article for the Journal of Small Business Management.

The books and articles examined in the previous pages suggest that much of the writing is devoted to the "day to day" operating procedures of the radio station but that limited material is available

on small market radio station management. With the exception of Quaal and Brown (1976), none of the authors explored in detail such human aspects of management as motivation, and only one electronic media job satisfaction study was found. While a few references have been made to areas such as staff selection and employee relations, little study has been done on these aspects of broadcast management.

Job Satisfaction

In contrast to the limited number of studies on broadcast management, there are numerous sources of information on job satisfaction in general. Locke (1976, p. 1297) stated that between 1957 and early 1972 there were at least 3,350 articles, theses, and dissertations written on the subject of job satisfaction in a number of contexts. Since 1972 more studies, books, and articles have been added. It is beyond the scope of this review of literature to give a comprehensive report on all of this information. Rather, what follows is a review of some of the basic principles of job satisfaction as they apply to the management of small radio stations studied in this thesis.

Locke (1976, p. 1300) said that "satisfaction is an emotional response," and he defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." Locke (p. 1303) defined a job as "a complex interrelationship of tasks, roles, responsibilities, interactions, incentives, and rewards." Locke believed that a person who is mentally and emotionally involved with the work, and for whom important values are at stake in the job, should experience higher degrees of job satisfaction than someone who is not involved in the job. Locke argued that there are

three elements involved in job satisfaction--expectancies, needs, and values. Expectancies were defined as the discrepancy between what one expects from the environment and what one gets. These discrepancies can be positive or negative, resulting in satisfaction or dissatisfaction. As for needs, Locke said that:

The concept of need arises from the fact that the existence of living organisms is conditional; life depends upon a specific course of goal-related action. The concept of need refers to those conditions which are required to sustain the life and well-being of a living organism (p. 1303).

Locke pointed out that needs can be physical, such as food and water, and psychological, such as self-esteem and pleasure. The author (p. 1304) distinguished needs from values: "A value is what a person consciously or subconsciously desires, wants, or seeks to attain." He also pointed out that numerous theorists have concluded that the most direct determinant of job satisfaction is the perceived job situation in relation to the individual's values. Locke said that:

Every emotional response reflects a dual value judgment; the discrepancy (or relation) between what the individual wants (including how much he wants) and what he perceives himself as getting, and the importance of what is wanted (or that amount of what is wanted) to the individual (p. 1304).

This relationship between what the individual wants and what he perceives himself as getting was identified as the path-goal theory of motivation by Georgopoulos, Mahoney, and Jones (1957), and others. Lawler and Porter (1967) explained the path-goal theory as follows:

People are motivated to do things which they feel have a high probability of leading to the rewards which they value. When a worker says he is satisfied with his job, he is in effect saying that his needs are satisfied as a result of his having his job (p. 22).

Lawler and Porter (1967) explained a performance or motivation model which entails the receipt of rewards by the individual. These rewards can be extrinsic, such as pay or promotion, or intrinsic, such as a feeling of accomplishment. If the rewards are perceived as being equitable compared to the effort expended or to the rewards received by others for similar effort, the individual may receive job satisfaction. If the rewards are not commensurate with effort expended, job dissatisfaction may result. Lawler and Porter distinguished between extrinsic and intrinsic rewards. Extrinsic rewards include organizationally controlled benefits such as pay, promotion, status, and security rewards. Lawler and Porter (p. 24) said that these rewards are relatively weak, "because of the difficulty of tying extrinsic rewards directly to performance." Intrinsic rewards, on the other hand, are much stronger because "intrinsic or internally mediated rewards are subject to fewer disturbing influences and thus are likely to be more directly related to good performance." An example of an intrinsic reward is a feeling of having accomplished something worthwhile.

Lawler (1969) indicated that because they are internally mediated, the connection between intrinsic rewards and performance is stronger than that between extrinsic rewards and performance. According to Lawler, this makes intrinsic rewards more powerful motivators than extrinsic rewards.

The intrinsic-extrinsic rewards differentiation outlined by Lawler and Porter (1967) was similar to an earlier hypothesis of Frederick Herzberg (1959) which referred to the factors surrounding the job as "hygiene" factors. According to Herzberg (p. 113) these include "supervision, interpersonal relationships, physical working

conditions, salary, company policies and administrative practices, benefits, and job security." These hygiene factors correspond to the extrinsic factors outlined by Lawler and Porter. According to Herzberg, hygiene factors are related strongly to job dissatisfaction than to satisfaction. The absence of hygiene factors will result in dissatisfaction because things such as acceptable working conditions and benefits are taken for granted, and when they fall below the minimum acceptable standards, workers become unhappy. However, Herzberg noted that the presence of hygiene factors does not necessarily lead to job satisfaction.

Things which lead to improved performance and job satisfaction were labeled by Herzberg (1959) as "motivators." These correspond to the intrinsic job satisfaction elements outlined by Lawler and Porter (1967). Herzberg (p. 114) called them motivators because "they satisfy the individual's need for self-actualization in his work It is only from the performance of a task that the individual can get the rewards that will reinforce his aspirations."

According to Lawler (1969, p. 429) whether a person is intrinsically motivated depends upon job content; jobs must possess three characteristics in order to arouse higher order needs:

The first is that the individual must receive meaningful feedback about his performance . . . the second is that the job must be perceived by the individual as requiring him to use abilities that he values in order for him to perform the job effectively . . . finally, the individual must feel he has a high degree of self-control over setting his own goals and over defining the paths to these goals.

According to Georgopoulos, Mahoney, and Jones (1957) there are two routes by which an individual may reach his or her goals.

Their "path-goal hypothesis" declared that workers who see high productivity as leading to the attainment of one or more goals will tend to be high producers, and vice versa. From a managerial viewpoint, "productivity" might be synonymous with "performance," and "producer" with "performer." Georgopoulos, Mahoney, and Jones (p. 346) conceded that "the first aspect of this hypothesis is probably more general and relevant in our society; it is doubtful whether many people see low productivity as helping the achievement of their goals."

The relationship between work and productivity is essential to the concept of job satisfaction. Lofquist and Dawis (1975, p. 132) referred to the individual's relationship to the environment as work adjustment, and explained that:

Work adjustment may be thought of as the continuous process by which the individual and the work environment meet each other's requirements. If work adjustment is to be acceptable, the individual must perform satisfactorily and the work environment must be satisfying.

According to this theory, both motivators and hygiene factors must be present if the individual is to successfully adjust to the work environment and find job satisfaction.

Thus far, the nature of work, and its relationship to the individual, has been considered. The nature of job satisfaction and some factors which contribute to job satisfaction and job dissatisfaction have also been reviewed. However, job satisfaction is also influenced by the individual's ability. A person may have a positive attitude and clearly defined goals, but may still not receive much satisfaction from the job if his or her abilities are not sufficient to carry out the necessary tasks. Locke (1976) explained that:

If the degree of challenge is so great that the individual cannot cope with it, he will experience a sense of failure and frustration with his work. If the challenge is moderate, in the sense that success is difficult but possible, then the individual will experience pleasure and satisfaction (p. 1320).

In other words, if the challenges of the job are greater than the individual's ability to meet them, the individual will experience less job satisfaction than if the individual's ability is greater than the job challenges. Lawler (1976, p. 1254) explained that "unless both ability and effort are high, there cannot be good performance. Great amounts of effort cannot completely take the place of ability."

The expenditure of "great amounts of effort" to achieve one's goals indicates that the need to achieve goals is a powerful one. Murray (1938) developed the manifest needs theory in which he explained that individuals have many needs which affect their behavior. These needs include the needs for achievement, affiliation, autonomy, order, power, and succorance, among others. McClelland (1962) argued that, in the managerial situation, the need for achievement is stronger than the drive for profit in motivating an individual to make the best possible use of his or her abilities. He (p. 100) contradicted the traditional view of the businessman as being motivated by the drive to make more money either for himself or for the organization:

It is not profit per se that makes the businessman tick but a strong desire for achievement, for doing a good job. Profit is simply one measure among several of how well the job has been done, but it is not necessarily the goal itself.

This may be why Lawler and Porter (1967) concluded that intrinsic rewards are more powerful motivators than extrinsic rewards; the need for achievement is greater than the need for external rewards.

However, those with a high need for achievement must strike a delicate balance between that need and their abilities to meet job challenges. According to McClelland (1962, p. 104), one characteristic of an individual with a strong achievement concern "is his tending to set moderate achievement goals and to take 'calculated risks'." He explained that:

Only by taking on moderately difficult tasks is he likely to get the achievement satisfaction he wants. If he takes on an easy or routine problem, he will succeed but get very little satisfaction out of his success. If he takes an extremely difficult problem, he is unlikely to get any satisfaction because he will not succeed. In between these two extremes, he stands the best chance of maximizing his sense of personal achievement.

Locke (1976) reinforced McClelland's view when he said that the individual stands the greatest chance of experiencing job satisfaction if the work challenge is difficult but possible to meet.

McClelland (1962, p. 105) said that a high need for achievement should suit the business entrepreneur more than the organization man, and he concluded that:

Therefore, we waste our time feeling sorry for the entrepreneur whose constant complaints are that he is overworking, that he has more problems than he knows how to deal with, that he is doomed to ulcers because of overwork, and so on. The bald truth is that if he has a high [need for achievement] he loves all those challenges he complains about. In fact, a careful study might well show that he creates most of them for himself.

Of course, not all people have a high need for achievement.

Some people, with low need for achievement, may be motivated to perform their jobs well by other rewards. According to McClelland (1962, p. 106) this type of individual "works harder when he has a chance of taking money away from a situation. The money in and of itself means more to him than it does to a person with high [need for achievement]."

While both intrinsic and extrinsic rewards are motivators for high performance, the type of reward that is strongest will vary according to the individual. Those with a high need for achievement will be motivated more strongly by intrinsic rewards, while those with lower need for achievement will be motivated more strongly by extrinsic rewards. Those with lower need for achievement would also likely be willing to set lower, more easily attainable, goals than those with higher need for achievement, since achievement of the goals is not a motivator in and of itself.

Another factor that influences the amount of job satisfaction a person receives is the opportunity for the individual to set his or her own goals. Lawler (1969, p. 429) explained that for higher-order needs to be satisfied, "the individual must feel he has a high degree of self-control over setting his own goals and over defining the paths to these goals." This involves the design of the organization for which the individual works. Davis and Trist (1979, p. 163) explained that aside from "individual skills and wage payment systems, the design of the work organization and its effect on all participants stands out as a major factor contributing to system performance and personal satisfaction." According to Davis and Trist, the type of organization structure is one factor that can affect cooperation, commitment, learning and growth, ability to change, high work satisfaction, and improved performance. They said that:

The studies indicate that when the attributes and characteristics of jobs are such that the individual or group becomes largely autonomous in the working situation, then meaningfulness, satisfaction, and learning increase significantly, as do wide knowledge of processes, identification with the product, commitment to desired action, and responsibility for outcomes (p. 180).

In other words, increased opportunity to use one's skills (autonomy) in many instances could be expected to increase the amount of satisfaction the individual receives from performing the job.

The literature suggested that environmental factors might limit the individual's opportunity to make full use of his or her abilities. While the organization's structure might be such that many, or even all, of the employees are given the opportunity to fully develop their talents, influences such as legal restrictions, changes in technology, competition from other companies, lack of financial resources, and public opinion might limit the possible courses of action.

Stoner (1982) explained the importance of the environment to the contemporary businessman:

The environment has assumed increased importance in managerial decision making. Indeed, an organization's response to its environment may be critical to its existence. Managers today must establish some method or approach that will enable them to maintain and improve their performance in a changing environment (p. 60).

Stoner listed sixteen external factors with which a manager must deal when performing his or her duties.

While ability, rewards, motivation, and environment are said to be important job satisfaction or dissatisfaction, according to the literature reviewed, job satisfaction is only one factor that affects an individual's relationship with an organization. March and Simon (1958) included such factors as amount of rewards (status or money) offered by different organizations, the individual's participation in job assignment, level of education, rate of change of status and/or income, size (of the work group and of the organization), number of perceived extraorganizational activities, sex of the individual,

heterogeneity of personal contacts for the individual, visibility of the individual, uniqueness of the individual, the individual's propensity to search, and habituation to a particular job or organization.

A factor implied by March and Simon (1958) but not stated explicitly is the desirability of career change. While an individual may have been satisfied in a job, the desire to change (improve) one's career may dictate the termination of one's relationship with a company. According to this theory of occupational choice, people select their occupations to meet their needs. Hoppock (1957) said that people choose occupations that they believe will best meet the needs that are of most concern. He (p. 76) indicated that specific jobs within an organization may differ greatly and "because of these differences a person may be satisfied in one job and dissatisfied in another job in the same occupation if one of the jobs meets more of his needs than the other." According to Hoppock, needs and values change over time. Influences affecting changes as needs and values change include economic, educational, psychological, and sociological factors.

Hoppock (1957, p. 75) agreed that as one's needs and values change, so do the satisfactions that one expects from a job:

Satisfaction can result from a job which meets our needs today, or from a job which promises to meet them in the future. Occupational choice is always subject to change when we believe that a change will better meet our needs.

Therefore, job satisfaction is not necessarily constant; satisfaction or dissatisfaction will change as an individual's needs and values change. This view was reiterated by Locke (1976, p. 1300) when he stated that job satisfaction is a pleasant state "resulting from the

appraisal of one's job or job experiences."

Thus, the review of literature suggests that while little research has been conducted on small radio station management, more has been done on job satisfaction. Much of the literature of broadcast management deals with the operational aspects rather than the managerial functions of the radio station manager's role. While management methods have been largely overlooked by researchers of radio and television, some writers have pointed out that there is a certain type of individual who enjoys both living in smaller communities and facing the challenges of small business management. Since little research has been conducted to determine which factors are the strongest influences on managerial job satisfaction in small market radio stations, this thesis will attempt to add to the literature of broadcast management by examining how several factors affect the job satisfaction of some small market radio station managers.

CHAPTER II

THE SMALL MARKET RADIO STATION

Structure

Most radio stations are not large-scale businesses. Johnson and Jones (1978) reported that eighty-five percent of all stations generate less than \$500,000 revenue per year; more than half of all stations are in cities of 50,000 persons or less, with thirty-six percent located in centers of fewer than 15,000 people; many major-market radio stations have more than 100 employees, but many stations have fewer than ten; and some large corporations have more employees than the entire radio industry.

Yet, despite the size of their stations, managers must be concerned with good management techniques. Terry (1956, p. 4) cited a study showing that "approximately nine out of every ten [business] failures are due to poor management." The study found the most important cause of business failure, 49.4 percent, to be managerial incompetence. The radio industry is not immune to the problems faced by managers of other types of businesses; however, radio is unique in several ways. Unlike many other industries, radio offers only two commodities--time and sound--for sale. A radio station exists by broadcasting the sound of advertising messages for specified lengths of time. These advertising messages, or commercials, are delivered to a potential audience,

or number of listeners. The size of the potential audience determines how attractive it is to potential advertisers. As pointed out by

Robinson:

The only thing a radio station can offer its advertisers is listeners. It is purely academic that if no one is listening, your advertiser's message cannot produce any customers for him. Likewise, it follows that the greater the population, the better the possibility to produce a large audience (1969, p. 9).

As the size of the station's audience grows, so does the value of its air time.

Another way in which radio is unique is that radio stations, unlike other types of industries, have limited capabilities to get their product to their potential customers. The size of the population falling within a station's broadcast range is determined by several factors: population of the area and technical elements such as the station's transmitter power, transmitting frequency, antenna system, and soil conductivity. The technical factors are frequently beyond the control of the individual stations, since power and frequency are determined by the government, and soil conductivity is uncontrollable. However, these factors determine how widely the station's signal is broadcast, and mean that stations in the same center can have very different signal coverage areas. Thus, radio stations located in the same city might have potential audiences of quite different size. Because of this, radio stations are classified in various ways. According to these classifications, stations are referred to as being "large," "medium," or "small," or some variation on these terms. In reference to a station's service area, radio stations use the term "market" instead of "city." "Market" refers to the area served by the

station and usually, though not always, indicates a wider area and larger population than that of actual city or town in which the station is located.

Robinson (1969) explained that the National Association of Broadcasters (NAB) defines market size in two ways. One is by population, dividing the total market population into nine categories. The largest category is markets having 2.5 million or more people; the smallest is for markets having less than 10,000 people. The second method of classifying stations is by revenue potential. The NAB uses ten categories, ranging from \$750,000 or more to less than \$50,000. There is not necessarily a correlation between population size and revenue potential. Robinson (1969, p. 11) explained that, "there are many stations located in heavily populated markets whose revenue is small; likewise, there are many stations collecting a fairly high revenue in spite of a much smaller population." To classify stations by revenue potential, a researcher would obviously have to know how much revenue various stations were generating and this could be difficult, if not impossible, to do without the cooperation of the managers involved in any management study.

Broom and Longenecker (1966) noted that a small business will have at least two of these features: (1) independent management and management frequently by the owner; (2) ownership is held by an individual or small group; (3) area of operations is mainly local; and (4) size is small compared to the biggest units in its field. These characteristics are also true of many small radio stations, since the area of operation is necessarily local and some stations are much

smaller than the largest in the industry, both in terms of market size and revenue potential.

Job satisfaction may be related to a radio station's size and structure. Davis (1981, p. 87) pointed out that job satisfaction frequently is inversely related to the size of an organization. "As organizations grow larger, job satisfaction tends to decline moderately unless corrective action is taken to offset the trend." According to Davis (p. 88), large companies in any field can take steps to maintain what he called "the human responsiveness that the firm had when it was smaller."

Porter (1963, p. 386-87) cited several job attitude studies and concluded higher morale and greater job satisfaction are usually associated with smaller work units; however, he explained that many of the studies were of subgroups of one organization, and that:

It has not been adequately demonstrated that smaller organizations produce more favorable employee attitudes than do larger organizations When large organizations are compared with small organizations, the picture may be considerably different from that for interorganizational comparisons.

According to Porter (1963), job satisfaction of workers tends to be lower in large organizations because the worker has less direct influence on his work environment than he would have in a small company; however, job satisfaction of management tends to be higher in large organizations because a manager controls more people. Porter conducted a survey of 1,916 lower, middle, and upper managers of large, medium, and small companies, to measure security, social esteem, autonomy, and self-actualization needs. Porter concluded that:

Increasing the size of the total organization, and thereby achieving the technical advantages of large scale organizations, will not necessarily tend to reduce the job satisfaction and morale of employees, as long as intraorganizational units are kept small.

Thus, an organization's structure may be crucial to the amount of job satisfaction that will be derived by the individuals working for the organization since the size of the intraorganizational units plays an influential role.

Also important to the discussion of organizational size and structure is the purpose of the structure. According to Broom and Longenecker (1966, p. 259), "a business organization is a group of people, each with special functions assigned, who are joined together for the purpose of business operation at a profit." Quaal and Brown (1976) explained that the purpose of managers and employees ("manages") can be broken down into two parts: micro-intention, which is the specific direction given to an employee to execute an action, and macro-intention, which is the direction of the total enterprise, from owners to consumers. According to Quaal and Brown (p. 53), "all of these managers and 'manages', in their directives and their actualizing, are constitutive of the process which is what the organization is all about in its macro-intentionality." More simply stated by Gaedeke and Tootelian (1980, p. 187), "management concerns the process of putting human aims, knowledge, and skill into effective action."

Gaedeke and Tootelian (1980, p. 187) pointed out that "assuming that the small business owner has clearly defined what the firm is to accomplish, the main issue becomes how to organize to achieve the desired results." The authors said three key considerations which

determine the organization's structure are money, material, and people. Two other important factors cited were span of control and delegation of authority. These are important because they may be more directly controlled by management than are other factors which affect an organization's structure.

Span of control refers to the number of employees reporting to a manager or supervisor. Gaedeke and Tootelian (1980) pointed out that one of the most common problems to be overcome by a small business manager is the desire to have increasing numbers of people reporting to him rather than to "middle managers," such as department heads. The authors (p. 188) said that when managers make most of the decisions themselves, "decisions tend to be delayed or made on the spur of the moment instead of after careful thought and planning." Involved in the structuring of the organization's span of control is the manager's personal value system. Does the manager want to make all the decisions himself, does he trust others to make the decisions, and does he need to control others and exercise power? In a very small company, employing only five or six persons, it may be impractical to organize the company other than with all employees reporting directly to the manager.

Gaedeke and Tootelian (1980, p. 188) explained that span of control is closely related to delegation of authority, which they said frequently causes problems for small business managers:

The owner, having gone into business to become the boss, and after developing and nurturing the firm, is often unwilling to share control with anybody else. Maintaining a tight grip over the firm is also a vehicle for enhancing the owner's perceived self-importance and stature.

Delegation of authority may pose more problems to an owner-manager than to a person hired by the owner to manage the business; however, the same forces would presumably exert some influence on the manager in any situation.

Another reason for the failure of some managers to delegate authority is the explanation by Porter (1963, p. 387) that job satisfaction tends to increase with the number of people one controls, because one has "more absolute influence in the work situation."

Broom and Longenecker (1966, p. 260) referred to the structural problems often faced by the small business manager:

Many small organizations just grow like Topsy [sic]. Certain employees begin performing particular functions when the firm is small and retain those same functions as the company grows in size The natural organization structure which develops with growth is not necessarily a logical structure.

This reiterated the view of Terry (1956, p. 240), who stated that "too frequently an organization structure is permitted to expand or contract without any overall plan." However, Terry explained that there is no single structure that is best for all circumstances, because the most efficacious structure:

. . . can be attributed to many factors such as the nature of the work to be done, location of the enterprise, and the caliber of the managers, but probably of greatest importance is the effect of the human beings who play a vital role in whether the results of organizing prove a success or a failure (p. 241).

The structure of the organization affects the operation of radio stations, as it does other types of businesses. According to Hall (1967, p. 35), "radio station management involves the coordination of a number of specialized activities: engineering, sales and promotion, production and programming, business administration, and (sometimes)

research." Hall (p. 35) explained that management's job is to "super-
vise and harmonize these parts into a coherent and effectively operat-
ing entity."

Although these duties are necessary regardless of the size of
the station, not all managers necessarily perform the same duties.

Hall (1967) wrote that:

The organizational patterns in broadcasting vary with the size
of stations. In large stations, individuals are apt to hold
single, specialized positions. In small stations, an individual
may hold many positions--production, sales, management--at the
same time (p. 38).

Thus, small station personnel, including managers, may be required
to perform a wider variety of tasks in the course of an average day than
would their counterparts in larger radio stations. This wider variety
of tasks may be accompanied by more diverse challenges to successfully
complete the tasks. For example, according to Quaal and Brown:

In some small radio stations, the manager doubles as sales
manager or as program manager or both; in a few cases, he is the
station's chief engineer. He may also take a regular shift as
an announcer and he may write some of the commercial copy (1976,
p. 61).

While Quaal and Brown, among others, pointed out that as few as five
or six people may be required to staff a small radio station, Johnson
and Jones (1978) explained that through automation it is possible to
operate a station with only one full-time person. Now, satellite
services are offering 24-hour a day programming, eliminating the need
for program directors, music directors, and announcers at stations
which subscribe to their services.

Based upon examples given by Johnson and Jones (1978), Kirkley
(1978), Hall (1967), and others, the possible structure of a small
radio station is as follows:

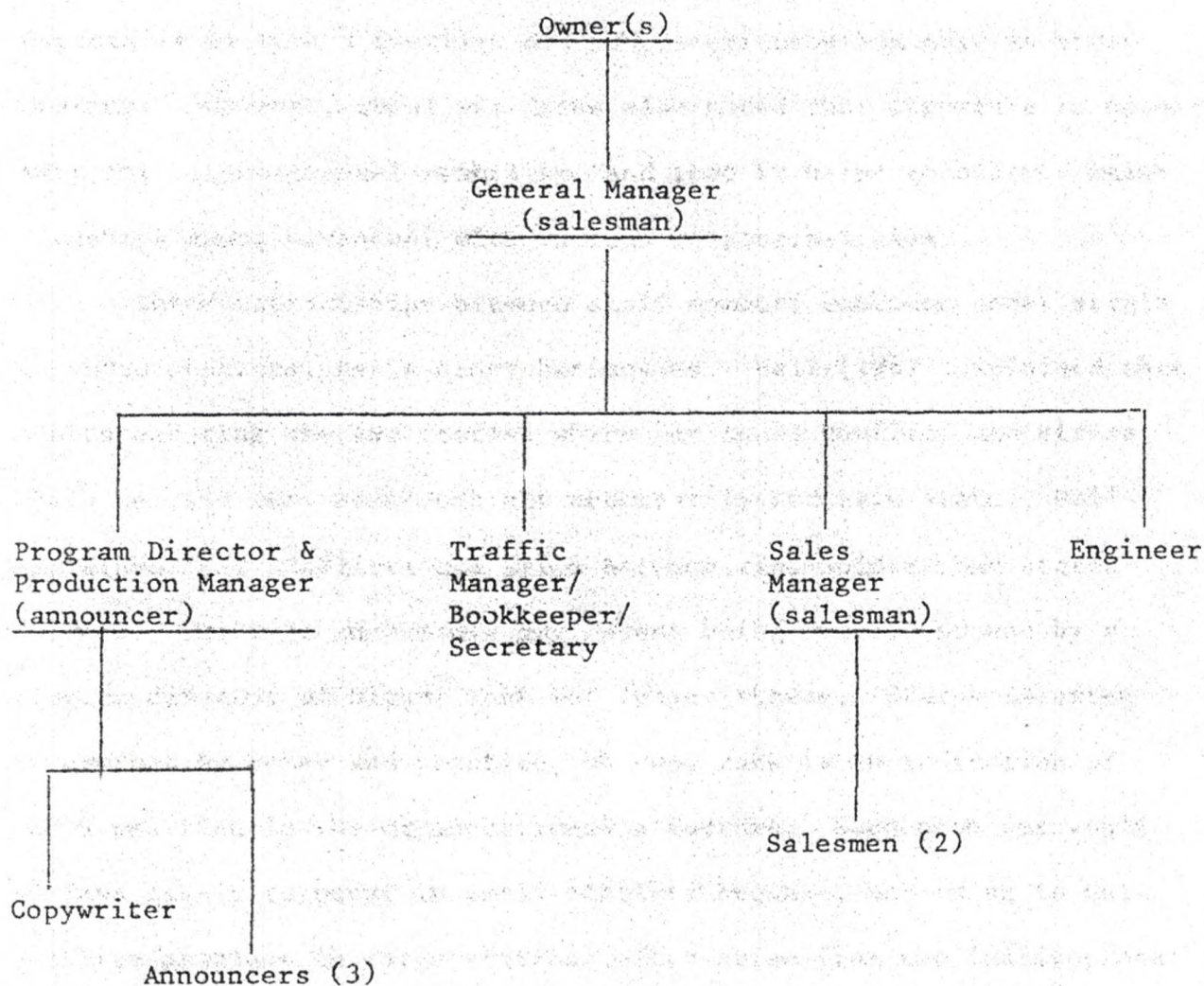


Fig. 1. Radio Station Structure.

According to Hall (1967, p. 39) "there is no standard organizational pattern for radio stations in the United States." The structures of radio stations are almost as varied as the number of stations that exist. For example, if the jobs of chief engineer or program director were performed by the manager of the model shown in Figure 1, the structure of the organizational chart would change. Each station is set up according to its needs. This is true because, as explained by Quaal and Brown (1976, p. 53), "process is more important than structure;

process gets the job done and achieves the goal of the enterprise, especially in such a flexible and people-oriented business as broadcasting." However, Quaal and Brown also noted that structure is necessary for organizational stability, and that it helps to clarify relationships among personnel with various responsibilities.

Interrelationships between staff members can come under strain in radio stations, as in other businesses. Hall (1967) explained that status and rank are two factors which can cause conflict and stress. While he said that rank does not necessarily indicate status, Hall explained that conflicts can arise between rank-holders and status-holders. Prestige announcers may resent being ordered around by a program director of higher rank but lesser status. Status is often determined by money and prestige, whereas rank is an indication of one's position in the organizational structure. Such problems would be less likely to occur in small stations because, according to Hall conflict problems in large stations often arise from the institutional nature of the relationships. People in different departments using different skills may have few direct relationships with each other, but the totality of their work must be integrated for effective functioning of the station as a whole. Because there are no sub-groups, but rather one small group with daily interaction opportunity, interpersonal conflicts would be reduced in a small station. Interpersonal conflicts can be reduced, according to Quaal and Brown (1976), by providing employees with clear job descriptions which define the limitations and responsibilities of each staff member. The job descriptions are a basis for understanding the relationship of one's work to that

of other people on the staff, as well as to the station's functions.

Gaedeke and Tootelian (1980) stated that the manager's style of leadership will also affect intraorganizational conflict. An autocratic style of leadership means the manager makes all decisions and does not accept any input from the employees. Democratic leadership style means the decision-making process is more cooperative, with the employees having input into that process. Gaedeke and Tootelian mentioned confidence as a key to being a democratic leader:

. . . the entrepreneur must have great confidence in the employees and their ability and desire to make decisions in the best interest of the firm. When used, the democratic style does much to get employees ego-involved in the firm and serves to improve their morale and motivation (pp. 235-36).

Most managers' leadership styles probably fall somewhere between autocratic and democratic, depending upon their individual situations.

According to Gaedeke and Tootelian (1980), communication is a crucial factor influencing personnel relations. A breakdown of communications often results in rumor, innuendo, and general distrust. Besides maintaining open channels of communication, Gaedeke and Tootelian stated that to settle employee dissatisfaction, the manager should recognize problems quickly, allow grievances to vent themselves, and equitably resolve the problems.

The review of literature of small station structure showed that there probably is no standard organizational pattern for every radio station. The best structure for a given situation will be one in which the structure is planned, not allowed to develop randomly. Personnel functions will be clearly defined and, to minimize interpersonal conflicts, communication channels will be kept as open as possible.

Also, the manager should hire the best people that he can afford, and then involve them in the decision-making process to maintain morale and motivation.

Economic and Social Mileau

A unique feature of radio as a business is that a broadcast station is limited in its ability to create larger markets for its product. A station cannot move from area to area to reach new customers, and technical considerations limit the geographical area a broadcast signal covers. Therefore, radio stations must adapt to the economic and social mileau in which they operate, as do other types of businesses. Small market radio stations, however, differ from other types of businesses in that while they are often the only outlet physically located in an area providing one form of information and entertainment, alternatives are readily available. If listeners to a radio station do not like the station's product, they need merely change the dial to find alternatives. This means that a radio station, even if located in a small town, is always in competition with radio stations whose signals are broadcast from other towns and cities and with alternative forms of communication, such as television. Thus, to be successful small market radio stations must provide a service that fulfills their communities' needs on a continuous basis better than a competitor can. According to Coddington (1969) this means that small market broadcasters must take the long-term view because the size of the potential audience is limited. As pointed out by Coddington (p. 11), the small market broadcaster cannot afford to antagonize either listeners or advertisers. If he does, he will have no one to

sponsor his broadcasts and no one to listen to them. Thus, a small market broadcaster must become intimately aware of the community's economic and social needs and opportunities, and to respond to them as well as he can. Failure to do so could mean failure of the radio station as a business.

Small market radio stations face both challenges and opportunities not available to large market stations. There is less competition for the audience in the large markets, but also less opportunity to specialize in any particular type of programming. Johnson and Jones (1978) explained that:

A small market requires more diversity in programming and perhaps a broader range of programming abilities, since fewer competitors may fill the total community's needs. A small market requires greater breadth of understanding, tolerance, and communication with the diverse people of the community; although, certainly a small market has less diversity, fewer groups to deal with, and fewer places to go to keep aware of events than does a large market (pp. 118-19).

Another factor influencing a radio station's relationship with the community is the fact that all stations are required in the Communication Act (Bittner, 1982, p. 20) to operate in the public interest, convenience, and necessity. Thus radio stations must serve their communities not only out of economic necessity and moral obligation, but also by force of law.

In order to serve the community, a radio station must employ people who are interested in the community. Coddington (1969) pointed out that all of a station's employees, not just management, act as liaison with the community at various times. Thus, the people who work in small market radio stations must be aware of the community's standards and adapt to them. Failure to do so may have adverse

repercussions upon the situation. Coddington explained that small market station employees must reflect as much integrity in their personal lives as the station does in its professional life. Therefore, a small market radio station's personnel must be able to adjust to the special demands placed upon them by the community. The author noted, however, that some people are temperamentally suited to the small-town environment.

This affinity for the small community environment was reinforced by Wilkins (1971). His study of small market station managers found that the average length of time the managers had lived in their communities was 17.3 years, with one respondent having lived in the same town for forty-five years. Barnes (1970) reported in his survey that small market station managers often come from smaller communities and expressed satisfaction with the size and place of these communities and also with the pace of living. Barnes indicated that this preference for small-town life was one of the most strongly identifiable characteristics of those he questioned, and said it was strongly felt by many station personnel, not only managers. Bohn and Clark (1972), in their profile of small market media managers, found that fifty-five percent of radio station managers were born in the same town or area as their fathers, and that seventy-nine percent of the managers would prefer not to work in a larger community. Most wanted to be in the towns in which they lived.

Coddington's (1969) conclusion that many small market radio station personnel become involved in their communities' civic organizations was reinforced by other studies. Barnes (1970) surveyed the

managers of eighteen small market radio stations and found that all of them reported participating in community activities outside of their stations. All of the stations gave the managers time off for such participation and all but two paid for the manager's organizational dues. According to Barnes (p. 60), all but two of the managers believed that their outside activity "enhances the station's image in the community and helps its public relations." Couric (1970), in a study of 420 small market radio station managers across the United States, found that ninety-five percent of the respondents encouraged their station executives to join community organizations. Bohn and Clark (1972) questioned managers of 112 small market stations across the United States and discovered a lower figure, sixty-two percent, were active in their communities' organizations. Wilkins' (1971, p. 65) study showed that seventy-one percent of the managers surveyed were active in civic and social organizations, and that "the average manager felt that his own personal contact with the audience was the most valuable method of helping him to understand his audience."

Quaal and Brown (1976, p. 154) mentioned that one pitfall awaiting the station manager is to lose contact with the common element in the community by associating only with one's business or social acquaintances. "Lest he become isolated from the mass audience he serves, it is essential for him to keep in touch with them." The authors suggested such mundane activities as riding the bus, talking with garage attendants, or becoming personally involved in audience research surveys to keep in touch with the community.

Through contact with members of the community, the small market manager can become aware of the public's concerns over various

issues, community problems that need to be addressed, and what role the radio station could play in helping to resolve these problems or act as a voice for community concerns. Through casual conversation the manager can become aware of the community's opinions of programs his station provides, and whether changes or improvements should be considered. Bohn and Clark (1972, p. 212), in their survey of small market media managers, found that while the manager "does not consciously view himself as an extremely strong influence on the community," he is deeply aware of the community's desires: "Be it local news, music, sports, or advertisements--all seem to have as their underlying base what the community wants--not so much what the station manager feels it needs."

Coddington (1969) mentioned that another reason why the small market radio station manager must maintain close contact with the community is economic necessity. Coddington (p. 19) explained that there is a characteristic of a small town that directly affects the economic well-being of the radio station located there:

Like its general population, the local business community has few secrets. If one retailer enjoys phenomenal success from using radio, his fellow businessmen will soon know it, just as they will if his radio experiment turns a dismal failure.

If failures outweigh successes, few local businessmen will be interested in advertising on the station and it will soon find itself in financial difficulty. The small town and surrounding area contain a limited number of potential advertisers; thus, Coddington (1969) warned that the radio station cannot afford to antagonize many of them because any resulting loss of revenue may be damaging to the station's finances.

This may lead to timidity on the part of the radio station manager concerning editorializing or taking public stands on controversial issues. Hoffer (1968, p. 154) explained that while in large markets there are enough potential clients that the loss of a few will not adversely affect a radio station, the same is not true in smaller centers. "It's difficult to step on someone's toes without repercussions." The station manager may be put in a difficult position if he or she feels an obligation to act as spokesperson for the community on an issue of local concerns, but is afraid to speak out or editorialize for fear of offending other local businessmen. This could be especially true if the issue in question were business-related, such as a manufacturing company that pollutes the air or water. As explained by Bohn and Clark (1972, p. 212), "both editors and station managers reported they paid attention to advertisers and what they said." This dilemma may sometimes inhibit the station manager from editorializing. Bohn and Clark found that small town newspaper editors took stands on issues much more frequently than did radio station managers. Bohn and Clark (p. 214) concluded that "the editor viewed himself as having greater influence on the community than the station manager." Another finding was that while many station managers did editorialize, others didn't but felt that they should.

While economic issues may sometimes inhibit a manager's acting as a community spokesman, they may also lead to more community involvement at times. Managers may join organizations to feel the "pulse" of their communities, but there may be sound financial reasons

for doing so as well. According to Connecticut station manager Sol Robinson (1967, p. 48), "to be financially successful an operator must know his market . . . not only in total dollars but by categories and outlets." One way for the manager to make business contacts is to join organizations where he or she will meet other business people. Of eighteen managers questioned by Barnes (1970, p. 60), three "cited the development of business contacts as an important reason for belonging to organizations," but only one felt it was the primary reason. This indicates that establishing business contacts may influence some managers' decisions about joining civic groups. Bohn and Clark (1972, p. 212) found that "both station managers and editors utilized business contacts as the second most important means of determining community needs."

As a businessman the station manager is interested in the health of the community's financial heart. Hoffer (1971, pp. 233-34) noted that "as the community develops, so does the opportunity for his station to benefit Growth brings with it more disposable income and more people who are potential listeners." Hoffer also explained that in a small center, the radio station manager is often seen as somewhat of an expert in advertising and public relations, and therefore, he is frequently invited by business-oriented groups to become involved in their activities.

Many more station managers have backgrounds in sales than in programming or engineering, and thus would likely be more sales-oriented than persons advancing from other positions. Bohn and Clark (1972, p. 209) discovered that "the most frequently cited previous position for

radio station manager was sales manager (17%) or salesman (16%)."

According to Coddington (1969, p. 143), the small station manager is also frequently the sales manager and "in fact, almost the only way for an aspirant to attain general managership from staff ranks is via the sales route" Coddington believed this happens when a station's underlying profit motive is coupled with a belief by ownership that sales is the most important factor in the success of the station, but he cautioned that other skills, such as programming creativity, are not necessarily learned through selling air time.

Johnson and Jones (1978) similarly concluded that:

Too many stations have the balance of power on the sales side. This happens because more managers come through sales than through programming, because sales pays the bills. Stations sometimes do what is expedient, forgetting long-term successes (p. 212).

Johnson and Jones also argued for a more balanced outlook by station managers.

How the manager views his or her status in relation to the environment is also a management factor. Bohn and Clark (1972) asked small town station managers and newspaper editors to rank various positions, including their own, on a social scale. Station managers ranked themselves fourth, ahead of positions such as police chief. On the other hand, newspaper editors ranked the station managers eighth, and themselves second.

Barnes (1970, p. 121) found that "broadcasters in small towns enjoy the prestige they believe they have in their positions as communicators," and concluded that most small town broadcasters he interviewed were satisfied that they were performing a public service.

Barnes (p. 122) reasoned that because managers "value prestige and community recognition they find great satisfaction in any overt recognition by the public that they are performing a public service."

In the Barnes (1970) study, managers, news directors, and program directors were most satisfied with their jobs and sales managers were the least satisfied. Barnes' data suggests that, at least for some station personnel, intrinsic job satisfaction is more important than extrinsic job satisfaction.

In summary, small market radio station managers work in an environment different from that in which their counterparts in large centers function. The nature of broadcasting also puts upon the radio station managers demands that other small town businessmen do not have to face. This thesis will also attempt to determine which factors contribute to job satisfaction of selected small market radio station managers in North Dakota, Montana, and Minnesota.

CHAPTER III

METHODOLOGY

Job Satisfaction Factors

This thesis is a study of job satisfaction of selected small market radio station managers in Northwestern Minnesota, Eastern Montana, and North Dakota. For the purposes of the study, "small market" was defined as any market of fewer than 25,000 people. This population criterion was chosen to eliminate the larger centers of Minot, Bismarck-Mandan, Grand Forks-East Grand Forks, and Fargo-Moorhead. According to Broadcasting Cablecasting Yearbook (1982, p. C-294), these are considered "metropolitan markets which include more than one county." Each of these centers is served by at least six radio stations; because of this, competitive conditions are similar to those in larger centers such as Minneapolis-St. Paul and Chicago. By contrast, cities with fewer than 25,000 people are served by far fewer radio stations--no more than three each, and in many cases these are AM/FM combinations with common ownership. For example, thirty-two commercial radio stations serve the four largest cities in North Dakota (including stations in East Grand Forks and Moorhead, Minnesota) while the nineteen smaller centers are served by twenty-six outlets. Thus, in this study the main characteristics of the stations are: (1) the lack of direct competition from other radio

stations in the same market, and (2) the radio stations serve a homogeneous area economically, geographically, and socially. There are forty-two radio stations serving the smaller communities of the tri-state area of Northwestern Minnesota, Eastern Montana, and North Dakota. AM/FM stations under common ownership were considered to be a single entity because such stations are usually under single management.

While the literature revealed that several factors can influence one's job satisfaction or dissatisfaction, not all of these elements affect all persons in all work situations. The literature identified eight possible sources of job satisfaction which could be applicable to small market radio station managers. Based upon the classification of Lawler and Porter (1967) and others, intrinsic factors were identified as the exercise of authority, freedom to exercise one's own judgment, the chance to make full use of one's skill and training, and the challenge of dealing with a variety of job tasks. These satisfy higher-order needs. Extrinsic factors, which satisfy lower-order needs, were identified as salary, career advancement, professional recognition, and community recognition.

Determination of Questions

After reading the literature and locating eight factors relating to job satisfaction, twelve questions pertaining to job satisfaction were determined:

1. What factors relate to the job satisfaction of small market radio station managers?

2. Does exercising one's authority relate to managerial job satisfaction in small market radio stations?
3. Does making full use of one's managerial abilities relate to managerial job satisfaction in small market radio stations?
4. Does dealing with a variety of job challenges relate to managerial job satisfaction in small market radio stations?
5. Does dealing with a variety of job challenges relate to managerial job dissatisfaction in small market radio stations?
6. Does community recognition relate to managerial job satisfaction in small market radio stations?
7. Does professional recognition relate to managerial job satisfaction in small market radio stations?
8. Does career advancement relate to managerial job satisfaction in small market radio stations?
9. Does financial remuneration relate to managerial job satisfaction in small market radio stations?
10. Does length of time as manager relate to which factors affect managerial job satisfaction in small market radio stations?
11. Does the length of time the manager has been in broadcasting relate to which factors affect managerial job satisfaction in small market radio stations?
12. Does the level of education relate to which factors affect managerial job satisfaction in small market radio stations?

Instruments Used to Measure Job Satisfaction

According to Locke :

Researchers must make a trade-off between scope and depth in research, and the tendency in the job satisfaction area has been overwhelmingly to sacrifice depth in the interest of scope This pattern is logically associated with the preference for questionnaires over interviews, since in-depth studies virtually necessitate the latter (1976, p. 1339).

To overcome some of these shortcomings, both questionnaires and interviews were used in this thesis. Data were collected in three ways: mail questionnaires, telephone interviews, and personal interviews.

The mail questionnaire had four parts and is reproduced in Appendix A. The first part consisted of a personal data sheet which asked for information concerning training, previous employment and station ownership.

The second part of the mail questionnaire consisted of items I, II, III, and V of the job satisfaction survey of Hoppock (1935).

The third part of the mail questionnaire contained relevant items from The 1972-73 Quality of Employment Survey by Quinn and Shepard (1974) and from An Opinion Scale for the Study of Managers' Job Satisfaction by Warr and Routledge (1969).

The fourth part of the mail questionnaire consisted of a listing of eight job satisfaction factors, which respondents were asked to rank in order of importance.

Following is a detailed look at the construction of the questionnaire, an explanation of the job satisfaction factors it attempted to measure, and how the data were collected.

The first part of the questionnaire was a personal information sheet. This asked the respondents about their training, previous broadcasting experience, length of time as station manager, and whether they had any ownership interest in their stations. It also contained questions about professional and community organization membership. The personal information sheet was designed to provide information to answer the questions relating to community recognition, professional recognition, length of time in broadcasting, and length of time as manager.

The second part of the questionnaire utilized the survey techniques developed by Hoppock (1935). The four items taken from this survey determine overall job satisfaction. Each of the items from the Hoppock survey contain several statements about a person's job and the respondent indicates which statement most closely coincides with his or her own feelings by placing a check mark in front of the appropriate statement. This questionnaire was utilized by Haberstroh (1969) and Butler (1966) in previous media job satisfaction studies.

The third part of the questionnaire contained several items related to specific dimensions of job satisfaction. These items were selected from questionnaires developed by Quinn and Shepard (1974) and Warr and Routledge (1969). Modified items were developed to measure satisfaction with community and professional recognition, since the questionnaires of Quinn and Shepard and Warr and Routledge did not measure these factors. Thirty statements were selected and paired with thirty additional statements so that the responses could be cross-checked. Reactions to the statements were recorded by using a

Likert-type scale indicating the degree of agreement or disagreement with each statement.

Table 1 lists the job satisfaction factors and the corresponding statements.

TABLE 1

JOB SATISFACTION FACTORS AND STATEMENTS

Job Satisfaction Factor	Questionnaire Items
Exercising authority	16, 23, 25, 29, 43, 47, 55, 58
Using ability	8, 15, 22, 52
Job challenge	1, 36, 42, 57
Present pay	3, 10, 17, 24, 31, 38, 44, 49, 54, 59
Career advancement	5, 12, 19, 26, 33, 35, 40, 46, 51, 56
Community recognition	6, 13, 20, 27, 34, 41
Professional recognition	7, 14, 21, 28
Resource adequacy	2, 9, 48, 53
Relations with subordinates	4, 11, 18, 30, 32, 37, 39, 45, 50, 60

Exercise of authority was selected to determine whether managers derive satisfaction from controlling the activities of others. It was assumed that because of the size of the radio stations surveyed many

of the managers might be fulfilling managerial roles for the first time, after holding positions of lesser responsibilities. It was also assumed that after being in positions where their actions were directed by others, persons in managerial positions derive satisfaction from controlling and directing the activities of others.

Making full use of one's managerial abilities (skill and training) was selected to determine whether managers derive satisfaction from utilizing their skills and previous training in the decision-making process. It was assumed that the managers would have held previous positions either in broadcasting or in other businesses, or would have some related training and would hold undergraduate or graduate degrees. If previous positions were not managerial ones, or if some managers moved directly into management from college or technical school, it was assumed that their current positions might offer their initial opportunities to implement their managerial techniques.

Dealing with a variety of job challenges was selected to determine whether managers derive satisfaction or dissatisfaction from making the numerous decisions that must be made in the daily operation of a radio station. The review of literature suggested that small market managers face challenges that larger market managers do not, such as attracting and keeping qualified personnel. Also, some writers have noted that small market managers usually become more involved in the daily operation of their stations than managers in larger markets do.

Present pay was selected to determine whether managers are satisfied with their salaries. Since managers are usually the highest

paid people in small market stations, it was assumed that some managers might aspire to their positions solely to increase their income. Also, it was decided to determine whether managers felt that their remuneration was sufficiently large, given the number of hours and the amount of work that many managers must cope with.

Career advancement was selected to determine whether the small radio station was seen as offering much opportunity to advance one's career.

Community recognition was selected to determine whether the managers placed much importance on their role in the community. The review of literature suggested that many small market managers see themselves as community leaders and enjoy the status that such a role confers. It was also suggested that many managers prefer life in smaller centers because of the close social and business relationships which often are developed in such communities.

Professional recognition was selected to determine whether small market managers placed importance on their position within the industry. Since managers are often considered to be the persons most instrumental in a station's success or failure, it was decided to study whether managers placed much importance on the opinions of other managers about how well they are doing their jobs. Professional recognition was also seen as implying prestige within the station itself, as a position carrying more status than other positions within the organization.

Freedom to exercise one's own judgment was selected to determine the satisfaction derived by managers from the opportunity to implement their own ideas about station operations and programming. However,

this opportunity is dependent upon two variables--having the equipment and other resources to implement one's ideas, and having personnel capable of enacting those ideas. Therefore, on the mail questionnaire freedom to exercise one's own judgment was divided into two sub-parts: resource adequacy and relations with subordinates.

The fourth part of the questionnaire consisted of a listing of the eight job satisfaction factors. Respondents were asked to rank the factors in descending order of importance. This ranking system has been used by Hinrichs (1962) and others.

A pre-test of the mail questionnaire was given to the managers of four radio stations in Grand Forks and East Grand Forks. Since the pre-test showed some confusion on the part of the respondents to the similarity in wording of some of the statements, the statements were arranged in such an order that the paired responses were separated by several other statements. Some of the statements were also slightly re-worded.

The questions in the telephone interviews were designed to gain additional insights about which factors related to managerial job satisfaction. Three of the questions were open-ended, to allow for additional input. The telephone interview questions are contained in Appendix B.

Questions asked in the personal interviews were mostly open-ended. Although some questions were asked of all interviewees, the questions also varied because of the varying managerial circumstances of each respondent. The personal interviews also utilized the critical incident technique developed by Flanagan (1954). This technique entails

asking the interviewee to describe a particularly satisfying and a particularly dissatisfying incident. Responses to these questions often produce answers which are more revealing of job satisfaction attitudes than are the answers given in more restrictive questioning techniques. The personal interview questions are contained in Appendix C.

Method of Data Collection

Questionnaires were mailed to forty-two small market radio station managers in North Dakota, Northwestern Minnesota, and Eastern Montana. It was decided that prior to the mailing of the questionnaires the managers would be contacted by telephone to request their assistance in completing the study. It was anticipated that telephone calls would increase the rate of response from what might be expected without prior notification. It was possible to complete telephone calls to thirty-nine of the managers; all of those contacted agreed to participate. Despite repeated attempts to contact the three remaining managers, they could not be reached.

A cover letter explained the purpose of the study and assured confidentiality of responses. This letter is reproduced in Appendix A. A stamped, self-addressed envelope was included to facilitate a high rate of return.

Thirty-three usable questionnaires were returned. One questionnaire was returned with no responses and one questionnaire was returned after the data was processed. The three managers who had not been contacted by telephone in advance, but who had been mailed copies of the questionnaire, did not respond. Usable responses to the questionnaire

totaled 78.6 percent. Because of the high response rate, no telephone or mail follow-up inquiries were made.

Following receipt of the mail questionnaires, seven managers were selected for the telephone interviews. These managers were not selected at random, but rather on the basis of geographical location, size of their communities, and ownership interest in their stations. Four of the managers were in North Dakota, two in Minnesota, and one in Montana. After agreeing to be interviewed, the managers were read a statement assuring the confidentiality of their responses. This statement is contained in Appendix B.

Five of the respondents to the mail questionnaire were selected for personal interviews. These managers were chosen on the basis of geographical location. Because of time and travel considerations, it was decided to interview managers within three hours' driving distance of Grand Forks. These managers were thus located in North Dakota and Minnesota. The managers were contacted by telephone to ensure their cooperation. The length of the interviews ranged from half an hour to an hour.

Method of Data Analysis

The Statistical Analysis System computer package was utilized to compute the data. Pearson-product-moment correlations were computed between the satisfaction subscales and the scale measuring overall satisfaction. The means of the eight job satisfaction factors were calculated. A multiple regression analysis, utilizing the SAS general linear model program, was performed, in which the seven

satisfaction subscale scores were used to predict the subject's overall satisfaction score.

CHAPTER IV

ANALYSIS OF DATA

This chapter will show the data gained from the mail questionnaires, the telephone interviews, and the personal interviews in answering the questions established prior to the collection of data regarding managerial job satisfaction in small market radio stations.

Analysis of Data From Mail Questionnaire

The data from the questionnaie will be referred to from the four different parts of the questionnaire. Part I gathered demographic material, Part II contained four questions to determine overall job satisfaction, Part III consisted of sixty questions relating to specific job satisfaction factors, and Part IV contained a ranking of eight job satisfaction factors.

Part I of the questionnaire asked the respondents for demographic information regarding level of education, time as station manager, time in broadcasting, ownership interest, and professional association. This information is presented in Table 2.

Most managers came to their current positions from sales positions. When asked to indicate their most recent employment, several managers listed only the call letters of previous stations, and some respondents indicated that they had held combination jobs, such as announcer-salesman. Fourteen of the managers came to their current

TABLE 2
PERSONAL DATA

<u>Level of Education</u>	
<u>Education</u>	<u>Number of Managers</u>
High school only	3
Technical school	18
Undergraduate degree	10
Graduate degree	2

<u>Time as Station Manager</u>	
Average length of time as manager	6.75 years
Range:	2 weeks to 25 years

<u>Time in Broadcasting</u>	
Average length of time in broadcasting	16.3 years
Range:	2.5 years to 35 years

<u>Ownership Interest</u>	
Yes: 17 managers	No: 16 managers

<u>Professional Association</u>	
State Broadcasting Association	National Association of Broadcasters
Yes: 27 managers	Yes: 19 managers
No : 6 managers	No : 13 managers
	No indication: 1 manager

position from sales, four from news, one from engineering, one from programming, one from announcing, and two from sports. Three respondents indicated that their most recent previous employment was in non-broadcast positions.

Part II of the questionnaire contained items which answered the respondents' feelings about the following questions:

1. How well do you like your job?
2. How much of the time do you feel satisfied about your job?
3. How would you feel about changing jobs?
4. How do you think your feelings about your job compare to others' feelings about their jobs?

Overall satisfaction was determined by summing the responses to the items in Part II of the questionnaire. The sum of these responses was 711 for thirty respondents, with a total of 840 possible if all respondents had indicated maximum job satisfaction.

Responses to the job satisfaction subscales were also summed and correlated with the overall satisfaction score. The use of multi-item scales allows for the estimation of the reliability of those scales. Examination of a single-item correlation with overall satisfaction does not allow such an estimation. Correlation between the overall satisfaction score and the subscales was computed by the Pearson-product-moment correlation formula. Correlation was considered significant if the probability level was .05 or less. The correlations between the overall satisfaction score and the subscales are shown in Table 3. Exact wording of each item can be found in the questionnaire, in Appendix C.

A regression analysis was conducted to determine which job factor variables tended to best explain a person's overall satisfaction. The results of this analysis indicated that the opportunity to use one's managerial ability and present pay accounted for 62 percent of the variance in a person's reported overall satisfaction. No other job factor variables added significantly to this explanation of overall satisfaction.

TABLE 3

CORRELATION BETWEEN JOB FACTORS AND OVERALL SATISFACTION

Factors and Item No. Relating To Factors	Overall Satisfaction	
	Correlation	Significance
Exercising Authority:		
16, 23, 25, 29, 43, 47, 55, 58	.51	.0037
Using Ability:		
8, 15, 22, 52	.70	.0001
Variety of Job Challenges:		
1, 36, 42, 57	.05	.7893 ns
Present Pay:		
3, 10, 17, 24, 31, 38, 44, 49, 54, 59	.54	.0028
Career Advancement:		
5, 12, 19, 26, 33, 35, 40, 46, 51, 56	.26	.1980 ns
Community Recognition:		
6, 13, 20, 27, 34, 41	.17	.3686 ns
Professional Recognition:		
7, 14, 21, 28	.43	.0172
Resource Adequacy:		
2, 9, 48, 53	.41	.0231
Relations With Subordinates:		
4, 11, 18, 30, 32 37, 39, 45, 50, 60	.51	.0034

ns = nonsignificant

The exercise of authority section consisted of eight paired items which were responded to by use of a five-point Likert scale. The responses were summed. The correlation between exercise of authority and overall satisfaction was .51, with a significance level of .0037. This result indicates that exercise of authority may relate to managerial job satisfaction.

Four paired items were selected to measure the importance attached to making full use of one's managerial abilities. These items were responded to by use of a five-point Likert scale. The responses were summed. The correlation between making full use of one's managerial abilities and overall satisfaction was .70, with a significance level of .0001. This result indicates that making full use of one's managerial abilities may relate to managerial job satisfaction.

Four paired items were selected to measure the importance attached to dealing with a variety of job challenges. These items were responded to by use of a five-point Likert scale. The responses were summed. The correlation between dealing with a variety of job challenges and overall satisfaction was .05, with a significance level of .7893. This indicates that dealing with a variety of job challenges may not relate to managerial job satisfaction.

Ten paired items were selected to measure the importance attached to present pay. These items were responded to by use of a five-point Likert scale. The responses were summed. The correlation between present pay and overall satisfaction was .54 with a significance level of .0028. This result indicates that present pay may relate to managerial job satisfaction.

The career advancement section consisted of ten paired items which were responded to by use of a five-point Likert scale. The responses were summed. The correlation between career advancement and overall satisfaction was .26, with a significance level of .1980. This result indicates that career advancement may not relate to managerial job satisfaction.

The community recognition section consisted of six paired items which were responded to by use of a five-point Likert scale. The responses were summed. The correlation between community recognition and overall satisfaction was .17 with a significance level of .3686. This result indicates that community recognition may not relate to managerial job satisfaction.

The professional recognition section consisted of four paired items which were responded to by use of a five-point Likert scale. The responses were summed. The correlation between professional recognition and overall satisfaction was .43, with a significance level of .0172. This result indicates that professional recognition may relate to managerial job satisfaction.

The resource adequacy section consisted of four paired items which were responded to by use of a five-point Likert scale. The responses were summed. The correlation between resource adequacy and overall satisfaction was .41, with a significance level of .0231. This result indicates that resource adequacy may relate to managerial job satisfaction.

The relations with subordinates section consisted of ten paired items which were responded to by use of a five-point Likert scale. The responses were summed. The correlation between relations with

subordinates and overall satisfaction was .51, with a significance level of .0034. This result indicates that relations with subordinates may relate to managerial job satisfaction.

Means and standard deviations of the rankings of job satisfaction factors listed in Part IV of the questionnaire were also computed. These results are reproduced in Table 4.

TABLE 4

MEANS AND STANDARD DEVIATIONS OF RANKINGS OF JOB FACTORS

	Mean	S.D.
1. Community recognition	4.38	2.03
2. Exercising authority	6.88	1.52
3. Variety of job challenges	3.03	1.82
4. Professional recognition	5.44	1.97
5. Using managerial ability	3.31	2.16
6. Using own judgment	2.81	1.86
7. Career advancement	5.53	2.03
8. Present pay	3.97	1.67

The respondents were asked to rank the job satisfaction factors in descending order of importance; therefore, the factors ranked as most important would have the lowest means. Examination of the data in Table 4 indicates that using one's own judgment was ranked as most important by the questionnaire respondents and exercising authority was ranked as the least important factor.

Correlations between personal data and the overall satisfaction score were also computed. These results are reproduced in Table 5.

TABLE 5

CORRELATION BETWEEN PERSONAL DATA AND OVERALL SATISFACTION

Data	<u>Overall Satisfaction</u>	
	Correlation	Significance Level
Tenure as manager	.11	.33 ns
Time in broadcasting	.33	.07 ns
Education level	.22	.24 ns

ns = nonsignificant

Examination of the data in Table 5 shows that no significant correlations exist between overall satisfaction and managers' tenure, length of time in broadcasting, and education level. This indicates that these three factors may not relate to managerial job satisfaction.

Correlations between demographic variables and the job ranking factors were also computed. These results are shown in Table 6.

Examination of the data contained in Table 6 indicates that two job satisfaction factors may be affected by some demographic variables. Professional recognition appears to be related to education level and to station ownership. The correlation between professional recognition and education is $-.37$ with a significance level of $.0399$. Since the respondents ranked the job factors in descending order of importance, this correlation indicates that the importance placed upon professional

TABLE 6

CORRELATION BETWEEN DEMOGRAPHIC VARIABLES AND JOB FACTORS

Job Factor	Education		Time in Broadcast		Tenure as Manager		Ownership	
	Corr.	Sig.	Corr.	Sig.	Corr.	Sig.	Corr.	Sig.
Community Recognition	-.13	.4916 ns	-.29	.2077 ns	-.24	.1805 ns	.13	.4946 ns
Exercise of Authority	.23	.2077 ns	.04	.8455 ns	-.11	.5449 ns	.00	1.000 ns
Job Challenge	.07	.6846 ns	.06	.7637 ns	.03	.8940 ns	.02	.9246 ns
Professional Recognition	-.37	.0399	-.20	.2629 ns	-.25	.1751 ns	-.36	.0460
Making Use of Abilities	.17	.3570 ns	-.07	.6988 ns	-.10	.5829 ns	.00	1.000 ns
Exercising Own Judgment	-.02	.9312 ns	.17	.3421 ns	.33	.0700 ns	.17	.3494 ns
Career Advancement	.002	.9895 ns	.13	.4683 ns	.27	.4843 ns	.27	.1417 ns
Salary	.36	.0447	.03	.8752 ns	-.17	.2923 ns	.13	.4691 ns

ns = nonsignificant

recognition increases as the managers' education level increases. Similarly, the importance attached to professional recognition increases with station ownership. The correlation between professional recognition and station ownership is $-.36$ with a significance level of $.0460$. Salary appears to be given less importance as education level increases. The correlation between these factors is $.36$, with a significance level of $.0447$.

Statistical analysis of the responses to the mail questionnaire indicates that exercising one's authority, making full use of one's managerial ability, present pay, professional recognition, resource adequacy, and relations with subordinates may relate to managerial job satisfaction in small market radio stations. Similar analysis indicates that dealing with a variety of job challenges, career advancement, and community recognition may not relate to such satisfaction.

Analysis of the responses to the mail questionnaire also indicates that while overall job satisfaction probably is not related to length of time in broadcasting, tenure as manager, and education, some specific job satisfaction factors may be related to education level and to station ownership. Professional recognition may be related to education level and station ownership, and salary may be related to education level.

Analysis of Data From Telephone Interviews

Following are the responses to the questions asked in the telephone interviews.

The first question asked the respondents to state how many employees their stations had, to establish the parameters of the

description "small market" radio station. The average number of persons employed by the stations was 16.5. This included both full-time and part-time personnel. The smallest station employed seven full-time and two part-time persons. The largest company was an AM/FM/Cable TV company employing thirty-four persons.

The second question asked whether the managers allowed their department heads to make independent decisions about programming or operating procedures. Five of the managers indicated that their department heads did not have the authority to make changes in programming or operating procedure without managerial approval. One manager replied that his sales manager could make decisions affecting that department, and another manager said that his program director had some programming authority but must make the manager aware of any changes.

The third question asked the managers whether they or someone else on their staffs editorialized. Four managers said that their stations did not carry editorials. Three managers said they carried editorials on a sporadic basis. One manager indicated that he believed his station had an obligation to take a stand on issues. Reasons given for not editorializing were varied. One manager said that his station used to editorialize but stopped after "some things were said that shouldn't have been said." This manager said that one of his employees "had to leave town" because of his editorial and that he now leaves it up to the newspapers to editorialize. This manager also stated that on occasion he has given information to the newspapers and "let them do my job for me." Other managers said that they see no need for editorials, although one indicated that his station might carry editorials in the future.

Question four asked whether the managers had ever changed their programming or news content because of reaction from the community, and the reason for their answers. Only one manager indicated that he had ever changed his station's programming or news content because of community reaction. This manager said that he had changed the music policy because of negative listener reaction. One manager had increased sports coverage because of listener requests. Other managers replied that they had not had any adverse reaction to their programming. All of the respondents said that they would never kill a news story because of community reaction.

The fifth question asked whether the managers were active in their communities' social life, and the reasons for their answers. Only one manager indicated that he was not active in his community's social life; this was because there were too many clubs and organizations which took him away from his family and business too much. The most frequently cited reasons for having an active social life were to make business contacts and because a radio station manager should be a community leader.

The sixth question related to the managers' previous training and experience. Four managers said that they learned management "on the job." One said that his previous experience and training was adequate, and two indicated that they prepared themselves for management by getting as wide a variety of experience as possible before becoming managers.

The seventh question asked whether the managers often work on weekends or evenings, why, and whether they find this frustrating or

satisfying. Six managers indicated that they worked on weekends and evenings at least occasionally. All six said that they found this neither frustrating nor satisfying but that they accepted it as part of their job. One manager said that he used to work on weekends and evenings but no longer does because he now organizes his time and tasks better and delegates more work to his subordinates.

The eighth question asked how much time per day the managers spend making important decisions. Two managers replied that they spend less than an hour on an average day making important decisions. Three managers spend more than an hour but less than half the working day. One manager said that he spend "an hour" a day making important decisions.

Question nine asked the managers to describe the importance of most of the decisions they make on an average working day. Four managers said that most of their managerial decisions could be described as requiring some thought or analysis, while three said that most of their decisions required consultation with subordinates or station owners.

The tenth question asked for a description of most of the decisions made on an average working day. Five managers described the decisions as somewhat varied, one manager said that they are repetitious, and one manager said that the decisions are very different from each other.

Question eleven asked the managers to describe the managerial decision-making process. Four respondents would describe it as satisfying. Two said that it is routine, and one indicated that it is

"sometimes" frustrating.

Question twelve asked about the importance of other managers' opinion. One manager indicated that the opinion of other station managers about how well he is doing his job is somewhat important, and the other six managers said that such opinions are unimportant. However, one manager qualified his response by stating that he "would like to be respected as running a good station."

The thirteenth question related to the frequency with which managers consulted other managers about common problems. Five managers said that they consult other station managers whenever the opportunity presented itself. Two managers said that they consulted other managers infrequently. Both of the latter said that the opportunity to consult other managers rarely presents itself.

Question fourteen asked how long the respondents plan to be in their current jobs. All seven managers indicated that they plan to be in their present jobs more than three years from now. Five of the managers said that they plan to remain in their jobs because they like the job, the community, the location, and the people with whom they work. One manager said he would remain in his present position because he owned the station. Another manager cited money and job satisfaction as reasons for not planning to leave.

The fifteenth question asked whether the managers had turned down job offers since becoming a station manager. Three said that they had turned down job offers. Reasons given for the rejection were: enjoyment of current job; money; and station ownership.

Question sixteen asked about the manager's career plans. Two managers have no definite career plan. One of these managers is an

owner who may expand his company in the future but has no definite plans to do so now, and one manager said that he is happy in his current job and has no plans to leave. Most of the managers who have a career plan developed it within the last three to five years, although one interviewee developed his career plan twenty years ago. All of the managers said that their career plans are on schedule.

Question seventeen asked whether the managers expected that their jobs would be in small, medium, or large markets. Four managers expected the jobs would be in small markets; three managers said that this question was not applicable to them.

Questions eighteen, nineteen, and twenty referred to the type and location of the managers' next jobs. Five persons expected their next jobs would also be managerial positions. Three managers thought the next job would be in North Dakota, one thought that it would be in the upper Midwest, and one indicated that it would be in Montana. Five managers felt that their next job would be in broadcasting. Two managers said that these three questions were not applicable to them because of station ownership.

Question twenty-one asked the managers what procedure they would follow when making major programming changes. Only one manager replied that he would decide by himself what to do and order it done. The other managers indicated that they would consult with a variety of people, including their program director, sales manager, station owner, and people in the community.

Question twenty-two asked who determines the size of the managers' salaries, and the frequency of wage increases. Two managers said that

they set their own salary. Three managers said that it was determined by the company president or board of directors, and two had their salaries set by the station owner.

Question twenty-three asked whether the size of the managers' salaries were dependent upon their stations' success. Five managers said that the size of their salary was dependent at least in part upon their station's financial success.

Question twenty-four asked the interviewees to indicate whether, considering the amount of work they do, they felt that the size of their salaries was sufficient. Three managers replied that it was adequate, three said that it was less than adequate, and one said that it was more than adequate.

Question twenty-five asked why the respondents became station managers. Four interviewees said that it was to implement their own ideas, two said that it was to make more money, two said that it was because their abilities were not fully utilized in previous positions, and two responded that it was to advance their careers. The managers were allowed to cite as many reasons as they wished, and to add to the given list of reasons. One manager said that it was just a natural progression within the company. Another responded that he found he could communicate with people well and coordinate their activities, so he tried to move into management to make the best use of this ability.

Questions twenty-six, twenty-seven, and twenty-eight were open-ended questions relating to managerial problems and job satisfaction. Question twenty-six asked about the biggest problems associated with the everyday operation of the stations. The seven managers named a

total of two factors. These were problems relating to people and to money. Problems related to people included employees who expect too much money and time off, and inefficient workers. Four of the managers explained that their biggest problem is generating additional sales and maintaining cash flow.

Question twenty-seven asked the interviewees to state their biggest source of frustration. Several responses were given: too much paperwork; not enough time for selling; poor employee attitudes; problems motivating employees; getting employees to accept new ways of doing things; poor communication with employees; and not enough time to get everything done.

Question twenty-eight asked the managers to state the most satisfying aspect of their job. Again, several responses were given. Four managers stated that serving the community's needs and getting favorable reaction to their stations from the community were the most gratifying things. One manager mentioned being recognized as a leader was important to him. One manager said that he derived satisfaction from reaching sales goals, and one manager said that he enjoyed doing something, such as a special promotion, that someone had said couldn't be done.

Analysis of Data from Personal Interviews

Several questions were asked in the personal interviews that were not asked in the telephone interviews.

Managers were asked to name the adjectives which best describe the role of a station manager. Some of the responses were: exciting (never the same); rewarding; confusing; challenging; time consuming;

interesting; non-restrictive; enjoyable; and different.

The managers were asked whether they had developed a particular managerial style. All responded that they kept close watch on their stations' operations, although some of the managers indicated that they did not like to be bothered with trivial details. None of the managers delegated program decision-making responsibilities.

The managers were asked to describe the characteristics or traits of a good manager. Some of the responses were: have brains; be willing and able to make decisions even though they might be wrong; vision; firm but understanding; anticipate problems before they become serious; persistence.

The managers were also queried about their radio stations' roles in their communities. All replied that the stations played an important role in meeting the communities' needs. When asked whether they conducted research to determine what the community needs were, all managers answered in the affirmative. However, when asked to explain what type of research they conducted, few specific answers were given. One manager said that his station conducted a contest; another stated that he followed "national trends." Several managers stressed the importance of their contacts with the local business community, especially through their sales staffs. One manager said that he conducted research before implementing a recent programming change; his research was explained as talking with businessmen, watching "demographics," and reading industry trade magazines. One manager said that his station had been on the air for many years, and by now "pretty well know what they want." This manager also stated that "if it doesn't work we'll

try something else, but we're not conducting surveys." He said that he lets the "other guys" do that. No manager explained any systematic way of determining their community's needs regarding station programming.

The managers were asked to describe an incident that was frustrating to them. Few specific incidents were cited. One manager said that absentee owners were interested only in the station's profits, not how well the station was serving the community. One manager cited long working hours and the need for diplomacy in dealing with people. Two managers said that they had trouble attracting and keeping qualified personnel. One manager said that it was a fight that had occurred between two employees who were drinking while putting up Christmas decorations at the station; this manager said that he now bans liquor from the station's premises. Several managers complained about the attitudes of people beginning their broadcasting careers. The managers felt that young people are not interested in learning the business, but only in money and career advancement; these managers stated that they had worked hard when beginning their own careers but they felt that the work ethic is absent today.

The managers were asked to describe a particularly satisfying incident. Again, few specific incidents were given, although several managers explained that they derived the most satisfaction from receiving positive feedback from the community to their station's programs. One manager cited a listener who credited his station with saving her life by broadcasting a tornado warning. One manager was proud of a fund raising effort that his station had conducted for a local sports

team. Two managers showed plaques they had received from local organizations for their community service. One manager stated that he derived satisfaction from keeping his employees happy, and another said that he was most satisfied after landing a big sales account.

When asked what advice they would give to someone aspiring to station management, all of the interviewees recommended getting the broadest possible experience in broadcasting, and several emphasized sales experience. One manager recommended a college education with an emphasis on business management.

Some of the managers were asked whether they wanted to move into larger markets. None expressed regret at working in small towns; two respondents said that they had had job offers from major market stations but had never regretted refusing the offers. All of the managers gave the impression of satisfaction with their lifestyles.

The data from the questionnaires and interviews has been analyzed and summarized in light of the twelve questions established as the basis for this thesis. The next section of this chapter will discuss the data and its significance.

Discussion of Data

The regression analysis indicated that the factors considered most important by the managers were: the opportunity to make full use of their managerial abilities, and their salaries. These two factors accounted for sixty-two percent of the variance in their reported overall satisfaction. The correlation between job satisfaction factors and overall satisfaction also showed these to have the highest correlation --.70 for using one's managerial abilities and .54 for present pay.

Other factors which were significantly related to overall satisfaction were professional recognition, resource adequacy, and relations with subordinates. Three factors which were not significant were: dealing with a variety of job challenges; career advancement; community recognition. Significance levels for these three factors exceeded .05.

The computation of the means of rankings of job factors produced somewhat different results. Since the respondents had been asked to rank the eight factors in descending order of importance, the most important factors have the lowest means. This computation showed that using one's own judgment was considered the most important factor, and dealing with a variety of job challenges was the second most important factor. Making full use of one's abilities ranked third and salary was considered the fourth most important factor. The telephone and personal interviews indicated that dealing with a variety of job challenges, community recognition, making full use of one's managerial abilities, exercise of authority, and relations with subordinates may be related to managerial job satisfaction. The differences in results between the regression analysis, ranking of job factors, and interviews may be interpreted in several ways. Following is a discussion of the individual job factors, and why each factor may or may not be related to managerial job satisfaction.

Using one's abilities had the highest correlation with overall satisfaction and was ranked second in the ranking of job factors. Therefore, it seems that managers consider making full use of their abilities to be important in determining their job satisfaction. This attitude was also reinforced in the interviews when several managers

explained that they were usually involved in all aspects of their stations' operations. Versatility was sometimes necessitated by the absence of qualified personnel to whom they could entrust certain jobs, but most managers gave the impression that they enjoyed using their skill and previous training, and several stressed the importance of getting the broadest possible experience when asked what prospective managers should do to prepare themselves for similar positions. Thus, making full use of one's managerial abilities may be related to managerial job satisfaction.

Exercising authority was ranked the least important factor by the managers, but the correlation between job factors and overall satisfaction showed this to be the third most important factor. This discrepancy may be explained by some managers' possible reluctance to admit that the exercise of authority is important to them, but the eight statements relating to this factor indicate that it is important. The telephone and personal interviews also indicated that the exercise of authority is important to the managers since none delegated program decision-making authority to their subordinates, and several managers indicated that they were deeply involved in all aspects of their stations' operations. All managers said that they wanted to be kept informed by their subordinates about all but the most trivial details of their stations' activities. However, the exercise of authority should not be assumed to necessarily contribute to job satisfaction. One manager indicated in an interview that he wished he could delegate some authority, but that he did not have sufficiently qualified personnel to allow him to do so. In this case, the exercise of authority

might actually contribute to job dissatisfaction. Nevertheless, after consideration of the data from the correlation of job factors to overall satisfaction, and the interviews, it appears that the exercise of authority may be related to managerial job dissatisfaction.

Dealing with a variety of job challenges was not seen as significant when examining the correlation between job factor subscales and overall satisfaction. However, this was seen as the second most important element when the factors were ranked. When examining the correlation between job challenges and overall satisfaction, it must be kept in mind that only four items on the questionnaire related to job challenges, and the wording of these items may not necessarily indicate the importance of job challenge to job satisfaction. Five of the telephone interviewees said that the decisions they make are somewhat varied and only one manager indicated that the decisions are repetitious. The interviews revealed that many managers enjoy the variety of tasks which they must perform. For example, some managers continue to fulfill other roles in their stations, such as announcer or engineer, in addition to their managerial roles because they enjoy these jobs. Therefore, dealing with a variety of job challenges may be related to managerial job satisfaction.

Salary appears to be related to managerial job satisfaction; in fact, the regression analysis indicated that salary was one of the two most important variables in determining overall job satisfaction. Salary was also considered the fourth most important factor when the respondents ranked the eight given factors. This discrepancy might arise from a person's reluctance to admit that salary is important to him by rating it highly, but the responses to the statements about

salary indicate that pay is important to the managers. The telephone interviews also revealed that only one manager of seven believed that his salary was more than adequate for the amount of work he was asked to do. The importance given to salary may arise from the fact that many managers indicated that they work long hours (often working weekends and evenings) and that they believe they should be well paid because of the number of hours they give to the station's activities. Regardless of the reason, it appears that present pay may be related to managerial job satisfaction.

Career advancement does not appear to be related to managerial job satisfaction. There was no significant correlation between the career advancement subscores and overall satisfaction. The rankings of job factors also indicated that this is the sixth most important factor. The interviews produced no responses to indicate that the managers placed much importance upon career advancement as a job satisfaction factor. This may partly be explained by the fact that more than half of the respondents had full or partial ownership of the stations which they managed. Regardless of whether they had ownership interest, many managers had been with their current stations for several years. Thus, career advancement does not appear to be related to managerial job satisfaction.

Community recognition was not seen as being an important factor by the managers. There was no significant correlation between the community recognition subscores and overall satisfaction. The mean of community recognition in the job factor rankings indicated that this was only the fifth most important factor. During the interviews, however, community involvement was mentioned as being the most satisfying aspect

f the manager's job. Thus, community recognition must be differentiated from community involvement. While the managers may see their stations as playing an important role in their communities, they may not place much importance upon personal recognition. This may also explain why few managers editorialized on local issues. It would also confirm the findings of Bohn and Clark (1972, p. 212) that local radio station managers do not consciously view themselves as extremely strong influences on their communities, but rather "the reason given for his existence seems to be community service to the needs and desires of his audience." Since the questionnaire was designed to measure the importance of community recognition, not community involvement, to job satisfaction, it must be concluded that community recognition probably is not related to managerial job satisfaction.

Professional recognition was ranked by the managers as being least important to them, but the correlation of the professional recognition subscores with overall satisfaction indicated that this may be a significant factor. The discrepancy may arise from the wording of the statements about professional recognition. The managers may agree that their position carries prestige, but they may conclude that such prestige is not as important to them as other factors. In the telephone interviews, six managers said that other managers' opinions of how well they are doing their job was unimportant; only one manager said that such opinions were somewhat important. None said that other managers' opinions of them were important. This may be because of the isolation of the stations and also because the managers are not in direct competition with each other. Therefore,

professional recognition probably is not related to managerial job satisfaction.

Using one's own judgment was ranked as the most important factor by the managers, and the subscales of resource adequacy and relations with subordinates were also statistically significant. In the telephone interviews, four of seven interviewees indicated that most of their managerial decisions could be described as requiring some thought or analysis. Four managers also indicated that the decision-making process is satisfying, with only one manager stating that the process is sometimes frustrating. Many of the managers indicated that they relied on their own judgment rather than that of their subordinates because the subordinates frequently lacked sufficient experience to be entrusted with decision-making responsibilities. Regardless of whether they consider using their own judgment important because of necessity or intrinsic satisfaction, it seems using one's own judgment may be related to managerial job satisfaction.

Analysis of the personal data showed that some job satisfaction factors may be related to education level and to station ownership.

The importance attached to professional recognition appears to increase as the managers' level of education increases. This may indicate that the managers seek acknowledgement from their peers and subordinates that their status is enhanced by their educational achievements. It might also indicate that the managers with higher education feel that this is an important reason for their advancement to a managerial position, while managers with less education may attribute their success to other factors. Professional recognition is also given more

importance by managers who are station owners than by those who are non-owners. Those with an ownership interest in their stations may feel that such ownership brings them increased recognition, while non-owners may feel that they do not receive as much peer recognition.

Salary is seen as being less important as education level increases. Managers with higher education may derive more satisfaction from using their increased training than from their financial remuneration, and thus place less importance on salary than do managers with less education. Therefore, education level may affect which factors are related to managerial job satisfaction.

From the previous analysis, it can be seen that factors which may be related to managerial job satisfaction are exercising authority, making full use of one's managerial abilities, dealing with a variety of job challenges, present pay, and using one's own judgment. It can also be seen that factors which are probably not related to managerial job satisfaction are career advancement, community recognition, and professional recognition.

Examination of the data also showed that education level may affect which factors relate to managerial job satisfaction. Professional recognition is seen as being more important as education level increases, and salary is considered less important as education increases.

Station ownership appears related to the importance attached to professional recognition. No other correlations appear to exist between demographic variables and job satisfaction factors.

CHAPTER V

CONCLUSIONS, RESERVATIONS, AND RECOMMENDATIONS

Conclusions

This study was conducted because little has been written about small radio station management. Most books on broadcast management are based upon the authors' experience in broadcasting rather than upon concrete data and much of the literature pertains to larger stations. This thesis attempted to add to the literature of broadcast management by studying factors that relate to job satisfaction of managers in small market radio stations in North Dakota, Northwestern Minnesota, and Eastern Montana. Thirty-three managers were surveyed by mail questionnaires, telephone interviews, and personal interviews. Based on a limited sample size, analysis of the data allows for the following conclusions to be drawn:

1. Factors which probably relate to managerial job satisfaction in small market radio stations are: making full use of one's managerial abilities; exercise of authority; dealing with a variety of job challenges; salary; and using one's own judgment (of these, salary and opportunity to use one's managerial abilities were considered the most important).
2. Factors which probably do not relate to managerial job satisfaction in small market radio stations are:

career advancement; community recognition; and professional recognition.

3. The importance attached to professional recognition may increase as the level of the manager's education increases.
4. The importance attached to professional recognition may increase if the manager has ownership interest in the station.
5. The importance attached to salary may decrease as the manager's education level increases.
6. The length of time the manager has been in broadcasting does not appear to affect which factors relate to managerial job satisfaction.
7. Tenure as manager does not appear to affect which factors relate to managerial job satisfaction.
8. Small market radio station managers delegate few decision-making responsibilities. Managers worked long hours, but there seemed to be a consensus that it was their job to make large and small decisions. They were people managers as well as facility managers.
9. Most small market radio station managers come from sales positions and consider experience in sales to be a prerequisite to the position of general manager.
10. Most small market radio station managers place importance upon their stations' role in serving their communities, but do not seek personal recognition as community leaders.

11. Most small market radio station managers do not see themselves as opinion leaders, and generally do not take stands or editorialize on issues of local importance.
12. Most small market radio station managers become actively involved in their communities' social life. One common reason for this is to make business contacts.
13. Problems relating to personnel and to finances are the most frustrating aspect of the small market radio station manager's job.
14. Most small market radio station managers do not conduct systematic research to determine their communities' needs and interests. Most managers utilize their social and business contacts to determine these needs.
15. Most small market radio station managers are satisfied with their lifestyles and have little desire to move to larger markets.
16. More than fifty percent of the small market radio station managers surveyed have partial or complete ownership of the stations which they manage.

Reservations

In discussing the data, several considerations should be kept in mind. The factors thought to affect managerial job satisfaction were selected arbitrarily after reviewing the literature of job satisfaction. However, some of the factors chosen were found to be inappropriate for a study of small market radio station managers. For example, more than half of the managers studied had partial or complete

ownership of their stations; therefore, the wording of questions pertaining to salary and career advancement may not have been appropriate for this study. It had not been anticipated that manager ownership would be so great. This problem of arbitrary selection of job satisfaction factors might have been overcome by submitting a list of several factors to the managers in the pre-test and using those items most frequently selected for the final study.

The wording of some of the statements may not have been precise enough to accurately reflect the respondents' feelings about certain factors. For example, some managers may have agreed that "the work is seldom boring," but might not necessarily have agreed that they enjoy dealing with a variety of job challenges. As with any survey, questions and statements may have been interpreted in different ways by different respondents. Terms such as "job challenge" and "professional recognition" may mean quite different things to different people.

In analyzing the data, it was evident that a finer distinction might have been drawn between community recognition and community involvement. The managers interviewed gave an impression of strong feelings toward community involvement; however, analysis of the mail questionnaire responses indicated that community recognition was not important to the managers. Therefore, it seems that while the managers wish their stations to play a role in serving their communities' needs, they do not necessarily seek recognition for themselves as community leaders. In preparing the questionnaire, it had been assumed that community recognition and community involvement were synonymous.

Similarly, no distinction was drawn between "professional recognition by one's subordinates as a capable manager, and "professional

recognition" by one's fellow station managers. While the data indicated that most managers do not place much importance on the opinions of other managers about how well they are doing their jobs, several managers gave the impression in the interviews that they did place importance upon the opinions which their employees held of them.

The statements relating to community recognition and to professional recognition were developed only for this study, since no appropriate statements could be found in previous studies; therefore, no claim of reliability can be made for these factors.

In drawing up the statements relating to the job satisfaction factors, equal numbers of statements should have been selected for each factor. Since as many as ten and as few as four statements related to some factors, the reliability of the answers may not have been the same.

More demographic information could have been solicited. Factors such as the size of the respondents' home towns and the managers' ages might also have affected which elements determine job satisfaction.

The relatively small number of station managers surveyed probably means that there is a lower level of reliability than is desirable.

While there are some reservations in this study, it is a valid geographic sampling of a sparsely populated area with many cultural, social, and economic similarities. The study also suggests that it is difficult to give meaning to statistical data from a mail questionnaire and that interviews are important to interpretation and validating of data.

Recommendations

This study was concerned with identifying which factors significantly determine managerial job satisfaction. Since only broad conclusions can be drawn from the results of the investigation, it is apparent that further study of small market radio station managerial job satisfaction is warranted.

Such investigation could examine whether factors other than the eight identified for this thesis could also affect managerial job satisfaction. More importantly, further study is needed to determine why some factors may affect job satisfaction. For example, this study used the somewhat broad term "making full use of one's managerial abilities" and future investigation could examine which abilities the managers considered to be the most important, and why. Factors which were found in this study to relate to job satisfaction could be broken down into their component parts to determine why they affect such satisfaction.

Future studies could also investigate whether personality traits might affect which factors influence managerial job satisfaction.

Comparison studies could be conducted of small and large market managers to discover if job satisfaction factors are influenced by external variables such as population of the community and competition from other radio stations. Such studies could determine if under some circumstances extrinsic factors are more important than intrinsic factors in affecting job satisfaction.

The interviews with some station managers revealed that while most recognized the need for audience research, few actually engaged

in systematic research to determine their audience's needs. Most managers relied heavily on listener reaction to programs already being aired. This suggests that a future study could develop a method by which small market managers could conduct audience research relatively inexpensively. Such research methods might be incorporated into future broadcast management textbooks.

Another area which could be expanded upon in books on broadcasting and broadcast management is the manager's methods of dealing with employees. Some of the complaints most frequently mentioned in the interviews related to dealing with people. Ironically, this area was not dealt with in depth by the authors whose works were mentioned in the review of literature. Therefore, it seems that future broadcast management textbooks could explain managerial styles, and which styles might be best suited to managers of small radio stations which often employ relatively inexperienced personnel. Management communications systems applicable to small businesses could be explored, since some managers also expressed frustration in communicating effectively with their employees.

The review of literature also pointed out the problem some small businessmen have with delegation of authority, and how lack of such delegation can lead to inefficiency and interpersonal conflicts among staff members. However, these discussions occurred in books on management, not broadcasting. Therefore, it seems evident that what is needed is a broadcast management textbook that incorporates many of the ideas and suggestions found in the writings about management, to serve as a guide to interpretation of research data, and suggest guidelines on small market radio station research.

APPENDICES

APPENDIX A

Mail Questionnaire

Dear _____:

As part of the requirements for my Master's degree, I am conducting a job satisfaction survey of small market radio station managers in North Dakota, Montana, and Minnesota. I would like you to contribute to this study. A few moments of your time to complete the enclosed questionnaire would be appreciated. It should take no longer than 15 minutes.

Complete confidentiality is assured in the study; no names of individual station managers will be used, nor will any station call letters be named. The personal information sheet will be separated from the other answer sheets upon receipt, so that the job satisfaction responses will remain anonymous. The education and work related information requested will be presented only in statistical form.

As a graduate student in the Speech Department at the University of North Dakota, I have been studying broadcast management. I have found that little research has been done on small market radio station management, and have found no broadcast management studies to have been done recently in this area of the United States.

Upon completion of my thesis, a summary of the findings will be available. If you wish a copy, please check the statement at the end of the questionnaire.

Thank you for your assistance.

Sincerely,

Larry Etling

PERSONAL INFORMATION

Name _____

Address _____

Telephone _____

Native State _____

EDUCATION

High School _____ B.A. _____ Where _____

M.A. _____ Where _____

Technical School _____ Years _____

Other _____ Explain _____

EMPLOYMENT

<u>Last 3 Positions</u>	<u>Date (From-to)</u>	<u>Length of Time</u>	<u>Employer</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Current Position _____ Length of time _____

How long have you been a station manager? _____

How long do you expect to be in your current position? _____

Total length of time in broadcasting _____

Do you have an ownership interest in this station? Yes ___ No ___

Do you receive some or all of your programs by satellite? Yes ___ No ___

Is your station automated? Yes ___ No ___

Are you a member of your state broadcaster's association? Yes ___ No ___

NAB? Yes ___ No ___

Other business or service organizations belonged to _____

Please respond to the following questions according to the directions which are provided.

1. Choose one of the following statements which best tells how well you like your job. Place a check mark against that statement.

<input type="checkbox"/> I hate it	<input type="checkbox"/> I somewhat like it
<input type="checkbox"/> I dislike it	<input type="checkbox"/> I like it
<input type="checkbox"/> I don't like it	<input type="checkbox"/> I love it
<input type="checkbox"/> I am indifferent to it	

2. Check one of the following to show how much of the time you feel satisfied with your job.

<input type="checkbox"/> All of the time	<input type="checkbox"/> Occasionally
<input type="checkbox"/> Most of the time	<input type="checkbox"/> Seldom
<input type="checkbox"/> A good deal of the time	<input type="checkbox"/> Never
<input type="checkbox"/> About half of the time	

3. Check one of the following which best tells how you feel about changing your job.

I would quit this job at once if I could get anything else to do.

I would take almost any other job in which I could earn as much as I am earning now.

I would like to change both my job and my occupation.

I would like to exchange my present job for another job in the same line of work.

I am not eager to change my job but I would do so if I could get a better job.

I cannot think of any job for which I would exchange mine.

I would not exchange my job for any other.

4. Check one of the following to show how you think you compare with other people.

No one likes his/her job better than I like mine.

I like my job much better than most people like theirs.

I like my job better than most people like theirs.

___ I like my job about as well as most people like theirs.

___ I dislike my job more than most people dislike theirs.

___ I dislike my job much more than most people dislike theirs.

___ No one dislikes his/her job more than I dislike mine.

Listed below are a series of statements which describe various job aspects. Please indicate how true each of the statements is of your present job by using the following scale:

1	2	3	4	5
Not true, or untrue	Somewhat untrue	Neither true nor untrue	Somewhat true	True

Please circle the appropriate number next to each statement.

- | | | | | | |
|---|---|---|---|---|---|
| 1. The work is interesting. | 1 | 2 | 3 | 4 | 5 |
| 2. I have enough information to get the job done. | 1 | 2 | 3 | 4 | 5 |
| 3. My pay is quite satisfactory. | 1 | 2 | 3 | 4 | 5 |
| 4. The people I work with are friendly. | 1 | 2 | 3 | 4 | 5 |
| 5. My job provides good opportunities for career advancement. | 1 | 2 | 3 | 4 | 5 |
| 6. My position gives me high community visibility. | 1 | 2 | 3 | 4 | 5 |
| 7. My credibility among broadcasters offers me self-esteem. | 1 | 2 | 3 | 4 | 5 |
| 8. I have an opportunity to develop my own special abilities. | 1 | 2 | 3 | 4 | 5 |
| 9. I have enough help and equipment to get the job done. | 1 | 2 | 3 | 4 | 5 |
| 10. I am underpaid for what I do. | 1 | 2 | 3 | 4 | 5 |
| 11. The people I work with take a personal interest in me. | 1 | 2 | 3 | 4 | 5 |
| 12. Prospects for career advancement are as good or better than with any other station. | 1 | 2 | 3 | 4 | 5 |
| 13. I am asked to participate in community activities. | 1 | 2 | 3 | 4 | 5 |
| 14. My position provides me with prestige within the station. | 1 | 2 | 3 | 4 | 5 |

	1	2	3	4	5
	Not true or untrue	Somewhat untrue	Neither true nor untrue	Somewhat true	True
15. I can see the results of my work.				1	2 3 4 5
16. I have enough authority to do my job.				1	2 3 4 5
17. There is sufficient difference between my income and that of my immediate subordinates.				1	2 3 4 5
18. My subordinates work well as a group.				1	2 3 4 5
19. My experience increases my prospects for career advancement.				1	2 3 4 5
20. I am considered a community leader because of my position.				1	2 3 4 5
21. My position carries prestige in the broadcasting industry.				1	2 3 4 5
22. I am afforded a chance to do the things I do best.				1	2 3 4 5
23. My responsibilities are clearly defined.				1	2 3 4 5
24. My income is as good as that of similar station managers my age and with my experience.				1	2 3 4 5
25. My subordinates need too much supervision.				1	2 3 4 5
26. I feel I have stayed at my present level too long.				1	2 3 4 5
27. My position is an important one in my community.				1	2 3 4 5
28. My subordinates respect me because of my position.				1	2 3 4 5
29. I am given a lot of freedom to decide how I do my own work.				1	2 3 4 5
30. The people with whom I work are competent in doing their jobs.				1	2 3 4 5
31. My income is determined by my performance on the job.				1	2 3 4 5
32. My subordinates are hardworking.				1	2 3 4 5
33. My educational qualifications and training increase my prospects for career advancement.				1	2 3 4 5

	1	2	3	4	5
	Not true or untrue	Somewhat untrue	Neither true nor untrue	Somewhat true	True
34. I frequently get involved in community events.	1	2	3	4	5
35. I plan to purchase my own radio station someday.	1	2	3	4	5
36. The problems I am expected to solve are difficult.				1	2 3 4 5
37. The people with whom I work are well trained to do their jobs.				1	2 3 4 5
38. I am unsatisfied with my current salary.				1	2 3 4 5
39. My co-workers are easy to work with.				1	2 3 4 5
40. Because of my work experiences, I have excellent possibilities for career advancement.				1	2 3 4 5
41. My position requires that I be actively involved in the affairs of my community.				1	2 3 4 5
42. The work is seldom boring.				1	2 3 4 5
43. I have the authority to make all necessary decisions.				1	2 3 4 5
44. I deserve a better salary, considering the amount of work I do.				1	2 3 4 5
45. My employees relate to me as an individual.				1	2 3 4 5
46. The goal of my career is station ownership.				1	2 3 4 5
47. I make work decisions without interference from others.				1	2 3 4 5
48. I am sufficiently informed to do my job.				1	2 3 4 5
49. I make significantly more money than my employees.				1	2 3 4 5
50. The employees under my supervision work well together.				1	2 3 4 5
51. I plan to seek another job soon.				1	2 3 4 5
52. As I view the results of my work, I am satisfied.				1	2 3 4 5

	1	2	3	4	5
	Not true or untrue	Somewhat untrue	Neither true nor untrue	Somewhat true	True
53. There are sufficient manpower and technical resources available to me to do the job.				1	2 3 4 5
54. I make about as much money as most managers of radio stations this size.				1	2 3 4 5
55. I must supervise my subordinates closely.				1	2 3 4 5
56. The prospects for career advancement are excellent because of my education and training.				1	2 3 4 5
57. Difficult problems are handled by someone else.				1	2 3 4 5
58. I have no doubts about what my responsibilities are.				1	2 3 4 5
59. My pay relates directly to how well I do my job.				1	2 3 4 5
60. My subordinates work diligently at their jobs.				1	2 3 4 5

Please rank the following eight factors according to their importance to you. Give the most important factor a rank of 1 and the least important factor a rank of 8.

_____ Recognition in my community.

_____ A chance to exercise my authority.

_____ The variety of job challenges I face every day.

_____ Professional recognition (by peers in the industry).

_____ A chance to make full use of my skill and training.

_____ Freedom to use my own judgment.

_____ Career advancement.

_____ The amount of my salary.

Do you wish to receive a summary of this survey? ___ Yes ___ No

Earlier you completed a questionnaire on managerial job satisfaction. Thank you for your help.

In requesting your assistance in completing this telephone interview, I would like to assure complete confidentiality of your responses. The information that you provide to me will not be released to any other interviewee, nor will I refer to your station's call letters. Neither your name nor your station's call letters will be mentioned in my thesis.

1. How many employees does your station have? _____
2. Do your station's department heads have authority to make changes in programming or operating procedure before getting your approval?
Yes ___ No ___

3. Does your station carry editorials by you or your staff?
Yes ___ No ___

Why/Why not? _____

4. Have you ever changed your station's programming or news content because of reaction from the community?
Yes ___ No ___

Why/Why not? _____

5. Are you active in the social life of your community?
Yes ___ No ___

- If yes, why?
- a. ___ to make business contacts
 - b. ___ a radio station manager should be a community leader
 - c. ___ enjoy meeting other people
 - d. ___ there are few other entertainment alternatives in this community
 - e. ___ other (explain) _____

If no, why not? _____

6. Did you find your previous business or broadcasting experience or training was adequate preparation for this job, or did you learn managing "on the job"?
Adequate ___ On the job ___

7. Do you frequently work on the weekends or evenings?
Yes ___ No ___

If yes, do you find this ___ frustrating, or ___ satisfying?

Why? _____

- If no, why not
- a. ___ organize time and tasks well
 - b. ___ delegation of many jobs to subordinates
 - c. ___ don't worry about the work, because some-
how it gets done
 - d. ___ other (explain) _____

8. How much time do you spend in an average day making important decisions?
- a. ___ less than an hour
 - b. ___ more than an hour, but less than half the working day
 - c. ___ half the working day or more

9. Most of the managerial decisions you make could be described as
- routine, don't require much thought or analysis
 - requiring some thought or analysis by you
 - requiring consultation with subordinates or station owners
10. How would you describe the type of decisions you make on an average working day?
- repetitious
 - somewhat varied
 - very different from each other
11. How would you describe the managerial decision-making process?
- satisfying
 - routine, don't think much about it
 - frustrating
12. How important to you are the opinions of other station managers about how well you are doing your job?
- very important
 - somewhat important
 - unimportant
13. How often do you consult with other station managers about common problems?
- frequently; make a point of it
 - whenever the opportunity presents itself
 - infrequently
 - never

If you answered infrequently or never, why did you answer this way?

- it's not important
- don't have time
- the opportunity rarely presents itself
- other (explain) _____

14. Do you plan to be in your present job more than three years from now? Yes No

Why? (circle one or more)

like/dislike the job

like/dislike the community

like/dislike the location

like/dislike the people you work with

better/similar/fewer job opportunities

15. Since assuming your current position, have you turned down a job offer?

Yes No

If yes, why? _____

16. Do you have a definite career plan? Yes ___ No ___

If no, why did you answer this way?

- a. ___ been successful without one
- b. ___ a person should be flexible in order to take advantage of all possible opportunities
- c. ___ the future is too uncertain for long-range planning
- d. ___ happy in current job and plan to remain there for a foreseeable future
- e. ___ other (explain) _____

If yes, a. ___ how many years ago did you develop it?

- b. ___ would you say it is
 - i. ___ ahead of schedule
 - ii. ___ on schedule
 - iii. ___ behind schedule

17. Do you anticipate your next job will be in a

- a. ___ small market (less than 25,000 people)
- b. ___ small to medium market (25,000 to 100,000 people)
- c. ___ medium to large market (100,000 to 250,000 people)
- d. ___ large market (more than 250,000 people)

18. Do you expect your next job will be a managerial one?

Yes ___ No ___

19. Do you expect your next job will be in a station in North Dakota?

Yes ___ No ___

20. Do you expect your next job will be in broadcasting?

Yes ___ No ___

21. You are about to make major changes to your station's programming. Before the changes are made you would

- a. ___ decide by yourself what to do and order it done
- b. ___ consult with the station owner and then order the changes
- c. ___ talk with businessmen in the community and then decide what to do
- d. ___ consult with the program director before deciding what to do
- e. ___ gather as many opinions as possible and base your decision on them
- f. ___ other (explain) _____

22. Who decides the size of your salary and the frequency of salary increases?

- a. ___ station owner
- b. ___ company president or board of directors
- c. ___ yourself
- c. ___ other _____

23. Is the size of your salary dependent upon your station's financial success? Yes ___ No ___

24. Considering the amount of work you do, is the size of your salary
- a. ___ more than adequate
 - b. ___ adequate
 - c. ___ less than adequate
25. Why did you become a radio station manager? Answer as many as you wish.
- a. ___ to tell others what to do for a change
 - b. ___ to implement your own ideas
 - c. ___ your abilities were not fully utilized in previous positions
 - d. ___ prestige in the community
 - e. ___ prestige in the industry
 - f. ___ to advance your career
 - g. ___ to make more money than you were making in your previous job
 - h. ___ other (explain) _____
26. What is the biggest problem associated with the everyday operation of your station? _____

27. What is the single biggest source of frustration to you as a radio station manager? _____
28. What is the most satisfying or gratifying aspect of your job?

APPENDIX C

Personal Interview Questionnaire

1. What adjectives would you use to describe the role of a radio station manager?
2. What are the characteristics or traits of a good radio station manager?
3. Could you describe a specific incident that caused you to become frustrated with your job?
4. Could you describe a specific incident that made you very satisfied with your job?
5. Do you follow any specific managerial style?
6. How would you describe the role your radio station plays in your community?
7. What advice would you give someone who was preparing for a career in broadcast management?

BIBLIOGRAPHY

1. [Faint text]
2. [Faint text]
3. [Faint text]
4. [Faint text]
5. [Faint text]

BIBLIOGRAPHY

1. [Faint text]
2. [Faint text]
3. [Faint text]
4. [Faint text]
5. [Faint text]
6. [Faint text]
7. [Faint text]
8. [Faint text]
9. [Faint text]
10. [Faint text]

BIBLIOGRAPHY

- Abel, John D., and Frederick N. Jacobs. "Radio Station Manager Attitudes Toward Broadcasting Graduates." Journal of Broadcasting, 19 (1975), 439-452.
- Barnes, Rey Leroy. "Program Decision-Making in Small Market AM Radio Stations." Ph.D. diss., University of Iowa, 1970.
- Bittner, John R. Broadcast Law and Regulation. Englewood Cliffs, NJ: Prentice-Hall, 1982.
- Bogart, Leo. "The Management of Mass Media." In Mass Communication Research: Major Issues and Future Directions. Ed. W. Phillips Davison and Frederick T.C. Yu. New York: Praeger, 1974, pp. 143-70.
- Bohn, Thomas W., and Robert K. Clark. "Small Market Media Managers: A Profile." Journal of Broadcasting, 16 (1972), 205-15.
- Broadcasting Cablecasting Yearbook. Washington: Broadcasting Publications, 1982.
- Broadcasting Cablecasting Yearbook. Washington: Broadcasting Publications, 1983.
- Broom, H. N., and Justin G. Longenecker. Small Business Management. Chicago: South-Western, 1966.
- Butler, Paul F. "A Measure of Job Satisfaction Among City Editors and Police Reporters on Iowa Daily Newspapers." Masters thesis, University of Iowa, 1966.
- Coddington, Robert H. Modern Radio Broadcasting: Management and Operation in Small-to-Medium Markets. Blue Ridge Summit, PA: Tab Books, 1969.
- "The Computer Opens a New Level of Audience Research." Broadcast Management/Engineering, Nov. 1980, pp. 17, 19.
- Couric, John M. "Small Market Radio Community Involvement." Journal of Broadcasting, 14 (1970), 171-82.
- Davis, Keith. Human Behavior at Work. New York: McGraw-Hill, 1981.

- Davis, Louis E., and Eric Trist. "Improving the Quality of Working Life: Sociotechnical Case Studies." In Design of Jobs. Ed. Louis E. Davis and Eric Trist. Santa Monica: Goodyear, 1979, pp. 162-83.
- DeKrey, Donald H. "A Job-Skill Analysis of a Small Radio Station." Masters thesis, University of North Dakota, 1953.
- Dietrich, George. "Local News in Small-Market Radio." Broadcast Management/Engineering, Jan. 1971, pp. 19, 25.
- Flanagan, John C. "The Critical Incident Technique." Psychological Bulletin, 51 (1954), 327-58.
- "The Forgotten 51st Market." Sponsor, 20 April 1964, pp. 46-50.
- Gaedeke, Ralph M., and Dennis H. Tootelian. Small Business Management. Santa Monica: Goodyear, 1980.
- Gaines, J. Raleigh. Modern Radio Programming. Blue Ridge Summit, PA: Tab Books, 1973.
- Georgopoulos, Basil S., and Gerald M. Mahoney and Nyle W. Jones. "A Path-Goal Approach to Productivity." Journal of Applied Psychology, 41 (1957), 345-53.
- Haberstroh, Jack. "Job Satisfaction Among Newspaper, Radio and Television Advertising Representatives: Its Comparative Degree and Relationship to Selected Variables." Ph.D. diss., University of Iowa, 1969.
- Hall, George L. "Programming and Management." In Radio Broadcasting: An Introduction to the Sound Medium. Ed. Robert L. Hilliard. New York: Hastings House, 1967.
- Head, Sydney W. Broadcasting in America. Boston: Houghton Mifflin, 1972.
- Herzberg, Frederick. The Motivation to Work. New York: John Wiley & Sons, 1959.
- Hilliard, Robert L., ed. Radio Broadcasting: An Introduction to the Sound Medium. New York: Hastings House, 1967.
- Hinrichs, John R. "The Impact of Industrial Organization on the Attitudes of Research Chemists." Ph.D. diss., Cornell University, 1962.
- Hoffer, Jay. Managing Today's Radio Station. Blue Ridge Summit, PA: Tab Books, 1968.
- Organization & Operation of Broadcast Stations. Blue Ridge, PA: Tab Books, 1971.

- Hoppock, Robert. Job Satisfaction. New York: Harper, 1935.
- _____. Occupational Information. New York: McGraw-Hill, 1957.
- Johnson, Joseph S., and Kenneth K. Jones. Modern Radio Station Practices. Belmont, CA: Wadsworth, 1978.
- Kirkley, Donald H. Workbook. Public Radio in Mid-America radio management seminar, Madison, WI, 14-15 Sept. 1978.
- Lawler, Edward E., and Lyman W. Porter. "The Effect of Performance on Job Satisfaction." Industrial Relations, 7 (1967), 20-28.
- Lawler, Edward E. "Job Design and Employee Motivation." Personnel Psychology, 22 (1969), 426-35.
- _____. "Control Systems in Organizations." In Handbook of Industrial and Organizational Psychology. Ed. Marvin D. Dunnette. Chicago: Rand McNally, 1976, pp. 1247-91.
- Lawton, Sherman P. "Discharge of Broadcast Station Employees." Journal of Broadcasting, 6 (1962), 191-96.
- Lichty, Lawrence W., and Joseph M. Ripley. "Size and Composition of Broadcasting Stations' Staffs." Journal of Broadcasting, 11 (1967), 139-51.
- Linton, Bruce A., and Victor Hyden, Jr. "Broadcasting in the Midwest: A Vocational Survey." Journal of Broadcasting, 3 (1958-59), 45-55.
- Locke, Edwin A. "The Nature and Causes of Job Satisfaction." In Handbook of Industrial and Organizational Psychology. Ed. Marvin D. Dunnette. Chicago: Rand McNally, 1976, pp. 1297-1349.
- Lofquist, Lloyd H., and Rene V. Dawis. "Vocational Needs, Work Reinforcers, and Job Satisfaction." Vocational Guidance Quarterly, 24 (1975), 132-39.
- Management Roundtable: "Controlling Radio Station Operating Costs." Broadcast Management/Engineering, March 1965, pp. 65-66.
- March, James G., and Herbert A. Simon. Organizations. New York: John Wiley & Sons, 1958.
- McClelland, David. "Business Drive and National Achievement." Harvard Business Review, 40 (1962), pp. 99-112.
- Messinger, Gunther S. "Age of the Computer Comes to Small and Medium Market Radio." Broadcast Management/Engineering, Aug. 1972, pp. 27-30.

- Murray, H. A. Explorations in Personality. New York: Oxford University Press, 1938.
- Porter, Lyman W. "Job Attitudes in Management: Perceived Deficiencies in Need Fulfillment as a Function of Size of Company." Journal of Applied Psychology, 47 (1963), 386-397.
- Quaal, Ward L., and James A. Brown. Broadcast Management. New York: Hastings House, 1976.
- Quinn, Robert P., and Linda J. Shepard. The 1972-73 Quality of Employment Survey. Ann Arbor, MI: Institute for Social Research, University of Michigan, 1974.
- Reese, Robert P., and Wilbur W. Stanton. "'Home-Grown' Audience Research for Small Radio Stations." Journal of Small Business Management, April 1980, pp. 24-30.
- Robinson, Sol. "Management Roundtable: Successful Operation in Small Markets." Broadcast Management/Engineering, Oct. 1967, pp. 48, 50, 52.
- _____. Broadcast Station Operating Guide. Blue Ridge Summit, PA: Tab Books, 1969.
- "Small Market Radio Big on Enthusiasm." Broadcasting, 5 April 1971, pp. 49-50.
- Starlin, Glenn. "The Broadcasting Employee: A Report from the APBE-NAB Employment Study." Journal of Broadcasting, 7 (1963), 233-45.
- Stoner, James A. F. Management. Englewood Cliffs, NJ: Prentice-Hall, 1982.
- Taylor, Sheril W., ed. Radio Programming in Action: Realities and Opportunities. New York: Hastings House, 1967.
- Terry, George A. Principles of Management. Homewood, IL: R. D. Irwin, 1956.
- Warr, Peter B., and Tony Routledge. "An Opinion Scale for the Study of Managers' Job Satisfaction." Occupational Psychology, 43 (1969), 95-109.
- Wilkins, Charles Kay. "Attitudes and Predictive Ability of Managers of AM Radio Stations in Small Single-Station Markets." Ph.D. diss., University of Utah, 1971.
- Willing, Si. "'Grass Roots' Radio." Broadcast Management/Engineering, Feb. 1967, pp. 30-33.

- Murray, H. A. Explorations in Personality. New York: Oxford University Press, 1938.
- Porter, Lyman W. "Job Attitudes in Management: Perceived Deficiencies in Need Fulfillment as a Function of Size of Company." Journal of Applied Psychology, 47 (1963), 386-397.
- Quaal, Ward L., and James A. Brown. Broadcast Management. New York: Hastings House, 1976.
- Quinn, Robert P., and Linda J. Shepard. The 1972-73 Quality of Employment Survey. Ann Arbor, MI: Institute for Social Research, University of Michigan, 1974.
- Reese, Robert P., and Wilbur W. Stanton. "'Home-Grown' Audience Research for Small Radio Stations." Journal of Small Business Management, April 1980, pp. 24-30.
- Robinson, Sol. "Management Roundtable: Successful Operation in Small Markets." Broadcast Management/Engineering, Oct. 1967, pp. 48, 50, 52.
- _____. Broadcast Station Operating Guide. Blue Ridge Summit, PA: Tab Books, 1969.
- "Small Market Radio Big on Enthusiasm." Broadcasting, 5 April 1971, pp. 49-50.
- Starlin, Glenn. "The Broadcasting Employee: A Report from the APBE-NAB Employment Study." Journal of Broadcasting, 7 (1963), 233-45.
- Stoner, James A. F. Management. Englewood Cliffs, NJ: Prentice-Hall, 1982.
- Taylor, Sheril W., ed. Radio Programming in Action: Realities and Opportunities. New York: Hastings House, 1967.
- Terry, George A. Principles of Management. Homewood, IL: R. D. Irwin, 1956.
- Warr, Peter B., and Tony Routledge. "An Opinion Scale for the Study of Managers' Job Satisfaction." Occupational Psychology, 43 (1969), 95-109.
- Wilkins, Charles Kay. "Attitudes and Predictive Ability of Managers of AM Radio Stations in Small Single-Station Markets." Ph.D. diss., University of Utah, 1971.
- Willing, Si. "'Grass Roots' Radio." Broadcast Management/Engineering, Feb. 1967, pp. 30-33.

Zimmerman, Philip. "Accounting for a Small Radio Station." The New York Certified Public Accountant, 37 (1967), 211-217.