To the Graduate Council:

I am submitting herewith a dissertation written by Katrina Karen Covington Whitmore entitled "The Paths to Turnover: An examination of the Bluedorn unified model in television newsrooms." I have examined the final copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Communications, with a major in Broadcasting.

Dr. Norman Swan, Major Professor

We have read this dissertation and recommend its acceptance:

Dr. Herb Howard

Dr. Greg Dobbins

Dr. Dhyana Ziegler

Accepted for the Council:

Associate Vice Chancellor
and Dean of the Graduate School

THE PATHS TO TURNOVER: AN EXAMINATION OF THE BLUEDORN UNIFIED MODEL IN TELEVISION NEWSROOMS

A Dissertation
Presented for the
Doctor of Philosophy
Degree
The University of Tennessee, Knoxville

Katrina Karen Covington Whitmore

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ABSTRACT

This research tested the Bluedorn unified model of turnover in television newsrooms. The model suggests that two distinct thought processes lead individuals to consider leaving their present place of employment. One process predicts that demographics (age, race, sex, education, tenure, previous experience, etc.) and perceptions about job opportunities available elsewhere either lead to turnover (outside opportunities are perceived as high), or the decision to remain at the present job (outside opportunities are perceived as low). The second process suggests that demographics, expectations about the job, experiences within the present organization, satisfaction with the job, commitment to the organization, the search for another job, and intent to leave the present job lead to turnover decisions.

The model was applied to television newsrooms by means of a self-administered questionnaire distributed to newsroom personnel in five televisions stations located in four southeastern states. Each question in the 66-item questionnaire corresponded to one of the components contained in the model. Results were analyzed for reliability, following which questions corresponding to one of the components comprising the model were computed. Correlation and multiple regression analyzed processes and component parts. Results indicated limited support for the model.

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CHAPTER I

Introduction

The work environment of a television newsroom employee is a hectic one, filled with the unexpected, often stressful, yet not without its extrinsic and intrinsic rewards. For the news reporter whose face becomes familiar to the viewing public, comes recognition, an opportunity to meet and mingle with community, national and international leaders, and many chances to do the unexpected. News photographers are afforded many of the same opportunities in addition to the opportunity to indulge their creative impulses and the chance to work with state-of-the-art video equipment. For those personnel involved in the upper echelon of a television newsroom (assignment editors, executive producers, producers) comes the chance to develop an informed, competent newsroom operation, exemplified by a newscast that interests, informs, and stimulates its viewing public.

The creative abilities of talented newsroom personnel are actively sought, even demanded by television stations seeking to gain an edge in what is becoming an increasingly competitive and expensive enterprise. Television newsrooms are no longer the huge financial moneymakers they once were and in fact, the maintenance and operation of a newsroom by a television station is becoming more of a financial risk.

(State of the art journalism, September, 1990) While most stations that operate fully staffed newsrooms continue to make money with their newsroom operations, at least 33 percent of stations in the nation's smaller markets report that they are losing money (Stone, 1990). There are many reasons cited for this decline. Cable television has made significant inroads on what was once the exclusive domain of broadcast facilities. So too has VCR viewing, and satellite technology.

The decade of 1980--1989 was a particularly turbulent one for the broadcast industry. The Reagan administration, a strong advocate of deregulation, targeted broadcasting. As a result, a number of restrictions involving the purchase or sale of a broadcast facility, were eliminated. This led to what many termed a "buying and selling frenzy" of broadcast stations. Wall Street discovered broadcasting. And as many of the founders of modern day broadcasting retired or sold their interests, they were replaced with CEO's that approached broadcasting strictly as a business, with an eye on the financial bottom line. As a December, 1989 article in Broadcasting magazine noted, "the surge of takeovers that has beset the broadcasting industry...has had an impact on the psyches of broadcasters far from the scene of those actions. And at those stations directly involved in takeovers, the efforts to control costs seem to be particularly pronounced. The cutbacks in personnel at the three network news operations that received considerable attention after ABC, CBS and NBC changed hands a few years ago have had their echoes at the networks' owned-and-operated stations." (State of the art journalism, September 11, 1989)

As noted above, all of the nation's major television networks changed hands during the 1980's. Cuts in personnel resulted at all three, including the elimination of 700 positions by CBS in its broadcasting division, either through layoffs, attrition, or the merging of positions. At Capital Cities/ABC, meanwhile, almost a thousand positions were eliminated, mainly through layoffs. NBC also reduced its news staff, primarily through the reduction or elimination of several bureaus domestically and abroad. In 1991, network bureaus that were closed or scaled back included Atlanta, Boston, Chicago, Dallas, Denver, Miami, New York, San Francisco and St. Louis. (All the news that fits the budget, September 23, 1991)

A number of network affiliates have also scaled back on their newsroom operations. In September, 1991, KIRO-TV in Seattle eliminated 14 staffers in its newsroom. In that same month, WLNE-TV in Providence laid off 22 news production and technical staffers and cut back on the number of weekly newscasts. Other stations have eliminated at least one of their nightly weekday newscasts, including WKXT-TV in Knoxville.

In this changing, oftentimes uncertain atmosphere, any decision by a broadcast professional to change jobs can be a momentous one. Traditionally, those involved in broadcast journalism have lived a nomadic life. Most begin their careers at television stations in the nation's smaller markets, and make successive moves to progressively larger stations in larger markets. Salary and other compensations tend to be commensurate with market size. (Television Employee Compensation and Fringe Benefits Report, National Association of Broadcasters, 1989)

Because of this, turnover, or the departure of an individual from his/her present place of employment to work at another, has traditionally been high in the broadcast industry. In 1988, turnover in television news was found to range from 13 percent in the top 25 television markets, to 29 percent in the nation's 100 smallest markets. For newsroom managers, the turnover rate was even higher--averaging 28 percent for news directors, most of whom had been at their present positions an average of less than two years (Stone, 1988).

As television stations fight for their share of a dwindling audience, while at the same time striving to beat competitors in their respective markets, attracting--and keeping--capable, talented staff becomes more important. Much of a station's popularity, regardless of a its network affiliation or independent status in a given market, depends largely on audience response to its local newscast. The anchors, reporters and other on-air personnel, as well as those working behind the scenes in television newsrooms are in effect a station's signature, and often the only way in which an audience comes to endow a station with an identity.

Statement of the Problem

Turnover has been described as "the cessation of membership in an organization by an individual who received monetary compensation from the organization." (Mobley, 1982) Two types of turnover were identified by Price (1977): voluntary, and involuntary. Voluntary turnover occurs when an individual severs his or her relationship in an organization through his or her own volition; involuntary turnover occurs when the termination is initiated by the organization for a variety of reasons including layoffs and dismissals. Involuntary turnover also occurs because of retirement on the part of the employee; death is also described as a form of involuntary turnover.

The reasons for, and predictors of, turnover have been the focus of research for more than 50 years. In a review of the turnover literature, Bluedorn (1982) noted that more than 1500 studies had been conducted up to that time examining some aspect of the turnover phenomenon. That number has increased significantly since then. Yet very few studies have been devoted to the examination of turnover in the broadcast industry.

Not that the high degree of turnover in the industry has gone unnoticed: as early as 1978, researchers contended that turnover in the broadcast industry was too high (Fulmer and Bensman, 1978), and questioned what might happen to the industry as a result. Vernon Stone, who has conducted turnover research in broadcasting for a number of years, in 1987 stated: "It's noteworthy that news directors and reporters have higher turnover than members of news staffs as a whole. The people who run the newsrooms and do the reporting are at the heart of broadcast journalism. Yet many of them come and go without time to get to know their markets. While new blood and fresh ideas are vital, so is reasonable continuity of newsroom leadership and local expertise by broadcast news reporters." (Stone, 1987, p. 9)

While the rapid departure of newsroom personnel is not unusual, perhaps it is time that the costs involved in the loss of experienced personnel be examined more fully. Some of those costs are tangible. Employee turnover in the United States costs companies more than $11 billion annually, according to personnel experts. Actual costs vary from industry to industry, but it has been conservatively estimated that replacing an hourly employee costs between 7 percent and 20 percent of the first year's pay. (Levy, 1988) Because of the specialized skills involved in broadcast journalism, costs for replacing personnel could be expected to fall on the upper end of that scale. Other costs to a newsroom organization are less tangible. As Stone noted, the exit of a newsroom employee also means the loss of that individual's contact and rapport with prospective news sources, as well the knowledge of and experience with the area and environment in which the television station operates.

With the advent of cable, VCR's, pay-per-view, and other forms of home viewing entertainment, the landscape for the television industry has changed dramatically. It becomes increasingly important for television stations to find a way of identifying with its local audience. Television news is the most obvious and important way that this can be accomplished. But a television newsroom is only as good as the people that are employed therein. Now is the time for station management to take active steps to retain its best employees. Finding a way to reduce turnover, particularly in television newsrooms, would benefit the station, the employees, and the community as a whole.

Statement of Purpose

Because of the changing landscape in the broadcast industry, television stations find that they are no longer the "only game in town". Consumers now have a wide range of choices in viewing entertainment. As a result, the television economy has been in a state of decline for a number of years. That trend is expected to continue. A report issued by the FCC Office of Plans and Policy predicts, "the broadcast industry has suffered an irreversible long-term decline in audience and revenue shares, which will continue through the current decade." (FCC report conceded TV's Future to Cable, July 1, 1991)

News departments are expensive to run and are usually a television station's largest expenditure. As a result, finding ways of cutting costs is an on-going concern. Technology has aided in this effort through the development of lighter, less cumbersome equipment which has reduced the need for certain types of personnel in what has been the traditional two-person news crew. (McClellan, 1988) Some stations, particularly independents and those located in smaller markets, have replaced fully staffed news operations with ones that are less labor-intensive ("Independent trades newscast for updates", November, 1990). Still others have eliminated at least one of their newscasts altogether ("Knoxville TV Drops Its Late Night News", May 13, 1991)

The reduction in costs associated with turnover is an option that few in television management have apparently considered. Not all voluntary turnover can, of course, be eliminated completely, but it can be lowered considerably.

How to do so is a question that television management is examining more closely.

The purpose of this study is to examine and attempt to explain what factors in a television newsroom lead to the decision to seek other employment. Although turnover research in broadcasting to date has been illuminating in many respects, it has concentrated on responses given by news directors, and has never attempted to garner responses from other newsroom personnel. The reasons why an employee decides to leave have yet to be explored in depth.

Significance of the Study

This study is important to the broadcast industry because it will provide television general managers and news directors with information that helps explain the process of, as well as the reasons for, employee turnover. It will provide them with a framework in which to consider possible policy changes, and aid in the development of a system that will allow a television station to retain its most talented, dedicated individuals--to the benefit of both the station, the newsroom, and the employee.

The study would be meaningful to academe because an in-depth examination of the turnover process in one of a television station's most important and powerful departments would be provided for the first time. The examination will take place in the framework of Bluedorn's Unified Model of

Turnover, thereby providing insights to the strengths and/or weaknesses of this management model of turnover. Expectancy theory is a fundamental part of the Bluedorn model, and this study will provide a meaningful test of this theory. In essence, the expectancy theory states that the value that an individual places on a desired outcome will directly effect the amount of effort expended by an individual to achieve that outcome. The model is designed to effectively test the precepts of expectancy theory.

CHAPTER II

Review of the Literature

This review of the literature will focus on four areas of research that are relevant to this study: expectancy theory, which provides the theoretical framework on which both the Bluedorn unified model of turnover and this study is based; other models of turnover developed by researchers in an effort to understand and predict the turnover process; management literature on turnover, in particular those studies that address the concepts contained in the Bluedorn model (demographics, expectations, environmental opportunity, job satisfaction, the organization experienced, organizational commitment, intent to leave); mass communication literature relevant to the turnover process. This section will conclude with a summary of the review, as well as a discussion of areas this study proposes to examine that have not yet been explored by previous research.

Expectancy Theory

Expectancy theory was developed by Vroom (1964), and has been expanded and refined by Porter and Lawler (1967). According to Vroom, motivation is a product of three factors: how much one wants a reward (valence), one's estimate of the probability that effort will result in successful performance (expectancy), and one's estimate that performance will result in receiving the reward (instrumentality). This relationship is stated in the following formula:

Valence x Expectancy x Instrumentality = Motivation

Valence refers to the strength of a person's preference for receiving a reward. It is an expression of the amount of one's desire for a goal. Because individuals may have positive or negative preferences for an outcome, valence may be negative as well as positive. If a person prefers not to attain an outcome compared to attaining it, valence is a negative figure. If a person is indifferent to an outcome, valence is 0. The total range is from -1 to +1. (Davis and Newstrom, 1980) Some employees will find intrinsic valence in the work itself, particularly if they have a strong work ethic or competence motivation. They derive satisfaction directly from their work through a sense of completion, or doing a task right, or of creating something.

Expectancy is the strength of belief that work-related effort will result in completion of a task. Expectancies are stated as probabilities--the employee's estimate of the degree to which performance will be determined by the amount of effort expended. Since expectancy is the probability of a connection between effort and performance, its value may range from 0 to 1. If an employee sees no chance that effort will lead to the desired performance, the expectancy is 0, but if the employee is highly confident that the task will be completed, the expectancy has a value of 1.

Instrumentality represents the employee's belief that a reward will be received once the task is accomplished. A subjective judgment is made about the probability that the organization values the performance and will administer rewards on a contingent basis. The value of instrumentality ranges from 0 to 1. The product of valence, expectancy and instrumentality is motivation, which is defined as the strength of the drive toward an action. The three factors in the expectancy model may exist in an infinite number of combinations.

Research on the validity of the expectancy model has centered around four approaches to expectancy proposed by Vroom (1964), Porter and Lawler (1968), Lawler (1971, 1973), and Graen (1969).

Vroom (1966) sought to predict the attractiveness of various potential employing organizations from a knowledge of what goals were important to the individual and how instrumental membership in each organization was perceived to be as a means of achieving each goal. The subjects were business students about to obtain master's degrees from a well-known institution. Questionnaire ratings on a number of variables were obtained prior to choice. Job goals or outcomes such as a chance to benefit society, freedom from supervision, high salary, etc., were rated in terms of their importance to the person. The three organizations in which the subject was most interested were then evaluated to establish the degree to which the student thought each might provide an opportunity to satisfy each type of goal. Combining these two variables, an instrumentality/goal index was calculated for each organization and related both to the attractiveness rating given the organization and to the subsequent choice. Results indicated that organizations viewed as providing a means to achieving important goals were considered more attractive. Eliminating organizations that ultimately did not make an offer, 76 percent of the students subsequently chose the organizations with the highest instrumentality/goal score. Although providing only partial support for the theory, research results are consistent with it.

Other results have been mixed. Galbraith and Cummings (1967) developed valence and performance/instrumentality levels for six possible outcomes, in a study involving 32 operative workers for a heavy equipment manufacturing firm. Outcomes included being popular with coworkers, pay increase, supervisory support, promotions, greater fringe benefits, and a reduced work load. The only consistent significant finding was for the supervisory support and considerations outcome, for which a combination of high valence and performance instrumentality was associated with high productivity. The implication is that supervision can make a difference.

Hackman and Porter (1968) conducted a study related to the Porter/Lawler version of expectancy theory with telephone company service representatives as subjects. A variety of performance criteria were predicted using effort/reward probability multiplied by value of reward as the predictor. In this instance, the rewards (outcomes) considered were generated directly by the service representatives themselves in interviews; thus, they were the rewards the subjects perceived to be actually present. The correlations with performance criteria were significant in almost all instances, although the median value was low.

The validity of expectancy theory has been vigorously debated (Locke, 1975; Mitchell, 1977; Wahba and House, 1974; Behling and Starke, 1973; Deci, 1975, 1976). Although the theoretical constructs appear to be valid, the difficulty comes in attempting to apply the theory to an actual work setting (Miner, 1980). Yet if one steps away from the purely mathematical difficulties in testing the theory, the underlying proposition appears obvious: if an individual perceives his/her efforts will have a positive effect on a desired outcome, that individual will strive to achieve that outcome, based on its importance to him/her.

All individuals carry beliefs and perceptions into the work environment. If a job fulfills those expectations, then one is satisfied with the job, and the organization providing the work experience. If, on the other hand, those expectations are not fulfilled, dissatisfaction occurs, and an individual must find some way of resolving that dissatisfaction, including decreased commitment to an organization, reduced effort, or making the decision to terminate employment, in order to pursue a job that would be more satisfying.

The above description could easily apply to the television newsroom environment, and in that respect, expectancy theory could be an effective way of gauging individual intent. As Bluedorn (1982) noted, met expectations refer to the extent to which expectations are realized. When valued expectations are not forthcoming in an organization, the likelihood of voluntary separations increases. It is that definition of expectancy that will be utilized in this study.

This section of the literature review has sought to describe expectancy theory, which forms the theoretical basis of this study. The following section will discuss various models of turnover developed by researchers that seek to explain the turnover phenomenon.

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Models of Turnover

Several models have been developed by researchers attempting to explain turnover behavior in individuals and organizations. Only those that are considered most pertinent to the proposed study will be discussed below.

March and Simon (1958) developed one of the first and perhaps most influential integrative models of employee turnover. Figure 2.1 illustrates their concept of the major factors affecting what they called perceived desirability of movement. The two major contributions to that desirability are job satisfaction and perceived possibility of intraorganizational transfer (p. 93) Job satisfaction is believed to be a function of congruity of the job to one's self-image, the predictability of job relationships, and compatibility of job and other roles (p. 94-95). Congruity of job to self-image is perceived as a function of supervisory practices, participation in job assignment, education, rate of change of status (or income), and amount of rewards (p. 96-97). The model has an additional component that is distinct, yet related to perceived desirability of movement. Figure 2.2 illustrates that concept. Perceived ease of movement for an individual is believed to depend on job availability (for which he/she is qualified and willing to accept) in organizations that are visible to him/her (p. 100). The number of extraorganizational alternatives is considered a

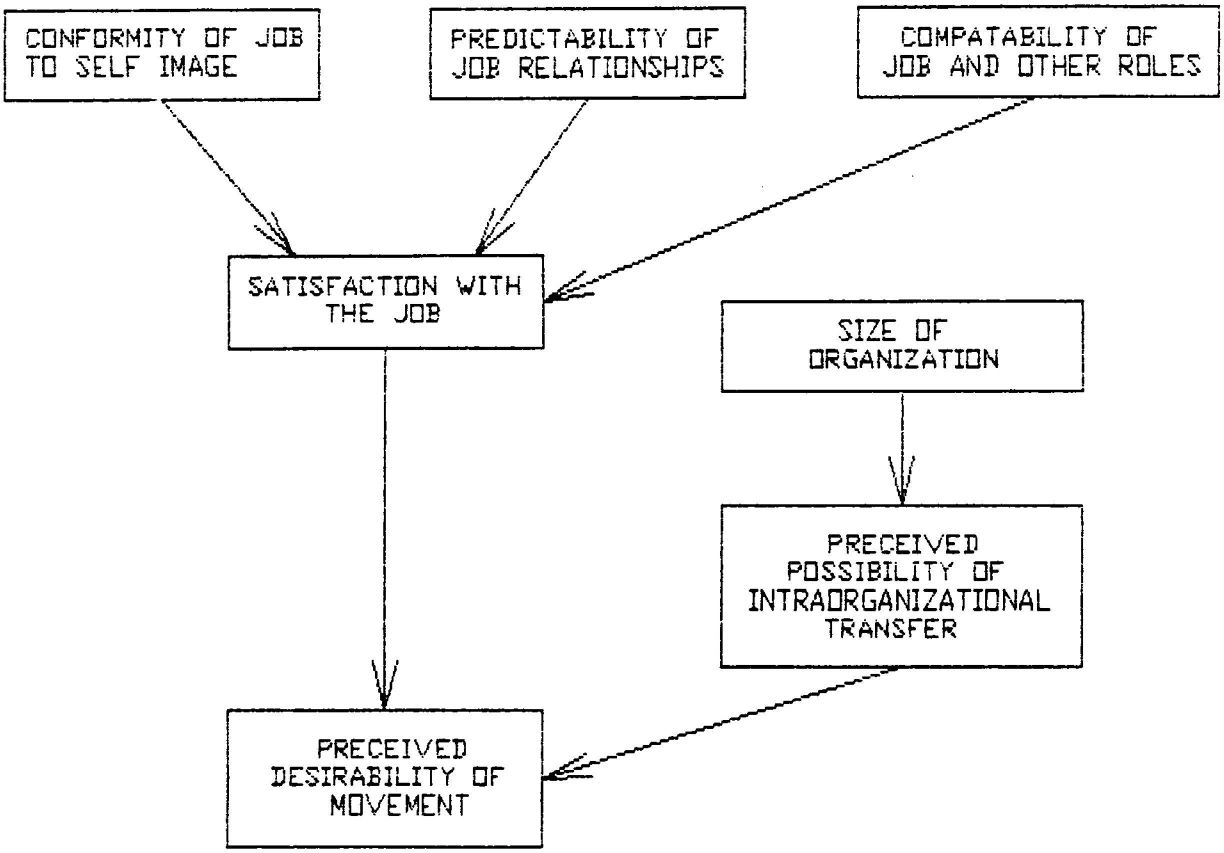

Figure 2.1 Major factors affecting perceived desirability of movement.

Source: J.G. March and H.A. Simon. *Organizations* (New York: Wiley, 1958, p. 99). Copyrighted 1958, Wiley and Sons. Reprinted by permission.

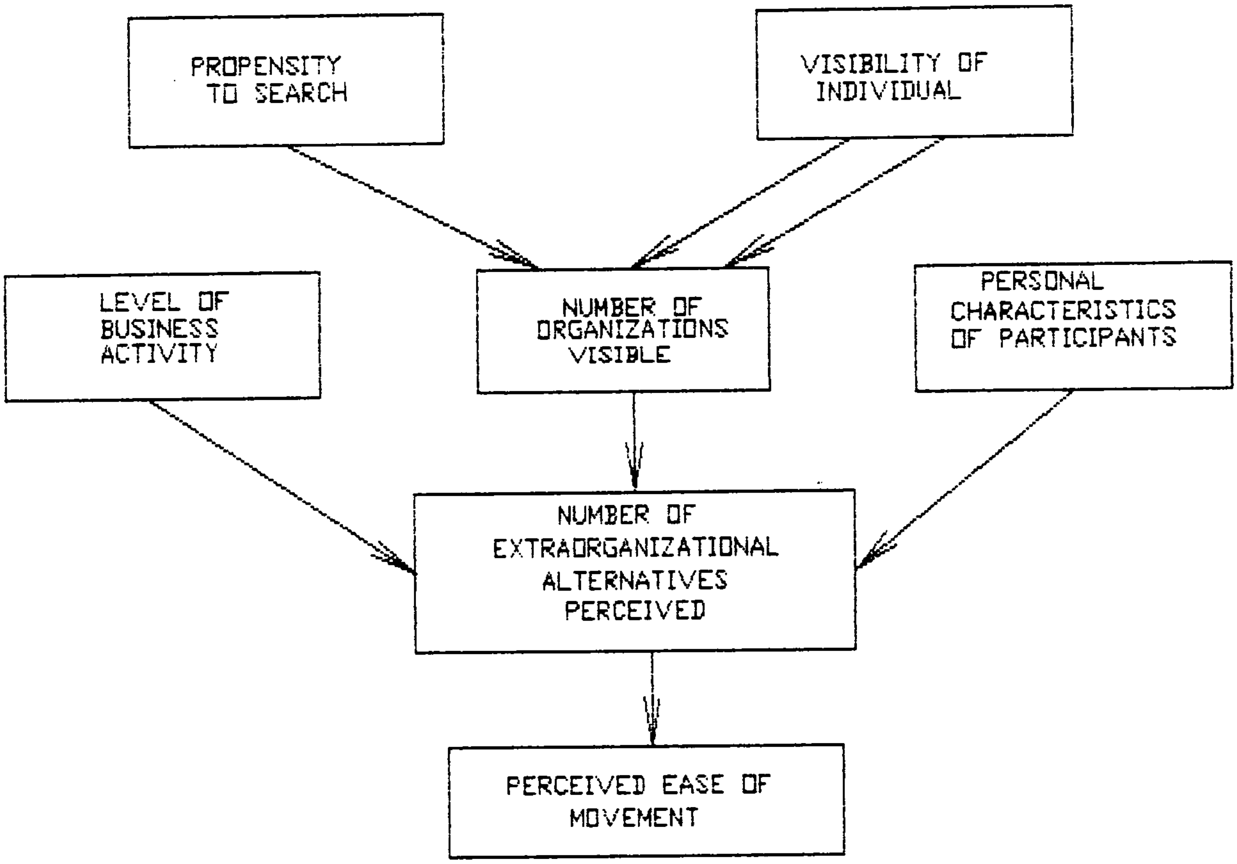

Figure 2.2 Major factors affecting perceived ease of movement.

Source: J.G. March and H.A. Simon. *Organizations* (New York: Wiley, 1958, p. 106). Copyrighted 1958, Wiley and Sons. Reprinted by permission.

function of the level of business activity (pp. 100-101); demographics (sex, age, tenure, social status and specialization) (pp.101-102); and the number of visible organizations.

In an evaluation of the March and Simon model, Mobley (1982) stated: "The March and Simon model is noteworthy as perhaps the first one to attempt a systematic integration of the economic-labor market and individual behavior. A variety of psychological mechanisms were suggested for linking individual turnover behavior with economic, organizational and demographic variables (p. 118). The March and Simon model has contributed to the study of turnover by focusing attention on the need to assess both economic-labor market and behavioral variables in studying the employee turnover process" (p. 120).

Price (1977) presented a model that identified the determinants associated with turnover. Figure 2.3 illustrates the Price model. According to Price, the principal determinants of turnover are: pay; integration; instrumental communication; formal communication; and centralization. Instrumental communication is directly related to role performance, while formal communication describes that which comes through official channels (office memos, supervisory directives, etc.). Centralization refers to the degree to which power in an organization is centralized. The first four determinants are seen as positively related to turnover;

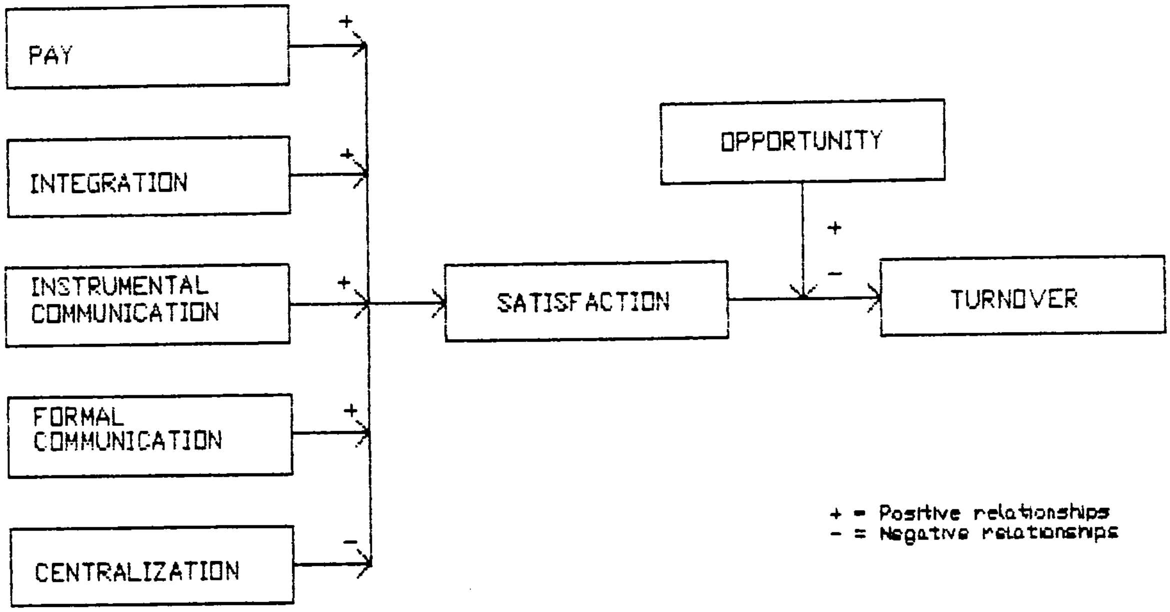

Figure 2.3 Price's model of turnover determinants and intervening variables.

Source: *James L. Price (1977) The Study of Turnover* **Iowa State University Press:Iowa. Reprinted by permission.**

centralization is considered negatively related. Satisfaction and opportunity are seen as intervening variables between the determinants and turnover, and are identified as such. Satisfaction is defined as the degree to which members of an organization have a positive mental attitude about belonging to the organization (p. 79). Opportunity is perceived as the availability of alternative jobs in the external environment (p. 81). The Price model specifically hypothesizes that "dissatisfaction results in turnover only when opportunity is relatively high, that is, there is an interaction between satisfaction and opportunity." (Mobley, 1982, p. 121, Price, 1977, p.83)

Bluedorn (1982), in a review of the literature that tested the Price model, noted that while path analysis confirmed the overall structure of the model, several empirical studies have rejected the satisfaction x opportunity interaction, and offered a revised model. The revised model is presented in Figure 2.4. At least seven studies (Price and Mueller, 1979; Price and Bluedorn, 1980; Bluedorn, 1980a,b; Dickson, 1977; Martin, 1979; Wahba, 1980; and Wince, 1980) have supported the revision. The negative relationship between job satisfaction and turnover has been empirically supported in a number of studies (Koch and Steers, 1978; Marsh and Mannari, 1977; Mobley, Horner and Hollingsworth, 1978; Newman, 1974; Waters and Roach, 1973), although the

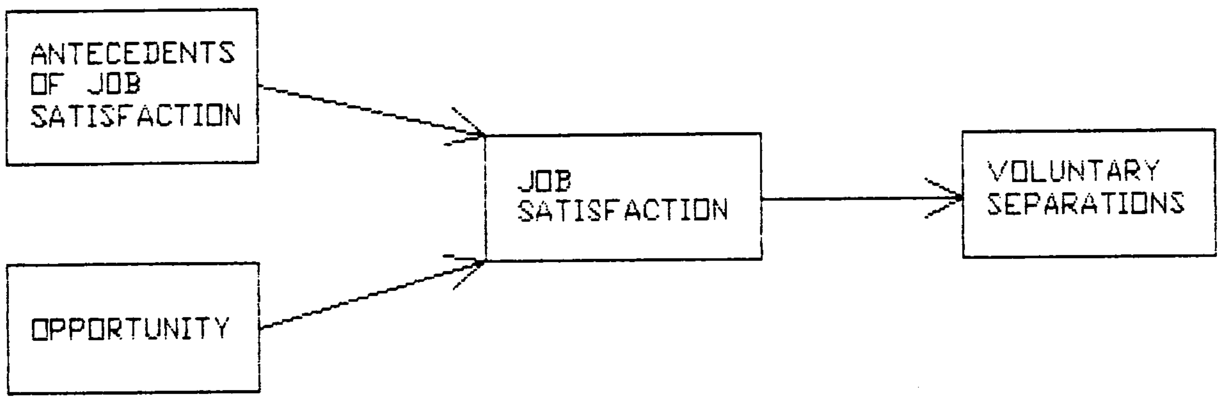

Figure 2.4 Bluedorn's revision to Price's (1977) original model of turnover.

Source: A.C. Bluedorn. The theories of turnover: causes, effects and meaning. In S.B. Bacharach (Ed.) *Research in the sociology of organizations*. 1, Greenwich, Connecticut: JAI Press. Reprinted by permission.

relationship has not been particularly strong. As Mobley, Griffeth, Hand and Meglino (1979) noted: "the satisfaction--turnover relationship, although consistent, usually accounts for less than 16 percent of the variance in turnover." (p. 495)

Mobley (1982) presented a model of the turnover decision process identifying possible intermediate linkages in the satisfaction/turnover relationship. This model is presented in Figure 2.5. The model suggests that the behavioral space, or intermediate linkages between job satisfaction and voluntary separations is a process composed of thoughts of quitting, evaluation of the utility of a job search, intentions to search, the search itself, evaluation of alternatives, and intentions to quit or stay (p. 122). Empirical research conducted explicitly to test Mobley's model have been highly confirmatory of the model (Bluedorn, 1982; Mobley, et al., 1979). All support the position of intention to quit as one of the strongest predictors of turnover. However, Mobley (1982) in a discussion of the model, noted that hypothesized internal relationships involving the probability of finding an acceptable alternative have been less clear. Following an extensive review and analysis of the turnover literature, the Mobley model was expanded by Mobley, Griffeth, Hand and Meglino (1979). The expanded model is presented in Figure 2.6. This expanded model contains the

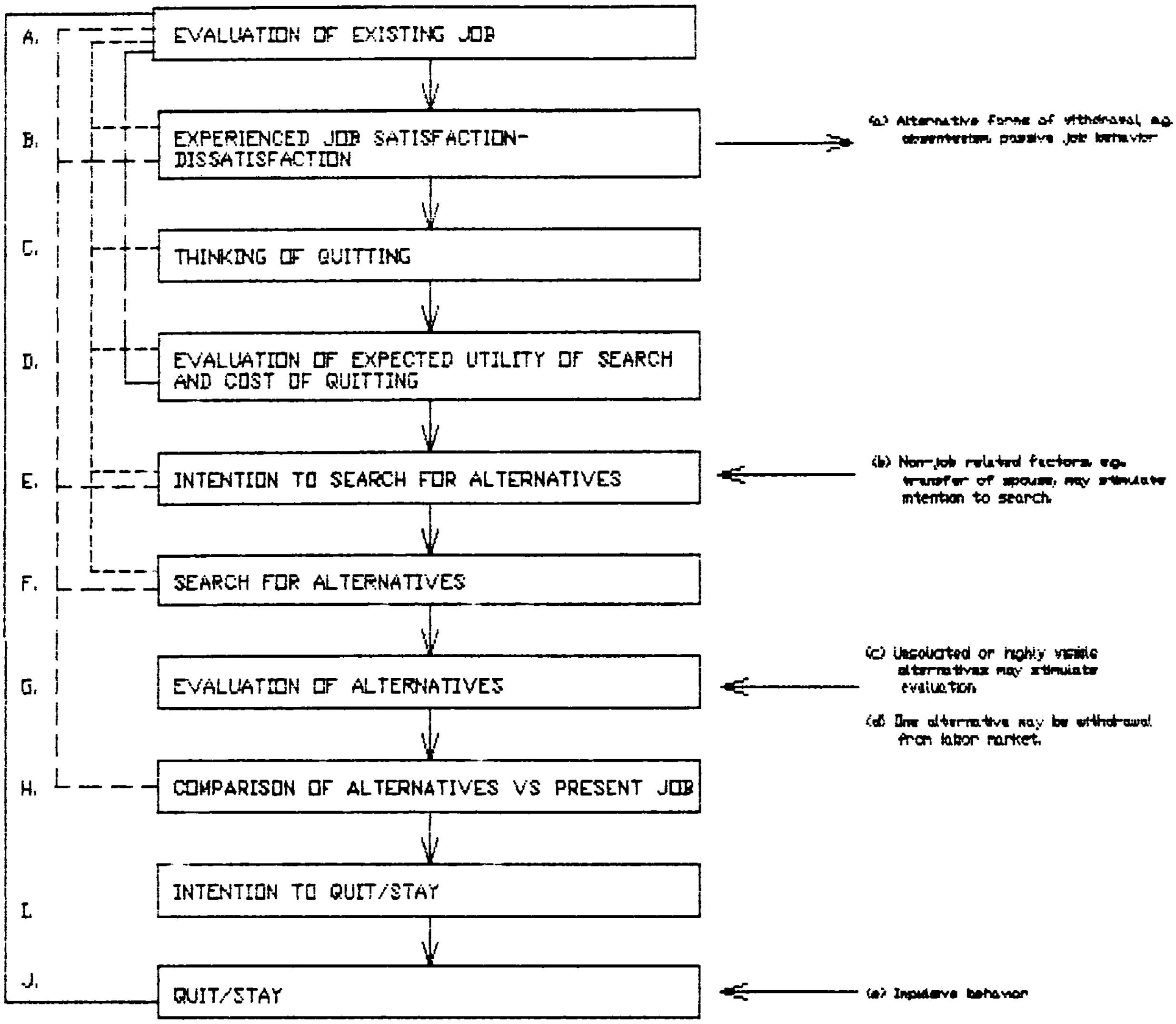

Figure 2.5 Mobley's intermediate linkages model.

Source: W.H. Mobley (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology* 62:238. Copyrighted 1977, American Psychological Association. Reprinted by permission.

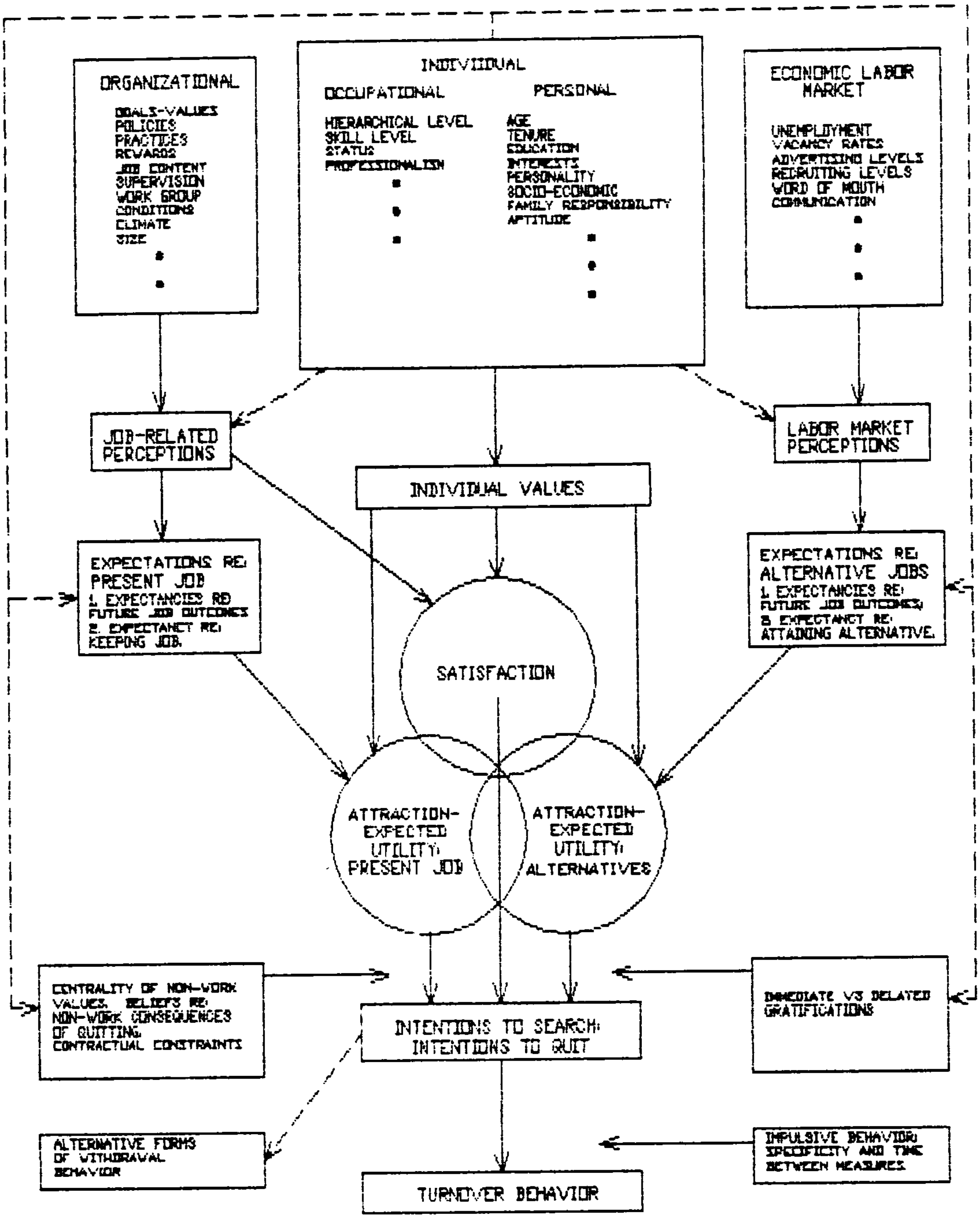

Figure 2.6 An expanded model of the employee turnover process.

Source: W. Mobley, R. Griffeth, H. Hand, and B. Meglino (1979). A review and conceptual analysis of the employee turnover process. *Psychological Bulletin* 86:517. Copyrighted 1979, American Psychological Association. Reprinted by permission.

following characteristics: it is a model of individual-level turnover behavior, in which individual differences in personal and occupational variables are included; perception and evaluation of alternative jobs is given explicit treatment; the probable roles of centrality of work values and interests relative to other values and interests, beliefs regarding nonwork consequences of quitting or staying, and contractual constraints are specifically recognized; the possible joint contribution
to turnover of job satisfaction, job attraction, and attraction of attainable alternatives is proposed; and, intention to quit is considered to be the immediate precursor of turnover (Mobley et al., 1979, p. 516).

Because of the complexity of the model, it is difficult to evaluate. Mobley (1982), in discussing the expanded model stated: "the intent of this model was to graphically examine the turnover process. It remains for future conceptual and empirical work to assess the adequacy with which this complexity is represented. From the managerial prospective, this model calls attention to the fact that satisfaction, future expectations, and both work and nonwork value must be diagnosed if turnover is to be understood and managed." (p. 132)

Price and Mueller (1981), presented a slightly revised version of Price's (1977) causal model of turnover. The dependent variable in causal model is voluntary leaving from an organization. Based on previous turnover literature, the authors suggested eleven determinants that produce variations in turnover: opportunity, routinization, participation, instrumental communication, integration, pay, distributive justice, promotional opportunity, professionalism, general training, and kinship responsibility. Also hypothesized to intervene between the determinants and turnover were two additional variables: job satisfaction and intent to stay. (Price and Mueller, 1981, p. 544) The model is presented in Figure 2.7.

The Price and Mueller model was tested on more than 1,000 nurses in seven hospitals in Iowa and Illinois. The research design was a two-step longitudinal process. The revised model received mixed support. Results suggest that the determinants of turnover are largely independent of each other, and second, that most of the determinants are not strongly related to turnover. Intent to stay, a dimension of commitment, was found to have the largest total impact on turnover. Opportunity was the second most important determinant, third was general training. Job satisfaction, however, was found to have no significant net influence on turnover, but was found to serve as an important mediating variable between the other determinants and turnover. The remaining determinants were

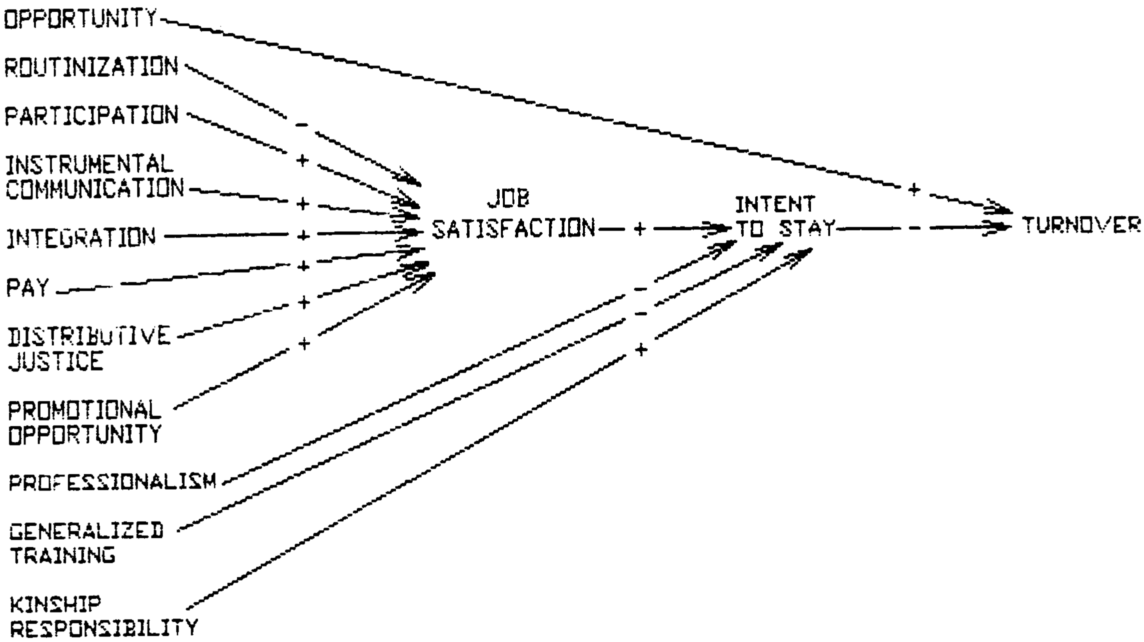

Figure 2.7 The causal model of turnover.

Source: J.L. Price and C.W. Mueller (1981). A causal model of turnover for nurses. ***Academy of Management Journal,*** **24:547 Reprinted by permission.**

not statistically significant. (Price and Mueller, 1981, p. 559)

Berg (1988) presented a proposed model of turnover for television stations. The model is illustrated in Figure 2.8. The model suggests that two sets of variables and four sets of outcomes predict personnel turnover at television stations. The predicted variables address organizational and individual components. Predicted outcomes fall into four categories: system outcomes, job outcomes, performance outcomes, and interpersonal outcomes. The model suggests that the four outcomes lead to a perception of equity, which in turn leads to job satisfaction and the intent to stay at the present position.

The model was tested on five television stations of varying market size (small, medium, and major) in two states. Results indicated the model did not have utility for the television stations sampled (Berg, 1988, p. 173), leading to a suggested revision of the model illustrated in Figure 2.9. The revised model suggests the elimination of two organization variables: visibility (communication of information about jobs at other stations by station management); and intraorganizational transfer (opportunities to apply for other jobs within the same station). Another proposed change was the inclusion of only one of the five individual variables

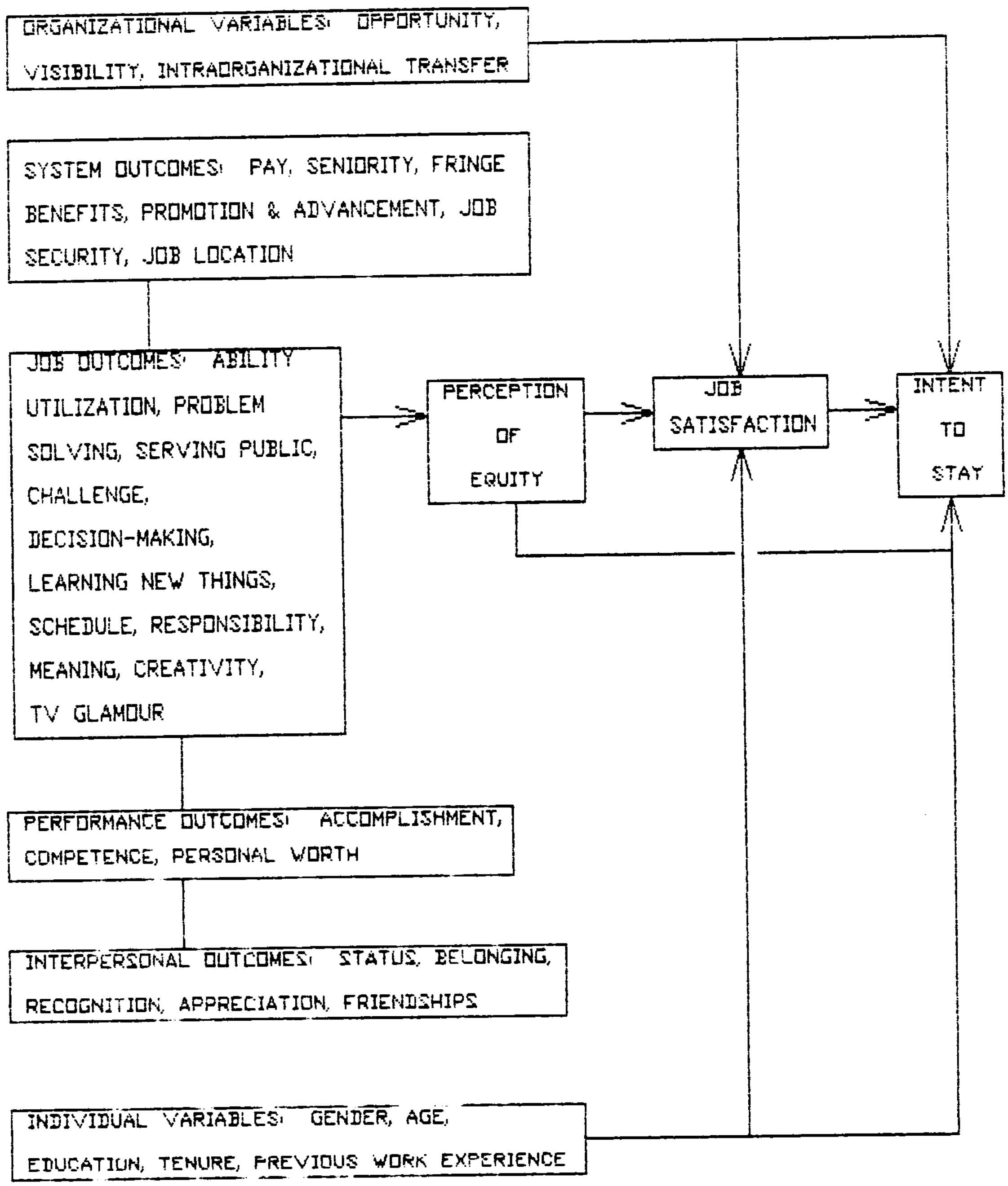

Figure 2.8 Proposed model of employee turnover for television stations.

Source: T.R. Berg (1988) Predictors of voluntary turnover of personnel at commercial television stations. Ph.D dissertation, University of Georgia. Reprinted by permission.

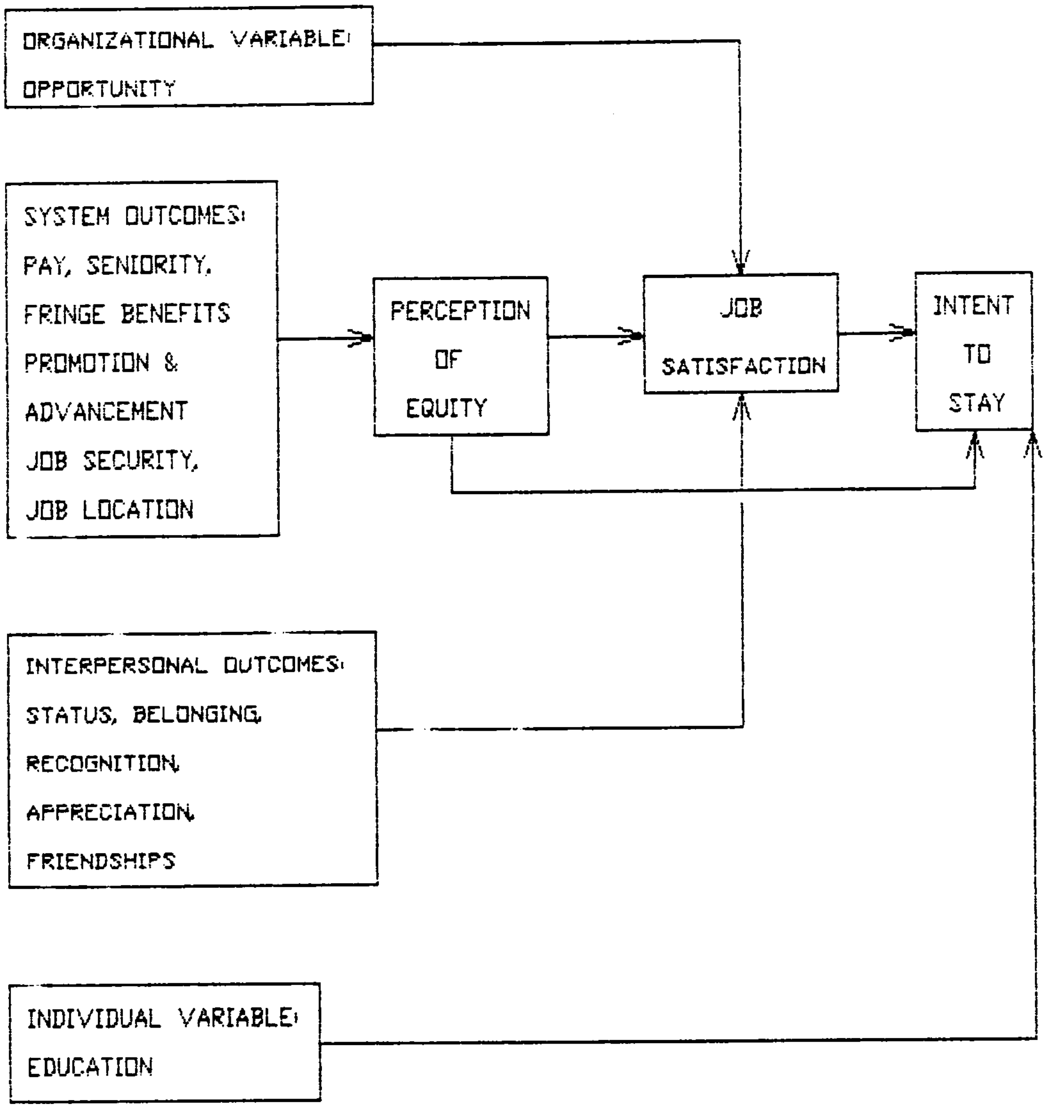

Figure 2.9 Revised model of employee turnover for television stations.

Source: T.R. Berg (1988) Predictors of voluntary turnover of personnel at commerical television stations. Ph.D dissertation, University of Georgia.
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appearing in the original model. That variable was education. Gender, age, tenure and previous work experience would be eliminated. The revised model has yet to be tested. The Berg study will be discussed more fully in a subsequent portion of this review.

Bluedorn (1982) presented a unified model of turnover, which incorporates elements of earlier models developed by Price (1977) and Mobley (1977). The model is presented in Figure 2.10. Variables leading directly to job satisfaction are the result of empirical tests of the Price and Mobley models. The overall satisfaction linkage was present in the original Price model. The placement of organizational commitment was suggested by the work of Marsh and Mannari (1977), while the Mobley model suggests the position of job search and intent to leave. In this model, organizational commitment should be related to, but distinct from other variables in the model. The "consistent relationships between satisfaction, commitment and voluntary separation strongly support the inclusion of organizational commitment in the causal process leading to voluntary separation." (Bluedorn, 1982, p. 88) Expectancy theory is a fundamental part of this model. The basic concepts of expectancy theory include: valence, or the attractiveness of an outcome; expectancy, or the perceived probability that a given behavior will lead to

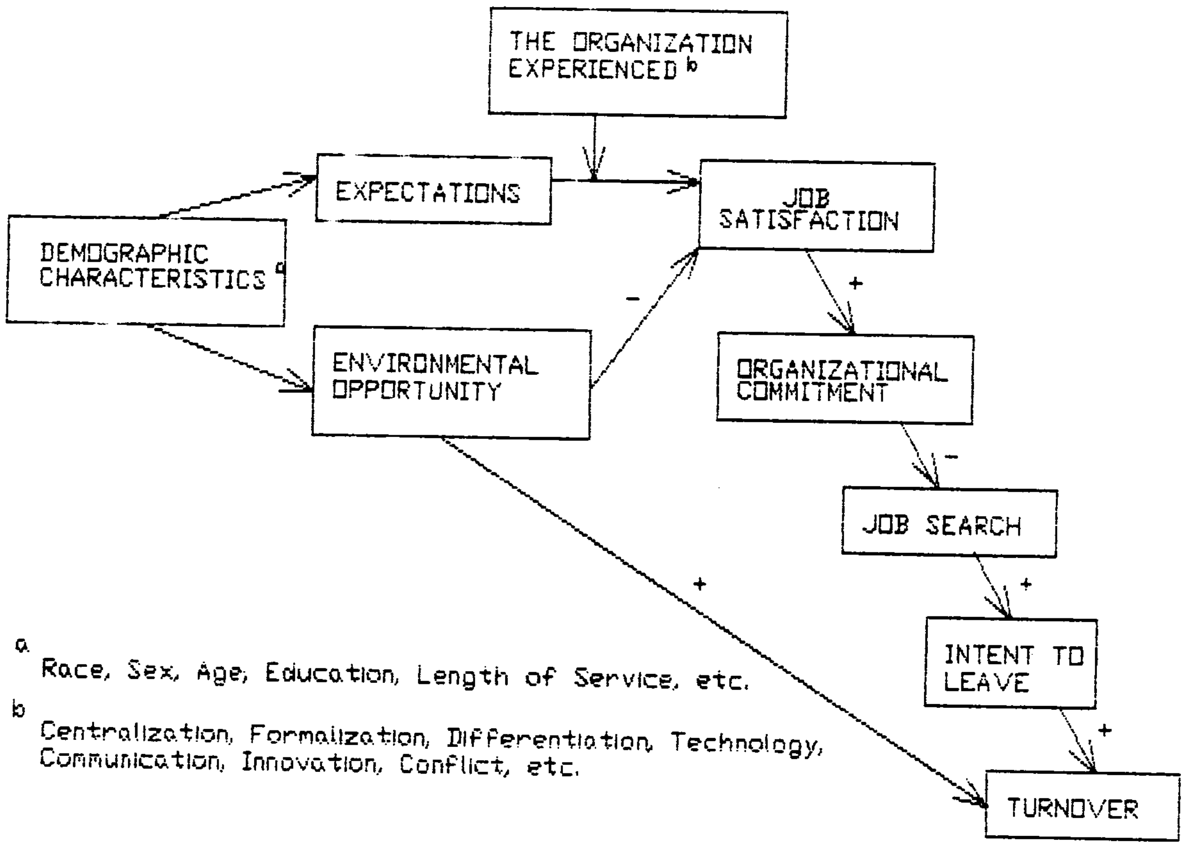

Figure 2.10 Bluedorn's unified model of turnover.

Source: A.C. Bluedorn (1982) The theories of turnover: causes effects and meaning. In S.B. Bacharach (Ed.) *Research in the sociology of organizations.* 1, Greenwich, Connecticut:JAI Press. Reprinted by permission.

a specified outcome. The motivation that causes an individual to act is seen as the product of expectancy x valence.

Met expectations refer to the extent to which expectations are realized. When valued expectations are not met, the likelihood of voluntary separation increases. Expectations about the organization formed prior to becoming a formal member have been shown to have a consistently significant effect on decisions of organization members to leave or stay (Wanous, 1980). A negative experience in an organization is likely to increase the chances of voluntary separation by the dissatisfied individual.

Organizational factors an individual can be expected to encounter include technology, internal opportunity structure, and emergent structures and processes (centralization, formalization, differentiation, communication and conflict).

Perceived environmental opportunities are expected to have an independent, direct negative impact on satisfaction, creating an indirect impact on voluntary separations.

Demographic variables in the model include age, education, tenure, sex and race. These demographics are seen as the most likely to influence certain expectations. Support for inclusion of these variables comes from "data from other studies [which] show that these variables affect an individual's chances to get jobs of particular kinds...hence they are linked directly to perceived environmental opportunity." (p.91) The individual is the unit of analysis in the unified model.

Intent to leave statements, which are simultaneous across respondents are used as a surrogate for actual turnover behavior. In defending this measurement procedure, Bluedorn noted: "intent to leave appears to be the immediate precursor of staying or leaving behavior. For this reason alone, studies of leaving intentions are justified...in addition, an intent to leave design can provide results much more quickly than a design which has to await actual behavior." (Bluedorn, 1982, p. 93) As support for this contention, Bluedorn cited more than 20 studies in which the intent to leave design was supported. All reported significant positive relationships between leaving intentions and actual leaving behavior. Of the studies cited, 15 allowed the predictive power of the intent to leave variable to be compared with the predictive power of other variables. In 19 of the 20 comparisons, intent to leave was the most accurate predictor of staying or leaving behavior. (Bluedorn, 1982, p. 94)

This section has discussed models of turnover, with emphasis placed on the Bluedorn unified model. The third section of this review will discuss management literature relevant to the turnover process, particularly placed on those studies that examine components contained in the Bluedorn model.

Management Literature on Turnover

Unlike broadcasting, there is an abundance of research in the management area that has focused on the phenomenon known as turnover. So much so, in fact, that an extensive review of this study. For a comprehensive examination of turnover studies, one is directed to previous reviews conducted by Muchinsky and Tuttle (1979), and Mobley, Griffeth, Hand and Meglino (1979). This review will focus primarily on studies conducted from 1980 to the present, and which deal specifically with aspects of the Bluedorn unified model.

Vroom (1962) described job satisfaction as "determined, in part, by the extent to which the work role lowers or increases the worker's self-evaluation." (p. 160) This "ego-involvement" was tested in a study of supervisory and non-supervisory employees. The prediction that the relationship between ego-involvement and performance would be greater under conditions of high autonomy received slight support. This finding is important for television news because positions within a newsroom environment tend to be autonomous--reporters, producers and photographers are given a great deal of latitude in developing news stories and news casts. And, because newsroom employees can be identified by the work that they produce, a great deal of pride and ego is involved in story development. Television personnel that feel stifled by a particular newsroom environment may be more likely to seek employment elsewhere. A second hypothesis, that the satisfaction of persons who are ego-involved in their jobs is more affected by the extent to which their jobs give them an opportunity for self-expression was found to be consistent with the hypothesis.

Shore and Martin (1989) studied the differential associations that job satisfaction and organizational commitment have with job performance and turnover intentions in a sample of bank tellers and hospital professionals. Results showed that organizational commitment was more strongly related than job satisfaction with turnover intentions for the tellers, but not for the professionals. Job satisfaction was related more strongly than organizational commitment with supervisory ratings of performance for both samples. The findings suggest that specific job attitudes are more closely associated with task-related outcomes such as performance ratings, whereas global organizational attitudes are more closely associated with organization-related outcomes like turnover intentions.

Carsten and Spector (1987) conducted a meta-analysis to determine the relation between satisfaction-turnover correlations across studies and unemployment at the time the studies were undertaken. In analyzing results, moderate to strong correlations were found between unemployment rates and the magnitude of satisfaction-turnover relations across studies. A similar analysis conducted for the relation between intention to quit and turnover indicated that the behavioral-intention-turnover relation is also moderated by economic alternatives.

Commitment to the organization for which an employee works appears to be one method of reducing nonproductive turnover. Mowday, Steers and Porter (1979) define organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization. It is characterized by at least three related factors:

> --a strong belief in and acceptance of the organization's goals and values;
>
> --a willingness to exert considerable effort on behalf of the organization and;
>
> --a strong desire to maintain membership in the organization.

Organizational commitment differs from job satisfaction in that commitment is more global, reflecting a feeling about the organization as a whole, while job satisfaction reflects one's response either to one's job or to certain aspects of one's job. This distinction is particularly pertinent to the broadcast industry because when individuals leave one organization in order to accept employment at another, many times the nature of the job does not change.

Abelson (1987) labelled many of those who leave an organization of their own volition "avoidable leavers". In a study that examined turnover behavior among avoidable and unavoidable leavers (those leaving an organization because of reasons beyond their control) and those who remained with the organization (stayers), found that individuals who left voluntarily were less committed to the organization than were those leaving for unavoidable reasons. Avoidable leavers were also found to be less committed to the organization than were stayers. No differences were found between stayers and unavoidable leavers on commitment levels.

Peters and Waterman (1982) in their book, In Search of Excellence, listed eight principles that best-run American companies use in retaining their prominence. Two of those principles relate to the importance of the development of organizational commitment:

> Principle Four: Productivity through people--creating in all employees the awareness that their best efforts are essential and that they share in the rewards of the company's success.
>
> Principle Eight: Simultaneous loose/tight properties--fostering a climate where there is dedication to the central values of the company combined with tolerance for all employees who accept those values.

Mowday, Steers and Porter (1979) designed the Organizational Commitment Questionnaire (OCQ), aimed at measuring employee commitment to the organization. Organizational commitment was defined as the strength of an individual's identification with and involvement in a particular organization; characterized by at least three related factors: a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization.

Researchers identified 15 items that appeared to tap the three aspects of the definition. Results suggested that organizational commitment correlates as well as, if not better in some cases, with certain employee behaviors than most commonly used attitude measures such as job satisfaction. Researchers concluded that "organizational commitment is an important construct to include among other determinants in modeling and researching employee behavior in organizations." (p. 224)

In a test of the Mowday et al. model of organizational commitment, Pierce and Dunham (1987) attempted to relate organizational commitment to personal characteristics, job/role expectations, and pre-employment propensity in regard to hospital employees. The consequences of commitment were examined through inspection of the relationships between organizational commitment and employee behavioral intentions; and turnover and absenteeism behavior. Strong support was found for the major linkages in the determinants of organizational commitment model presented by Mowday et al. (1982). Pre-employment propensity to organizational commitment and early work experiences that produce a sense of responsibility were both significant predictors of commitment. As hypothesized, an employee's propensity to become organizationally committed was related to both personal characteristics and the set of job/role expectations the employee brings to a new place of employment.

Blau and Boal (1989) examined the possibility of a significant interactive effect of job involvement and organizational commitment on turnover among 210 college graduate field office employees in a large insurance company. The primary research question was whether job involvement and organizational commitment significantly interact to further predict turnover beyond the covariates of sex, marital status, tenure and job withdrawal cognitions, and the job involvement and organizational commitment main effects. Results indicated that the job involvement by organizational commitment interaction significantly accounts for additional turnover variance beyond sex, marital status, and tenure and the job involvement and organizational commitment main effects, leading to the conclusion that, "managers, with limited resources, desiring to reduce voluntary, external employee turnover, should focus on enhancing their subordinates' organizational commitment. Approaches...include building stronger co-worker relationships, better supervision, and improved reward systems." (Blau and Boal, 1989, p. 125)

Mowday, Koberg and McArthur (1984) investigated the validity of Mobley's (1977) model of the intermediate linkages in the turnover process among employees working in two diverse settings. Results yielded a pattern consistent with the model. However, except for commitment to the organization, regression analysis failed to double cross-validate either within or between samples.

Gaertner and Nollen (1989) studied the relationships among career experiences, perceptions of company employment practices, and psychological commitment to the organization. Psychological commitment was defined as non-instrumental attraction to and identification with the goals and values of the organization. Data for the study came from two sources: a questionnaire distributed to 600 randomly selected company employees; and company records. Results showed that employee perceptions of the organization's adherence to career-oriented employment practices, including internal mobility, employment security, and training and development are more strongly related to psychological commitment than other characteristics of the work context, including participation, supervisory relations, and instrumental communication.

Blau and Boal (1987) made a distinction between two types of turnover, functional and dysfunctional. Dysfunctional turnover occurs when an employee leaves voluntarily, and the organization's evaluation of an employee is positive; functional turnover occurs when an employee leaves voluntarily, but the organization's evaluation of the employee is negative. In other words, dysfunctional turnover for an organization is the loss of a good employee; functional turnover is the loss of an employee that was not contributing a great deal to the organization.

The concept of functional and dysfunctional turnover allows for an important distinction: turnover that is potentially harmful to an organization; and turnover that in effect, benefits the organization. "Not all turnover is bad for a company. Companies often value 'new blood'; turnover gives them a chance to recruit fresh talent with innovative, results-oriented ideas. Further, some employees do not perform well enough to warrant keeping them on the payroll; their voluntary or involuntary termination provides a blessing in disguise" (Mercer, 1988, p. 37). It is when organizations loss qualified, productive employees that turnover becomes a problem.

The estimated costs of replacing a valued newsroom employee vary. Berg, (1988) after interviewing four news directors in varying market sizes, estimated the cost of replacement at between $1,000 and $2,000 dollars. There are other, less tangible costs as well, in terms of the loss of productivity, the time necessary to train the replacement in the mechanics of a particular newsroom, the time needed for that replacement to develop a familiarity with a particular city and to establish contacts, and recruitment costs, including those of flying in potential employees for interviews.

This section of the literature review has sought to identify some key studies and methodologies in current turnover research, as well as to demonstrate how these particular studies fit into the Bluedorn model. The following section of this review will discuss mass communication studies that have examined turnover, and will conclude with a summary of the review, and a list of research questions that will be addressed in this study.

Mass Communication Literature on Turnover

In a review of the mass communication literature on turnover, one thing becomes immediately apparent: there are relatively few studies that examine the turnover issue. Perhaps this is because high turnover in the traditional mass communication industries (print, broadcast, public relations) is something that has been traditionally accepted, and even at times encouraged. In the nation's smaller cities and job markets, it is often expected that entry-level journalists and public relations practitioners will eventually move on to larger markets and more lucrative positions. In broadcast in particular, this is seen as one way of holding down costs. Entry level positions in smaller markets are low-paying ones, usually starting at around $13,500 annually. (Television Employee Compensation and Fringe Benefits Report, 1989, p. 30)

In one of the earliest studies ever addressing the question of turnover in mass communication, Stuhr (1961) examined recruiting, training and turnover on daily newspapers. The study was undertaken with three objectives in mind: to provide an in-depth view of the functions of various personnel on daily newspapers; to suggest policies and procedures for the recruitment, development and retention of news staffs; and to explore the character of the American press through a profile of new staffs on daily newspapers. Four levels of analysis--direct observation, self-administered questionnaires, interviews and case studies of newspaper personnel departments were instigated by Stuhr for this study. Stuhr concluded that quality of personnel, not quantity should be stressed, and that turnover is costly enough to make a personnel development program for news staffs imperative.

A 1988 American Society of Newspaper Editors report on newsroom personnel found daily newspapers daily newspaper journalists largely satisfied with their jobs, but also found some dissatisfaction with the organizational environment. Of those participating in the survey, 85 percent stated that their bosses were poor personnel managers, failed to encourage or criticize constructively and were weak on assignments and decisions. Staffers also viewed promotions cynically. Six of 10 believed newsroom promotions were unfair, and more than 60 percent rated their chances for advancement as fair or poor. Almost 20 percent of women journalists believed their gender was the chief obstacle blocking their promotion, while 57 percent of minority journalists believed their race was their chief career hindrance. The survey indicated that three of four newspaper staffers planned careers in newspapers but only one in three at their current papers (Garneau, 1988).

The picture is much the same in the public relations field. "Few sectors in any industry in our vast economy have as many 'revolving door' companies as does the firm or agency side" of public relations. (Glazier, 1989) Among the 25 largest firms in the country, annual turnover rates of 30 to 40 percent are not uncommon. A number of reasons have been cited for the high rate of turnover including the lack of a proper, systemized attention to career paths, a combination of inadequately defined and communicated organizational structures, and short-sighted recruitment, interviewing and employee evaluation techniques. (Glazier, 1989, p. 24)

In the broadcast industry, for years Vernon Stone has conducted turnover research involving the nation's radio and television facilities. In 1976, Stone found that based on responses to a survey submitted by news directors, the average tenure for an employee at a radio or television station was three years. Market size was an important factor. As the size of the market decreased, the degree of turnover increased. At major markets (ADI 1-25), the average term of employment was four years. The average tenure in large (ADI 26-50) and medium (ADI 51-100) markets were two and three years respectively.

Stone (1977) designed a study aimed at determining how many positions became available on newsroom staffs over a one-year period. Results showed turnover rates of approximately 24 percent for television news staffs. Turnover rates were smallest in the nation's major markets, and highest in smaller markets, with little differentiation found between medium and large market categories.

A 1983 study by Stone that examined profiles and problems experienced by news directors from 1972 to 1982, found significant changes across the ten-year span. News directors had been in their present jobs only half as long in 1982 as in 1972, although their salaries were almost twice as high. The typical tenure of a news director in 1982 was approximately one and a half to two years. The most difficult problems noted by heads of news operations were budgets and finances, equipment, and the maintenance of qualified staffs. The latter was listed as a major problem for nearly a third of television news directors in both 1972 and 1982.

A similar study by Stone in 1987 examined the changing profiles of news directors of radio and television stations from 1972 to 1986. Among the findings was a higher turnover rate for news directors, and expressions of concern about that turnover rate in the profession. (Stone, 1987, p. 745)

A 1985 survey by Stone found that one out of every five anchorpersons in major markets was new from a year earlier. Overall turnover decreased in the top 50 markets; changed little in markets ranked 51-100; and was down from 38 percent to 29 percents in markets ranked 101 or smaller.

Turnover for reporters in 1986 tended to be ten to twelve percent higher than for news staff members overall. Nearly a third of the reporters in television had been on their jobs for less than a year. Reporter turnover was lowest at network television stations in the 50 largest markets and highest at independent television stations; television stations in the 64 smallest markets, and radio across the board; leading Stone to conclude that, "the year ending in mid-1986 was one of setbacks for a substantial number of broadcast news staffs." (Stone, 1987, p. 8)

The high levels of turnover have not gone unnoticed in industry trade magazines. A 1987 article in Television/Radio Age noted that "stability is not the norm among news personalities at major market TV stations." The article quoted a syndicated survey that found significant job turnover among anchors, sportscasters and weathercasters. A special job analysis conducted for the magazine found that one out of every four news personalities had changed jobs from one year to the next. A significant difference in the job turnover rate among the three categories of news personalities was also noted, with the turnover rate for sportscasters at 34 percent, compared with 23 percent for anchors and 18 percent for weathercasters. (Major-market news personalities keep on the move, survey shows, August 31, 1987, p. 18)

Prospects for the future appear mixed. Shrinking ad revenues continue to hurt news operations at both the network and station levels. Cost-cutting measures at both and network and local level continue to include staff reductions, nd finding alternative ways of delivering news to the public.

Network news divisions are relying more on owned and affiliated stations for spot newsgathering; some local stations are scaling back on investigative teams, feature reporters, and other newsroom positions; network news executives are seriously considering the possibility of more and more pooled coverage, and coverage of some of the more traditional news events, such as the 1992 election, has been altered to accommodate tight budgets. (All the news that fits the budget, Sept. 23, 1991, p. 15)

In 1991, a number of stations were forced to scale back their newsroom operations. As noted earlier, KIRO-TV in Seattle eliminated 14 staffers in its newsroom, WLNE-TV in Providence laid off 22 news production and technical staffers and cut back on the number of weekly newscasts, while WKXT-TV in Knoxville cut 10 staffers, and eliminated its eleven o'clock weekday newscast.

At the same time, some television stations are expanding their news operations in order to offset high costs associated with the purchase of syndicated programming. KCNC-TV in Denver is an example of one such station that has made this decision. There has also been some growth at the local news level, as demonstrated by the addition of morning news shows at independent stations such as KTLA-TV in Los Angeles, and WNYW-TV in New York.

Stone (1990) found that after three years of downsizing, television news staffs in the 100 markets grew again in 1989. The typical full-time news staff was 22 persons, two and a half more than in 1988. The television news work force was increased by nine percent. Staff turnover in television news was approximately 18 percent, relatively unchanged from 1988 figures.

A number of studies that examined management practices at broadcast facilities have indirectly addressed the issue of turnover. Appelman (1982) studied factors associated with management style in small market radio broadcasting. At issue was whether a relationship existed between management style, market size, ownership status, the number of employees working at the station, the number of stations in the listening area, and the manager's age, education and training. Responses from 293 managers participating in the survey found significant differences in the way large and small market station managers manage. Differences in the allocation of time and the functions they performed were especially apparent.

More importantly, Appelman conducted a follow-up study three years later. More than one-third of all managers originally surveyed were no longer employed at the same station. Many of them had left broadcasting altogether.

Adams and Fish (1984) studied managerial styles of television general managers, program directors, and news directors. They concluded that turnover was in part a result of management practices.

In perhaps the most extensive study of thus far on turnover in the television industry, Berg (1988) attempted to predict voluntary turnover of personnel at commercial television stations. A model developed by Berg (see Figure 2.8) suggested that two sets of variables and four sets of outcomes could predict personnel turnover at television stations. The model was tested on five television stations of varying market size in two states. Four core departments: general and administrative; programming (including local news and public affairs); sales; and engineering were included in the study. Engineering was later eliminated because all general managers reported long-term stability in that department. Data was collected through focus groups, a pilot study and a survey questionnaire.

The survey instrument was administered to a total of 120 employees. Personal interviews were held with television station general managers, program directors, and news directors.

Results indicated that station employees, on both the managerial and employee level, leave their present jobs to find employment elsewhere for similar reasons. News personnel tended to "leave in order to accept higher paying positions in the same market, to achieve goals and advance in their careers, to locate positions in other industries of the mass media, to find jobs at stations where they think they will be treated better, or to go into business for themselves." (Berg, 1988, p. 163) Higher pay and better compensation were mentioned by news directors as major reasons for the loss of staff in their departments.

The studies by Appelman, Adams and Fish, and Berg have identified some of the factors that lead to turnover in the broadcast industry. A number of these fit comfortably in the Bluedorn unified model. Salary and other compensation, job satisfaction, and the organizational environment have been shown to have an impact on turnover decisions. However, other factors, which may prove even more significant, have not been studied. Organizational commitment, for example, has been shown to be associated with turnover behavior, but has not been considered in previous broadcast turnover studies.

Summary

This literature review has shown that the question of voluntary turnover is one that has interested researchers for decades. Academically, the field of management has been exploring this phenomenon for years. The studies and models presented in this review indicate that the components contained in the Bluedorn model significantly contribute to turnover decisions. In the field of broadcasting, while there have been some studies that examined turnover either directly or indirectly, it remains an area relatively unexamined scientifically, that is, by way of studies specifically designed to examine this process.

The study developed by Berg (1988) is one of the first in recent years that sought to determine the factors that lead to a decision by television station personnel to leave one's current place of employment. The theoretical framework on which the study was based, equity, is substantially different from that of expectancy, which forms the basis of this proposed study. Equity theory addresses an individuals perceptions about his/her work environment, and the degree of perceived fairness in the work place. If a person believes that he/she is being treated fairly, then he/she is satisfied with his/her position, and equity exists. But if he/she believes he/she is being treated unfairly, inequity exists, and the individual must find some way of relieving that inequity. This relief could come in the form of reduced effort, increased absenteeism, or turnover. Expectancy deals with a person's belief that effort will achieve a desired outcome. The more valued the outcome, and the perception that increased effort will achieve that outcome determines whether one will actively pursue it. If an individual perceives that no amount of effort on their part will help obtain that desired outcome, dissatisfaction sets in that could ultimately result in leaving a particular place of employment to work for another that may be more likely to occur. The end result in both equity and expectancy theory is the same--what differs are the thought processes involved. In addition, the Berg study examined a number of departments in a television station, while this study proposes to concentrate solely on those employees working in television newsrooms.

It is the news department at most television stations that employs the most people. The average news staff at network affiliates in 1990 was 24, compared to 21 in 1988. News also requires a substantial financial commitment on the part of a television station. Modern-day news employs the latest in technology--cameras, microwave equipment, satellites, etc. Staff salaries also require a large financial outlay. Yet most news departments make money for their respective stations. (Stone, 1990) In addition to its financial contribution to a station, the on-air news personalities form a vital link between a television station and its community. For that reason, any disruption in a television newsroom in terms of turnover--voluntary or involuntary--can have a profound effect on the television station itself, and the community as a whole.

It appears that in spite of the upheaval in the television industry in recent years, television news remains vital to a station's identity, and its economic success. As such, it is reasonable to assume that talented news personnel will continue to be actively sought by prospective employers. At the same time, it becomes more important for station's to retain qualified, experienced employees.

This study will seek to determine whether components of the Bluedorn model--demographics, expectations, the organization experienced, job satisfaction, organizational commitment, intent to leave, job search, and environmental opportunities, are significant indicators of probable turnover in television newsrooms.

Expectancy is an integral component of the Bluedorn model. The remaining components are supported by rigorous research as significantly impacting the turnover process in other industries.

Demographic characteristics include sex, race, age, education, tenure, and previous work experience.

Environmental opportunity refers to an individual's perception of the job market; at present, and in the future.

The organization experienced addresses perceptions of management, and communication within the organization.

Job satisfaction refers to the degree of fulfillment an individual experiences when performing his/her assigned tasks.

Organizational commitment is the degree to which an individual identifies with the organization to which he/she is employed. It also refers to the degree of effort which the individual is willing to expend in order that the organization be successful.

Job search questions whether an individual has made an active effort to seek other employment.

Intent to leave measures the individual's plan to stay or remain with their present organization within a specified timeframe.

Turnover is the final component, which should be predicted based on responses to other components in the model.

Based on this model, the research questions of this study are:

1. Do the responses of selected newsroom personnel conform to the paths suggested by the Bluedorn model?
2. To what extent does organizational commitment and intent to leave influence expectations?
3. What effect does job satisfaction and intent to leave have on experiences within the organization?
4. What effect do personal characteristics have on job satisfaction, organizational commitment and intent to leave or stay?
5. How does job satisfaction, expectations, environmental opportunity, the organization experienced, organizational commitment and job search affect intent to leave?

Chapter III will describe the methodology of this study, including study design, survey questionnaire variables, interview question construction, limitations of the study and data analysis methods.

CHAPTER III

Methodology

The methodology used in the development of this study is described in this chapter. Topics to be discussed include study design, survey questionnaire variables, and data analysis methods. This chapter will also present an explanation of statistical measures to be used in this study, and why they were deemed appropriate. The chapter will conclude with a discussion of the limitations of the study.

Study Design

General Managers and News Directors at fifteen television stations in five cities in four states were contacted by letter (see appendix A) and asked to allow their newsroom employees to participate in the study. The letters were sent at varying intervals. All affiliate stations in selected markets were contacted at the same time. The letters were followed one week later with a telephone call from the researcher, to answer any questions, and to set up a convenient time to visit the station to distribute the questionnaire. The reluctance to participate shown by many managers is worth noting. Of the fifteen stations contacted, ten declined to take part in the study. Refusals ranged from "it's nobody's business but our own", to "we know why people are leaving our station. We're working on it, and we don't need anyone coming in to stir them up." (telephone conversations, December 10, 1991, December 12, 1991) Some managers expressed concerns about confidentiality, despite reassurances, while others stated that they saw no benefit to themselves in allowing such research in their newsrooms.

However, the five stations that ultimately agreed to take part showed no such reluctance, were eager to participate, and requested the results when the study was completed. It is this type of communication that should be actively sought and fostered between the broadcast industry, and broadcast researchers.

The five stations that participated in the study were: WSMV-TV, Nashville; WRCB-TV, Chattanooga; WKYT-TV, Lexington; WHOA-TV, Montgomery; and WAGA-TV, Atlanta. These stations represent a variety of market sizes. A chart detailing the characteristics of participating stations is presented in Table 3.1. WAGA-TV is one of the nation's major markets, with an ADI (Area of Dominant Influence) of 12, WSMV-TV falls in the large market category, ADI 32, WKYT-TV and WRCB-TV are in the medium market range, with an ADI of 70 and 81 respectively, while WHOA-TV is one of the smaller markets, with an ADI of 107. The five television stations are located

Table 3.1 Participating Stations

Station	Location	ADI	Affiliate	Channel
WAGA-TV	Atlanta, GA	12	CBS	5 (VHF)
WSMV-TV	Nashville, TN	32	NBC	4 (VHF)
WKYT-TV	Lexington, KY	70	CBS	27 (UHF)
WRCB-TV	Chattanooga, TN	81	NBC	3 (VHF)
WHOA-TV	Montgomery, AL	107	ABC	32 (UHF)

Source: Broadcasting/Cablecasting Yearbook (1990) R. R. Bowker:New Jersey in four states: Georgia, Tennessee, Alabama and Kentucky. It is interesting to note that all stations that agreed to participate were either the number one station in their respective market, or a strong contender for the number one position. Newsroom staff sizes ranged from five to more than 60 employees.

Questionnaires were distributed on-site to newsroom personnel at each of the television stations. Newsroom staff were approached at random by the researcher, who briefly described the scope and purpose of the study, and asked to fill out a questionnaire. Most questionnaires were completed during the time the researcher was on-site; others were mailed at a later date. Of the 50 questionnaires that were distributed, a total of 47 were completed and returned. It should be noted here that data collection took place during a typical news day; therefore a number of staff members were not working that day; others were already at their assignments for that day; still others were working under a strict deadline, and could not take the time to complete the questionnaire. Data collection took place during the month of December, 1991, and the months of January and March, 1992. No data was collected during February, 1992, a ratings period for the broadcast industry.

Survey questionnaire

The survey questionnaire (see appendix B), containing a total of 66 items, was administered to newsroom staff who held one of the following positions: executive producer; producer; assignment editor; reporter; anchor; and photographer.

The instrument, consisted of eight parts, and was designed to measure job satisfaction, organizational commitment , intent to leave, the organization experienced, expectations, job search, environmental opportunity, and demographic characteristics.

Individual job satisfaction was measured using eight questions adapted from those used by Adams and Fish (1984).

Organizational commitment was measured with 13 items used in the Mowday, Steers and Porter (1979) Occupational Commitment Questionnaire (OCQ). shown in previous studies (Gaertner and Nollen, 1989; Angle and Perry, 1981), to be an effective measure of that phenomenon.

The organization experienced, a linkage in the Bluedorn model, includes perceptions of management, centralization, formalization, differentiation, technology, communication, innovation and conflict, was measured with 18 items. Perceptions of management was a separate measure addressed by six items on the survey instrument.

Expectations were measured on a six-item scale that sought to examine individual perceptions both before the start of the present job experience, as well as current beliefs about potential rewards as a result of individual effort.

Intent to leave was measured with four items that made use of Bluedorn's (1982) Staying or Leaving Index (SLI).

The final section of the questionnaire gathered demographic information about participating subjects, including sex, age, race, education, tenure, and previous work experience. All questions were measured on a 7-item Likert-type scale, with responses ranging from strongly agree to strongly disagree.

Based on the processes predicted by the Bluedorn model, a number of hypotheses have been developed for this study:

Hypothesis 1: Demographic characteristics (race, sex, age, education, tenure, previous experience) will correlate strongly with expectations and environmental opportunity.

Hypothesis 2: Expectations will correlate strongly with job satisfaction.

Hypothesis 3: The organization experienced will correlate strongly with job satisfaction.

Hypothesis 4: Job satisfaction will correlate strongly with organizational commitment.

Hypothesis 5: Organizational commitment will correlate strongly with job search.

Hypothesis 6: Job search will correlate strongly with intent to leave.

Data Analysis

General frequencies (descriptive statistics) were computed for all variables on the survey instrument. This procedure served to provide a general description of the subjects comprising the sample population. Demographic variables: age, race, sex, education, tenure, and previous experience were identified through this statistical method.

In any study, one of the major issues to be considered by the researcher concerns the reliability and the validity of the instrument used in obtaining data. Carmines and Zeller (1979) describe reliability as "the extent to which an experiment, test, or any measuring procedure yields the same results on repeated tests" (p. 11). While repeated measurements of the same phenomenon never duplicate each other exactly, they do tend to be consistent from measurement to measurement. The more consistent the results given by repeated measurements, the higher the reliability of the measuring procedure; conversely the less consistent the results, the lower the reliability. Individual questions were compressed to represent one of eight components found in the Bluedorn model, thus the reliability of each set of questions was particularly important in order to assess the efficiency of the model.

Reliability analyses were run for all questions assigned to one of eight component parts: job satisfaction, the

Reliability analyses were run for all questions assigned to one of eight component parts: job satisfaction, the organization experienced, organizational commitment, environmental opportunity, expectations, intent to leave and job search. All questions that did not correlate significantly with any other question in the set ($p < .01$) were subsequently eliminated from the study.

Following the deletion of questions that were not found to be statistically significant, individual questions corresponding to one of the eight components present in the Bluedorn model were computed to form one of eight variables: job satisfaction; expectations; environmental opportunity; the organization experienced--a multidimensional component that addressed perceptions of management, communication, routinization, differentiation, conflict, innovation and technology; organizational commitment; job search; and intent to leave. Demographic characteristics were analyzed separately.

Pearson product-moment correlations were calculated on all variables to measure the strength of the relationship among variables. Correlation characterizes the existence of a relationship between variables. Although there may be many reasons for a relationship, correlation says nothing about these reasons. It indicates only that two or more variables vary together either positively or negatively. Correlation indexes the degree of a relationship, known as a correlation coefficient. A correlation coefficient indexes two properties of a relationship: the magnitude of the relationship, that is, the degree to which the variables vary together; and the direction of the relationship, whether the variables vary together (positively) or whether they vary inversely (negative). The coefficient itself has a range of values from +1.0, indicating a perfect positive correlation, to -1.0, which indicates a perfect negative correlation. (Williams, 1986) The correlation coefficient is represented by r. If r, the coefficient of correlation is squared, it becomes a coefficient of determination, yielding the proportion or percentage of the variance shared by two variables.

For this study, significance among variables using the Pearson product-moment correlation, should follow the predicted paths, in other words, relationships among variables should be strongest among variables in the order prescribed in the Bluedorn model. The direction of the coefficient is expected to conform with the paths predicted in the Bluedorn model.

Multiple regression was performed on the eight variables created by summing individual questions. This test studies the effects and the magnitude of the effects of more than one independent variable using principles of correlation and regression. This test allows for the examination of determining the relative influences of a number of independent variables. (Kerlinger, 1986) Stepwise multiple regression, the process utilized in this study, allows for the development of the equation one variable at a time until some criterion is reached which indicates that further predictors are unnecessary. This procedure served as a means of reinforcing the reliability of the questions assigned to represent a specific category. Where one of eight computed variables served as the dependent variable, independent variables were individual questions assigned to one of the eight categories.

Limitations of the Study

This section will discuss the limitations of the study designed to examine the paths to turnover experienced by television newsroom personnel.

The major limitation of this study is the relatively small sample size of study participants. The reasons for this were discussed earlier, and involve the reluctance shown by television station and newsroom management to allow their employees to participate in the study. Therefore, instead of the 15 stations targeted for examination, letters and phone calls yielded five stations willing to take part. Thus, one faces some difficulty in analyzing results. There is the possibility that the findings are misleading, or that true relationships exist between variables that have not been detected in this study. However, in addition to the qualitative analysis, a more qualitative discussion will be included in this study based on personal experience and a number of conversations with participants during the on-site visits to distribute the questionnaire. There is also the question of external validity in this study. In other words, one would be hesitant to generalize the results of this study beyond the participating stations. However, this study will provide a solid foundation for further study in the area of television newsroom personnel, and will illuminate those areas in which additional study is warranted. Important ties with those stations that agreed to participate were also formed, and it is hoped will pave the way for a stronger tie between the academic community and the business side of the broadcast field.

A third limitation is the fact that actual turnover was not measured in this study. The time between the collection of the data and its analysis was insufficient to form an accurate measurement of turnover. However, this initial investigation does establish necessary ties and provides the basis for a longitudinal study that will include the actual turnover component. There is evidence that the intent to leave measurement accurately reflects the turnover process.

Previous studies have indicated that intent to leave is a significant predictor of turnover.

This chapter has described the methodology used in this examination of determinants leading to turnover among television newsroom personnel. Major limitations to the study have also been discussed. Chapter IV will present the results of this study.

CHAPTER IV

Results

This chapter presents the results of the survey questionnaire administered to selected television newsroom personnel, which examined the conformity of the Bluedorn unified model of turnover in television newsrooms.

The results are presented in five parts. Part one will describe the demographic characteristics of those participating in the study. Part two will present the results of reliability analyses conducted on variables representing one of the eight components of the Bluedorn model. The third section of this chapter will compare the model with results of the Pearson product-moment correlations, and discuss the degree of fit between this study and the relationships predicted by the model. Section four will present the results of multiple regression analysis conducted on the data to address the research questions presented in this study. The fifth section will present a discussion of the differences found between the model and the study sample. This chapter will conclude with a summary of the results.

Demographic Characteristics

The survey questionnaire was filled out and returned by a total of 47 newsroom employees. The demographic composition of those participating in the study is presented in Table 4.1. In the age category, more than 76 percent were between the ages of 25 and 38, followed by those between the ages of 39 and 52; slightly more than 10 percent were between 18 and 24 years of age.

The majority of respondents (63 percent) had acquired a college degree; 17 percent reported some graduate work; just over 8 percent had a graduate degree; the remaining six percent reported some college work.

In terms of race, 85 percent of the respondents were white, the remaining 15 percent were black--no other races were reported in this study. This is fairly consistent with results reported by Stone (1991), which calculated a minority work force of approximately 18 percent in television news.

Of the 47 respondents, 34 percent were female; 66 percent were male. Again, this sample is consistent with findings in the 1991 Stone study.

The length of time most respondents had spent at their present place of employment was between one and three years (36 percent). Interestingly enough, the second highest

Table 4.1 Demographic Characteristics of Respondents

	Percentage of total	Frequency
Age		
18-24	10.6	5
25-31	38.3	18
32-38	38.3	18
39-45	6.4	3
46-52	6.4	3
Totals	100.0	47
Education		
Some college	6.4	3
College degree	68.1	32
Some graduate work	17.0	8
Graduate degree	8.5	4
Totals	100.0	47
Race		
Black	14.9	7
White	85.1	40
Totals	100.0	47
Sex		
Female	34.0	16
Male	66.0	31
Totals	100.0	47

Table 4.1 (continued)

	Percentage of Total	Frequency
<u>Tenure</u>		
Less than 1 year	8.5	4
1-3 years	36.2	17
4-6 years	19.1	9
More than 6 years	34.0	16
Totals	100.0	47
<u>Previous experience</u>		
Worked outside of television industry	14.9	7
Worked at same station, same department	2.1	1
Worked at same station, different department	2.1	1
Worked at another station	70.2	33
Attended school	8.5	4
Unknown	2.1	1
Totals	100.0	47
<u>Position</u>		
Executive Producer	2.1	1
Producer	14.9	7
Reporter	36.2	17
Anchor	14.9	7
Assignment Editor	8.5	4
Photographer	23.4	11
Totals	100.0	47

percentage (34 percent) were from respondents who had spent more than six years at their present station; third highest was between four and six years (19 percent); the remaining respondents (8 percent) had been working at their current station for less than one year.

Before beginning work at their current station, most respondents (70 percent) had worked at another station; almost 15 percent had worked outside of the television industry; eight percent had been in school; the remaining respondents had either worked at the same station in a different department; worked at the same station in the same department; or failed to respond to the question.

The study solicited responses from a number of positions within a television newsroom. Of the 47 participants, 17 (36 percent) were reporters, eleven (23 percent) were photographers, seven were anchors, another seven were producers (almost 15 percent each), four were assignment editors (almost 9 percent), one executive producer (2 percent) completed the questionnaire.

Aside from race and sex, no reliable records are kept concerning age range, education, previous job experience, and length of tenure at television stations in the United States (Berg, 1988). Thus, no comparisons between this sample of newsroom employees and those nationwide is possible.

Reliability analyses

Reliability analyses were conducted on all questions associated with a specific component of the Bluedorn model. Recall that those components are expectations, the organization experienced, job satisfaction, organizational commitment, job search, intent to leave, environmental opportunity, and demographics. The division of individuals questions into component parts is presented in Appendix C. Reliability coefficient and correlation tests were performed on all sets of questions corresponding to one of the components, with the exception of demographics, which were all computed separately. Questions which did not correlate significantly ($p < .01$) with any other of the questions in the component set were subsequently removed from the analysis. The results of the reliability coefficient tests for components of the model, both before and after question removal, are presented in appendix D. In the final tests, alpha coefficients ranged from $\alpha = .6817$ to $\alpha = .9370$.

Comparison of Results with the Bluedorn model

The Bluedorn unified model of turnover predicts two types of thought processes that lead to turnover decisions. One process predicts that demographics (race, sex, age, education, tenure, etc.) and perceptions of environmental opportunities (jobs available elsewhere) lead to turnover decisions. Depending on one's age and other considerations in the demographic variable, the model predicts that the perception of opportunities outside of one's present place of employment is positively related to the turnover process. In other words, if one thinks that there are an abundance of jobs for which he/she is qualified, then a person is more likely to look for another job. If, on the other hand, there is a perception that jobs are scarce and hard to find, then one would be more apt to remain at his/her present place of employment.

The second path predicts that demographic characteristics lead to certain expectations, which are influenced by the organization for which a person is currently employed. If the experience at the present organization has been a negative one, satisfaction with the job itself is likely to also be negatively affected. The two negative perceptions are then expected to negatively affect the commitment one feels for the organization for which one works, and is more likely to lead to a decision to look for another job, which eventually crystallizes into a definite decision to leave the organization, which ultimately leads to turnover. A positive experience with the organization, then, increases job satisfaction, and commitment to the present organization, with the result that one is less likely to look for employment elsewhere.

Pearson product-moment correlations were performed on variables to test their relative placement in the Bluedorn model. Table 4.2 presents the results of that analysis.

In comparing the results of the analysis to the model, keeping in mind the limitations already discussed because of the relatively small sample size, it appears that some of the relationships hypothesized to lead to turnover were supported in this study, others were not.

As Figure 4.1 illustrates, in the second thought process described above, the linkages between expectations, job satisfaction, and organizational commitment were highly significant. The data suggests that expectations about the job, both before and after employment, do indeed affect one's satisfaction with the job itself. Job satisfaction in this study was also highly correlated with organizational commitment, which seems to indicate that being satisfied with one's job also produces a feeling of commitment to the organization. The organization experienced was also highly correlated with job satisfaction, suggesting that experiences within the organization impact job satisfaction.

There were differences noted between the model and the results of this study. Those differences are also presented in Figure 4.2. The job search component was found to be linked only to the intent to leave variable, and not to

Table 4.2 Results of Pearson product-moment correlations

Correlations: JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, THE ORGANIZATION EXPERIENCED, EXPECTATIONS, ENVIRONMENTAL OPPORTUNITY, INTENT TO LEAVE, JOB SEARCH

	JBSAT	ORGCOM	ORGEXP	EXPECT	ENVOP
JBSAT	1.0000	.8282**	.5799**	.4496**	.0688
ORGCOM	.8282**	1.0000	.6605**	.4784**	.1518
ORGEXP	.5799**	.6605**	1.0000	.4396**	.3216
EXPECT	.4496**	.4784**	.4396**	1.0000	.1119
ENVOP	.0688	.1518	.3216	.1119	1.0000
INTLV	.4276*	.3608*	.1923	.1823	.2251
JBSRCH	-.2157	-.0716	-.0386	-.0295	.3238

	INTLV	JBSRCH
JBSAT	.4276*	-.2157
ORGCOM	.3608*	-.0716
ORGEXP	.1923	-.0386
EXPECT	.1823	-.0295
ENVOP	.2251	.3238
INTLV	1.0000	-.4445**
JBSRCH	-.4445**	1.0000

N = 47

* - p < .01

** - p < .001

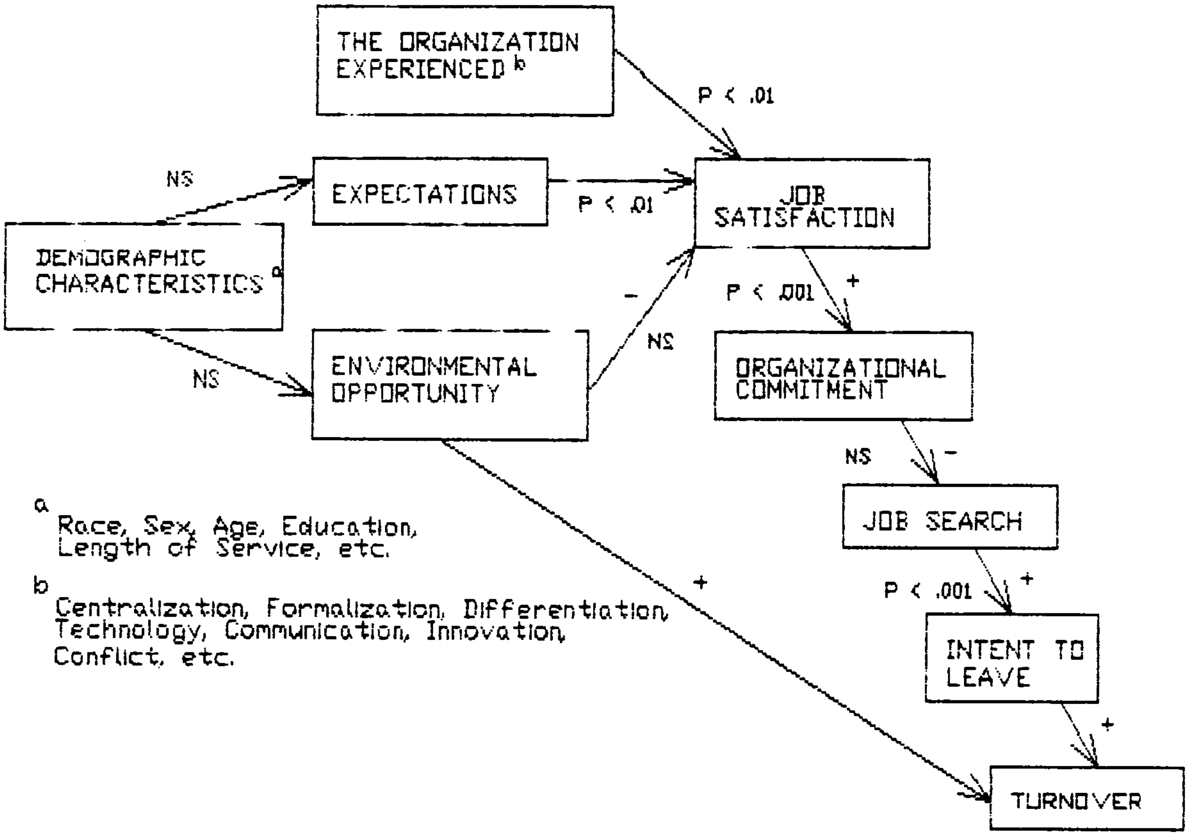

Figure 4.1 The Bluedorn unified model of turnover.

Source: A.C. Bluedorn (1982) The theories of turⁿover: causes effects and meaning. In S.B. Bacharach (Ed.) *Research in the sociology of organizations.* 1, Greenwich, Connecticut: JAI Press. Reprinted by permission.

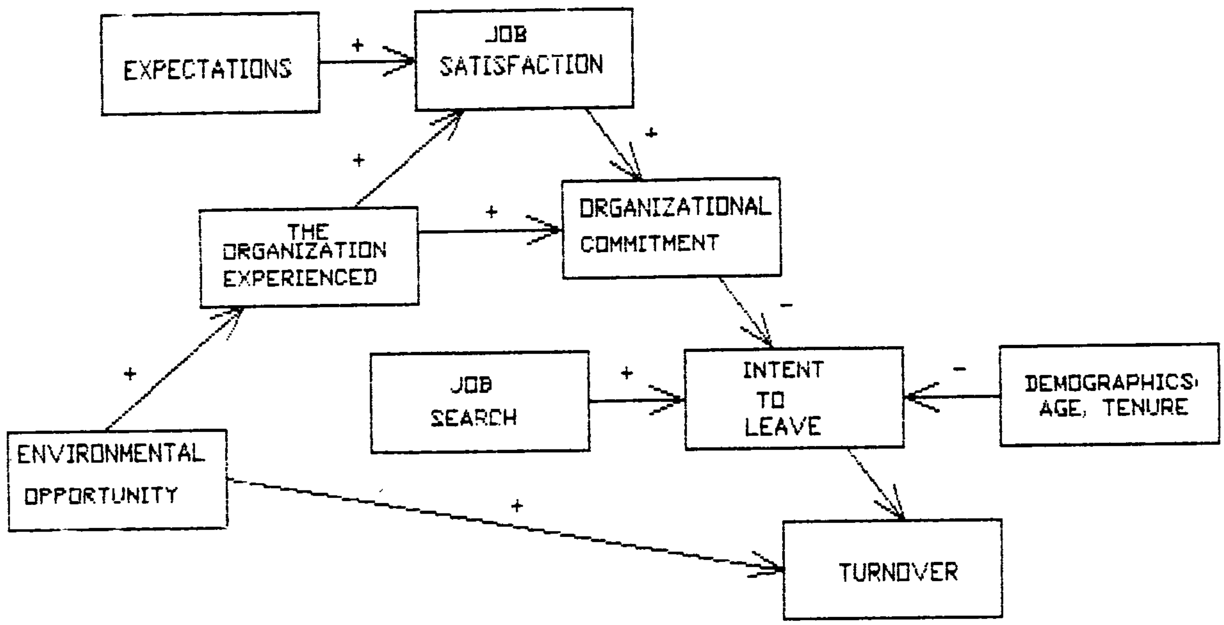

Figure 4.2 Findings of the study examining processes that lead to turnover in television newsrooms.

organizational commitment as suggested by the model. The demographic variables (age, sex, race, education, tenure, previous experience) were correlated separately with each of the eight component variables. Results of this analysis are presented in Appendix E. Unlike the model, no demographic variables correlated significantly with either expectations or environmental opportunity. Significant linkages were found between race and job search, age and intent to leave, tenure and job search, and tenure and intent to leave. The data suggests that the age and amount of time one has spent in a particular television newsroom affects the intent to leave that work environment. Tenure also seems to affect decisions about looking for a job. It would be reasonable to assume that the more time one spends at in a particular newsroom, the less likely that person is to leave it; conversely, the less time spent, the more likely one is to look for another job. It is also reasonable to assume that the younger the person, the more willing he/she would be to relocate. The link between race and job search is less clear. Several possibilities for this discrepancy come to mind, based on personal experience and discussions with newsroom while on-site. The discussion section of this chapter will address these possibilities more fully.

As Figure 4.2 illustrates, in this study expectations, job satisfaction, organizational commitment and intent to leave appear to lead to turnover decisions. Environmental opportunity in this study is shown to be significantly linked to the organization experienced. This would suggest that one's experience with their present television station as a whole, not just with the newsroom environment, affects perceptions of what is happening in terms of job opportunities outside of the station. If, for example, a station posts available opportunities so that employees can see them and apply for other positions outside of the station, their perceptions of other opportunities available might be different from those of persons working in a station that does not provide such information.

The organization experienced also appears to be linked to job satisfaction and organizational commitment. These linkages appear reasonable; a good overall work environment would lead to increased satisfaction with one's own job, and would impact the commitment one would feel toward that organization.

Job search is linked only to intent to leave. It appears that by the time one begins looking for a job, they have already formed a definite intention to leave their current one.

Age and tenure, appear to be linked to intent to leave, while the race variable is tentatively linked to job search. Further examination of this particular linkage is needed. The discussion section will examine this suggested linkage more fully.

In conducting this analysis, the research hypotheses developed for this study were addressed:

Hypothesis 1: Demographic characteristics will correlate strongly with expectations and environmental opportunity. This hypothesis was not supported by the data. Significant linkages were found between race and job search, age and intent to leave, tenure and job search, and tenure and intent to leave. No correlations were found between demographic characteristics and expectations, and demographic characteristics and environmental opportunity.

Hypothesis 2: Expectations will correlate strongly with job satisfaction. This hypothesis was supported by the data. Expectations correlated significantly with job satisfaction ($p < .01$).

Hypothesis 3: The organization experienced will correlate strongly with job satisfaction. The data support the stated hypothesis. The organization experienced was found to correlate significantly with job satisfaction ($p < .01$)

Hypothesis 4: Job satisfaction will correlate strongly with organizational commitment. This hypothesis was supported by the data. Job satisfaction correlated significantly ($p < .001$) with organizational commitment.

Hypothesis 5: Organizational commitment will correlate strongly with job search. The stated hypothesis was not supported by the data in this study. No significance was found between organizational commitment and job search.

Hypothesis 6: Job search will correlate strongly with intent to leave. The data support this hypothesis. A strong correlation ($p < .001$) was found between job search and intent to leave.

Multiple Regression Analysis

Multiple regression analysis was performed on the data for comparison with the results of the Pearson product-moment correlations, and to address research questions presented in Chapter II. Stepwise multiple regression analysis were computed on components of the Bluedorn model (expectations, environmental opportunity, the organization experienced, job satisfaction, organizational commitment, job search and intent to leave). These components were tested as dependent variables. Again, a caveat regarding these results must be included due to the size of the sample. But as a foundation for further research, these results provide valuable information about areas that warrant further study. The regression analysis was performed on the data in an effort to provide insight to the following research questions:

Research question #2 - To what extent does organizational commitment and intent to leave have on expectations? The results of this analysis are presented in Table 4.3. In this study, expectations about the job are significantly linked to organizational commitment. In this regression equation, with expectations as the dependent variable, a significant linkage was noted ($p < .01$). However, intent to leave the job appears to have little impact on any expectations. This suggests that some newsroom personnel expect their jobs to be more less the same, regardless of where they are employed.

Research question #3 - What effect does job satisfaction and intent to leave have on the organization experienced? The results of this analysis are presented in Table 4.4. In this study, job satisfaction appears to have little impact on one's experiences in the organization, but has a significant impact on any intentions to leave. This finding suggests that while a person may be satisfied with his/her job, the type of experience he/she has had in the work environment play a major role in deciding whether to leave or continue working at the present place of employment.

Research question #4 - What effect to personal characteristics have on job satisfaction, organizational commitment and intent to leave? In this study, personal characteristics were defined as demographics; specifically, sex, age, race, education, tenure and previous experience.

Table 4.3 Summary of Multiple Regression Analysis on Expectations variable

	Dependent Variable				
	Expectations				
Independent Variable	B	SE B	Beta	T	Sig T
Organizational Commitment	.2563	.0767	.4743	3.34	.002**
Intent to Leave	.0086	.1084	.0112	.08	.93

R^2 = .2290
Standard Error = 4.8300

* -- p < .05
** -- p < .01
*** -- p < .001

Table 4.4 Summary of Multiple Regression Analysis on Organization Experienced variable

	Dependent Variable				
	Organization Experienced				
Independent Variable	B	SE B	Beta	T	Sig T
Job Satisfaction	-.1376	.2893	-.0661	-.48	.64
Intent to Leave	1.1228	.2703	.5775	4.16	.0001***

$R^2 = .3053$

Standard Error = 4.8300

* -- p < .05
** -- p < .01
*** -- p < .001

Demographics served as independent variables, while job satisfaction, organizational commitment and intent to leave were dependent variables. Results of the analyses are presented in Table 4.5. Little significance was found in any of the demographic variables tested. In testing the relationship between job satisfaction and demographic variables, no significance was found in terms of sex, education, or previous work experience. Results indicated some relationship between job satisfaction and age. In addition, race was significant, suggesting that the two races represented in this study, (black and white) relate to their jobs differently.

In testing demographics with organizational commitment as the dependent variable, only the sex variable was found to be statistically significant. There was some significance in the relationship between demographics and intent to leave. Tenure were found to be predictors of intent to leave, with older employees being less likely to leave than younger employees and women.

<u>Research question #5: What effect does job satisfaction, organizational commitment, the organization experienced, expectations, job search and environmental opportunity have on intent to leave?</u> The results of this analysis are presented in Table 4.6. The job satisfaction variable has little impact on any intent to leave. This supports previous findings in

Table 4.5 Summary of Personal Characteristics on Job Satisfaction, Organizational Commitment and Intent to Leave

	Dependent Variable				
	Job Satisfaction				
Independent Variable	B	SE B	Beta	T	Sig T
Sex	-.0776	.6567	-.0718	-.118	.9065
Age	-1.802	.7939	-.3424	-2.271	.0286*
Race	1.150	2.1153	.0791	.543	.5899
Education	.5416	1.0728	.0738	.504	.6171
Tenure	-1.2922	.5798	-.3507	-2.229	.0315*
Previous Experience	.6593	.6012	.1786	1.097	.2793

	Organizational Commitment				
	B	SE B	Beta	T	Sig T
Sex	-2.4686	1.2006	-.3118	-2.056	.0463*
Age	-1.7441	1.4517	-.1889	-1.201	.2367
Race	-1.6883	3.8682	-.0663	-.436	.6648
Education	-2.1096	1.9617	-.1642	-1.075	.2887
Tenure	-1.1033	1.0603	-.1708	-1.041	.3043
Previous Experience	.6018	1.0993	.0930	.547	.5872

Table 4.5 (continued)

	Dependent Variable				
	Intent to Leave				
	B	SE B	Beta	T	Sig T
Sex	-1.6922	.7407	-.2781	-2.285	.0277*
Age	-3.8262	.8956	-.5393	-4.272	.0001***
Race	-2.2347	2.3864	-.1142	-.936	.3547
Education	-.3201	1.2103	-.0324	-.264	.7928
Tenure	-1.7004	.6541	-.3425	-2.600	.0130**
Previous Experience	1.5500	.6782	.3116	2.285	.0277*

* -- p < .05
** -- p < .01
*** -- p < .001

Table 4.6 Summary of Multiple Regression Analysis on Job Satisfaction, Organizational Commitment, the Organization Experienced, Environmental Opportunity, and Job Search on Intent to Leave

	Dependent Variable				
Independent Variable	B	SE B	Beta	T	Sig T
Job Satisfaction	.2349	.2025	.2515	1.16	.2529
Organizational Commitment	.1507	.1622	.2130	.93	.3585
Organization Experienced	-.1164	.0741	-.2595	-1.57	.1241
Environmental Opportunity	.4460	.1371	.4261	3.25	.0023**
Job Search	-.5812	.1424	-.5224	-4.08	.0002***

R^2 = .4660

Standard Error = 5.5184

* -- p < .05
** -- p < .01
*** -- p < .001

this study. The organizational commitment variable also appears to have no influence on intent to leave decisions. Two significant predictors of intent to leave were revealed in this analysis: environmental opportunity and job search. The significance between job search and intent supports earlier findings reported in this study, as does the link between environmental opportunity and intent to leave.

Discussion

This study produced a number of deviations from the processes suggested by the Bluedorn model. This section will address some of those differences, and offer possible reasons for those differences, based on personal experience, and conversations with various newsroom personnel that occurred during the on-site visits to distribute the study questionnaire.

It should be noted that the organization experienced component is a complex one. In the model, this component encompasses several areas, including centralization, formalization, differentiation, technology, communication, innovation and conflict. There are many studies devoted solely to the examination of one area in this component. This study attempted to address questions to each of the areas mentioned above. Thus, it is impossible to determine just what sorts of experiences within the newsroom environment lead to dissatisfaction with the job, a lack of organizational commitment, and intent to leave decisions.

Demographic characteristics were found to be related to components other than those suggested by the model. The race variable in particular warrants further discussion. Conversations with individuals during the on-site visits, as well as personal experience, indicate that blacks view their jobs, and the newsroom environment differently than their white counterparts. The organization experienced, both past and present, appears to be a critical part of this perception. In some newsrooms, black reporters noted that they were routinely assigned those stories that involved other blacks, or dealt with black issues. That type of story assignment in effect eliminated them from consideration when other stories were assigned. Many blacks also feel that their race works against them when competing for certain jobs such as anchor positions, or for those positions further up in the newsroom hierarchy. This could help explain the link found between job search and race--blacks could be seeking a newsroom environment where they feel their race is not an encumbrance to job advancement.

Women face some of the same pressures that minorities face. In this study, a significant link was found between sex and organizational commitment. Previous studies suggest that women are less committed to the organization for which they work (Garneau, 1988). It appears, therefore, that women would be more likely to leave their present place of employment for some of the same reasons expressed by blacks, than would their male counterparts.

The linkages found between age and intent to leave and tenure and intent to leave can also be explained when placed within the framework of television news. Traditionally, young reporters, photographers and other newsroom personnel begin their jobs in entry-level positions in small markets, and make progressive moves to larger markets. Therefore younger newsroom personnel would appear to be more likely and willing to leave one organization to work for another, regardless of the degree of commitment that they feel for their present organization. Organizational commitment might induce them to remain longer, but not permanently. Older reporters, on the other hand, are more likely to have additional commitments--family, for example, that would make it more difficult to leave their present place of employment. In terms of tenure, most newsroom personnel at some point find a market that they like. Considerations such as the community, or the cost of living often play a role in this decision. In addition, as a person's tenure in the newsroom increases, so do certain perks. Newsroom personnel with the most seniority are the ones that get first pick on which holidays they do not want to work. Senior personnel also have the better work schedules, such as weekends off, and working a daytime as opposed to a nighttime schedule.

This section has sought to provide possible explanations for differences found between this study, and the processes suggested by the Bluedorn model. The final section of the chapter will summarize the results of this study.

Summary

This chapter has examined the results of the survey questionnaire administered to selected newsroom personnel in five affiliate television newsrooms.

Demographic characteristics provided a profile of participants. Based on available information, this sample appeared to be fairly representative in terms of what information is available about the general television newsroom population, although limitations because of the small sample size have already been noted.

Results of the data analysis were also compared with the paths predicted by the Bluedorn model. The model suggests two paths lead to turnover decisions. The first path predicts that demographics and environmental opportunity lead to turnover decisions, while the second thought path suggests that demographics, expectations, the organization, job satisfaction and organizational commitment lead to thoughts of searching for a job, which lead to the intent to leave, which ultimately leads to turnover. The data in this study partially supported linkages in the model. A significant link was noted between expectations, job satisfaction, organizational commitment and intent to leave. The organization experienced was also shown to be significantly linked to job satisfaction and organizational commitment.

Demographics in this study were not linked to environmental opportunity and expectations; instead significant linkages were noted between race and job search, and age and tenure and intent to leave.

Research questions were addressed through multiple regression analysis. Questions addressed the effect of a number of variables: demographics, job satisfaction, organizational commitment and environmental opportunity on the intent to leave variable. Results suggest that job satisfaction has little impact on intent to leave decisions; environmental opportunity appears to play some part in any decision to leave to leave the present place of employment; age and tenure, meanwhile, appear to be the only demographic factors that effect the intent to leave decision. The influence of organizational commitment and intent to leave on expectations was also tested. The data suggests that organizational commitment can influence expectations, but no significance was noted between expectations and intent to leave the organization.

This chapter has presented the results of the statistical analysis performed on data collected among newsroom personnel, that examined those factors that lead to turnover decision. The implications of this study will be discussed in Chapter V, along with recommendations for further research.

CHAPTER V

Summary and Conclusions

This chapter will present a review of the study, and conclusions reached based on the literature review, and analysis of the data collected. The chapter will also discuss the implications of the study, and will conclude with suggestions and recommendations for further research.

Review of the Study

This study sought to examine the kinds of decisions that lead television newsroom personnel to seek employment elsewhere. Specifically, the study examined decisions that lead to turnover as per the Bluedorn unified model of turnover. The Bluedorn model suggests that turnover decisions are triggered by one of two thought processes. The first process suggests that demographic characteristics of the individual (age, sex, race, education, previous experience, tenure, etc.) affect perceptions of job opportunities available, which in turn lead to a turnover decision. The second process proposes a more complex decision-making process, based again on an individual's demographic characteristics, but in which expectations about the job, the type of organization in which one is currently employed, satisfaction with the job, the degree of commitment to the organization, the search for another job, and the intent to leave one's present place of employment are also taken into account. A review of mass communication and management literature supported the application of this particular model to a television newsroom environment.

A total of 15 television stations were approached by the researcher and asked to participate in the study. Unexpected reluctance was encountered, with the end result being that only 5 of the 15 stations contacted agreed to take part. Data were collected from December, 1991 to March, 1992. Newsroom personnel in participating stations were approached at random by the researcher and asked to complete a 66-item questionnaire. A total of 47 usable questionnaires were collected for analysis. The survey instrument was designed in such a way that all questions could be assigned to one of the eight components comprising the model under examination. Responses to the questions, with the exception of demographics, were measured using a 7-point Likert-type scale with possible responses ranging from strongly agree to strongly disagree.

The analysis conducted on the data consisted of four parts: frequencies and percentages were run on the demographics in order to develop a profile of the sample; reliability analyses were conducted on all questions assigned to one of the eight component parts. Correlations with the eight components parts were compared with predicted processes in the model; and finally, multiple regression analysis aided in the answering of the research questions of this study.

Results of the analysis indicated some support for the Bluedorn model. The process predicted by expectations, the organization experienced, job satisfaction, organizational commitment, job search and intent to leave was partially supported. Demographics in this study, however, were not shown to have any effect on expectations, contrary to the model. The organization experienced was found to be an intervening variable linked to environmental opportunity, job satisfaction and organizational commitment. Job search, meanwhile, was found to be significantly linked only to intent to leave. The race demographic was linked to job search, while age and tenure demographics were linked to the intent to leave component.

Implications of the Study

An extensive review of the broadcast industry revealed relatively few studies devoted to the turnover phenomenon among television station employees. Notable exceptions include the Berg (1988) study, and the work undertaken by Stone for almost two decades. The Berg study, however, examined a number of departments within a television station, while the research conducted by Stone is based solely on the responses given by broadcast managers, specifically radio and television news directors.

The newsroom is the most visual department in a television station. Many of its employees are seen by the public on a daily basis on the television; others (photographers, producers) can be seen by the public during the news gathering process. At those stations that conduct tours for the public, the newsroom is often the most popular, and the department that visitors most want to see. Therefore, the people that comprise this vital link between a station and its community warrant detailed study. The decisions that cause them to leave a place of employment, even more so.

The television industry itself is in a state of flux. Declining revenues, stricter management practices, and increased competition are forcing those in the industry to develop strategies that will enable their survival in an increasingly crowded home entertainment field. Where television stations were once "cash cows", making a great deal of money for their respective owners, that particular reference no longer holds true. Cost-cutting measures and budget restrictions are now accepted--even expected by television station management. As one of the biggest financial outlays at a television station, the newsroom has seen its share of budget cutting. These cost cutting measures have included lay-offs and attrition. Thus, any television stations were once "cash cows", making a great deal of money for their respective owners, that particular reference no longer holds true. Cost-cutting measures and budget restrictions are now accepted--even expected by television station management. As one of the biggest financial outlays at a television station, the newsroom has seen its share of budget cutting. These cost cutting measures have included lay-offs and attrition. Thus, any decision to leave one position for another is one that must be given serious consideration.

This study has provided some insight into the factors that are considered by newsroom personnel before making that decision to leave. This study is important for television station management because it points to areas in which they can exercise some degree of control. The organizational environment addresses a number of areas including communication, perception of management, personal involvement in the station decision-making process, the dissemination of information pertinent to the organization, and the disbursement of authority. Ensuring that lines of communication are open and flow in both directions, developing a management team that actively encourages its employees, making sure that newsroom employees are apprised of what is occurring in the station as a whole, allowing for active participation by employees, and allowing those employees to make their own decisions as much as possible will aid in the development of a sense of commitment to the organization. This is especially important since it appears that the degree of organizational commitment one feels is a significant predictor of any intent to leave. In these changing times, it behooves management to do all it can to keep its most talented employees for as long as possible.

This study is important to the academic community as well. Some of the nation's primary gatekeepers have been examined in depth, and insights into some of their thinking processes have been revealed. Although one would hesitate to generalize this study to include all television stations in the United States, or even in the southeastern states, it nevertheless has provided the foundation for further research in this area.

This study could also aid those that teach classes aimed at preparing students for a career in broadcasting. While most of the curriculum in this area has focused on providing students with a technical expertise in the broadcast field, little time has been spent on preparing those students for the type of environment they will face in the nation's television newsrooms. Perhaps it is time not only to address those types of issues, but also to develop the type of student that will actively endeavor to make the television newsroom a stable working environment.

Recommendations for Further Study

A good deal of significant research can be undertaken based on the results of this study. A longitudinal study that tracks actual turnover among television newsroom employees will provide invaluable insight into the turnover process. A study that explores more fully the demographic makeup of individual respondents would also provide important information to researchers and television station management. It would also be prudent to explore whether the model holds true when respective positions in the newsroom are taken into consideration.

Future studies should also consider separating the many areas that encompass the organization experienced component. This is an extremely broad area, and many of its parts warrant individual study. There are many nuances in a work environment, and any study that examines this component as a whole misses many of the subtleties that contribute to a particular work environment. This separation would be particularly useful in determining the differences noted in this study between race and sex.

It would also be interesting to note whether there is a significant link station rank and turnover. A station that is number one in its market may retain its employees longer than the number two or number three station. This study could also address issues of employee commitment and morale.

A qualitative element could also serve to illuminate important factors in the turnover decision. Personal interviews with television newsroom employees would provide another facet of revelation not possible with a survey questionnaire.

Finally, a broadcast entity rarely considered in terms of newsroom turnover is that of radio. Although many radio stations have elected to eliminate, or severely reduce the number of people working in news, radio news remains an important source of information. Differences in turnover among FM and AM, or all-news and news-music formats is an area that has yet to be explored in depth.

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APPENDIXES

APPENDIX A

December 14, 1991

General Manager
WKYT-TV
Box 55037
Lexington, KY 40555

Dear Mr. :

Please allow this letter to serve as an introduction. My name is Katrina K. Covington-Whitmore, and I am presently an Instructor of Broadcast Journalism at the University of Georgia/Athens. I am also in the process of completing a dissertation in Communications at the University of Tennessee. Before returning to school, I worked as a broadcast journalist in three markets over a period of ten years.

During the time spent in television newsrooms, I became very interested in management and management-related issues. One area of particular interest to me was newsroom turnover, and the questions raised by what has traditionally been a high degree of turnover in the television industry. Therefore, when the time came for me to select a dissertation topic, addressing the issue of turnover seemed like a logical choice.

In the study that I have designed, factors leading to turnover among newsroom personnel will be examined in five markets located in three states. Lexington has been one of the five markets selected. This letter is a formal request that the newsroom of WKYT-TV be allowed to participate in the study. Participants will be asked to fill out a questionnaire that should take no more than 20 minutes to complete. I personally will distribute the questionnaires, and promise to disrupt your newsroom as little as possible. There is absolutely no risk involved to participants, participation is voluntary, and all responses will be kept strictly confidential.

I will follow up this letter with a phone call in one week. If WKYT-TV agrees to participate, I will set up a time for me to visit the station at that time. Of course, once the data analysis has been completed, I would be more than happy to provide you with the results. Should you desire any additional information, please feel free to call. I can be reached at (615) 691-1708. You are also more than welcome to contact the chairman of the Telecommunications department here at Georgia, Dr. Alison Alexander, (404) 542-4961, or Dr. Sam Swan (615) 974-4291, who is the chairman of my dissertation committee. I look forward to talking with you in about a week.

Sincerely,

Katrina K. Covington-Whitmore

APPENDIX B

Coding Number ____________________

Station Call Letters ________________ Location (City) ____________________

Position: ______________________

Listed below are a series of statements describing the way that individuals might feel about their jobs. Please CIRCLE the number of the response that most closely describes YOUR feelings about the work that you perform at your present job.

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

---

1) I really enjoy working here.	1	2	3	4	5	6	7
2) My present job is more interesting than others I could get.	1	2	3	4	5	6	7
3) I am satisfied with the compensation that I currently receive.	1	2	3	4	5	6	7
4) I am proud of the station that I work for.	1	2	3	4	5	6	7
5) This station is fair to its employees.	1	2	3	4	5	6	7
6) I am satisfied with my present position.	1	2	3	4	5	6	7
7) This station is doing the best job in this market.	1	2	3	4	5	6	7
8) I would have to change stations in order to receive additional compensation.	1	2	3	4	5	6	7
9) I am disappointed that I accepted this position.	1	2	3	4	5	6	7
10) This station has dealt fairly with me.	1	2	3	4	5	6	7
11) My co-workers are competent and reliable.	1	2	3	4	5	6	7
12) I continue working here because of an obligation to my co-workers.	1	2	3	4	5	6	7

13) I continue working here because of an obligation to the community in which I work.	1	2	3	4	5	6	7
14) I am provided the opportunity to learn new things.	1	2	3	4	5	6	7
15) I enjoy the excitement and glamour of television.	1	2	3	4	5	6	7

These series of statements are trying to determine how you feel about the type of supervision and the type of feedback that you receive. Answer the statements according to how you feel about your immediate supervisor. For news directors, consider the general manager your supervisor. Please CIRCLE the response that most closely corresponds to the way that you feel.

---

16) I can communicate well with my supervisor.	1	2	3	4	5	6	7
17) My supervisor shows me how to improve my performance.	1	2	3	4	5	6	7
18) I respect my supervisor's judgment on most issues.	1	2	3	4	5	6	7
19) My supervisor lets me know how well I am performing.	1	2	3	4	5	6	7
20) My supervisor encourages me to give my best effort.	1	2	3	4	5	6	7
21) My supervisor lets me know what is expected of me.	1	2	3	4	5	6	7

The following series of statements reflect possible feelings that individuals might have about the station for which they work. With respect to your own feelings about the station for which you are presently working, please indicate the degree of your agreement or disagreement with each statement by CIRCLING the response that most closely matches your own.

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

22) I am willing to put in a great deal of effort beyond that normally expected in order to help this station be successful.	1	2	3	4	5	6	7
23) I talk up this station to my friends as a great place to work.	1	2	3	4	5	6	7
24) I would accept almost any type of job assignment in order to keep working here.	1	2	3	4	5	6	7
25) I find that my values and those of this news department are very similar.	1	2	3	4	5	6	7
26) I am proud to tell others that I work for this station.	1	2	3	4	5	6	7
27) This news department really inspires the very best in me in the way of job performance.	1	2	3	4	5	6	7
28) I am extremely glad that I chose this news department to work for over others I was considering at the time that I began work here.	1	2	3	4	5	6	7
29) I really care about the fate of this station.	1	2	3	4	5	6	7
30) For me, this is the best possible of all stations to for which to work	1	2	3	4	5	6	7

The following responses should be used in answering the next four questions:

Excellent	Very Good	Good	So-So	Not So Good	Bad	Terrible
7	6	5	4	3	2	1

How would you rate your chances of:

31) Remaining at the station where you are presently working for the next three months.	1	2	3	4	5	6	7
32) Remaining at the station where you are presently working for the next six months.	1	2	3	4	5	6	7
33) Remaining at the station where you are presently working for the next year.	1	2	3	4	5	6	7
34) Remaining at the station where you are presently working for the next two years.	1	2	3	4	5	6	7
35) Remaining at the station where you are presently working indefinitely.	1	2	3	4	5	6	7
36) How is the current job market?	1	2	3	4	5	6	7

How do you expect the job market to be in the next:

37) Three months?	1	2	3	4	5	6	7
38) Six months?	1	2	3	4	5	6	7
39) Year?	1	2	3	4	5	6	7
40) Two Years?	1	2	3	4	5	6	7

This section seeks to determine the degree to which you feel that the station is successful in communicating with its employees. CIRCLE the response that you feel is most appropriate.

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

41) Management has communicated our current strategy to employees.	1	2	3	4	5	6	7
42) I am adequately informed about the station's business plan.	1	2	3	4	5	6	7
43) I have a clear understanding of the news department's goals.	1	2	3	4	5	6	7
44) I have a clear understanding of the station's goals.	1	2	3	4	5	6	7
45) Lines of communication are clear and open.	1	2	3	4	5	6	7
46) This department encourages new ways of solving problems and doing things.	1	2	3	4	5	6	7
47) The various departments at this station work well together.	1	2	3	4	5	6	7
48) This station successfully keeps up with the latest in broadcast technology.	1	2	3	4	5	6	7

This section seeks to determine whether your job is all that you expected it to be. Please CIRCLE the degree to which you agree or disagree with the statements below.

49) The news business is exactly what I expected it to be.	1	2	3	4	5	6	7
50) My duties and responsibilities were made clear to me before I started to work here.	1	2	3	4	5	6	7
51) I always know what is expected of me.	1	2	3	4	5	6	7
52) If I work hard, I will be rewarded for that effort.	1	2	3	4	5	6	7
53) I do exactly what is asked of me--no more, no less.	1	2	3	4	5	6	7
54) I knew exactly what I was getting into when I accepted this position.	1	2	3	4	5	6	7
55) This job is everything that I could ask for.	1	2	3	4	5	6	7
56) I do as little work as I can get away with.	1	2	3	4	5	6	7

The following responses should be used in answering the following questions:

Excellent	Very Good	Good	So-So	Not So Good	Bad	Terrible
7	6	5	4	3	2	1

How would you rate your chances of looking for a job in the next:

57) Three months?	1	2	3	4	5	6	7
58) Six months?	1	2	3	4	5	6	7
59) Year?	1	2	3	4	5	6	7
60) Two years?	1	2	3	4	5	6	7

Please CIRCLE the letter of your response to each of the following statements.

61) I am:

A Female (2)
B Male (1)

62) My age falls in the following range:

A 18-24 years of age (7)
B 25-31 years of age (6)
C 32-38 years of age (5)
D 39-45 years of age (4)
E 46-52 years of age (3)
F 53-59 years of age (2)
G 60 years of age or older (1)

63) I am:

A Black (4)
B White (3)
C Hispanic (2)
D Other (1)

64) My highest level of education is:

A Some high school (6)
B High school diploma (5)
C Some college (4)
D College degree (3)
E Some graduate work (2)
F Graduate degree (1)

65) I have worked at this station for:

A Less than 1 year (4)
B 1-3 years (3)
C 4-6 years (2)
D More than 6 years (1)

66) Immediately prior to accepting this job:

A I was in school (5)
B I worked for another station (4)
C I worked in another department at this station (3)
D I worked for the same department at this station (2)
E I worked outside of the television industry (1)

THANK YOU FOR YOUR TIME AND COOPERATION!

APPENDIX C INDIVIDUAL QUESTIONS ASSIGNED TO MODEL COMPONENTS

JOB SATISFACTION

1. I really enjoy working here.
2. My present job is more interesting than others I could get.
3. I am satisfied with the compensation that I currently receive.
4. I am satisfied with my present position.
5. I am disappointed that I accepted this position.
6. I continue to work here because of an obligation to the community in which I work.
7. I am provided the opportunity to learn new things.
8. I enjoy the excitement and glamour of television.
9. This job is everything that I could ask for.

ORGANIZATIONAL COMMITMENT

1. I am proud of the station that I work for.
2. I continue working here because of an obligation to my co-workers.
3. I am willing to put in a great deal of effort beyond that normally expected in order to help this station be successful.
4. I talk up this station as a great place to work.
5. I would accept almost any type of job assignment in order to keep working here.
6. I find that my values and those of this news department are very similar.
7. I am proud to tell others that I work for this station.
8. This news department really inspires the very best in me in the way of job performance.
9. I am extremely glad that I chose this news department to work for over others I was considering at the time that I began work here.
10. I really care about the fate of this station.
11. For me, this is the best possible of all stations for which to work.
12. I do exactly what is asked of me--no more, no less.
13. I do as little work as I can get away with.

THE ORGANIZATION EXPERIENCED

1. This station is fair to its employees.
2. This station is doing the best job in this market.
3. This station has dealt fairly with me.
4. My co-workers are competent and reliable.
5. I can communicate well with my supervisor.

6. My supervisor shows me how to improve my performance.
7. I respect my supervisor's judgment on most issues.
8. My supervisor lets me know how well I am performing.

THE ORGANIZATION EXPERIENCED (CONTINUED)

9. My supervisor encourages me to give my best effort.
10. My supervisor lets me know what is expected of me.
11. Management has communicated our current strategy to employees.
12. I am adequately informed about the station's business plan.
13. I have a clear understanding of the station's goals.
14. Lines of communication are clear and open.
15. This department encourages new ways of solving problems and doing things.
16. The various departments at this station work well together.
17. This station successfully keeps up with the latest in broadcast technology.

EXPECTATIONS

1. I would have to change stations in order to receive additional compensation.
2. The news business is exactly what I expected it to be.
3. My duties and responsibilities were made clear to me before I started to work here.
4. I always know what is expected of me.
5. If I work hard, I will be rewarded for that effort.
6. I knew exactly what I was getting into when I accepted this position.

ENVIRONMENTAL OPPORTUNITY

1. How is the current job market?

   How do you expect the job market to be in the next:

   2. Three months?
   3. Six months?
   4. Year?
   5. Two years?

JOB SEARCH

What do you think your chances of looking for a job will be in the next:

1. Three months?
2. Six months?
3. Year?
4. Two years?

INTENT TO LEAVE

How would you rate your chances of:

1. Quitting this station in the next three months
2. Quitting this station in the next six months
3. Quitting this station in the next year
4. Quitting this station in the next two years
5. Remaining at this station indefinitely

DEMOGRAPHICS

1. I am:
   Female
   Male

2. My age falls in the following range:
   18-24 years of age
   25-31 years of age
   32-38 years of age
   39-45 years of age
   46-52 years of age
   53-59 years of age
   60 years of age or older

3. I am:
   Black
   White
   Hispanic
   Other

4. My highest level of education is:
   Some high school
   High school diploma
   Some college
   College degree
   Some graduate work
   Graduate degree

5. I have worked at this station for:
   Less than 1 year
   1-3 years
   4-6 years
   More than 6 years

6. Immediately prior to accepting this job:
   I was in school
   I worked for another station
   I worked in another department at this station
   I worked for the same department at this station
   I worked outside the television industry

APPENDIX D Results of Reliability Coefficient tests

Initial test : JOB SATISFACTION

Reliability:	JBSAT1	JBSAT2	JBSAT3	JBSAT4	JBSAT5
JBSAT1	1.0000	.2413	.1752	.6629**	.3952*
JBSAT2	.2413	1.0000	-.0350	.3915*	.1440
JBSAT3+	.1752	-.0350	1.0000	.2269	.2084
JBSAT4	.6629**	.3915*	.2269	1.0000	.5074**
JBSAT5	.3952*	.1440	.2084	.5074**	1.0000
JBSAT6	.4379*	.3246	-.0259	.3920*	.1431
JBSAT7	.2688	.1168	.1300	.4624**	.4577**
JBSAT8	.3544*	.0369	-.0953	.2105	-.0276
JBSAT9	.5163**	.2141	.0867	.6613**	.3945*

	JBSAT6	JBSAT7	JBSAT8	JBSAT9
JBSAT1	.4379*	.2688	.3544*	.5163**
JBSAT2	.3246	.1168	.0369	.2141
JBSAT3+	-.0259	.1300	-.0953	.0867
JBSAT4	.3920*	.4624**	.2105	.6613**
JBSAT5	.1431	.4577**	-.0276	.3945*
JBSAT6	1.0000	.1820	.2263	.3269
JBSAT7	.1820	1.0000	.3837*	.3933*
JBSAT8	.2263	.3837*	1.0000	.4082*
JBSAT9	.3269	.3933*	.4082*	1.0000

N = 47 NUMBER OF ITEMS = 9 ALPHA = .7170

* - p < .01, ** - p < .001

Following Deletions:

N = 47 NUMBER OF ITEMS = 8 ALPHA = .7637

Initial test: THE ORGANIZATION EXPERIENCED

Reliability:	ORGEXP1	ORGEXP2	ORGEXP3	ORGEXP4	ORGEXP5
ORGEXP1	1.0000	.0870	.1746	.4525**	.1018
ORGEXP2	.0870	1.0000	.1870	.3205	-.0245
ORGEXP3	.1746	.1870	1.0000	.3100	-.0482
ORGEXP4	.4525**	.3205	.3100	1.0000	.2278
ORGEXP5	.1018	-.0245	-.0482	.2278	1.0000
ORGEXP6	.1878	.2202	-.0770	.3664*	.4388*
ORGEXP7	.1061	.3155	.1989	.3800*	.4827**

ORGEXP8	.0324	.0616	-.0837	.2043	.5774**
ORGEXP9	.0873	.3668*	-.0556	.4214**	.4051*
ORGEXP10	-.0032	.2184	-.1161	.2890	.4522**
ORGEXP11	.2796	-.0611	.0579	.0039	.1945
	OREXP1	ORGEXP2	ORGEXP3	ORGEXP4	ORGEXP5
ORGEXP12	.3807*	.0961	.2819	.2026	.1823
ORGEXP13	.4262*	.3386*	.1774	.2173	.2339
ORGEXP14	.6109**	.2406	.2168	.2357	.2552
ORGEXP15	.4785**	.2333	.3107	.2494	.3045
ORGEXP16	.1823	-.0301	.1846	.0957	.3194
ORGEXP17	.5282**	-.1458	.1360	.2375	.2558

Reliability:	ORGEXP6	ORGEXP7	ORGEXP8	ORGEXP9	ORGEXP10
ORGEXP1	.1878	.1061	.0324	.0873	-.0032
ORGEXP2	.2202	.3115	.0617	.3668*	.2184
ORGEXP3	-.0770	.1989	-.0837	-.0556	-.1161
ORGEXP4	.3664**	.3800*	.2043	.4214*	.2890
ORGEXP5	.4388**	.4827**	.5774**	.4051*	.4522**
ORGEXP6	1.0000	.6602**	.6185**	.5571**	.4458**
ORGEXP7	.6602**	1.0000	.5440**	.6555**	.5164**
ORGEXP8	.6185**	.5440**	1.0000	.6494**	.6930**
ORGEXP9	.5571**	.6555**	.6494**	1.0000	.7637**
ORGEXP10	.4458**	.5164**	.6930**	.7637**	1.0000
ORGEXP11	.1931	-.0330	.1091	.1034	.2271
ORGEXP12	.1080	-.0252	.1659	.0450	.2102
ORGEXP13	.3554*	.4405**	.3005	.3404*	.3040
ORGEXP14	.1209	.1265	.2526	.2511	.3180
ORGEXP15	.2978	.3553*	.2909	.2520	.2590
ORGEXP16	.6358**	.5820**	.4282*	.3299	.3079
ORGEXP17	.1054	.1908	.0471	.0252	.0746

	ORGEXP11	ORGEXP12	ORGEXP13	ORGEXP14	ORGEXP15
ORGEXP1	.2796	.3807*	.4262*	.6109**	.4785**
ORGEXP2	-.0611	.0961	.3386*	.2406	.2333
ORGEXP3	.0579	.2819	.1774	.2168	.3107
ORGEXP4	.0039	.2026	.2173	.2357	.2494
ORGEXP5	.1945	.1823	.2339	.2552	.3045
ORGEXP6	.1931	.1080	.3554*	.1209	.2978
ORGEXP7	-.0330	-.0252	.4405**	.1265	.3553*
ORGEXP8	.1091	.1659	.3005	.2526	.2909
ORGEXP9	.1034	.0450	.3404*	.2511	.2520
ORGEXP10	.2271	.2102	.3040	.3180	.2590
ORGEXP11	1.0000	.6945**	.4386*	.5402**	.4428**
ORGEXP12	.6945**	1.0000	.4899**	.7170**	.4904**
ORGEXP13	.4386*	.4899**	1.0000	.6552**	.5434**

ORGEXP14	.5402**	.7170**	.6552**	1.0000	.6683**
ORGEXP15	.4428**	.4904**	.5434**	.6683**	1.0000
ORGEXP16	.2085	.2245	.3799*	.2704	.3291
ORGEXP17	.2890	.3121	.4442**	.4359*	.3750*

	ORGEXP16	ORGEXP17
ORGEXP1	.1823	.5282**
ORGEXP2	-.0301	-.1458
ORGEXP3	.1846	.1360
ORGEXP4	.0957	.2375
ORGEXP5	.3194	.2558
ORGEXP6	.6358**	.1054
ORGEXP7	.5820**	.1908
ORGEXP8	.4282*	.0471
ORGEXP9	.3299	.0252
ORGEXP10	.3079	.0746
ORGEXP11	.2085	.2890
ORGEXP12	.2245	.3121
ORGEXP13	.3799*	.4442**
ORGEXP14	.2704	.4359*
ORGEXP15	.3291	.3750*
ORGEXP16	1.0000	.2510
ORGEXP17	.2510	1.0000

N = 47 NUMBER OF ITEMS = 17 ALPHA = .8069

* - p < .01 ** - p < .001

Initial test: ORGANIZATIONAL COMMITMENT

Reliability:	ORGCOM1	ORGCOM2	ORGCOM3	ORGCOM4	ORGCOM5
ORGCOM1	1.0000	.0870	.1746	.4525**	.3807*
ORGCOM2	.0870	1.0000	.1870	.3205	.0961
ORGCOM3+	.1746	.1870	1.0000	.3100	.2819
ORGCOM4	.4525**	.3205	.3100	1.0000	.2026
ORGCOM5	.3807*	.0961	.2818	.2026	1.0000
ORGCOM6	.4262	.3386*	.1774	.2173	.4899**
ORGCOM7	.6109**	.2406	.2168	.2357	.7170**
ORGCOM8	.4785**	.2333	.3107	.2494	.4904**
ORGCOM9	.1823	-.0301	.1846	.0957	.2245
ORGCOM10	.5282**	-.1458	.1360	.2375	.3121
ORGCOM11	.4468**	.4139*	.0031	.3375	.3392*
ORGCOM12	-.1507	.2087	-.1421	-.0940	-.0318
ORGCOM13	-.3947*	-.1928	-.2171	-.4581**	-.0659

	ORGCOM6	ORGCOM7	ORGCOM8	ORGCOM9	ORGCOM10

ORGCOM1	.4262*	.6552**	.4785**	.1823	.5282**
ORGCOM2	.3386*	.2406**	.2333	-.0301	-.1458
ORGCOM3+	.1774	.2168	.3107	.1846	.1360
ORGCOM4	.2173	.2357	.2494	.0957	.2375
ORGCOM5	.3807*	.0961	.2819	.2026	1.0000
ORGCOM6	1.0000	.6552**	.5434**	.3799*	.4442**
ORGCOM7	.6552**	1.0000	.6683**	.2704	.4359*

	ORGCOM6	ORGCOM7	ORGCOM8	ORGCOM9	ORGCOM10
ORGCOM8	.5435**	.6683**	1.0000	.3291	.3750*
ORGCOM9	.3799*	.2704	.3291	1.0000	.2510
ORGCOM10	.4442**	.4359*	.3750*	.2510	1.0000
ORGCOM11	.3401*	.4347*	.3420*	.3157	.3950*
ORGCOM12	-.0165	-.0991	-.0043	.0956	-.2059
ORGCOM13	-.2054	-.4148*	-.2869	-.1869	-.1495

	ORGCOM11	ORGCOM12	ORGCOM13
ORGCOM1	.4468**	-.1507	-.3947*
ORGCOM2	.4139*	.2087	-.1928
ORGCOM3+	.0031	-.1421	-.2171
ORGCOM4	.3375	-.0940	-.4681**
ORGCOM5	.3392*	-.0318	-.0659
ORGCOM6	.3401*	-.0165	-.2054
ORGCOM7	.4347*	-.0991	-.4148*
ORGCOM8	.3420*	-.0043	-.2869
ORGCOM9	.3157	.0956	-.1869
ORGCOM10	.3950*	-.2059	-.1495
ORGCOM11	1.0000	-.0846	-.2534
ORGCOM12	-.0846	1.0000	1.0000
ORGCOM13			

N = 47 NUMBER OF ITEMS = 11 ALPHA = .8363

* - p < 01, ** - p < .001

<u>Following deletions:</u>

N = 47 NUMBER OF ITEMS = 10 ALPHA = .8396

<u>Initial test</u>: EXPECTATIONS

Reliability:	EXPECT1	EXPECT2	EXPECT3	EXPECT4	EXPECT5
EXPECT1	1.0000	.1744	.3480*	-.1899	-.2156
EXPECT2	.1744	1.0000	.3638*	.3440*	.1962
EXPECT3	.3480*	.3638*	1.0000	.4138*	.2442
EXPECT4	-.1899	.3440*	.4138*	1.0000	.1535

EXPECT5+	-.2156	.1962	.2442	.1535	1.0000
EXPECT6	.1850	.5914**	.5490**	.3488*	.2911

	EXPECT6
EXPECT1	.1850
EXPECT2	.5914**
EXPECT3	.5490**
EXPECT4	.3488*
EXPECT5+	.2911
EXPECT6	1.0000

N = 47   NUMBER OF ITEMS = 6   ALPHA = .6561

* -- p < .01, ** -- p < .001

Following deletions:

N = 47   NUMBER OF ITEMS = 5   ALPHA = .6817

Initial test: ENVIRONMENTAL OPPORTUNITY

Reliability:	ENVOP1	ENVOP2	ENVOP3	ENVOP4	ENVOP5
ENVOP1	1.0000	.7835**	.7427**	.6080**	.5017**
ENVOP2	.7835**	1.0000	.9579**	.8246**	.6538**
ENVOP3	.7427**	.9579**	1.0000	.8585**	.6848**
ENVOP4	.6080**	.8246**	.8585**	1.0000	.9022**
ENVOP5	.5017**	.6538**	.6848**	.9022**	1.0000

N = 47   NUMBER OF ITEMS = 5   ALPHA = .9370

* -- p < .01, ** -- p < .001

Initial test: INTENT TO LEAVE

Reliability:	INTLV1	INTLV2	INTLV3	INTLV4	INTLV5
INTLV1	1.0000	.8573**	.6189**	.4371*	.3410*
INTLV2	.8573**	1.0000	.8124**	.6469**	.5218**
INTLV3	.6189**	.8124**	1.0000	.8727**	.7301**
INTLV4	.4371*	.6468**	.8727**	1.0000	.8934**
INTLV5	.3410*	.5218**	.7301**	.8934**	1.0000

N = 47   NUMBER OF ITEMS = 5   ALPHA = .9069

* -- p < .01, ** -- p < .001

+ -- questions that were subsequently removed from analysis

APPENDIX E Demographic variable correlations

Correlations:	SEX	AGE	RACE	EDUC	TENURE
JBSAT	-.0380	-.2714	.1293	-.0945	-.3204
ORGCOM	-.2703	-.1828	-.0750	-.1250	-.2399
ORGEXP	-.0695	-.2890	-.0266	.1388	-.1858
EXPECT	-.1086	-.0503	-.0511	-.2118	-.1540
JBSRCH	.0474	.0645	.3657*	.2384	.1866
INTLV	-.2535	-.4937**	-.0628	-.0648	-.4045*
ENVOP	-.2157	-.0890	.1624	.3358	-.1463

	PREVEXP
JBSAT	-.0193
ORGCOM	-.0518
ORGEXP	-.1819
EXPECT	.0060
JBSRCH	-.0846
INTLV	-.0409
ENVOP	-.1517

* -- $p < .01$
** -- $p < .001$

VITA

Katrina Karen Covington-Whitmore, as part of an air force family, has spent much of her life travelling. She attended elementary school all over the country, and spent four years in Spain during her pre-teen years. Kansas City, Missouri is where her family eventually settled. She graduated from Southeast High School, and received her B.A. degree in Communications Studies from the University of Missouri at Kansas City. She spent the next several years working as an anchor and producer at television stations in Topeka, Kansas and Little Rock, Arkansas.

She began the pursuit of the Ph.D in September, 1986 and graduated with the degree in August, 1992 at the University of Tennessee. After teaching and chairing the Department of Communications at Alabama State University, for one year, she is presently employed as an assistant professor at the University of Georgia in Athens.