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PERSONALITY CHARACTERISTICS OF EMPLOYEES IN RELIGIOUS BROADCASTING AS A PREDICTOR OF JOB SATISFACTION

The University of Arizona M.A. 1985

PERSONALITY CHARACTERISTICS OF EMPLOYEES IN RELIGIOUS BROADCASTING AS A PREDICTOR OF JOB SATISFACTION

by

RANDY LEE CARLSON

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STATEMENT BY AUTHOR

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ABSTRACT

The purpose of this study was to determine if persons employed in religious radio broadcasting have personality traits that differ from a norm group and to determine if personality traits are associated with the level of job satisfaction.

Forty-seven subjects volunteered to fill out the research instruments (Taylor Johnson Temperament Analysis and a Self-Rated Job Satisfaction Inventory).

The results indicated that female religious employees are significantly more depressed, sympathetic, and subjective when compared to the norm group; that female religious broadcast employees are significantly less dominant and hostile when compared to the norm group; that male religious broadcast employees are significantly more hostile and self-disciplined when compared to the norm group; that for the sample of female and male religious broadcasters combined, there was a significant negative correlation between job satisfaction and certain personality constructs.

CHAPTER 1

INTRODUCTION

George Gallup (1979), in response to a question concerning his comprehensive study in the area of religion stated, "Americans want a vocal church on spiritual, moral, and ethical matters. People of all faiths want churches and other religious organizations to speak out" (p. 12). One religious group that is becoming more vocal and is experiencing a surge of importance is religious radio broadcasters.

An indication of religious broadcasters' impact at the political level was evident at the recent annual meeting of the National Religious Broadcasters. This annual conference attracted such notables as President Ronald Reagan, Vice President George Bush, the commissioners of the Federal Communications Commission, and numerous United States Senators and Congressmen.

May (1967), has suggested that religious workers are neurotic, and set themselves up as reformers and moral judges. Coyle and Edberg (1969), have found that religious persons have a lower self concept than do non-religious persons. Is there a measurable difference in the personality characteristics of religious persons; specifically religious persons who have selected religious broadcasting as a career? This study theorized that religious broadcasters would show significant differences in certain personality characteristics when compared to a norm group.

Other questions which arose concerning religious broadcasting included, who controls the when and how ideas and beliefs are broadcast?; do the announcers broadcast their own beliefs or those of management?; what similarities and differences exist between the level of religious belief and commitment between management and staff?; and, do employees agree with managements' policy prior to employment? These questions could well be the focus of future study. However, the scope of this study was limited to an examination of certain personality characteristics of those selecting religious broadcasting as a career and to determine if those characteristics could be used to predict job satisfaction.

Rationale of the Study

The growing importance of religious radio broadcasters' impact on moral, political and social issues in the United States created a question concerning the characteristics of people who select religious radio broadcasting as a career or ministry and how their traits compare to a selected norm group. The results of this study contribute to the limited amount of research found on religious broadcasters.

Further, this study has attempted to determine if the personality characteristics of religious broadcasters impact personal job satisfaction. King, Murray and Atkinson (1982), concluded that job satisfaction and personality variables are strongly correlated. So that at a practical level, managers in religious broadcasting can benefit from the results of this study by gaining a greater

understanding of one important factor that affects their employee's level of job satisfaction.

Problem Statement

Question 1: Do persons employed in religious radio broadcasting have personality traits that differ from a norm group as measured by the Taylor Johnson Temperament Analysis?

Question 2: Are employee personality traits, as measured by the Taylor Johnson Temperament Analysis, associated with the level of reported job satisfaction?

Research Hypotheses

The purpose of this study was to test the following hypotheses (stated in the null form).

Hypothesis 1: There will be no significant difference between the mean of the norm group and the mean of the sample group on all subscales of the Taylor Johnson Temperament Analysis (TJTA) (which includes: 1 - Nervous/Composed; 2 - Depressive/Lighthearted; 3 - Social/Quiet; 4 - Expressive-Responsive/Inhibited; 5 - Sympathetic/Indifferent; 6 - Subjective/Objective; 7 - Dominant/Submissive; 8 - Hostile/Tolerant; 9 - Self-Disciplined/Impulsive).

Hypothesis 2: There will be no significant difference between those respondents who are low and those respondents who are high on the self-rated job satisfaction scale and the mean of the sample group on all subscales of the Taylor Johnson Temperament Analysis (TJTA) (which includes: 1 - Nervous/Composed; 2 - Depressive/Lighthearted;

3 - Social/Quiet; 4 - Expressive-Responsive/Inhibited; 5 - Sympathetic/Indifferent; 6 - Subjective/Objective; 7 - Dominant/Submissive; 8 - Hostile/Tolerant; 9 - Self-Disciplined/Impulsive).

Limitations and Definitions

Limitations

This study was limited to the population of one religious radio network. This study did not attempt to research how persons came to select religious radio broadcasting as a career. Further, this study was limited to employees who are employed by a not-for-profit organization. Employees in profit oriented religious broadcasting were not a part of the study. Also, employees in other broadcast mediums were not included in the sample. Volunteer subjects were used for the sample. As Borg and Gall (1983, p.252) point out, volunteer samples tend to bias the results due to the unique characteristics of volunteers. They further point out that volunteer samples tend to include a higher percentage of married persons, a higher percentage of first borns, and the persons are often more extraverted and anxious than non-volunteers.

Definition of Terms

The following are brief definitions of the personality constructs used by the TJTA (Taylor, 1984, p.7-10):

Nervous - tense, high-strung, apprehensive; Composed - calm, relaxed, tranquil.

Depressive - pessimistic, discouraged, dejected; Lighthearted - happy, cheerful, optomistic.

Active-Social - energetic, enthusiastic, socially involved; Quiet - socially inactive, lethargic, withdrawn.

Expressive-Responsive - spontaneous, affectionate, demonstrative; Inhibited - restrained, unresponsive, repressed.

Sympathetic - kind, understanding, compassionate; Indifferent - unsympathetic, insensitive, unfeeling.

Subjective - emotional, illogical, self-absorbed; Objective - fair-minded, reasonable, logical.

Dominant - confident, assertive, competitive; Submissive - passive, compliant, dependent.

Hostile - critical, argumentative, punitive; Tolerant - accepting, patient, humane.

Self-Disciplined - controlled, methodical, persevering; Impulsive - uncontrolled, disorganized, changable.

A more complete review of definitions can be found in Appendix A.

Summary

This chapter has attempted to demonstrate the importance of this present study. It was pointed out that this study of the personality characteristics of religious radio broadcasters and how those characteristics impact job satisfaction has added to the limited amount of research in this area. Limitations of the study and the definitions of terms were explored.

CHAPTER 2

REVIEW OF LITERATURE

This chapter contains a review of the literature presented under the following headings: Personality Characteristics and Religious People; Personality Characteristics and Job Satisfaction.

Personality Characteristics and Religious People

In a study of church goers, Allport and Ross (1967) found that church goers appear to be more prejudiced than non-churchgoers. Rokeach (1960), Maranell (1967), and Weima (1965) also found in their studies a positive relationship between religion and prejudice. A lack of tolerance toward others can be seen in higher measures in the personality traits of hostility and subjectivity.

Rokeach (1960) observed that religious believers, as compared to those with less religious fervor, complained more often of tension and fitful sleep. It is assumed that religious broadcasters consider themselves as "religious believers". Hence, it was thought that the scale on the Taylor Johnson Temperament Analysis that measures the level of tension in the subject might well indicate higher overall levels for religious broadcasters.

In their study of a new therapy approach to deal with maladaptive religious hyper-religiosity, Coyle and Erdberg (1969) point out that religious persons frequently repress feelings of anger and

have a low self-concept. Repressed feelings will be evident with elevated scores on the hostility subscale on the TJTA.

Lea (1980) states, "frequently associated with this lowered self-concept is the person's feeling that he does not deserve much happiness and, therefore, that it is not appropriate for him to express pleasurable feelings" (pp. 346). This creates a repressed hostility reaction. In the area of hostility Lea states further, "another conflict area is the expression of hostile feelings; some individuals often state that one should 'love everybody' and feel that any overt expression of anger goes against this prospect" (pp. 346).

In their study of the needs of Evangelical Christian leaders in the United States, Ellison and Mattila (1983) found that feelings of inadequacy tended to be one of the major problems faced by their sample of 208 senior and associate pastors. Behaviorally, a person feeling inadequate may appear quiet and inhibited.

Ligon (1936) stated, "The only real source of happiness is achievement; and all of the great achievements in history have been made by prophets who were 'persecuted for righteousness sake'" (pp. 368). An unbending conviction for one's own beliefs is the hallmark of religious adherence. Religious broadcasters have become a major force in communicating religious as well as social, moral and political convictions to the masses.

Karl Stolz (1967) in speaking of Jesus' anger stated:

> His anger was kindled by and directed toward those who, despite their superior advantages, opposed truth and mercy, and he did not hesitate to stigmatize them as hypocrites, blind guides, fools, and whitened sepulchers. Consumed by

> indignation and moved by a sense of social justice, Jesus overthrew the tables of the tradesmen who had degraded the House of Prayer into a refuge of thieves, and drove them forth with blistering denunciation. In Him, anger was converted into righteous aggression (p. 228).

Even when outnumbered, religious adherents fight for what they believe and against those who oppose their position. Dominance may characterize those who are involved in religious broadcasting.

No data was found that directly measured the personality characteristics of religious radio broadcasters. However, May (1967) espoused a theory as to the personalities of one group of religious workers, religious counselors. In essense, he claims they are neurotic. According to May this neurosis takes the following form:

1. They have a greater desire not to fail; the dread of failure is exaggerated. They have the "all-or-none" syndrome, with the lack of ability to respond partially to situations.
2. They are convinced of the indispensability and importance of their work.
3. They take themselves too seriously.
4. They often set themselves up as reformers, and moral judges others.
5. They are "duty" bound, and may feel compelled inexplicably to contain forms of behavior that are normally not regarded as important.
6. They may suffer from inferiority feelings which may take religious and moral form.
7. They might have a superiority complex, a "holier-than-thou" attitude.

Personality Characteristics and Job Satisfaction

Phillips (1983) found in his study of job satisfaction that it is a highly complex variable, closely related to the individual's value system, and impacted by several broad factors.

Fawzy, Welisch, Pasnau and Leibowitz (1983) found that demographic variables, as well as work related variables, such as involvement, task orientation, work pressure, sense of authority on the job, and perceived communication with peers or other groups in the work environment, all impacted job satisfaction. Osherson and Sill (1983) found that interests and abilities correlated to job satisfaction. While Oliver (1983) and Kulcarni (1983) found in their seperate studies that an employee's sense of job satisfaction could be better explained by individual differences in locus of control and by organizational differences than by job design.

The area of job satisfaction has a consistent and important place in literature on organizational psychology and theories of employee motivation. However, the review of literature found conflicting results. Some studies attributed external causes to job satisfaction while some pointed to internal factors. For example, Oliver (1983) states, "this leads us to hypothesize that managers may be able to affect job satisfaction more through personnel selection and changes in organizational climate than through job re-design" (p. 425-426). His findings support the importance of this study by showing that an employee's level of job satisfaction is correlated to internal rather than external factors.

Andrews & Withey (1976), Campbell, Converse, and Rogers (1976) have found that job satisfaction is correlated to general life satisfaction. They have encouraged others to study personal, as opposed to environmental factors when measuring job satisfaction.

In the past, biographic characteristics (age, sex, education, race) received greater attention when measuring job satisfaction. However, Campbell et al., 1976 found that such biographic data, when considered together, seldom accounted for more than 6% of the variance in measures of job satisfaction.

King, Murray and Atkinson (1982) surveyed 1,524 respondents who participated in a study of background, personality, job characteristics, and job satisfaction. They state, "clearly, the most important finding in this study is the strong association between job satisfaction and personality variables" (pp. 129).

Summary

The research clearly points out that religious persons are characterized by personality attributes which are different from the general population. This is not to imply that these traits are necessarily bad or destructive but that they are simply different.

However, the research on how personality characteristics and job satisfaction correlate is not quite as clear. It appears that there is considerable discrepancy concerning which variables have the greatest impact on job satisfaction.

CHAPTER 3

METHODOLOGY AND PROCEDURES

This chapter will describe the population from which the sample was drawn. The procedures used for sampling and collecting the data will be discussed. The instruments and evidence for their validity and reliability will be reviewed. Finally, the research design and the method of data analysis will be discussed.

Description of the Sample and Norm Groups

Sample

The subjects were drawn from the population of one non-commercial religious radio broadcasting network. This radio network owns and operates six stations with broadcast outlets in the states of Arizona, New Mexico, and Michigan, and employs approximately one hundred people full and part time. The corporate management has created what they call the "essential characteristics" (appendix D attached) of their employees. All prospective employees must ascribe to these "essential characteristics" before hiring. The radio network under consideration states in their personnel manual that it considers itself to be a "God-directed movement of men and women who in a common devotion to Jesus Christ, have committed their lives together to help bring the principles of the Christian life to people where they are through mass communication!"

Volunteers were recruited to take part in the research through means of written letters and personal requests. All eligible employees were requested to participate in the study.

The sample group was made up of 47 employees who have been working at least 20 hours or more per week and have been employed by the radio broadcasting network for six months or more. Of the total sample of 47; 16 were females and 31 were males. Eleven eligable employees refused to participate in the study. It was believed that employees who worked less than 20 hours per week would bias the results of the study. Most of the persons in this category are also employed in other fields and could not truly be characterized as "religious broadcast employees".

Norm Group

The general population sample from which the norms for the TJTA were established consisted of 2,316 males and 1,626 females. The general population female group had a mean age of 36.32 years with a standard deviation of 12.03 years. The general population male group had a mean age of 38.40 years with a standard deviation of 12.12 years. To establish a norm group for the TJTA, a total of one hundred men and one hundred women were selected at random. The mean age of the male sample was 40.1 years with a standard deviation of 10.29 years. The mean age of the female sample was 40.3 years with a standard deviation of 10.19 years. The 1984 sample included persons from diverse occupational and educational backgrounds. The sample was drawn from 33 different states with 49.01% coming from California. The three most

represented occupations were homemaker (34.51%), school teacher (18.76%), and salesperson (18.08%).

This norm group was selected because it most closely approximated the age distribution of the sample.

Description of the Instruments

Three instruments were used in this study. They were, the Employee's Self-Rated Job Satisfaction Scale (Appendix B), the Taylor Johnson Temperament Analysis (TJTA) to measure the nine personality constructs, and the Personal Information Questionnaire (Appendix C).

The "Self-Rated Job Satisfaction Scale" is an instrument that permitted the respondents to subjectively rate current levels of job satisfaction. A five point Likert type scale was used to measure the level of job satisfaction. For purposes of tabulation and scoring, a numerical value was assigned to each of the possible alternatives. Likert (1932) states, "if five alternatives have been used, it is necessary to assign values of from one to five with the three assigned to the undecided posisiton. The ONE end is assigned to one extreme of the attitude continuum and the FIVE to the other;" (p. 46). For purposes of the study the scale was designed as follows: "1" - Not Satisfied; "2" - Only Slightly Satisfied; "3" - Satisfied; "4" - Very Satisfied; "5" - Extremely Satisfied. These same categories were used by Mount (1984) in his study of managerial career stage and facets of job satisfaction.

The TJTA measures a number of important and independent personality variables or attitudes and tendencies which influence

personal, social, marital, parental, family and scholastic adjustment. The TJTA was constructed to provide a measurement to show the respondent's feelings about himself or herself at the time the individual answered the questions.

The Personal Questionnaire was created to collect demographic information such as birthdate, sex, length of employment, and birth order data. The respondents were also asked to list other family members who have been or are involved in religious type work.

Validity and Reliability

The construct validity of the Taylor Johnson Temperament Analysis was established through correlation of the TJTA scores with the scores on the Minnesota Multiphasic Personality Inventory (MMPI). Taylor (1984) states, "The internal consistency of the nine scales was estimated by split-half and analysis of variance techniques" (p. 19). The resulting reliability ranges from .71 to .90 for males and .65 to .87 for the female norm group.

Procedures

Kits were constructed and mailed to each volunteer. The kit included a copy of each instrument, a personal questionnaire and complete instructions on taking the instruments, deadline dates, and collection procedures. It was expected that at least ninety percent of the instruments would be completed and returned. The results showed that eight-one percent of the eligible employees actually returned the instruments.

Design and Analysis

A complete listing of the frequency distribution of the data from the Personal Questionnaire can be found in Table 1. Data from the Taylor Johnson Temperament Analysis was subjected to the Cronbach (1951) Coefficient Alpha to determine internal reliability. In addition, a Pearson correlation coefficient between each scale was determined and convergent-discriminant validity was estimated. Results for both can be found in Table 2.

Data related to the first hypothesis was subjected to T-tests for independent samples. The results of the T-tests for females and males are shown in Tables 3 and 4 respectively.

The data for the second hypothesis was subjected to an analysis of variance using scaled scores as dependent measures with low versus high job satisfaction as the independent measure. The results are listed in Table 5.

CHAPTER 4

RESULTS AND DISCUSSION

This study has been a systematic attempt to compare the personality characteristics of one sample of religious radio broadcasters to a general population norm group. Further, this study has attempted to determine if personality characteristics can be used as a predictor of job satisfaction.

This chapter presents a review of the results obtained from the study.

The Sample

Every eligible person in the designated population of one religious broadcasting network was contacted and asked to participate in the study. Of the 58 employees who were contacted 47 volunteered and followed through by filling out the instruments. The sample group of 47 consisted of 16 females (34%), and 31 males (66%). It is important to note that all respondents from three job categories (broadcasting, clerical, management) were combined to represent the total sample. Table 1 shows the frequency distribution of job categories.

The group's ages ranged from 20-60 years with a mean of 36.19 years. The mean of the sample is relatively close to the norm group mean age which was 40.1 for the men and 40.3 for females. In reviewing

birth order data it was found that first borns represented the single largest group (34%) of respondents with second borns representing (31.9%). A detailed listing of birth order data is presented in table 1.

Length of time employed in religious broadcasting ranged from 6 months to 19 years. The mean employment time was 5.67 years with a standard deviation of 4.86 years. Nearly one half (46.8%) of the sample had a spouse who is or has been employed in "religious" type work. A complete frequency distribution of the results from the Personal Questionnaire can be found in table 1.

Reliability and Convergent-Divergent Validity

Cronbach's (1951) Coefficient-Alpha formula was applied to the questions for each of the nine subscales on the Taylor Johnson Temperament Analysis (TJTA), in order to estimate internal consistency. The calculated reliability coefficient for each subscale is reported in the diagonals of table 2.

All nine subscale measures on the TJTA exhibited generally acceptable levels of item consistency when administered to the sample group (Nervous [.76], Depressive [.83], Active-Social [.68], Expressive-Responsive [.73], Sympathetic [.52], Subjective [.68], Dominant [.80], Hostile [.73], and Self-Disciplined [.82]). While the .52 on the sympathetic subscale is fairly low it does correspond in relative positioning with the norm group. Taylor (1984) reports that the reliability estimates of each subscale for the norm group were: (Nervous [.85], Depressive [.90], Active-Social [.79], Expressive-

Table 1. Distribution by sex, age, length of time employed, primary reponsibilities, other family members in religious work, and birth order.

	Freq	%	Range	$\bar{x}$	sd
Male	31	66%	-	-	-
Female	16	34%	-	-	-
Age (years)	47	100%	20-60 years	36.19	9.76
Length of Time Employed	47	100%	.5 to 19 years	5.64	4.86
Primary Responsibilities:					
A. Broadcasting	19	40.4%	-	-	-
B. Clerical	11	23.4%	-	-	-
C. Management	14	29.8%	-	-	-
D. Broadcast/ Management	2	4.3%	-	-	-
E. Broadcast/ Clerical	1	2.1%	-	-	-
Family Members in "Religious" Work:					
Total Yes	31	65.96%			
Total No	16	34.04%			
Father	10	-	-	-	-
Mother	10	-	-	-	-
Brother	6	-	-	-	-
Sister	7	-	-	-	-
Spouse	22	-	-	-	-
Birth Order:					
First Born	16	34.0%	-	-	-
Second Born	15	31.9%	-	-	-
Third Born	9	19.9%	-	-	-
Fourth Born	2	4.3%	-	-	-
Fifth Born	4	8.5%	-	-	-
Ninth Born	1	2.1%	-	-	-

Table 2. Convergent-divergent validity estimates and internal consistency coefficients for measures on the Taylor Johnson Temperament Analysis.

	1	2	3	4	5	6	7	8	9
1. Nervous	(.76)								
2. Depressive	.41	(.83)							
3. Active-Social	.12	-.18	(.68)						
4. Expressive-Responsive	.10	-.11	.27	(.73)					
5. Sympathetic	.26	.26	.12	.22	(.52)				
6. Subjective	.39	.73	.00	.05	.15	(.68)			
7. Dominant	-.02	-.37	.40	.31	-.26	-.22	(.80)		
8. Hostile	.23	.11	-.01	.17	-.46	.23	.50	(.73)	
9. Self-Disciplined	-.27	-.34	.04	-.35	-.13	-.42	.08	-.23	(.82)

Responsive [.86], Sympathetic [.77], Subjective [.82], Dominant [.76], Hostile [.82], and Self-Disciplined [.82] (p. 20)).

Convergent-Divergent validity correlation coefficents were computed between the nine trait constructs in an attempt to estimate the divergent and convergent validity between each measure. This was done to determine if the scales were addressing similar or unique constructs. The results of the validity estimates are presented as the off-diagonal elements of table 2.

As could be expected in an instrument of this nature, a few of the measures showed considerable variance with one another. This is an indication that those scales where addressing similar constructs. The Subjective and Depressive subscales exhibited the highest correlation ($r = .73$; $r^2 = 53.3\%$). Other measures that showed a fairly significant correlation included Hostile and Sympathetic ($r = .46$; $r^2 = 21.2\%$); Hostile and Dominant ($r = .50$; $r^2 = 25.0\%$); Depressive and Nervous ($r = .41$; $r^2 = 16.8\%$); Subjective and Self-Disciplined ($r = -.42$; $r^2 = 17.6\%$).

Hypothesis 1

Hypothesis 1 stated that there was no significant difference between the mean of the norm group and the mean of the sample group on all subscales of the TJTA. In order to conduct a T-test to compare means and standard deviations the sample was divided into female and male scores. These scores were then compared against the normative data. Table 3 reports the results of the T-test for the female sample and table 4 reports the results of the T-test for the male sample.

When comparing the means for the females, a significant difference at the .05 level was found on five of the nine subscales of the TJTA. As table 3 shows those measures showing a significant difference included: Depressive ($T = 3.22$, $p = .002$); Sympathetic ($T = 2.09$, $p = .039$); Subjective ($T = 4.99$, $p = .000$); Dominant ($T = 5.43$, $p = .000$); Hostile ($T = 5.88$, $p = .000$). The female sample had a significantly higher mean on each of the above referenced constructs except for the Dominant and Hostile measures where the female sample group scored significantly less dominant and hostile than the norm group.

When comparing the mean score for the male sample group and male norm group, a significant difference at the .05 level was found on two of the nine subscales of the TJTA as Table 4 shows. The male sample group had significantly higher means than the norm group on the Hostile and Self-Disciplined scales, Hostile ($T = 3.09$, $p = .003$); Self-Disciplined ($T = 2.94$, $p = .004$).

Hypothesis 2

Hypothesis 2 stated that there was no significant difference between those respondents who are low and those respondents who are high on the self-rated job satisfaction scale and the mean of the sample group on all subscales of the TJTA. A five (1-5) level likert type scale was used for the self-rated job satisfaction scale. The five points on the scale (Appendix A) were: Not Satisfied (1), Only Slightly Satisfied (2), Satisfied (3), Very Satisfied (4), and Extremely Satisfied (5), and one non-respondent. For purposes of analysis, the respondents who marked Not Satisfied, Only Slightly

Table 3. Means, Standard deviations, and T-test results comparing normative data from the Taylor Johnson Temperament Profile to similar data collected from the FEMALE sample.

	Population/Sample					
	Norms (N=100)		Sample (N=16)			
	$\bar{x}$	sd	$\bar{x}$	sd	T	p
Nervous	12.48	8.94	11.13	7.59	1.75	.080
Depressive	11.87	9.45	14.50	8.59	3.22	.002*
Active-Social	26.86	6.79	26.13	6.04	1.06	.219
Expressive-Responsive	31.83	7.01	31.00	5.62	1.24	.218
Sympathetic	32.98	5.21	34.19	4.23	2.09	.039*
Subjective	11.15	7.74	14.68	6.34	4.99	p<.001*
Dominant	22.23	7.00	18.50	6.24	5.43	p<.001*
Hostile	10.64	7.93	7.25	3.79	5.88	p<.001*
Self-Disciplined	24.09	8.29	25.69	8.62	1.97	.051

Note: df for each analysis =129; * indicates statistical significance following adjustment for alpha inflation. Probabilities are as follows:

Calculated	Adjusted
.01	.0096
.05	.0048

Table 4. Means, Standard deviations, and T-test results comparing normative data from the Taylor Johnson Temperament Profile to similar data collected from the MALE sample.

	Population/Sample					
	Norms (N=100)		Sample (N=16)			
	$\bar{x}$	sd	$\bar{x}$	sd	T	p
Nervous	9.84	7.61	9.67	5.78	.31	.757
Depressive	9.56	9.56	8.58	6.02	1.80	.074
Active-Social	25.37	8.54	25.55	6.90	.32	.749
Expressive-Responsive	27.96	9.14	28.55	7.13	1.79	.076
Sympathetic	30.71	6.89	30.68	3.98	.07	.994
Subjective	9.97	7.24	9.61	5.14	.73	.467
Dominant	23.61	7.77	24.41	8.23	1.36	.176
Hostile	9.42	7.27	11.13	7.00	3.09	.003*
Self-Disciplined	25.83	8.43	27.58	8.07	2.94	.004*

Note: df for each analysis =129; * indicates statistical significance following adjustment for alpha inflation. Probabilities are as follows:

Calculated	Adjusted
.01	.0096
.05	.0048

Table 5. One way analysis of variance comparing the means from Taylor Johnson Temperament Analysis of those reporting LOW and those reporting HIGH job satisfaction.

	Population/Sample					
	Low Satisfaction (N=20)		High Satisfaction (N=27)			
	$\bar{x}$	sd	$\bar{x}$	sd	F	p
Nervous	10.35	6.94	10.04	6.12	.027	.871
Depressive	13.70	7.43	8.30	6.74	6.77	.013*
Active-Social	25.65	6.46	25.81	6.76	.007	.933
Expressive-Responsive	29.05	6.32	29.63	7.07	.084	.773
Sympathetic	32.15	4.36	31.67	4.43	.139	.711
Subjective	13.25	6.69	9.93	5.16	3.710	.061*
Dominant	22.35	7.40	22.44	8.66	.002	.969
Hostile	10.50	6.65	9.30	6.17	.410	.525
Self-Disciplined	26.90	6.60	26.96	9.36	.001	.980

Note: df for each analysis =129; * indicates statistical significance following adjustment for alpha inflation. Probabilities are as follows:

Calculated	Adjusted
.01	.0096
.05	.0048

Satisfied, Satisfied, or made no response on the Self-Rated Job Satisfaction Scale were considered as having "LOW" job satisfaction (N=20). Those respondents who marked on the scale at the Very Satisfied or Extremely Satisfied level were considered as having "HIGH" job satisfaction (N=27).

All data for the second hypothesis was subjected to a one-way analysis of variance using scaled scores as dependent measures with low versus high job satisfaction as the independent measure. The results from the analysis of variance (Table 5), show there was significant difference beyond the .1 level between the means of the two groups (low vs. high) on two of the nine subscales on the TJTA. Those two were: Depressive (low group mean = 13.70) versus (high group mean = 8.30) - F ratio = 6.74, p = .013; Subjective (low group mean = 13.25) versus (high group mean = 9.93) - F ratio = 3.71, p = .061. What the results show is that those respondents who were less satisfied with their job, had group means on the Depressive and Subjective subscales on the TJTA which were significantly higher than those who rated their job satisfaction in the high area.

Summary

This study was designed to test two hypotheses. Chapter 4 has presented the results of the study. Included in this chapter is demographic information on the sample group and reliability and validity information on the use of the TJTA. The results show that all subscales on the TJTA had generally acceptable levels of item consistency when administered to the sample.

Hypothesis 1 was tested by dividing the sample into male and female groups. The results were that for the male group two subscales reported a significant difference. For the female group five subscales showed significant difference. Hypothesis 2 was tested by dividing the respondents into low and high job satisfaction groups and then comparing these group means on the TJTA. The results showed a significant difference in the group means on the Depressive and Subjective subscales.

CHAPTER 5

SUMMARY, CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

Much has been written concerning the personality characteristics of "religious" persons. When comparing religious to less religious persons, Rokeach (1960) observed that religious persons are more tense. Maranell (1967), and Weima (1965) found religious persons to be less tolerant. Coyle and Erdberg (1969) pointed out that religious persons repress feelings of anger. Elison and Mattila (1983) found that the major complaint of religious leaders was a feeling of inadequacy. May (1967) believes that religious leaders (counselors) are neurotic.

In attempting to correlate job satisfaction and personality characteristics King, Murray and Atkinson (1982) stated in reference to their study, "clearly, the most important finding in this study is the strong association between job satisfaction and personality variables" (p. 129). Yet in a review of the literature, no studies were found that examined the personality characteristics of employees in religious broadcasting or attempted to correlate personality constructs to this group's level of job satisfaction. This current study has been an attempt to do both.

Summary

This study sought to answer the following questions: Do

persons employed in religious broadcasting have personality traits that differ from the norm? Are employee personality traits associated with the level of self-reported job satisfaction? Stated in terms of a null hypothesis, these questions became: (1) There will be no significant difference between the mean of the norm group and the mean of the sample group on all subscales of the TJTA. (2) There will be no significant difference between those respondents who are low and those respondents who are high on the self-rated job satisfaction scale and the mean of the sample group on all subscales of the TJTA.

To measure the vast array of constructs that create an individual's personality and in turn their level of job satisfaction is not an easy task. To facilitate this study's attempt to investigate these two constructs, two instruments were used. First, was the "self-rated job satisfaction scale". This 5 level likert type scale that permitted the respondents to record their level of personal pleasure, contentment and sense of accomplishment felt in relation to their job responsibility and overall working relationships. Secondly, the Taylor Johnson Temperament Analysis (TJTA) was used. The T-JTA is a psychological test which measures nine personality traits or constructs. The nine constructs were: Nervousness, Depression, Social Activity, Expressive-Responsive, Sympathy, Subjectivity, Dominance, Hostility, and Self-Discipline.

The instruments were mailed to the volunteers with specific instructions on their use and the procedure for collecting and returning the completed forms. All volunteers filled out the forms

during the week of May 12, 1985. The nature of the data allowed the use of statistical analysis in the testing of the hypotheses.

Conclusions

Statistical analysis (T-test, analysis of variance, correlations) of the data from these instruments led to the following conclusions:

1. That female religious broadcast employees are significantly more depressed, sympathetic, and sujective when compared to the designated norm group.
2. That female religious broadcast employees are significantly less dominant and hostile when compared to the designated norm group.
3. That male religious broadcast employees are significantly more hostile and self-disciplined when compared to the norm group.
4. That for the sample of female and male religious broadcasters combined there was a significant negative correlation between the level of job satisfaction and the measures on the personality constructs of depression and subjectivity.

Implications

It appears that females who are employed in religious broadcasting have a greater number of personality constructs which vary from the norm than do males who are employed in religious broadcasting. The constructs which showed significantly higher for the females (depression, sympathetic, subjectivity) create the potential for negative impact in the work setting. Counseling and training programs

for female employees might be well advised to address personal and work related issues that could be contributing to these significant variations. Likewise, religious broadcasting stations should consider instituting group or individual training (counseling) sessions to permit male employees to openly express concerns that could be contributing to their overall elevated hostility scores.

Religious broadcast managers should take special note of the statistically significant negative correlation between the level of job satisfaction and the personality constructs of depression and subjectivity. The TJTA might be a useful tool in predicting the level of job satisfaction that a prospective candidate could expect. However, it is important to note that the results of this current study do not indicate if the TJTA actually has this kind of predictive power.

Limitations

Clearly, the generalizability of these results are limited. With the sample being restricted to one religious broadcasting organization, it would be unwise to assume that the same results would be found for another sample group. In addition, this sample group was all employed in a not-for-profit organization which further limits the generalizability of the results. Further, it is important to note that the sample of religious broadcasters used in the study were volunteers which further limits the use of the results.

Recommendations for Further Study

In answering the original questions, this study has produced a number of additional unanswered issues. The issues that remain unanswered vary in depth and complexity; however, examination of the following questions would add information to the current body of knowledge.

1. Is job satisfaction a function of personality?
2. Does an employee's measure on certain personality constructs correlate with length of employment in religious broadcasting?
3. How do personality characteristics of employees in various job categories within religious broadcasting compare?
4. Do certain pre-existing personality characteristics contribute to a person's desire to work in religious broadcasting?
5. How do employee's in commerical and non-commercial religious broadcasting compare on certain personality traits and job satisfaction?
6. How does an employee's level of "religious commitment" correlate with personality traits and job satisfaction?
7. In religious broadcasting does an employee's level of "success" correlate with certain personality traits?

These and many other questions have been raised by this current study.

APPENDIX A

BEHAVIORAL DEFINITIONS

Behavioral Definitions

The following is a paraphrase of the definitions of the nine personality variables as outlined by Taylor (1984) in the Taylor Johnson Temperament Analysis Manual (p. 7-10).

Personality Traits: A constellation of behaviors, attitudes and feelings sufficiently cohesive as to be used and measured as a unit.

Nervous/Composed: A nervous person is defined as being tense, high-strung, or apprehensive. At the other end of the continuum is a composed person who is characterized as possessing a calm, relaxed, and tranquil disposition. Nervousness indicates an inability to concentrate or relax and behaviorally the nervous person is easily distracted; restless with jittery feelings. More obvious manifestations of nervous tension are excessive excitability; easy loss of composure; excessive smoking, eating, or drinking; indigestion or loss of appetite and perhaps the regular use of relaxant medications.

Depressive/Lighthearted: Depressive is defined as dejected, pessimistic, discouraged feelings or manner. A lighthearted person possesses a happy, cheerful, and optomistic attitude or disposition. Direct measures of a depressive state include feelings of apathy, despondency, disillusionment; preoccupation with certain life problems; emotional exhaustion; and the past or present contemplation of suicide.

Indirect measures of depression include feelings of being unwanted, not belonging, beiing unimportant. Also, discouraged because of lacking self-confidence.

Active-Social/Quiet: Active-Social is defined as energetic, enthusiastic, and socially involved. Measures of Active-Social include feelings of energy and vitality; briskness of movement; finding enjoyment in new and exciting events; and enjoying a wide variety of activities and interests. Socially involved is characterized by community involvement, group activities, and interest in people. An Active-Social person has a preference for being with friends and others. Quietness is manifested by a preference for an inactive, restful, quiet life; for being alone with limited participation in social events.

Expressive-Responsive/Inhibited: Expressive-Responsive is defined as behavior which is spontaneous, affectionate, and demonstrative. Cordiality, expressions of warmth and friendliness are manifestations of expessive-responsive persons. The ability to show affection without embarrassment; demonstratively showing warmth and affection to one's own family; being able to express tenderness, pleasure, and sorrow with another person also characterizes expressive-responsive behavior. An inhibited person is characterized by a tendency to be reserved, restrained, self-conscious, or repressed.

Sympathetic/Indifferent: To be sympathetic is defined as being kind, understanding, and compassionate. To be sympathetic includes the ability to empathize, be compassionate, and sensitive to the needs and feeling of others. To be aware of another's need for encouragement, kindness, or understanding is also a characteristic of a sympathetic

person. At the other extreme are indifferent people. Indifference is characterized by a tendency to be overly strict, thoughtless, inconsiderate, and having difficulty being aware of needs of family and friends.

Subjective/Objective: Subjective is here defined as emotional, illogical and self-absorbed behavior. Subjective behavior is characterized by excessive sensitivity and an inability to judge or interpret certain life situations accurately. Specific subjective behaviors include being self-conscious, overly sensitive, introspective, jealous, and suspicious. Other behaviors might include daydreaming, holding grudges, and misinterpreting motives of others. In contrast, objective behavior has been characterized by the ability to be analytical, impartial, dispassionate. In addition, an objective person is not preoccupied by internal doubts and fears.

Dominant/Submissive: Dominant is defined as confident, assertive, and competitive. Its opposite, submissive, is defined as passive, compliant, and dependent. Dominance is characterized by a sense of self-assurance, confidence and leadership. It includes the ability to influence others or the desire to influence others. Specific items that measure dominance include the ability to show initiative; to be firm, definite, emphatic; to be competitive; to stand up for one's rights; and to speak in public. Submissive is characterized by a tendency to follow; to be overly reliant on other people; to give way to the wishes of others; to avoid complaining; and to seek peace at any price.

Submissiveness is often related to an absence of self-confidence and low self-concept.

Hostile/Tolerant: Hostile is defined as critical, argumentative, and punitive. Tolerant, is defined as accepting, patient, and humane. The questions which address this trait include items which show a tendency to be critical, thoughtless, or overly inconsiderate in attitude and manner. Tolerant, on the other end, is measured by items which show respect for others, freedom from racial and religious prejudice, patient and lenient attitudes.

Self-Disciplined/Impulsive: Self-disciplined is defined as controlled, methodical, and persevering. Its opposite, impulsive, is defined as uncontrolled, disorganized, and changeable. Self-discipline is related to neatness, orderliness; the ability to organize and plan, to have endurance and perseverence, the inclination to set goals, to make plans well in advance, to be methodical and deliberate. Impulsive is measured by items that indicate hastiness in making decisions, vacillation, poor ability to plan, and a tendency to be easily tempted and to make hasty decisions. A high score on self-discipline indicates control over the emotions and behavior in general. A high score on impulsive indicates poor control, and in some cases, a tendency to "act out".

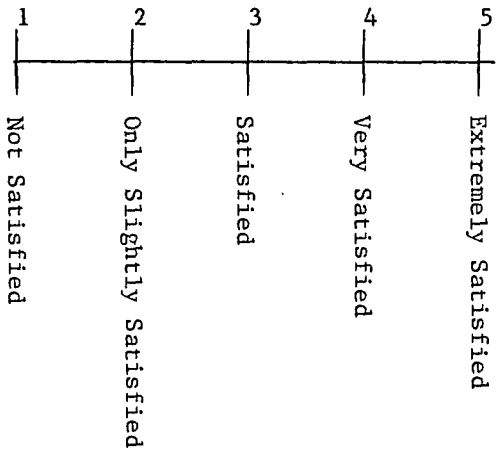
APPENDIX B

SELF-RATED JOB SATISFACTION SCALE

"Self-Rated Job Satisfaction Scale"

Please place an "x" (one "x" only) on the scale at the number below that most accurately represents your overall (average for previous six month period) level of job satisfaction. Job satisfaction is here defined as:

"The level of personal pleasure, contentment and sense of accomplishment felt in relation to one's job responsibility and overall working relationships."



APPENDIX C

PERSONAL QUESTIONNAIRE

PERSONAL QUESTIONNAIRE

Male ☐

Female ☐

Birth: Month_____ Year_____

Are your duties primarily: Broadcast ☐ Clerical ☐ Management Related ☐

Please mark if any of the following members of your family have been involved in kind of "religious" work: father____ mother____ brother ___ sister____ spouse____.

Length of time employed by Family Life Radio - 20 hours or more per week.

Month_____ Year_____ of the start of your employment

List sex and current age of all brothers and sisters- include yourself. Place an * next to yourself and a "D" next to any who are deceased.

1st Born: Age____ Sex____

2nd Born: Age____ Sex____

3rd Born: Age____ Sex____

4th Born: Age____ Sex____

5th Born: Age____ Sex____

6th Born: Age____ Sex____

7th Born: Age____ Sex____

8th Born: Age____ Sex____

9th Born: Age____ Sex____

APPENDIX D

ESSENTIAL "CHARACTERISTICS" OF THE EMPLOYEE SAMPLE

ESSENTIAL CHARACTERISTICS OF FAMILY LIFE BROADCASTING SYSTEM EMPLOYEES

Family Life Radio is a God-directed movement of men and women who in a common devotion to Jesus Christ have committed their lives together to help bring the principles of the Christian life to people where they are through mass communication.

In order to most effectively pursue this God-given objective and conscious of the need for oneness of mind and spirit, we, as a staff, embrace the following as the essential characteristics of Family Life Radio and we wholeheartedly commit ourselves to their application in our lives and ministry.

1. The lordship of Jesus Christ.

2. The ministry of the Holy Spirit in the life of the believer.

3. A consistent devotional life characterized by an attitude of fervent prayer.

4. Increasing personal knowledge of Jesus Christ through faithful reading, hearing, studying, memorizing and meditation of God's Word.

5. Personal holiness of life.

6. The basic doctrines of the Word of God as set forth in the Statement of Faith of Family Life Radio.

7. The importance of the local church.

8. Participation in a training program for staff on a regular and ongoing basis.

9. The use of high standards of selection of staff.

10. A conservative position in respect to: music, personal appearance, involvement in outside activities, personal financial stewardship and work-related financial stewardship.

11. The principle of a salary based on staff responsibility and seniority.

12. All full-time station personnel will have specified on-the-air duties.

13. Refusal to engage in negative criticism.

14. Recognizing one's role in his relationship with his superiors and subordinates.

15. A spirit of cooperation with the goals and objectives of Family Life Radio.

16. Total reliance upon God for His all-sufficient grace to meet and to supply every need.

17. An attitude of love toward all our brothers in Christ and toward all men everywhere, regardless of race or nationality.

18. Refrain from public activities related to divisive doctrines and groups.

19. A life of personal discipline spiritually and physically.

20. Following our Lord by assuming the role of a servant in our dealing with others.

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