A COMPARISON OF STAFF ORGANIZATION AND EMPLOYMENT OPPORTUNITIES OF DALLAS BUSINESSPAPERS AND COMPANY PUBLICATIONS

THESIS

Presented to the Graduate Council of the North Texas State University in Partial Fulfillment of the Requirements

For the Degree of

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By

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This study compares the staff structures and the employment opportunities of Dallas area businesspapers and company publications. The study has five main purposes. They are (1) to examine the staff organization of various Dallas area business publications, (2) to examine the job roles and responsibilities within each type of publication, (3) to determine the education requirements for employees, (4) to determine the experience requirements for employees, and (5) to evaluate business and industrial journalism as a career choice for journalism graduates in the Dallas area.

Two open-ended questionnaires were used to gather data from editors and staff members with company publications and businesspapers. The initial questionnaire was sent to fifty-four editors with full address listings in the 1972 *Ayer Directory* and the 1972 *Membership Directory* of the Dallas Chapter of the International Association of Business Communicators. Twenty-eight editors returned the initial questionnaire, ten from businesspapers and eighteen
from company publications. Information about their staff structure helped to compose a mailing list for the second questionnaire. It was mailed to seventy-four staff members listed by their editors and forty-five replies were received, twenty-one from company publications and twenty-four from business papers.

The thesis is organized into four chapters. Chapter I introduces the study by explaining the purpose, nature, and procedure of the project. Chapter II gives an overview of business communication, its past, present, and future. This chapter also contains some specific information about Dallas area publications, their nature and organization. Chapter III is devoted to a comparison of the employees of company publications and business papers. Some topics covered are age, sex, marital status, experience, education, career influences, salary, and job satisfaction. Chapter IV contains some conclusions, drawn through the analysis of data, about the career outlook in the Dallas area.

Six basic findings emerged from the study.

1. There is little turnover in both newspaper and company-publication staffs in Dallas. Staffs are usually small and employment is limited.

2. There are a variety of job roles with specific duties on the newspaper, whereas company publications have fewer
job titles with a variety of duties listed under each title.

3. Young, new career personnel direct both company publications and businesspapers.

4. There are no definite educational requirements on either publication; however, almost 75 per cent of the sample had college degrees.

5. Previous journalistic-type experience is not necessary for jobs on either publication, but employees felt it had been beneficial.

6. Employees on both publications had similar backgrounds, characteristics, and attitudes toward their jobs.

From these findings it was concluded that journalism graduates should study business communication as a possible career choice but should be aware of the tight market. It was recommended that students acquire a variety of skills in order to work at other jobs until a staff position opened. It was also suggested that students become acquainted with various professional groups such as the Press Club of Dallas, the International Association for Business Communicators, and Women in Journalism in order to get job leads.
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CHAPTER I

INTRODUCTION

The problem facing every high school or college graduate is how to make a living for himself and possibly a family. The journalism graduate is no exception to this situation. He must decide what he is suited for, where to apply, and which areas provide the brightest future.

Many graduates facing this perplexing problem turn to instructors and guidance counselors for advice. These counselors, in turn, search for possible career choices for the journalism graduate. With the increased emphasis on technology, the field of business and industrial journalism has been attracting much attention. Journalism graduates are often advised to investigate businesspapers and company publications as future employers. The actual scope of the field of business communication, however, is not clearly defined. Guidance counselors, instructors, and journalism students need to know the existing opportunities and the future potential of business and industrial journalism.
The Dallas area business communicators are possible future employers, but many students are not sure of the job qualifications and educational requirements necessary for positions. An examination of the field shows the existing structure of Dallas business publications and the opportunities they provide for journalism graduates.

Statement of the Problem

This study compared the staff structures and the employment opportunities of Dallas area business papers and company publications.

Purposes of the Study

The purposes of this study were (1) to examine the staff organization of various Dallas area business publications, (2) to examine the job roles and responsibilities within each type of publication, (3) to determine the education requirements for employees, (4) to determine the experience requirements for employees, and (5) to evaluate business and industrial journalism as a career choice for journalism graduates in the Dallas area.

Hypotheses

To carry out the purposes of this study, the following hypotheses were formulated.
1. Industrial journalism graduates can find jobs on company publications in the Dallas area, but businesspapers have very little turnover and great competition exists in business journalism.

2. There will be a variety of job roles with specific duties on the businesspaper, while company publications will have fewer job roles with a variety of duties listed under each job title.

3. Established executives will edit businesspapers, while younger, new career personnel will direct company publications.

4. Employers for businesspapers will require higher educational standards than company publications.

5. Previous journalistic-type experience will be necessary for jobs on both types of publications.

6. A majority of the employees on both types of publications have similar characteristics and backgrounds.

Recent and Related Studies

Journalism Abstracts and research guides show that little has been written on business communication in recent years. However, four unpublished works do have some relation to this thesis, although they do not apply directly to the Dallas area but to business communication in general.

Perhaps the most significant of these studies, in regard to this thesis, is "A Descriptive Analytical Report on Educational
Background and Other Significant Demographics of Business Personnel. The thesis was written by Roy A. Herberger in 1965 with the support and cooperation of the American Business Press, Inc., a national association of leading business publications in the United States. Herberger examines two segments of business press organizations: the established executives who occupy top management positions and younger, newly employed personnel who have worked for a publication less than two years. By examining the results of a mail questionnaire returned by some five hundred respondents, Herberger found that similarities existed among business personnel in regards to sex, age, marital status, family background, and work experience. He did find some differences between the two groups in their motivation for entering business communication work, their value assessments of their college education, and their satisfaction with their job. Some significant findings were (1) the business press as a whole is a relatively young business with respect to personnel; (2) more than half the personnel responding came from parents in professions requiring college training; (3) all were well-educated with some

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college background and most of those who had degrees had earned them in arts and sciences programs; (4) both groups felt English and journalism courses were very valuable in preparing them for their careers; (5) journalism education has increased its role in the development of future publication employees.  

In addition to the Herberger study, three other unpublished works have some bearing on this study. These works are "A Study of Differences among Industrial Editors" by Albert Walker, "Business Magazine Writing: Free-Lance Requirements and Opportunities" by Richamond O. Brown, and "Technical Writing in the Aerospace Industries" by Gerard Joseph Ennis.

The Walker study concerned a 1969 survey of three thousand members of the International Council of Industrial Editors to identify certain personal characteristics, educational and professional backgrounds, and editors' concepts of organization and administration. The researcher also sought information concerning the differences in editors' characteristics as related to their group membership. Walker found that editors of external publications (those sponsored by many publications and distributed to their publics) were older, better educated, and had occupied their positions longer than editors

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2 Ibid., pp. 93-99.
of internal publications. These editors were also paid more and had larger budgets. The study showed that 82 per cent of all the editors fulfilled multiple roles. From his findings, Walker concluded that the differences among editors were not great enough to justify separate training, preparation, or recruitment for the two types. He decided also that the results indicated that the trend of assigning editors to multiple roles has caused a decrease in differences among the external and internal editors.  

Another aspect of business communication was investigated by researcher Gerard Joseph Ennis in "Technical Writing in the Aerospace Industries: The Educational Background, Desirable Qualities, Experience and Salary of the Writer; The Number of Writers; The Position and Normal Responsibilities of the Technical Writing Department within the Company," completed in 1965. Ennis found that professional development in the field of technical writing is hampered by the lack of a formal training program and the manner in which personnel reach their positions. Many opinions exist about the ideal training for a technical writer. Some employers feel engineering is essential, while others choose training in writing exposition.

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Also, the job role of a technical writer is not consistent. Some firms require a trained scientist who is instructed to write within rigid guidelines, while others hire writers and train them on the job. The researcher found that managers of technical writing departments feel that technical education and practical experience, as well as training and experience in English, are helpful in their jobs and those of their co-workers.4

The fourth unpublished related study is "Business Magazine Writing: Free-Lance Requirements and Opportunities," written in 1966. Author Richmond Brown explored the possibility that business magazines offered a market for the work of talented-but-inexperienced free-lance writers. Three hundred business magazine editors received a twenty-nine-page questionnaire surveying their requirements for free-lance writers. One hundred and fifty of the replies were analyzed. More than half of the respondents required only that their writers have the ability to produce a newspaper story. Most felt if the writer could understand the articles written in the business magazine, he had enough background to contribute to the publication.

The thesis writer is optimistic about the career opportunities available to the free-lance technical writer in the field of business communication.  

These related studies all explored some aspect of career opportunity in business communication. Although none of the researchers concentrated on the Dallas area, their studies still revealed some universal trends in employment of journalists by business publications.

Definition of Terms

For the purposes of this study the following definitions have been formulated:

**Businesspaper**—Any publication that carries news, articles, and advertising devoted to the special interests of a specific industry, trade, or occupational group. The periodical is published independently for profit and for the enlightenment and education of men and women of that business, industry, or profession.

**Company publication**—Any non-profit periodical published by a company or other business organization for circulation among its employees, and containing material about the company itself; about

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the men and women who are employed by the company; about company
processes, products, and services; and about the way the company
and its employees fit into the economic system in which they exist.

**Business journalism**--The publication of periodicals called
businesspapers to provide specialized information to the leaders of a
business, industry, or profession.

**Industrial journalism**--The publication of company periodicals
by individual companies in their own interests.

**Business communication**--The production of a businesspaper
or a company publication.

**Limitations**

This study was limited to those selected businesspapers with
main or regional offices in the Dallas area. It was also limited to
randomly selected company publications of the Dallas area. The
limit on company publications was imposed because of the inaccessi-
bility of all the numerous company publications. The limit on
businesspapers was also imposed because of inaccessibility of person-
nel and because of a limited number of subjects in the area.

**Basic Assumptions**

It was assumed that the selected subjects were typical of
most company publications and businesspapers in the Dallas area. It
was further assumed that the subjects responded honestly to the questionnaires on staff organization and personal characteristics and opinions.

Instruments and Procedure

Two open-ended questionnaires were used to gather data from editors and staff members with company publications and business-papers. Appendix A illustrates the cover letter which was sent to fifty-four business and industrial publication editors in an effort to get their support. The letter was accompanied by a preliminary questionnaire (Appendix B) which was designed to extract data from publication editors about the size and organization of their staffs.

This initial cover letter and questionnaire was sent to the editors of all businesspapers with full address listings in the 1972 Ayer Directory. All editors of company publications listed in the 1972 Membership Directory of the Dallas Chapter of the International Association of Business Communicators also received the initial request to participate in the study. Lists of the businesspapers and company publications contacted are included in Appendices E and F.

Twenty-eight editors returned the initial questionnaire indicating that they and their staff members would participate in the study. Ten of the replies came from businesspaper editors and
eighteen came from company publications. Approximately 52 per cent of the total sample, therefore, returned the first questionnaire.

The replies to Questionnaire A were used to compile a mailing list for Questionnaire B. A second cover letter and questionnaire (Appendices C and D) were sent to the staff members listed by the twenty-eight editors who answered Questionnaire A. Questionnaire B was used to gather additional personal data and opinions from the editors and staff members. Table I shows the response of the sample polled.

<table>
<thead>
<tr>
<th>TYPE OF PUBLICATION</th>
<th>QUESTIONNAIRE A</th>
<th>QUESTIONNAIRE B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>EDITORS</td>
<td>STAFF MEMBERS</td>
</tr>
<tr>
<td></td>
<td>SENT</td>
<td>RETURNED</td>
</tr>
<tr>
<td>Businesspapers</td>
<td>23</td>
<td>10</td>
</tr>
<tr>
<td>Company Publications</td>
<td>31</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>28</td>
</tr>
</tbody>
</table>

Copies of Questionnaire B were mailed to seventy-four staff members listed by their editors and forty-five replied. Twenty-one replies
came from the twenty-seven company publication employees polled and twenty-four answers came from businesspaper employees.

Procedure for Analysis of Data

The initial questionnaire was used to form some ideas about the staff structure of the average businesspaper and company publication. Average circulations, sizes of staffs, and job turnovers were calculated from responses to Questionnaire A. The mailing list for Questionnaire B was also determined through the information given on Questionnaire A under the column "Job Title."

Responses to Questionnaire B were used to compile a profile of the average businesspaper staff member and the average company publication employee. Comparisons between age, sex, marital status, education, publication experience, career choice influences, income, and hiring practices were made between the average employee for a businesspaper and one for a company publication. From these profiles and comparisons the hypotheses were tested.

Organization of the Study

The thesis is organized into four main chapters. Chapter I introduces the study by explaining the purpose, nature, and procedure of the project. Chapter II gives a brief overview of business communication, its past, present, and future. This chapter also contains
some specific information about Dallas area publications and their nature and organization. Chapter III is devoted to an analysis of the information gathered with Questionnaire B. Comparisons between job roles of individual employees of businesspapers and company publications are discussed. Personal data about the two types of employees is also compared in Chapter III. Chapter IV contains some conclusions, drawn through the analysis of data, about the career outlook in business communication in the Dallas area.
CHAPTER II

OVERVIEW OF BUSINESS COMMUNICATION

History of Business Communication

The earliest ancestor of the business periodical is found in the books and pamphlets of sixteenth-century Europe which were devoted to commercial and industrial subjects. The business journal grew from these irregular publications dealing with money matters. ¹ It finally blossomed into a regular publication around 1750 with the publication of fifteen "price currents," crude publications devoted to the dissemination of wholesale commodity prices and basic marine information. These price currents, supported not by their own subscription price or advertising revenue, but by their publisher's commodity sales, formed the foundation upon which today's business press rests. ²

The 1800's saw the expansion of the business press in the United States to accommodate growing national business activity.

² Ibid., p. 20.
Coverage was expanded from price quotations to emphasis on shipping and auctions. Increased coverage of a spectrum of commercial subjects soon led to specialization, which, in turn, brought editorial improvements. Editors of this period recognized more clearly the goals and purposes of business publishing. They began to develop a sense of responsibility to their mercantile readers. The editors showed an increasing ability to select subjects and material that would be meaningful to shipping and commerce executives.

The Industrial Revolution of the mid-1800's gave birth to the business periodical with the technological slant. The history of the technical publication can be compared with the history of the industrial progress of America. First to flourish were the railroad publications, followed respectively by magazines about mining and metalworking, printing, the leather and carriage trade, the gas and petroleum industry, and the drug, textiles, tobacco and wine business.

During the 1900's the business periodical came of age. With the Mechanical Revolution came specialization, more current

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3 Ibid., p. 45.
4 Ibid., pp. 68, 69.
5 Ibid., p. 119.
6 Ibid., pp. 207, 228, 262, 277.
and better organized news, and printing improvements through technological advancements. By 1947, there were about 1,869 business periodicals being published regularly in the United States with countless training manuals, bulletins, directories, and incidental literature being distributed by the business press. Publishing these periodicals were some 30,000 highly trained and experienced editors, reporters, salesmen, distributors, promoters, printers, accountants, and researchers. The 25,000,000 readers demanded and got quality reading about their business and economic problems.

During the 1940's it was predicted that the future of business communication depended upon the greater function of integration—the revealing of relationships of parts to the whole by the interpretation of the meaning of news events and the forecasting of trends. Business periodicals were challenged to give understanding to the totality of events in all kinds of business. Integrated business journalism was needed to lure business leaders from isolation in their own specialized field to participation in the problems of other businessmen in other segments of industry.

8 Ibid., pp. 17-18.
9 Ibid.
The history of business journalism becomes important in this thesis only as it foreshadows the future. The business press is faced today with the job of informing and guiding readers engaged in the most complex apparatus of social, economic, and political forces. Editors are charged with providing helpful, accurate information to busy people. They must use technical jargon but remain readable. They must act as a sort of "checks and balances" system without undermining the principles of free enterprise and capitalism. They must simplify the growing complexity of business and industry to those who shape it. The businessman is becoming more and more dependent on the journalist's product as a source of information about his field. The ambitious man or woman is challenged to do as his ancestors who published price currents and shipping lists—to reflect and influence the economic development of his fellow man and his society.  

Nature of Dallas Business Communication

Business communication plays an essential role in the City of Dallas, Texas, where 836,121 people are living, working, and playing. The work force of this large Texas city, located thirty-five

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miles east of Fort Worth on the Trinity River in Dallas County, is engaged in the manufacture of refined petroleum, airplanes, automobiles, food products, apparel, machinery, fabricated metal, electronic products, storage batteries, paints, varnishes, beverages, chemicals, cosmetics and sundries, furniture, millinery, and bread and bakery products. Other employees man the printing and publishing houses, the tourist facilities, the numerous educational and vocational institutions, and the oil, insurance, and wholesale distributing companies. Still others find jobs in the important cotton-related industries.\textsuperscript{11} Telling the various stories of these businesses and industries are approximately 130 businesspapers and company publications. These publications have the obligation of informing numerous readers about the happenings and economics of Dallas' businesses and industries.\textsuperscript{12}

Business and industrial editors in Dallas have accepted the challenge predicted for business communication. The goals of both businesspaper and company publication editors indicate their desire for increased staff size, more highly trained staff members, wider


\textsuperscript{12}DeWitt Reddick, A Directory of Texas Magazines and Other Periodicals (Austin, 1961), pp. 18-31.
circulations, and professional practices and standards. Many editors have actively sought professional status through membership in the Dallas Chapter of the International Association of Business Communicators. The association holds regular monthly meetings at the Press Club of Dallas and gives recognition for professional achievement through bestowing awards such as Editor of the Year. The group also conducts workshops for the exchange of ideas among members and publishes a monthly newsletter for members. The association lists as its goals:

A. The advancement of professional business communication and industrial publications for the improvement of communicative journalism in the Dallas area.
B. To encourage training and promote higher standards in business communications.
C. For the exchange of ideas and technical information among members.
D. To encourage the professional development of the individual member.

Approximately seventy-two companies and organizations are represented by one or more IABC members.

\[\textit{Dallas Chapter of International Association of Business Communicators, 1972 Membership Directory (Dallas, 1972), p. 26.}\]
\[\textit{Ibid., p. 26.}\]
\[\textit{Ibid., pp. 22-24.}\]
In addition to organizing for the improvement of their profession, business communicators indicate a personal dedication to the betterment of their businesspaper or company publication or to the expansion of their staff. Some have had to use their imagination to overcome obstinate supervisors and limited budgets in order to improve their publication. One editor wrote,

I'm a sort of one-man team. I get other people in the company--particularly on our field crews and in offices outside Dallas--to contribute articles, but other than that I do all the editorial work, much of the photography, and the layout, myself.

Another businesspaper editor explained how he was often at the mercy of the industry:

Ours is a petroleum industry publication. Industry has been in doldrums for about ten to fifteen years but is now on the up-beat again. The magazines' main efforts for the past decade have been to stay afloat, maintain a high quality product, keep at least the nucleus of an adequate staff in order to benefit from an industry improvement we knew was coming. With the awareness of the energy shortage, it now appears that turn-around has come. Anticipated results are an increase in advertising revenue allowing more editorial space and at least modest additions to the staff.

Dallas businesspapers appear, on the whole, to be more firmly established and to have larger circulations than the company publications. Table II shows a comparison of the circulation figures given by twenty-eight of fifty-four business communication editors polled.
TABLE II

COMPARATIVE CIRCULATION FIGURES OF DALLAS BUSINESSPAPERS AND COMPANY PUBLICATIONS

<table>
<thead>
<tr>
<th>Circulation*</th>
<th>Businesspapers</th>
<th>Company Publications</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of People</td>
<td>Percentage</td>
</tr>
<tr>
<td>Under 5,000</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>10,000</td>
<td>4</td>
<td>40</td>
</tr>
<tr>
<td>20,000</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>30,000</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Over 30,000</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>100</td>
</tr>
</tbody>
</table>

*To the nearest thousand.

The comparison shows 90 per cent of the businesspapers have circulations near or exceeding 10,000. In contrast, more than half of the responding company publication editors indicated their circulations were under 5,000. Sixty-seven per cent indicated a circulation of under 5,000, while 22 per cent said their publication served approximately 10,000 readers. Only 15 per cent of the company publications had a circulation near or exceeding 20,000.

The circulations were, perhaps, indicative of the purpose and scope of the publications. As their titles indicate, businesspapers
cover a variety of businesses and industries. Businesspapers used in this study alone (Appendix E) covered banking, aviation, the oil industry, insurance, petroleum, merchandising, furniture manufacturing, and accounting. These publications serve a number of firms and their employees who are interested in the news of a particular industry. On the other hand, the company publications serve only those employees of a particular company, thus the smaller circulations. The list of company publications in Appendix F shows they also represent various types of firms including insurance, public utilities, banking, retailing, and manufacturing. As some of the titles imply, these papers are of a more personal and local nature carrying news of the particular employees of the company they serve rather than the industry in general. Naturally, their circulation would be reduced as their scope is limited.

Oddly enough, the size of a publication's circulation seemed to have little bearing on the number of staff members employed. Of the twenty-eight editors responding to Questionnaire A, only three said that their staffs exceeded ten people. Two editors had staffs numbering between ten and fifteen and one editor had more than twenty-five employees working with the publication.

Most businesspaper editors indicated there is little turnover in their staffs, with changes coming seldom. Of the ten editors
responding to Questionnaire A, one said monthly turnovers were the rule, while another said yearly, and a third said editorial staff openings came seldom. Two of these editors said there was, however, frequent need for advertising salesmen and public relations employees. (One businesspaper editor did not respond to the question concerning staff turnover.)

According to the data, company publication staffs are a little more flexible. Fifty per cent, nine of the eighteen responding editors, said that turnovers were rare on the editorial staff. Six editors, 30 per cent, said turnovers occurred every one or two years. One editor, who called himself a "one-man show," said he had filled the position for five years, replacing the former editor who had retired after twenty-three years of service. Another editor said her job was usually filled by a young, female graduate "who tends to find a better job or marry after about six to eight months." A second editor also indicated staff positions opened on an average of every six to eight months.

Thus, the hypothesis that businesspapers have very little employee turnover is supported by the data. The findings indicate that a journalism graduate seeking employment in Dallas might find more frequent openings in editorial positions on company publications than on businesspapers.
CHAPTER III

COMPARISON OF DALLAS BUSINESSPAPER AND COMPANY PUBLICATION EMPLOYEES

A comparison of the personal characteristics, education, experience, and duties of businesspaper and company publication employees suggests some requirements and preferences of their employers. The business press editors gave a variety of answers when asked to list the job title and duties of each of their staff members. All the publications had some sort of director or editor, many had advertising sales managers and salesmen, and some listed secretaries or typists as copyreaders and layout artists. Table III shows the breakdown by job title of employees of businesspapers. The left-hand column contains a cumulative list of all the job titles listed by the ten editors who responded to Questionnaire A. The right-hand column tells how many of the editors listed each job title. For instance, all ten editors responding had the position of editor on their staff, seven had a staff position titled "advertising manager," and six had a publisher.
### TABLE III

**STAFF POSITIONS DESCRIBED BY DALLAS BUSINESSPAPER EDITORS**

<table>
<thead>
<tr>
<th>Job Title Listed on Questionnaire A</th>
<th>Number of Businesspaper Editors Listing Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Editor</td>
<td>10</td>
</tr>
<tr>
<td>Advertising Manager</td>
<td>7</td>
</tr>
<tr>
<td>Publisher</td>
<td>6</td>
</tr>
<tr>
<td>Associate Editor</td>
<td>4</td>
</tr>
<tr>
<td>Executive Vice-President</td>
<td>4</td>
</tr>
<tr>
<td>Advertising Promotion/Sales</td>
<td>3</td>
</tr>
<tr>
<td>Secretary</td>
<td>3</td>
</tr>
<tr>
<td>Bookkeeper</td>
<td>2</td>
</tr>
<tr>
<td>Circulation Manager</td>
<td>2</td>
</tr>
<tr>
<td>Vice-President</td>
<td>2</td>
</tr>
<tr>
<td>Art Assistant</td>
<td>1</td>
</tr>
<tr>
<td>Art Director</td>
<td>1</td>
</tr>
<tr>
<td>Business Manager</td>
<td>1</td>
</tr>
<tr>
<td>Circulation Assistant</td>
<td>1</td>
</tr>
<tr>
<td>Contributing Editor</td>
<td>1</td>
</tr>
<tr>
<td>Editorial Assistant</td>
<td>1</td>
</tr>
<tr>
<td>Market Director</td>
<td>1</td>
</tr>
<tr>
<td>Production Assistant</td>
<td>1</td>
</tr>
<tr>
<td>Production Manager</td>
<td>1</td>
</tr>
<tr>
<td>Publications Representative</td>
<td>1</td>
</tr>
<tr>
<td>Public Relations Director</td>
<td>1</td>
</tr>
</tbody>
</table>

Although the job titles were varied, the descriptions of the duties of these employees had many similarities. The business publication employers seemed to hire persons in one of the following five capacities: (1) overall management of the publication, (2) supervision of editorial content, (3) advertising sales and circulation, (4) typing and proofreading, and (5) layout and production. Regardless of their
job title, every employee, according to the explanations of duties on Questionnaire A, could be classified into one of these categories.

It was hypothesized earlier that there would be a variety of job roles with specific duties on the businesspaper, while company publications would have fewer job roles with a variety of duties listed under each job title. The data supported this hypothesis. Table III indicated that businesspapers were indeed made up of a variety of staff members with specific duties falling in one of five categories.

Table IV illustrates that company publications in the sample did have fewer job roles. In fact, most publications had only one staff member--the editor. Column One is a cumulative list of the job titles

<table>
<thead>
<tr>
<th>Job Title Listed on Questionnaire A</th>
<th>Number of Company Publication Editors Listing Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Editor</td>
<td>16</td>
</tr>
<tr>
<td>Area Information Supervisor</td>
<td>2</td>
</tr>
<tr>
<td>Assistant Editor</td>
<td>2</td>
</tr>
<tr>
<td>Clerk</td>
<td>2</td>
</tr>
<tr>
<td>Information Assistant</td>
<td>2</td>
</tr>
<tr>
<td>Art Assistant</td>
<td>1</td>
</tr>
<tr>
<td>Art Director</td>
<td>1</td>
</tr>
<tr>
<td>Director of Field Publications</td>
<td>1</td>
</tr>
<tr>
<td>Employee Communications Representative</td>
<td>1</td>
</tr>
</tbody>
</table>
listed by the company publication editors and Column Two tells how many respondents in the sample listed this job title on Questionnaire A. These employers, by their job descriptions, had basically the same duties as businesspaper employees, but many filled multiple roles. On most publications in the sample, the editor supervised the publication, wrote the articles, solicited advertising, prepared copy, laid out the paper, and circulated the printed copies. Sometimes a clerk or assistant was described as his aide, but more often the editor did his editorial chores in addition to serving in secretarial and promotional capacities. From these responses it appears that businesspapers have more specialized staffs while company publications might have a need for only the well-rounded journalist who could do many things.

The Dallas business communications community seems to consist of young, well-educated staff members who find their jobs challenging and who indicate satisfaction with various aspects of their careers. It was hypothesized that established executives edited businesspapers, while younger, new career personnel directed company publications. The data indicated, however, that both types of publications employed relatively young staff members in positions of authority. Table V shows a comparison of the ages of businesspaper and company publication employees. The percentages were calculated and rounded
off from answers given by forty-four respondents to Question One on
Questionnaire B.

TABLE V

AGE DISTRIBUTION OF STAFF MEMBERS ON DALLAS
BUSINESSPAPERS AND COMPANY PUBLICATIONS

<table>
<thead>
<tr>
<th>Age</th>
<th>Businesspapers</th>
<th>Company Publications</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 to 30</td>
<td>42%</td>
<td>43%</td>
</tr>
<tr>
<td>31 to 40</td>
<td>25</td>
<td>24</td>
</tr>
<tr>
<td>41 to 50</td>
<td>17</td>
<td>24</td>
</tr>
<tr>
<td>51 to 60</td>
<td>12</td>
<td>0</td>
</tr>
<tr>
<td>61 to 70</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>No response</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Almost half of all the respondents were young adults under the age of thirty. The data showed no particular preference by business press
employers in regard to sex or marital status of their staff members.

Of the twenty-one males and twenty-four females, twenty-nine were
married, twelve were single, and three were divorced.

It was hypothesized that employers for businesspapers
imposed higher educational standards than company publication employ-
ers. However, the results of the questionnaire did not support this
hypothesis. Employees of both types of publications appeared to be
well-educated with only one not completing high school and all but eight having at least some college training. Table VI indicates the

TABLE VI
EDUCATIONAL LEVEL OF STAFF MEMBERS ON DALLAS BUSINESSPAPERS AND COMPANY PUBLICATIONS

<table>
<thead>
<tr>
<th>Highest Level of Education</th>
<th>Number Completing Level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Businesspapers</td>
</tr>
<tr>
<td>High School Diploma</td>
<td>6</td>
</tr>
<tr>
<td>One to Three Years' College</td>
<td>7</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
</tr>
</tbody>
</table>

level of education completed by the fifty-four respondents. The respondents were asked to check the highest number of years of school completed and to indicate what degrees, if any, they had received. Twenty-nine of the forty-five respondents earned bachelor's degrees. Fifteen indicated their majors were journalism, two said English, and two said fine arts. Other major fields of study mentioned were history, philosophy, photojournalism, French, creative writing, and civil engineering. Six persons did not specify their majors. Of the five persons doing post graduate work, only one mentioned his major as public relations.
The present range of income earned by members of the sample is shown in Table VII. According to the data most businesspaper staff members earn less than $12,500 and only one-fourth earn in excess of $15,000. Over half of the company publication employees earn $10,000 or less. About 20 per cent of them earn in excess of $15,000 as a salary. No company publication employee earned less than $7,000, whereas seven of the twenty-four businesspaper employees fell in this category.

Table VIII shows the comparison between the educational level and salary of the business press employees. It appears that

### TABLE VII

**SALARY DISTRIBUTION OF STAFF MEMBERS ON DALLAS BUSINESS PUBLICATIONS**

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Number of Employees in Range</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Businesspapers</td>
</tr>
<tr>
<td>Less than $5,000</td>
<td>1</td>
</tr>
<tr>
<td>$ 5,001 to $ 7,000</td>
<td>6</td>
</tr>
<tr>
<td>$ 7,001 to $10,000</td>
<td>5</td>
</tr>
<tr>
<td>$10,001 to $12,500</td>
<td>6</td>
</tr>
<tr>
<td>$12,501 to $15,000</td>
<td>0</td>
</tr>
<tr>
<td>Over $15,000</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>24</strong></td>
</tr>
</tbody>
</table>
persons with only a high school diploma or a minimum of college
hours would make better wages as a business press employee. Also,
since most company publication employees have bachelor's degrees,
the competition would be difficult for those without a college degree.

TABLE VIII
EDUCATIONAL LEVEL AND SALARY RANGE OF
BUSINESS PRESS EMPLOYEES IN DALLAS

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Businesspapers</th>
<th>Company Publications</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High School</td>
<td>Some College</td>
</tr>
<tr>
<td>Under $5,000</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>$5,001 to $7,000</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>$7,001 to $10,000</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>$10,001 to $12,500</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>$12,501 to $15,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Over $15,000</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Subtotal</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td></td>
</tr>
</tbody>
</table>

The data did not establish if any of the business press employers had
a minimum education standard for hiring employees. However, the
findings did show that a college degree was advantageous in regard to salary and might be helpful in getting a staff position, especially on company publications.

Although the educational level of the sample was reasonably high, the years of previous publication experience were relatively few. Ten persons, almost 20 per cent of the fifty-four respondents, said they had no previous publication experience before joining their present company. Three persons had less than one year of previous publication experience, and thirty-two persons had two or more years of experience. There were five of these who had had more than ten years of experience in publication work before joining their present company. It should be noted that twenty-six of the thirty-five experienced staffers felt that their past publications experience was an important factor in getting their present job. Staffers got publication experience in a variety of ways. Some worked on high school and college periodicals, whereas others gained experience after completing their education. One respondent worked in a newspaper advertising department, another was employed by a local newspaper, and a third worked part-time writing sports for a local paper after school hours. The respondents had worked on a variety of types of publications including high school newspapers and yearbooks, college newspapers and yearbooks, commercial newspapers, house organs, general
magazines, association publications, and church publications. Although there was no definite evidence to support the hypothesis that previous journalistic-type experience would be required for jobs on both types of publications, it did appear that most staff members had some experience and that they felt it had been beneficial in getting and keeping their position.

Information about background and training for a staff position on a businesspaper and company publication was also sought through Questionnaire B. It was hypothesized that the employees on both types of publications had similar characteristics, backgrounds, and opinions. Table IX shows their feelings about those courses which helped them prepare for their job in business communications. The respondents were asked to rate eleven courses according to their value in preparation for a business communication career. The table shows only those courses which received a top rating by the respondents. Some gave more than one course a top rating and some added courses not mentioned in the question. A list of those courses which were not selected as most important may tell more than the table. Not one respondent checked business, management, or science as their most helpful fields of study. Although many edit papers devoted to these technical subjects, most staff members felt their training in writing and journalism had been more important.
### TABLE IX

**VALUABLE COURSES IN BUSINESS COMMUNICATION**  
**TRAINING AS RATED BY DALLAS BUSINESS PRESS EMPLOYEES**

<table>
<thead>
<tr>
<th>Course or Field of Study</th>
<th>Number of Respondents Rating Course as Most Important</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Businesspapers</td>
</tr>
<tr>
<td>English</td>
<td>9</td>
</tr>
<tr>
<td>Journalism</td>
<td>6</td>
</tr>
<tr>
<td>Advertising</td>
<td>2</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>2</td>
</tr>
<tr>
<td>Psychology</td>
<td>2</td>
</tr>
<tr>
<td>Art</td>
<td>1</td>
</tr>
<tr>
<td>Economics</td>
<td>1</td>
</tr>
<tr>
<td>Engineering</td>
<td>0</td>
</tr>
<tr>
<td>Math</td>
<td>0</td>
</tr>
<tr>
<td>Graphics</td>
<td>0</td>
</tr>
<tr>
<td>Political Science</td>
<td>0</td>
</tr>
<tr>
<td>Photography</td>
<td>0</td>
</tr>
</tbody>
</table>

One staff member even said the practical journalism experience that he had received in high school had aided him more than the theory courses he had taken in college.

Even though persons in the sample had good training, most felt that their experience, whether it was in publication work or in some other field, had been more helpful in obtaining their present job. About 70 per cent checked experience as the most valuable asset in
getting their job, whereas 29 per cent checked enthusiasm, 16 per cent checked education, and 16 per cent checked availability.

Respondents were asked to check one, two, or three factors which were most influential in attracting them to the business publication field. Table X shows their responses. As the table indicates,

TABLE X
FACTORS AFFECTING CAREER CHOICE OF BUSINESS PUBLICATION EMPLOYEES IN DALLAS

<table>
<thead>
<tr>
<th>Factor</th>
<th>Businesspapers</th>
<th>Company Publications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Work</td>
<td>14</td>
<td>5</td>
</tr>
<tr>
<td>Better Income Potential</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Intellectual Challenge</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Income/Work Relationship</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Business Associates</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Security of Company</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Availability of Position</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

most were attracted by the type of work they would be doing and the salary they were promised. It is interesting to note that company-publication employees were not attracted by the working conditions or the income/work relationship. They felt, perhaps, that industrial press workers were underpaid for a job which required numerous
skills. Earlier it was seen that many company-publication staffs consist of only the editor who must perform in many facets to produce the publication.

After respondents indicated those factors which attracted them to their career, they were asked, "What is the most satisfying aspect of your job at the present?" Staff members were told to check one or more answers. Most respondents, thirty-five of the forty-five answering Questionnaire B, checked one or two aspects. The remaining checked three or more. Table XI shows a comparison of the aspects checked by company-publication staff members and businesspaper staff members. The table also shows a comparison of those aspects which were most satisfying to staff members with a high school diploma, those with some college, and those with a bachelor's degree. More staff members felt that the challenge of their job was its most satisfying aspect. Other top choices were the income/work relationship, working conditions, and business associates. There was a relatively even distribution of answers by high school graduates, with challenge being the most frequent answer. Those persons with some college also checked challenge more frequently than any other aspect. The second most popular aspect among this group was business associates. The job aspects which
TABLE XI

RELATIONSHIP BETWEEN EDUCATION AND SATISFYING JOB ASPECTS OF BUSINESS PRESS EMPLOYEES IN DALLAS

<table>
<thead>
<tr>
<th>Job Aspect</th>
<th>Businesspapers</th>
<th>Company Publications</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High School</td>
<td>Some College</td>
<td>College Degree</td>
</tr>
<tr>
<td>Income</td>
<td>0</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Challenge</td>
<td>3</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Security</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Income/Work Relationship</td>
<td>2</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>2</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Business Associates</td>
<td>2</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>No Answer</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>14</td>
<td>23</td>
</tr>
</tbody>
</table>
were least satisfactory to those without a college degree were income and security.

Among the college graduates, challenge also remained the top choice. Other frequent answers were income/work relationship, income, working conditions, and business associates. Less popular answers were security and fringe benefits.

Most staff members first heard of their present job opportunity through a personal contact. Twelve applied for their present job after hearing about it from a business associate. Twelve others heard about the opportunity from a friend, relative, or former employer. Seven persons responded to "Help Wanted" columns in newspapers and magazines and employment agencies aided five of the respondents in obtaining their present positions. One man said he got his position by "founding the company." Nine of the respondents said they were hired by a personnel manager, seven on company publications and two on businesspapers. Approximately half of the staff members were hired by the editor or publisher of the publications. Three were hired by the vice-president, two by the president, two by the advertising manager, and one by the art director. Seven company publication employees were hired by the public relations manager of the company.
Respondents seemed anxious to give advice about entering their field of work. Twelve company-publication employees and ten businesspaper employees used the space designated for comments to give advice, suggest preparation, and explain the tight job market. The following statements were taken from the responses of two company-publication editors and echo the comments made by many others.

With a one-person staff, openings don't occur often, barring accidents. I have been here five years, replacing a retiree who served as editor for twenty-three years.

Like many editors, I would like to expand our magazine which would necessitate having an assistant. So far I haven't sold the idea.

Businesspaper employees had similar comments to make. They seemed to feel the business communication job market was limited. Three employees explained their situation:

We have not hired a new employee in eight years. As a bi-monthly publication, our staff requirements are not as great as other publications issued more frequently. The managing editor has been with the publication for eighteen years.

This has been traditionally a "one-man show." With recent expansion in the area of public relations, we will soon convert a part-time position into a full-time position. I cannot foresee for many years the need to hire a third person.

Since the staff is so small, only when either the editor or publisher quits do openings occur. It is unlikely that the staff will expand anytime in the near future.
Even though the staff members admit a limited job opportunity in their field, at least two of them seem to feel the effort is worth a try. The first quotation is from a company-publication editor, and the second is from a businesspaper employee. Both seem to illustrate their dedication and devotion to their profession.

Time and time again I'm made to realize the ignorance of both high school and college journalism students regarding the field of business communications. They simply have no idea of the great career opportunities available in this area. On many campuses, the student is never introduced to corporate publications. Yet the salary potential, fringe benefits, and versatility are far greater than in many other fields. I'd guess that many people in our specialized field knew very little about it before they landed their present job. I see that as an educational shortcoming in the journalism training they received.

The second editor encouraged graduates to go into business communication for the social contribution they could make.

Most Americans work for companies which have internal publications that are better read and more influential than the daily, public press. However, most corporate internal publications are sheer dreck. Mine is to some extent, but it is a challenge to make it more significant both to management and occupational employees. I firmly believe that corporate publications offer the best salaries over-all and also offer the best "potential" challenge and opportunity for a significant social contribution.
CHAPTER IV

CONCLUSIONS AND SUGGESTIONS

The comparison of businesspaper and company-publication employees made it evident that few differences exist in the employment standards, the staff structures, and the employees' backgrounds. From the examination of the Dallas business press, it can be concluded that little job opportunity exists in the area for journalism graduates. Findings of this research can be summarized as follows:

1. Hypothesis one was not supported by the data. The hypothesis stated that industrial journalism graduates can find jobs on company publications in the Dallas area but businesspapers have very little turnover and stiff competition exists in business journalism. The data show small-staff size and infrequent employee turnover results in limited job opportunity on both types of publications.

2. The evidence proved hypothesis two to be true. There are a variety of job roles with specific duties on the businesspaper, whereas company publications have fewer job roles with a variety of duties listed under each job title.
3. Hypothesis three was not supported by the data. The hypothesis stated that established executives would edit businesspapers, whereas younger, new career personnel would direct company publications. The evidence shows, however, that younger employees direct both company publications and businesspapers.

4. Hypothesis four contended that employers for businesspapers require higher educational standards than do company publications. This hypothesis was not proven by the data. The evidence shows that the majority of business press employees have college degrees. However, there was no evidence from employers on their educational standards to determine whether these degrees were required or only desirable.

5. Hypothesis five was not proven to be true by the data. The hypothesis said that previous journalistic-type experience would be necessary for jobs on both types of publications. The data show that experience is not required for business press employment, but those who had it felt it was helpful in getting and keeping their job.

6. Hypothesis six stated that a majority of the employees on both types of publications have similar characteristics and backgrounds. The data show this to be true. The employees of both types of publications do have similar backgrounds and outlooks about their jobs.
The limited job opportunity in Dallas business communication is primarily due to the small number of staff members needed to produce the publication. Regardless of the circulations of the publications, most are produced by less than ten staff members, many by only the editor. Staff openings come seldom, often being filled from within the company when they do occur. The most frequent staff openings mentioned are for advertising salesmen and other non-editorial staff members.

Most business papers and company publications are operated with similar staff organizations. Business papers usually have larger staffs than company publications. Staff members have a definite title which is usually descriptive of their specific duties. Company publications have more overlapping of duties as many have only one staff member who serves as editor, advertising salesman, artist, writer, proofreader, typist, and circulation manager.

The data do not indicate any hiring prejudice by business press employers with regard to age, sex, or marital status. The results of the study show that almost half the employees are under the age of thirty, but there is no evidence to indicate this to be an employment standard. There is also no proof of a preference by employers for a particular sex or marital status.
The data do not support the hypothesis that employers for businesspapers require higher educational standards than company publications. The findings proved instead that employees of both types of publications were well-educated. Approximately 46 per cent of the businesspaper editors and approximately 89 per cent of the company-publication editors have college degrees. The data show a definite correlation between education and earning power. Those with higher levels of education earn larger salaries.

It was expected that potential employees for both types of publications would have to have previous journalistic-type experience. The data do not support this hypothesis. Almost 20 per cent of the respondents have no previous publication experience. However, approximately 75 per cent of those staff members who were experienced felt that their past publication experience was an important factor in getting their present job. In their comments some staff members urge potential business communication employees to get practical experience through laboratory work in school and through on-the-job practice.

Business communication employees show similar opinions about their past experience and training. In rating courses they felt important in preparation for their career, more staff members chose English and journalism than any other course. The data show that
staff members felt learning to write is more important than a course in business, management, or science, even though these are the topics of many publications.

Staff members also show some agreement on those factors about their career that had been most attractive. The data show that businesspaper employees were attracted most by the type of work they would be doing and the income potential. Company-publication employees said they were most interested in the income potential and the intellectual challenge of a job in business communication. The data show that employees of both publications are especially satisfied with the challenge of their job. Those with higher educations are also pleased with their income as compared with the amount of work required of them. None of the employees who had only a high school diploma is satisfied with their salaries. Only one person who had some college is satisfied with his income. The job aspects checked the least were security and fringe benefits. Further research needs to be done to determine why business press employees do not feel satisfied with the security of their jobs. There might be some relationship between the two factors least checked. Perhaps business communication employers are not offering retirement programs, insurance plans, or promotion opportunities. Another reason for the insecurity of employees could be the constant struggle to stay
within a budget or harassment about content or format from management and threats of discontinuing the publication.

The data show that most staff members first heard of their job from a personal contact, a friend, relative, former employer, or business associate. Almost half of the business press employees were finally hired by the editor or publisher of the publication rather than by a personnel manager. Although staff members were quick to admit the limited job opportunities in their field, some still try to encourage potential business communicators. Two editors pointed out that business communication careers offered versatility, good income, challenge, and the opportunity to make a contribution to society.

Counselors of high school and college journalism students should not overlook business communication as a possible career choice. The data of this study show some aspects of the career which should be explained to the graduate if he plans to seek employment in the Dallas area. The findings show the following:

1. Staffs of both types of publications are small; therefore, job opportunity is limited.

2. There is rare employee turnover on either type of publication; however, company publications have more frequent openings than businesspapers.
3. The graduate applying to a company publication should have a variety of journalistic skills because he may be a one-man staff.

4. The businesspaper staff member should be adept enough to specialize because he will likely be one of several staff members and will be required to perform one job fast and efficiently.

5. Almost half the business press staff members are between twenty and thirty years of age. This should be encouraging to young graduates who have, perhaps, been rejected because of immaturity or inexperience.

6. The data did not indicate any bias toward males or females. Although 62 per cent of the respondents were married, there was no evidence of bias toward married, single, or divorced employees.

7. Circulation does not seem to have any bearing on staff size, and potential employees need not concern themselves with the readership of the paper when choosing a publication as a possible employer.

8. English and journalism were rated as the most important courses in training for a business press career.

9. Business press employees with a college degree make higher salaries than those without a degree.
10. Business press employees feel their jobs are challenging.

11. Previous journalistic-type experience is helpful in getting and keeping a business press position.

12. Since most staff members heard of their jobs from a personal contact, graduates would do well to become familiar with associations such as the International Association of Business Communicators and Women in Journalism. Student membership in such associations could foster acquaintances with persons who could provide job leads.

13. Applicants for business press jobs should be prepared to interview with editors and publishers who know their exact needs and requirements well, rather than a personnel manager who might be only vaguely familiar with the publication.

14. Since many staff positions are filled from within the company, journalism graduates should be versatile enough to qualify for a non-journalism job and move up through the company as publication job openings occur.

The journalism graduate who yearns for a career in business communication would do well to arm himself with a good, well-rounded education and practical experience. Jobs may not be plentiful
but openings for the well-trained, energetic journalist will occur.

There has been very little research done in the field of business communication. This study suggests several areas which are in need of further research. A content analysis of various publications in the Dallas area would give potential employees an idea of the subject matter they would be dealing with and would help them in planning their training. An attitude study to determine employee fulfillment would also be enlightening. It would be interesting to know why business communicators like or dislike their jobs and exactly which aspects they would change if they could.

Comments made by some of the respondents in this study suggest that research in management and staff relationships could provide interesting discoveries. Just how much control is exerted over the editorial content by the management? Is the company publication simply a public relations tool, or is it a real instrument of communication? How does management view the purpose of the publication? Are inconspicuous controls exerted through limited budgets and inadequate facilities and personnel?

Another area where further research is needed concerns the financial aspects of the publication. Are publications funded through a subsidy, with paid subscriptions, with advertising, or by some
other means? Does the method of financing the publication have any effect on its editorial content, format, or audience appeal?

Further comparative studies of business communication in relation to other journalism professions are needed. Comparisons of salaries, training, working conditions, employee attitudes, and job opportunities are needed to see the advantages or disadvantages of business communication.

National and international studies need to be done to determine whether the situation in Dallas is typical. This study is limited in scope and may not give an adequate picture to journalism graduates. Job opportunities might certainly be more promising in cities such as New York where numerous publishing firms are located.

In conclusion, the job opportunity in business communication in Dallas is limited and journalism graduates should not be given false hope about employment. However, the data suggest some action a potential business communicator can take to make his chances of employment better. Most business communication professionals seem to feel the wait and the effort is worth it. One editor stated candidly, "Industrial editing is a fascinating phase of journalism--I recommend it!"
APPENDIX
APPENDIX A

December 15, 1972

Dear Editor:

Your assistance is needed to help find out the career requirements and opportunities in the business communication industry in Dallas. It is hoped that this information may help counselors of high school and college journalism graduates.

The research is being conducted as partial fulfillment of the thesis requirements for a Master of Journalism degree at North Texas State University.

The enclosed questionnaire attempts to gather information about your staff organization. Your return of the completed questionnaire will indicate your willingness to participate in the study. One additional questionnaire may be sent to you and to members of your staff in order to collect additional data on individual employees. All information on individual persons and publications will, of course, be held in strictest confidence and will be read only by this graduate student and, on occasion, by the supervising professor.

Please take a few minutes to answer the questionnaire and return it in the postage-paid, addressed envelope. Thank you.

Sincerely,

Linda Akins
Graduate Student, NTSU
Journalism Instructor, Skyline Center
APPENDIX B

QUESTIONNAIRE A

Your name

Firm

Name of publication

Circulation (to nearest thousand). Check one:

___ Under 5,000
___ 10,000
___ 20,000
___ 30,000
___ Over 30,000

Number of employees. Check one:

___ Less than 10
___ 10 to 15
___ 16 to 20
___ 21 to 25
___ More than 25

Your position with firm (job title)

Please give a brief explanation of your publication's staff organization by listing the job title, major duties of that employee and the number of employees working under that particular title.

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Major Duties</th>
<th>Number of employees with title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

53
How often do positions on your publication become open?

____ Monthly
____ Yearly
____ Other: ____________________________

COMMENTS:

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
APPENDIX C

January 31, 1973

Dear Editor or Staff Member:

Your publication head has agreed to participate in a study of the career opportunities available in the business communication industry in Dallas. It is hoped that this information may help counselors and instructors of high school and college journalism students.

The research is being conducted as partial fulfillment of the thesis requirements for a Master of Journalism degree at North Texas State University.

The enclosed questionnaire attempts to gather data about you and the position you fill. All information will be held in strictest confidence and will be read only by this student and, on occasion, by the supervising professor. Please take a few minutes to answer the questionnaire and return it in the stamped, addressed envelope. Thank you for your help.

Sincerely,

Linda Akins
Graduate Student, NTSU
Journalism Instructor, Skyline Center
APPENDIX D

QUESTIONNAIRE B

Your name ________________________________

Firm ______________________________________

Name of publication _________________________

Your position with firm (job title) ______________

1. Personal data

   Age ____

   Sex ____

   Married ____

2. Number of years of school completed

   _____ 8 or less
   _____ 1 to 3 years high school
   _____ 4 years high school
   _____ 1 to 3 years college
   _____ 4 years college
   _____ Post graduate

3. Degrees received, if any __________________

4. Number of years of previous publication experience before joining your present company:

   _____ None
   _____ Less than 1 year
   _____ 1 to 2 years
   _____ 3 to 5 years
   _____ 5 to 10 years
   _____ More than 10 years
5. Location of previous publication experience:

___ High school
___ Armed Forces
___ College
___ After completion of education
___ Other: ____________________________

6. At what age did you enter business publication work?

Age _____

7. Check the following types of publications on which you worked:

___ High school newspaper or yearbook
___ College newspaper or yearbook
___ Business publication
___ Newspaper
___ House organ
___ General magazine
___ Association publication
___ Church publication
___ Other: ____________________________

8. If you have had any college education, which types of courses or fields of interest do you feel were most valuable in preparing you for your job in business publication work? Rate those you feel were important on a scale of 1 to 10 with 10 being the most important 1 the least important.

___ Business
___ Journalism
___ English
___ Advertising
___ Economics
___ Engineering
___ Math
___ Art
___ Management
___ Science
___ Psychology
___ Other: ____________________________
9. What do you feel was your most helpful asset in obtaining your present job?

   ____ Education
   ____ Experience
   ____ Availability
   ____ Enthusiasm
   ____ Other: ____________________________

10. What two or three factors were most influential in attracting you to the business publication field? Check 1, 2, or 3.

   ____ Better income potential
   ____ Intellectual challenge
   ____ Type of work
   ____ Working conditions
   ____ Security of company
   ____ Business associates
   ____ Income/work relationship
   ____ Fringe benefits
   ____ Other: ____________________________

11. What is the most satisfying aspect of your job at the present? Check 1 or more.

   ____ Income
   ____ Challenge
   ____ Security
   ____ Income/work relationship
   ____ Working conditions
   ____ Business associates
   ____ Fringe benefits
   ____ Other: ____________________________

12. What is your present range of income from your business publication work? (All information is confidential and will be seen only by the graduate student and her professor.)

   ____ Less than $5,000
   ____ $5,001 to $7,000
   ____ $7,001 to $10,000
   ____ $10,001 to $12,500
   ____ $12,501 to $15,000
   ____ Over $15,000
13. How did you first hear of your present job in order to apply for it?

[ ] Employment agency
[ ] Company employee newsletter
[ ] Company employee bulletin board
[ ] Business associate
[ ] Friend
[ ] Newspaper or magazine advertisement
[ ] College employment service
[ ] High school counselor or teacher
[ ] Other: __________________________________________

14. Who actually hired you for your present job?

[ ] Personnel manager
[ ] Editor of publication
[ ] Other: __________________________________________

COMMENTS: _________________________________________

_____________________________________________________

_____________________________________________________

_____________________________________________________

_____________________________________________________
APPENDIX E

BUSINESS PAPERS

1. Bankers Digest
   Bonita Bell, Editor
   Suite 1302
   1512 Commerce  75201

2. Cotton Gin and Oil Mill Press
   Don Swanson, Editor
   3116-18 Commerce St.
   P.O. Box 26267  75226

3. The Drilling Contractor
   American Association of Oilwell Drilling Contractors
   Room 505
   211 N. Ervay Bldg.  75201

4. Drilling--DCW
   Robert O. Frederick, Editor
   P.O. Box 19305  75219

5. Pipeline and Gas Journal
   Dean Hale, Editor
   P.O. Box 1589  75221

6. Financial Trend
   Larry E. Howell, Editor
   Southland Center Concourse
   75201

7. Flight Magazine
   Tom Ashley, Editor
   Air Review Publishing Corp.
   2700 N. Haskell  75204

8. Independent Jeweler
   Patrick F. Eskew, Jr., Editor
   Box 3960  75208

9. The Insurance Record
   John C. Leslie, Editor
   P.O. Box 5770  75222

10. Irrigation Age
    Tom Milligan, Editor
    1621 Wall St.  75215

11. Journal of Air Law and Commerce
    Howard J. Taubenfield, Editor
    School of Law
    Southern Methodist University
    75222

    Dan K. Adamson, Editor
    6200 N. Central  75206

13. Market Place
    Roxanna Starvy, Editor
    2006 Dallas Trade Mart
    75207

14. The Megaphone
    11766 Valley Dale Drive
    75230
15. Mobile Home Reporter  
   Roy E. Kneip, Editor  
   P.O. Box 34475  75234

16. National Shorthand Reporter  
   Carl T. Black, Editor  
   P.O. Box 22047  75222

17. Petroleum Equipment and Services  
   Gulf Publishing Co.  
   3635 Noble Suite 105  75204

18. Southwest Advertising and Marketing  
   Southwest Central Pub. Co.  
   P.O. Box 8015  75205

19. Southwest Furniture News  
   Sandra Cerde, Editor  
   P.O. Box 64667  75206

20. Texas Contractor  
    Wm. B. Morrison, Editor  
    P.O. Box 1706  75221

21. Texas CPA  
    Charles Anthony, Editor  
    200 Corrigan Tower  75201

22. Texas Dental Journal  
    J.B. Veale, Jr. Editor  
    3707 Gaston Ave.  75246

23. Texas Police Journal  
    Ayres Compton, Editor  
    Suite 506  1025 Elm St.  
    75202
APPENDIX F

COMPANY PUBLICATIONS

1. Dot Adler
   The Grapevine
   Texas Instruments Inc.
   Box 5621, MS 938

2. Nell Baker
   Western Region News
   Humble Oil & Refining Co.
   34th Floor, Southland Center
   Dallas 75201

   Blue Blaze
   Lone Star Gas Co.
   301 South Harwood
   Dallas 75201

4. Donna Chambers
   The Satellite
   Southwestern General Life
   P.O. Box 779
   Dallas 75221

5. Pat Conner
   The Bit Bucket
   University Computing Co.
   P.O. Box 6228
   Dallas 75222

6. Joe Curtis
   Bandwagon
   Frito-Lay Inc.
   P.O. Box 35034
   Dallas 75235

7. Barbara Elam
   Republic National Life
   3988 N. Central Exp.
   Dallas 75204

8. Carole K. Erwin
   TP Voice
   Texas Pacific Oil Co.
   1700 Main Place
   Dallas 75250

9. Judy Evans
   First Family
   First National Bank in Dallas
   P.O. Box 6031
   Dallas 75222

10. Lynn Halbardier
    Brickbats and Bouquets
    Employers Insurance of Texas
    423 S. Akard
    P.O. Box 2759
    Dallas 75221

11. Cathey Hibbs
    State Farm Insurance
    11900 Preston Road
    Dallas 75230

12. Mildred Hopkins
    Items
    Federal Reserve Bank of Dallas
    Station K
    Dallas 75222
13. David Jones  
The Exchange Post  
Army and Air Force Exchange Service  
3911 Walton Walker Blvd.  
Dallas 75222

14. Ben Kamper  
National Assn. for Retarded Children  
2709 Avenue E East  
Arlington, Texas 76011

15. Helen Klinkerman  
Sears, Roebuck and Co.  
1409 S. Lamar  
Dallas 75202

16. Paula Knight  
Southern Union News  
Southern Union Gas Co.  
Fidelity Union Tower  
Dallas 75201

17. Reba Liner  
Just Folks  
Mercantile National Bank  
P.O. Box 5415  
Dallas 75222

18. Lorna Lovelace  
Southwestern Bell Telephone  
308 S. Akard  
Dallas 75202

19. R. Lynn Lugeanbeal  
Profile  
LTV Aerospace Corp.  
Box 5003  
Dallas 75222

20. Margaret Luttrell  
Blue Eagle  
Union Bankers Insurance Co.  
2551 Elm Street  
Dallas 75226

21. Mayfair Macaulay  
Texas Power & Light Co.  
1511 Bryan St.  
Dallas 75201

22. Wanda Mason  
Publications Editor  
State Farm Insurance  
11900 Preston Road  
Dallas 75230

23. Peggy McDonald  
Oilwell News  
U.S. Steel  
P.O. Box 478  
Dallas 75221

24. Jim McInnis  
Fina Shield  
American Petrofina  
P.O. Box 2159  
Dallas 75221

25. William Michaels, Jr.  
AAFES Management  
Army & Air Force Exchange  
Dallas 75222

26. Donald Mueller  
Intercom  
A.H. Belo Corp.  
Communications Center  
Dallas 75222
27. Jenna Nelson
   Editor, The Southwester
   Southwestern Life Ins. Co.
   P.O. Box 2699
   Dallas 75221

28. Cheri Peyton
    Sanger-Harris
    Pacific & Akard
    Dallas

29. Edna Robson
    Southwestern Life Ins. Co.
    P.O. Box 2699
    Dallas 75221

30. Helen Stewart
    The Houston Spark
    Atlantic Richfield Co.
    P.O. Box 2819
    Dallas 75221

31. Jean Thompson
    The Southland Family
    The Southland Corporation
    2828 N. Haskell
    Dallas 75204
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Books


Reddick, DeWitt, A Directory of Texas Magazines and Other Periodicals, Austin, University of Texas Press, 1961.

Publications of Learned Organizations


Unpublished Materials