FACTORS INFLUENCING JOB SATISFACTION OF EXTENSION AGENTS IN THE MISSISSIPPI STATE UNIVERSITY EXTENSION SERVICE

The purpose of this study was to describe the relationship between personality type, demographic characteristics, and job satisfaction of extension agents in the Mississippi State University Extension Service. The Job Satisfaction Index developed by Brayfield and Rothe (1951) was sent to 180 Extension agents. The data were analyzed by descriptive statistics and linear regression. Based on 143 usable responses to the job satisfaction survey, agents were found to be very satisfied with jobs regardless of position, gender, age, race, or length of service. Only a small percentage of agents were dissatisfied with their jobs. This study also found the best predictor for job satisfaction to be the age of the agent.

Introduction and Theoretical Framework

The mission of the Extension Service is to provide research-based information, educational programs, and technology transfer focused on the issues and needs of the people, enabling them to make informed decisions about their economic, social and cultural well-being
Agents feel satisfied with their jobs when extension educational programs have yielded satisfactory results that accomplish predetermined program goals. These goals could be simply informative in nature or goals for invoking change in the clientele's present method of performing a task. Employees that have a high job satisfaction care more about the quality of their work and, therefore are more committed to their organization (Scott, 2004).

Agents need to recognize the various factors that determine job satisfaction and understand that a weakness in those factors increases stress, thereby decreasing job satisfaction (Riggs & Beus, 1993). Agents enjoy their work more when they exercise their ability to analyze a situation and reprogram their initial response to stress as being less than critical (Riggs & Beus, 1993). Bowen, Radhakrishna, and Keyser (1994) found significant relationships between job satisfaction and commitment to cooperative extension, concluding that one does not exist without the other. To ensure high levels of job satisfaction, administrators need to know and understand what their employees want from work to develop better in-service training programs designed to enhance job satisfaction and reduce job dissatisfaction (Scott, 2004).

Hoppcock (1935) defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that causes a person to say that they are satisfied with his/her job. The author further stated that a person may be satisfied with one aspect of his/her job and dissatisfied with another and that it is the responsibility of the individual to balance the specific satisfactions against the specific dissatisfactions and therefore arrive at a composite satisfaction with the job as a whole. Herzberg, Mausner, and Synderman (1967) claimed that one of the major reasons for measuring job satisfaction is to answer the question, "What does the worker want from his/her job?" and that the answer to this question will assist management in discovering new methods of motivating employees.

The Conference Board (2003) stated that U.S. job satisfaction levels hit an all time low in 2003 and had been on a steady decline since 1995. This report stated that as technology transformed the workplace and accelerated the pace of activities, workers were steadily growing unhappier with their jobs. A follow-up report (The Conference Board, 2005) concluded that this downward slide was continuing. This survey found that job satisfaction had declined across all income brackets over

the last nine years and only 17% of lower income workers (workers earning less than $15,000) expressed a strong level of satisfaction. Syptak, Marsland, and Ulmer (1999) stated that few organizations placed job satisfaction as a top priority because they failed to understand that satisfied employees tended to be more productive, creative, and committed.

Near, Smith, Rice and Hunt (1984) studied the effects job satisfaction had on life satisfaction and concluded that job satisfaction and working conditions contributed little to the variance associated with life satisfaction. Furthermore, working conditions influenced non-work satisfaction significantly and living conditions were significantly related to job satisfaction. Job satisfaction accounted for more variance in life satisfaction than did living conditions.

There are many reasons that an individual will remain within a given organization. Some of these reasons include salary, benefits, job security, and the ability to retire within the organization (Jennings, 1998). Whitt (2004) discovered that management actions affected employee satisfactions, with some being positive and negative. Cano and Miller (1992) found in a study of 414 secondary agricultural education teachers that there was not a significant relationship between length of service and overall job satisfaction. This is in agreement with Jennings (1998), who concluded that years of service was not an accurate predictor of job satisfaction.

Barnett and Louderback (1971) stated that when organizations such as the extension service change, administrators must analyze clientele needs and determine effective organizational changes necessary to meet these needs. Administrators must also be aware of the effect that any anticipated change might have on the job satisfaction of the extension staff. An organization's success or failure depends on the members who are responsible for carrying out the organizations mission. Any change that is to be effectively implemented must provide its workers with an increased source of job satisfaction.

Mallilo (1990) suggested that because job satisfaction was dependent on a number of different factors and was subject to change, administrators should conduct periodic needs assessment to determine the level of job satisfaction of personnel and identify methods for increasing satisfaction. McCaslin and Mwangi (1994) found that continuous, accurate, and objective staff evaluations were essential to improving extension agents' job satisfaction, performance, and productivity. Therefore, staff performance should be assessed based on standards that employees perceive to be fair, achievable, and equal for all. McCaslin and Mwangi (1994) also noted that an agent's personal characteristics were not as important for motivation as were job satisfaction factors. Therefore, extension administrators could improve agents morale and job satisfaction by giving less attention to personal characteristics of agents and more attention to important factors in job satisfaction such as evaluation, dependable supervisors, work incentives, pay, praise, and job security.

In a study investigating job satisfaction in the cooperative extension service by Riggs and Bues (1993), the authors discovered that extension agents overall job satisfaction was moderately correlated with their attitudes toward the organization and their colleagues. Therefore, agents must realize the various factors that influence their job satisfaction and that a reduction in one factor could lead to reduced job satisfaction.

Bowen, Radhakrishna, and Keyser (1994) found that 4-H agents were satisfied and committed to cooperative extension. This study found that job satisfaction was significantly related

to age. Older and more experienced agents had higher levels of job satisfaction and were more committed to cooperative extension than younger less experienced agents.

Administrators should conduct a periodic assessment to determine the level of job satisfaction of personnel to identify methods for improving satisfaction (Mallilo, 1990). Satisfaction occurs when agents feel an obligation to the clientele and have a positive attitude toward their jobs and receive the necessary recognition from within the organization. Dissatisfaction often occurs when the goals and policies of the organization are not clearly defined and understood (Barnett & Louderback, 1971). Extension Service administrators need to periodically investigate the level of job satisfaction at the county level. The result of this investigation may lead extension administration to re-evaluate the methods in which to address employee dissatisfaction.

Purpose and Objectives

The purpose of this paper was to describe the relationship between personality type, demographic characteristics, and job satisfaction of extension agents in Mississippi. The objectives of the study were as follows:

1. Identify the individual personality types of extension agents.
2. Determine the level of individual job satisfaction of extension agents.
3. Determine whether a relationship existed between the demographic characteristics and job satisfaction of extension agents.
4. Determine whether a relationship existed between job satisfaction and the individual personality types of extension agents.
5. Determine the best predictive indicator for agents' job satisfaction scores.

Methods and Procedures

This study utilized both a descriptive survey and descriptive correlational research design. Descriptive research asks questions about the nature, incidence, or distribution of variables, and is primarily concerned with identifying the characteristics of a population (Ary, Jacobs, & Razavieh, 2002; Borg & Gall, 1989). Survey research utilizes instruments such as questionnaires and interviews to gather information from groups of respondents and is usually based upon data obtained from participant observation (Borg & Gall, 1989). Correlational research refers to the observation of two variables and investigates whether there is a relationship between variables through the use of correlational statistics (Borg & Gall, 1989; Gravetter & Wallnau, 2004).

The target population for this study consisted of all county directors, area agents, and 4-H agents employed in the Mississippi State University Extension Service. A list obtained from the Mississippi State University Extension Service Intranet identified 180 potential participants. All agents were invited to participate in the study.

Two instruments were used to collect data for this study. The first instrument was the Myers-Briggs Type Indicator (MBTI). The MBTI is administered to Extension agents as part of new agent orientation. These pre-existing records were used as opposed to reassessment of the population because personality type does not change over time. To determine how many agents had a personality profile on file, staff development personnel reviewed the target population list and concluded that MBTI records exist for 59 County Directors, 50 Area Agents, and 39 4-H Agents for a total of 143 agents having a personality profile on file.

The MBTI contains four indices, which reflect the four basic preferences that direct the use of perception and judgment (Reeves, 1995). Barbuto, Plummer, and Brett (1998) and Myers and McCaulley (1985) summarize the four indices of Jung's psychological types in the following manner:

1. A person can be labeled as either an extravert or an introvert. Extraverts are characterized by their attitudes toward the external environment of people and actions, whereas introverts are characterized by their attitudes toward the internal environment of thoughts and ideas.
2. Preferences of sensing and intuition are the way individuals perceive the world. Sensing types tend to collect information using the five senses and prefer to focus on the practical realities of situations. Intuitive types on the other hand collect information using a sixth sense that focuses on the possibilities in a situation.
3. Preferences of judgment are either thinking or feeling. Thinking and feeling preferences refers to the manner in which individuals make decisions. Those individuals using the thinking preference make decisions based on consideration of cause and effect, whereas those individuals with the feeling preference make decisions based on who will be impacted by the decision, the relationship with the affected person, and how those individuals impacted by the decision will react.
4. The final preference is judging and perceiving. Individuals exhibiting the judging preference favor organization and careful planning of their activities. People with the perceiving preference favor a more flexible lifestyle with very little to no structure.

Previous reviews of the first version of the MBTI manual give internal consistency reliabilities for the four scales ranging from .75-.85. These statistics were comparable to the leading personality inventories at the time, but these reviews stated the need for more reliability studies (Personality Plus, 1998).

The second instrument was the Job Satisfaction Instrument (JSI) (Brayfield & Rothe, 1951). The job satisfaction questionnaire consisted of 18 questions regarding the individual's attitude towards his/her job. Answers to the proposed questions were ranked in the following order: (1) Strongly Disagree, (2) Disagree, (3) Undecided, (4) Agree, and (5) Strongly Agree. The possible range of scores is 18 to 90. The higher the score is the more satisfied the individual. In creating the JSI, Brayfield and Rothe (1951) established reliability of the instrument by obtaining a reliability coefficient of .87.

The JSI instrument and demographic questions (gender, age, race, current position, and length of service) were collected from agents through the use on an electronic survey administered via SurveyMonkey.com. A total of 143 agents provided responses for this part of the study for a response rate of 79 percent. Five non-respondents (14% of the total nonrespondents) were contacted by telephone and asked the demographic questions included in the survey to determine if any significant difference existed between respondents and non-respondents. Upon review of their responses, no significant differences were found to exist.

Data were analyzed using SPSS 13.0®. Bivariate and rank order correlations were used to determine the relationships between the job satisfaction scores and MBTI/demographic characteristics. Davis' (1971) descriptors were used to describe the magnitude and strength of relationships. An alpha level of .05 was set *a priori* to determine if significant differences existed between variables of interest. Stepwise linear regression was performed in an attempt to determine

the best predictive indicator for agents' job satisfaction from demographic characteristics and personality type.

Findings

Demographics

A summary of the demographic characteristics of respondents can be seen in Table 1. Approximately 50% of the respondents were male and 48% were female with less than 3% not indicating their gender. After combining the respondents into age categories, the largest percentage (20.9%) of the respondents identified themselves in the 46-50 age group, with the average age being 42.9 years (*SD*=9.2). Over three-quarters (77.6%) of the respondents were Caucasian-American while 20.3% were African-American and 0.7% were Asian-American.

The largest percentage (44.0%) of respondents were county directors, while 32.2% were area agents. 4-H agents accounted for 23.8% of the respondents. A large percentage (34.2%) of respondents had served in their current position from 1-5 years, with the average length of service being 8.75 years (*SD*=7.2).

Because data was collected after hurricane Katrina, agents were divided into two categories based on the counties in which they work. All counties south of the designated transect were designated disaster areas and counties north of this transect were designated non-disaster areas. The majority (69.2%) of respondents worked in the non-disaster area, while 30.8% of the respondents included in this study worked in the disaster area.

MBTI Profile and Job Position

4-H agents most exhibited the ESFJ personality type (32.1%) while area agents were either ESTJ (27.5%) or ISTJ (20.0%). County directors were split between the ISFJ (22.0%) and ESTJ (20.0%) personality types. There was a moderate association (Cramer's $V = .46$) between the MBTI profile and the job position of the agent. Table 2 presents the Myers-Briggs personality types of agents by job position.

Table 1

Frequencies and Percentages of Agents' Demographic Characteristics (N=143)

Demographic Characteristic	f	%
Gender		
Male	71	49.6
Female	68	47.6
Not Reported	4	2.8
Age		
24-30	13	9.1
31-35	26	18.2
36-40	12	8.4
41-45	25	17.5
46-50	30	20.9
51-55	21	14.7
Over 55	10	7.0
Not Reported	6	4.2
Race		
African-American	29	20.3
Asian-American	1	0.7
Caucasian-American	111	77.6
Not Reported	2	1.4
Position		
County Director	63	44.0
Area Agent	46	32.2
4-H Agent	34	23.8
Length of Service		
1-5	49	34.2
6-10	27	18.9
11-15	14	9.8
16-20	8	5.6
21-25	8	5.6
26-30	4	2.8
Not Reported	33	23.1
Location		
Non-Disaster Area	99	69.2
Disaster Area	44	30.8

Table 2

Myers-Briggs Personality Types of Agents by Job Position (N=118)

	County Director (n=50)		*Area Agent (n=40)*		*4-H Agent (n=28)*	
Personality Type	*f*	*%*	*f*	*%*	*F*	*%*
ISTJ	8	16.0	8	20.0	1	3.6
ISFJ	11	22.0	3	7.5	2	7.1
ISTP	2	4.0	3	7.5	0	0.0
ISFP	1	2.0	0	0.0	2	7.1
ESTP	4	8.0	1	2.5	1	3.6
ESFP	4	8.0	0	0.0	0	0.0
ESTJ	10	20.0	11	27.5	6	21.4
ESFJ	5	10.0	3	7.5	9	32.1
INFJ	1	2.0	0	0.0	0	0.0
INTJ	0	0.0	1	2.5	0	0.0
INFP	0	0.0	0	0.0	1	3.6
INTP	1	2.0	3	7.5	1	10.8
ENFP	1	2.0	1	2.5	3	7.1
ENTP	0	0.0	1	2.5	2	0.0
ENFJ	1	2.0	2	5.0	0	0.0
ENTJ	1	2.0	3	7.5	0	0.0

Note. Cramer's V = .46.

Level of Job Satisfaction

Job satisfaction scores ranged from 45.0 to 88.0 with a mean job satisfaction score of 69.3 (*SD = 8.1*). Table 3 presents the distribution of agents' job satisfaction scores. The largest percentage of 4-H agents (38.6%) as well as area agents (27.8%) scored in the 66-70 score range on the JSI, while the highest percentage of county directors (31.7%) scored in the 71-75 score range. There was a low association (Cramer's *V* = .29) between the job satisfaction scores and job position of the agent.

Table 3

Ranges of Agents' Job Satisfaction Scores by Job Position (N=134)

Job Satisfaction Scores	*County Director (n=60)*		*Area Agent (n=43)*		*4-H Agent (n=31)*	
	F	*%*	*f*	*%*	*f*	*%*
45-50	1	1.7	2	4.7	2	6.5
51-55	0	0.0	1	2.3	2	6.5
56-60	3	5.0	1	2.3	1	3.2
61-65	10	16.7	8	18.6	6	19.4
66-70	11	18.3	12	27.8	12	38.6
71-75	19	31.7	11	25.6	3	9.7
76-80	11	18.3	2	4.7	3	9.7
81-85	5	8.3	6	14.0	1	3.2
Over 86	0	0.0	0	0.0	1	3.2

Note. Cramer's $V = .29$.

Demographics and Job Satisfaction

There was a significant, low, positive correlation between the demographic characteristics of age ($\rho = 0.17$) and job satisfaction. The largest percentage (42.4%) of agents were between 31-35 years of age and scored between 66 and 70 on the JSI. Table 4 presents the relationship between agents' demographic characteristics and job satisfaction.

Table 4

Relationship Between Agents' Demographic Characteristics and Job Satisfaction (N=134)

Demographic Characteristic	r_{pb}	ρ
Area	-0.12_a	
Gender	-0.02_a	
Age		0.17^*_b
Race	-0.08_a	
Position		-0.08_b
Years in Position		0.11_b

$^*p<.05$.
Note. a = point-biserial correlation; b = rank-order correlation.

Job Satisfaction and Individual Personality Type

There were no significant correlations between job satisfaction scores and individual personality type by preference pairs. Table 5 presents the relationship of agents' job satisfaction and individual personality type by preference pairs.

Table 5

Relationship Between Agents' Job Satisfaction and Individual Personality Type by Preference Pairs (N=111)

MBTI Preference Pairs	r_{pb}
Extraversion/Introversion	-.05
Sensing /Intuitive	-.12
Thinking/Feeling	-.03
Judging/Perceiving	-.09

Predictive Indicator for Job Satisfaction

A stepwise linear regression model was used to determine the best predictive indicator for job satisfaction. The initial model containing all variables revealed an r^2 =.11. The stepwise linear regression model resulted in an r^2 =.07, for the variable age, thereby suggesting that 7.0% of the variance could be explained by the variable age. This variable was found to be statistically significant. Table 6 presents the stepwise linear regression model of agents' job satisfaction with selected significant independent variables.

Table 6

Stepwise Linear Regression Model of Agents' Job Satisfaction with Selected Significant Independent Variable (n=83)

Variable	Unstandardized Coefficients	Standardized Coefficients	S.E.*	T	p
Age	0.27	0.27	0.11	2.54	.013
Constant	57.09		4.73	12.07	.000

Note. *S.E.= Standardized Error.
For Model: F (1,82)= 6.44, p<.05; r^2 =.073

Conclusions/Recommendations/Discussion

A majority of Mississippi State University extension agents belong to 4 of the 16 personality types: ISTJ, ISFJ, ESTJ, and ESFJ, which is similar to the findings of other studies (Graham, 1983; Reeves, 1995; & Jenkins, 2001). Comparisons of individual preferences of extension agents to those associated with national norms were also similar (Myers & McCauley, 1985).

Agents' job satisfaction scores were relatively high regardless of the position. However, county directors had higher job satisfaction scores than area agents and 4-H agents. Gender differences did not exist in regard to job satisfaction with both male and female extension agents exhibiting high levels of job satisfaction. Job satisfaction scores were highest among those extension agents that had been employed between 1-5 years. Job satisfaction scores were also high in both the non-disaster and disaster areas. Job satisfaction scores for those extension agents located in the disaster area were more evenly distributed among the range of scores than those agents located in the non-disaster area while the highest individual job satisfaction score was recorded from an agent working in the disaster area.

A low positive correlation existed between age and job satisfaction with extension agents between the ages of 31 and 35 being more satisfied with their jobs. Job dissatisfaction was almost non-existent in those extension agents that had been employed more than 20 years. There was no relationship between job satisfaction and individual personality type. Though negligible, the best predictive indicator of job performance was age and therefore should not be considered as a hiring criterion.

Based on the findings of this study, the following recommendations are presented:

1. Extension administration should implement an annual evaluation of employee job satisfaction.
2. Additional studies should be conducted to determine individual demographic characteristics that could relate to job satisfaction that this study did not address.
3. Further studies using different variables should be used in an effort to determine the best predictive indicator for job satisfaction.

Agents within this study indicated high levels of job satisfaction with their current job positions. However, this study discovered that county directors seemed the most satisfied with their jobs, while 4-H agents were the least satisfied. Perhaps this is because some 4-H agents may regard their current job position as a means to simply advance to an area agent or county director position where they will be more satisfied in a job in which they feel more qualified. These results are contrary to the findings of Scott (2004) who stated that county directors were the least satisfied within their position. Perhaps since reorganization, county directors now have a better understanding of their job responsibilities and this in turn allowed greater satisfaction in their areas of work than in previous years.

The highest levels of job satisfaction in this study were measured in those agents who had only been employed with the extension service less than five years, while dissatisfaction was least observed in the older agents. Those agents who have been employed with the extension service for an extended period of time may be less willing to express dissatisfaction as they are nearing retirement age.

Job satisfaction did not differ between those agents located in disaster and non-disaster areas. In fact, an agent in the disaster area was responsible for the single highest satisfaction score recorded in the survey. Regardless of the area of the state, the entire extension service felt the impact of hurricane Katrina.

This study suggests that age could be used to predict job satisfaction, which concurs with other studies (Bowen, Radhakrishna, & Keyser, 1994). An agent's age may be the deciding factor about which educational programs could be implemented. Perhaps younger agents are more enthusiastic about new and developing technologies that could be used in an effort to better reach the clientele. On the other hand, older more experienced agents may have built better lines of communications with community leaders over their extended period of service and less likely to express dissatisfaction with their job.

Administrators should further investigate the relationship between agents' personality type and how it influences their perceived job satisfaction. The result of this investigation could lead Extension administration to re-evaluate the methods of job placement at the county level. It is hoped that the findings of this study will assist administrators in the implementation of programs to monitor the job satisfaction of the agents in an effort to improve the services provided to the clientele as well as increasing employee retention.

References

Ary, D., Jacobs, L. C., & Razavieh, A. (2002). *Introduction to research in education.* Belmont, CA: Wadsworth/Thomson Learning.

Barbuto, J. E., Plummer, B., & Brett, A. (1998). Mental boundaries as a new dimension of personality: A comparison of Hartmann's boundaries in the mind and Jung's psychological types. *Journal of Social Behavior & Personality, 13* (3). Retrieved August 30, 2005, from http://web3.epnet.com/citation.asp?tb=1&_ug=sid+E125383E%2DE767%2D41A3%2D9

Barnett, R., & Louderback, L. (1971). When organizations change [Electronic version]. *Journal of Extension, 9* (2), 9-15.

Borg, W. R., & Gall, M. (1989). *Educational research: An introduction* (5th ed). New York: Longman.

Bowen, C. F., Radhakrishna, R., & Keyser, R. (1994). Job satisfaction and commitment of 4-H agents. *Journal of Extension, 32* (1). Retrieved August 27, 2005, from http://www.joe.org/joe/1994june/rb2.html

Brayfield, A. H., & Rothe, H. F. (1951). An index of job satisfaction. *Journal of Applied Psychology, 35* (5), 307-311.

Cano, J., & Miller, G. (1992). A gender analysis of job satisfaction, job satisfier factors, and job dissatisfier factors of agricultural education teachers [Electronic version]. *Journal of Agricultural Education, 33* (3), 40-46.

Davis, J. A. (1971). *Elementary survey analysis*. Englewood, NJ: Prentice-Hall.

Gravetter, F. J., & Wallnau, L. B. (2004). *Statistics for the behavioral sciences.* Belmont, CA: Wadsworth/Thomson Learning.

Herzberg, F., Mausner, B., & Synderman, B. (1967). *The motivation to work* (2nd ed.). New York: John Wiley & Sons.

Hoppcock, R. H. (1935). *Job satisfaction* (1st ed.). New York: Harper & Brothers.

Jennings, D. M. (1998). Is length of employment related to job satisfaction? Retrieved August 30, 2005, from http://clearinghouse.missouriwestern.edu/manuscripts/98.asp

Mallilo, A. (1990). Extension staff satisfaction. *Journal of Extension, 28* (2). Retrieved October 10, 2004, from http://www.joe.org/joe/1990summer/rb5.html

McCaslin, N. L., & Mwangi, J. (1994). Job satisfaction of Kenya's rift valley extension agents. *Journal of Extension, 32* (3). Retrieved October 28,2004, from http://www.joe.org/joe/1994october/rb1.html

Myers, I. B., & McCaulley, M. (1985*). Manual: A guide to the development and use of the Myers-Briggs type indicator* (2nd ed.). Palo Alto, CA: Consulting Psychologist Press.

Near, J. P., Smith, C., Rice, R., & Hunt, R. (1984). A comparison of work and non-work predictors of life satisfaction. *Academy of Management Journal, 27* (1), 184-189.

Personality plus. (1998). Retrieved November 29, 2004, from http://members.tripod.com/~PersonalityInstitute/Myers-BriggsTypeIndicator.htm

Reeves, P. S. (1995). *Relationship between success in the Mississippi Cooperative Extension Service and personality type*. Unpublished doctoral dissertation, Mississippi State University, Mississippi State, Mississippi.

Riggs, K. & Bues, K. (1993). Job Satisfaction in Extension. *Journal of Extension, 31* (2). Retrieved October 10, 2004, from http://www.joe.org/joe/1993summer/a5.html

Scott, M. (2004). *Mississippi State University Extension Service agent's perceptions of fundamental job characteristics and their level of job satisfaction*. Unpublished master's thesis, Mississippi State University, Mississippi State, Mississippi.

Syptak, J. M., Marsland, D., & Ulmer, D. (1999). Job satisfaction: Putting theory into practice. *Family Practice Management*. Retrieved October 28, 2004, from http://www.aafp.org/fpm/991000fm/26.html

The Conference Board. (2003). *U.S. job satisfaction hits record low*. Retrieved August 29, 2005, from http://www.conferenceboard.org/utilities/oressPrinterFriendly.cfm?press_ID=2227

The Conference Board. (2005). *U.S. job satisfaction keeps falling, the conference board reports today*. Retrieved August 29, 2005, from http://www.conferenceboard.org/utilities/oressPrinterFriendly.cfm?press_ID=2582

Whitt, W. (2004). The impact of increased employee retention upon performance in a customer contact center. Retrieved August 30, 2005, from http://www.columbia.edu/~ww2040/churn4.pdf