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NONPROFIT MARKETING AND COMMUNICATION PERSONNEL JOB SATISFACTION: THE EFFECTS OF ROLE CONFLICT AND ROLE AMBIGUITY

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by

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ABSTRACT

Nonprofit Marketing And Communication Personnel Job Satisfaction:

The Effects Of Role Conflict and Role Ambiguity

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Job satisfaction is becoming increasingly important in efforts to retain employees across all sectors. The nonprofit sector is facing greater challenges than ever before in competing for and retaining adequate talent. The nonprofit sector provides unconventional benefits such as hybrid office models, paid time off, and others to improve job satisfaction. While nonprofits receive high job satisfaction, turnover is a big issue, even among marketing and communication teams which are often underfunded, understaffed, and unappreciated. Marketing and communication teams play a unique role within nonprofits, as they are frequently pulled in different directions to accomplish tasks that may not necessarily fall within their original responsibilities, leading to a blurring of roles and conflicting priorities. Prior research suggests that role conflict and role ambiguity are significant components in determining the level of job satisfaction in both for-profits and nonprofits. In light of the unique situation nonprofit marketing and communication professionals face, this paper aims to understand the relationship between role conflict and role ambiguity and job satisfaction.

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CHAPTER 1

INTRODUCTION

There is a consensus among literature that nonprofit marketing and communication is met with challenges regarding budgets, staff time, and data. Nonprofit marketing and communication departments have limited funding, staff time, and expertise to accomplish what their commercial counterparts might achieve. Akchin’s (2001) study finds that marketing and communication tasks are often secondary to other priorities such as fundraising. As such, nonprofit’s marketing and communication employees are often busy supporting fundraising initiatives, and therefore the organization misses out on strategic marketing and communication tactics that could help bring in new donors or even retain current ones. As marketing and communications personnel are pulled in different directions, they may also be less able to assist in the organization's programs and services, thus hindering the organization's ability to bring in clients and detracting from the overall mission of the nonprofit. Akchin’s (2001) study also shows that nonprofits with larger budgets rated marketing and communication higher as an essential function. Andreasen et al. (2005) state in their research that the performance expectations for personnel in nonprofits are often higher than their for-profit counterparts. The study also indicates that nonprofits are often under a much higher rate of surveillance of their performance and that they often stress collaborative decision-making processes through committee discussion, while ensuring not to upset key stakeholders such as large donors, board members, and volunteers. Finally, Proust et al.’s (2013) research shows that nearly half of the nonprofit organizations represented by 87 respondents did not have a full-time staff member solely dedicated to marketing or communication. All of these factors, including the lack of budgets and staff time, unclear performance expectations and responsibilities, and the blurring of roles, create higher levels of stress at work for nonprofit marketing and communication employees. These stress factors and blurring of roles can lead to role conflict and role ambiguity which can affect job satisfaction within nonprofits.

With the right strategy in place, nonprofits can utilize marketing and communications personnel to help maximize their outreach efforts and achieve their fundraising and awareness goals. However, nonprofit leadership and marketing and communication teams often disagree on what the primary focus of marketing and communication efforts should be. Most nonprofit organizations focus primarily on fundraising, advertising, and public relations (Kotler, 1982). Haupt and Azevedo (2021) argue that crisis communication is another area of marketing that should be regarded as essential for nonprofits. The authors stated in their study of crisis communications in nonprofits, “Essentially, the more attention given to crisis communication strategies and adaptions for local community needs then the more resilient a nonprofit organization and their community can become” (p. 175). On another note, Andreason (2005) finds that nonprofits want to control their financial destinies by being able to market successfully through adopting a more market-oriented approach. These kinds of extensions to traditional nonprofit marketing approaches can lead to a general lack of focus for marketing and communication teams. In the absence of a dedicated focus on this area, nonprofits run the risk of missing out on opportunities to increase awareness of their mission and bring in much needed funding in order to continue their mission.

Moreover, a lack of focus can create stresses for marketing and communications personnel when organizational goals and roles become unclear. Without clarity of roles, goals, objectives, and strategies, it can be difficult for marketing and communications personnel to effectively carry out their duties.

In his book, *Role Theory: Expectations, Identities, and Behaviors*, Biddle (2013) defines Role Theory, as "…a science concerned with the study of behaviors that are characteristic of persons within contexts and with various processes that presumably produce, explain, or are affected by those behaviors" (p. 4). As a theory rooted in behavior science, Role Theory studies how people behave in different contexts and how these behaviors arise, are explained, and are influenced by the context we are in at the time. Role conflict and role ambiguity are two of the most important concepts within role theory; both are increased by stress and pressure. Role conflict occurs when an individual's expectations for a role are unclear, and the individual is unsure of how to execute his/her role effectively. While on the other hand, role ambiguity occurs when the understanding of the role expectations differs between those who have to perform the role and those who observe it.

While there are limited studies that explore the effects of role conflict and role ambiguity on job satisfaction within nonprofit organizations, there are a large number of studies that examine the impact that role conflict and role ambiguity have within for-profit contexts. Job satisfaction is essential for a successful and productive workplace. It is important to create an environment where employees feel valued and motivated to do their best, as it will lead to increased productivity and job satisfaction. A workplace's culture that fosters job satisfaction will create a positive work environment, which in turn will result in better performance from employees. As such, a significant stream of research examines job satisfaction in the nonprofit sector. Job satisfaction helps an employee's well-being, psychological health, and organizational outcomes and behaviors of staff (Chin & Rowley, 2018). A number of factors have also been examined to determine whether other factors, such as education, perceptions of pay, other job characteristics, and employee values regarding job satisfaction might also have an impact on the level of job satisfaction (Bastida et al., 2018; Desantis & Durst, 1996; Jung, Moon & Hahm, 2007).

This study analyzes the presence of role conflict and role ambiguity in the marketing and communication teams of nonprofit organizations. As research suggests, nonprofit marketing and communication personnel are responsible for a variety of tasks and are often pulled away from their primary marketing and communication roles to assist others, creating the potential for ambiguity and conflict in roles. A deeper analysis is required to understand how and why role conflict and role ambiguity may exist in nonprofit marketing and communication teams. It is also critical to understand whether there is a significant link between role conflict and role ambiguity and job satisfaction. By understanding both the organizational factors and personal characteristics that affect role conflict and role ambiguity as well as the relationship that role conflict and role ambiguity have with the level of job satisfaction for nonprofit marketing and communication personnel, it becomes possible to create an environment in which nonprofit marketing and communication staff can flourish. Nonprofits with the right strategies can provide the necessary support to ensure higher job satisfaction for their marketing and communication staff, resulting in lower turnover rates, higher productivity, and overall greater success.

CHAPTER 2

LITERATURE REVIEW

2.1 Nonprofit Organizations

A nonprofit entity is an organization that has been granted tax-exempt status by the IRS as a result of its mission and purpose to further a social cause and to benefit the general public in some way. Nonprofits include organizations such as hospitals, universities, national charities, and foundations and can range from small to large. During the last few decades, the number of nonprofit organizations has grown substantially. A report titled *25 Incredible Nonprofit Statistics* states that with over 1.5 million nonprofits in the US, the nonprofit sector has grown at a steady rate of 1.4% per year over the past 20 years (Ariella, 2022). The same report notes that nonprofits also represent the third largest workforce in the U.S. after retail and manufacturing. Nonprofit growth has led the industry to be the third-largest employer in the United States (Forbes, 2019).

Nonprofits are organizations that have been created to pursue a collective, public, or social benefit. They can take on many causes, such as the environment, education, or health care issues. There are dozens of different types of nonprofits, but they generally fall into five categories: charities such as social welfare organizations, religious or church organizations, private foundations such as an individual or family foundation, and political organizations such as a political party (Rudder, 2022). Nonprofit organizations typically obtain a tax-exempt status which can include 501(c)(3) for charities such as UNICEF, 501(c)(4) for community social welfare organizations such as Feeding America, and 501(c)(6) for business leagues such as a city Chamber of Commerce. When selecting a particular non-profit to apply for, it is important to consider the goals and objectives of the organization, who its target beneficiaries are, and who initiated its formation. Usually, a nonprofit status is specified for a particular organizational mission. This can range from 501(c)(4) to 501(c)(6), and as a whole, they cover a wide range of objectives. For example, organizations that qualify for either the 501(c)(4) or the 501(c)(6) have important responsibilities to fulfill. The former is for social welfare groups and the latter is for business leagues. According to an article in Forbes Magazine, there are a total of 32 different statuses a nonprofit can choose from (Rudder, 2022). Understanding the differences between these statuses can help nonprofits maximize their resources and reach their goals more efficiently.

Despite the rising number of non-profit organizations competing for donations, non-profit revenues have continued to steadily grow year over year. According to Ariella (2022), nonprofit revenue in the US grew from $1.15 trillion in 2000 to $2.62 trillion in 2016 and donations have grown about 4.1% overall since 2022. On the other hand, the same report shows that the number of Americans who make donations has decreased by 9% since 2019. An independent report conducted by Donor Box revealed that, compared to 2020, the average donation amount increased by a significant 10% in 2021 to $813 (Ensor, 2022). As we enter 2023, a Forbes article by President and CEO of National Philanthropic Trust, Eileen R Heisman (2023) acknowledges the amazing generosity of donors during the Covid-19 pandemic but is concerned with the declining number of American households that give. Heisman expects donors to increase giving to pressing crises and issues as the US enters a recession. Despite this, she predicts that the world will face many challenges with regards to charitable giving due to the fact that charitable giving is directly linked to the health of the economy.

Nonprofits increasingly rely on a variety of funding sources to support their mission and operations. From individual donations to grants, corporate sponsorship, membership fees, selling goods and in-kind donations, nonprofits are able to raise the necessary funds they need to fulfill their goals. These funding sources provide the financial security needed to enable nonprofits to continue providing valuable services and programs. The bulk of a nonprofit's income usually comes from individual donations, so it is not surprising that it is very important to attract and retain individual donors as much as possible. Nonprofits can also apply for grants from the government at the local, state, and federal levels. However, there are often restrictions on how the grant money can be obtained and spent. Corporate sponsorships consist of partnerships with local corporations on community projects and/or events. These gifts are also often restricted in how they can be spent. Membership fees are not something every nonprofit will take part in and are often used for specific groups the nonprofit engages such as young professionals, women’s auxiliary, and others. Some nonprofits might opt-in to selling goods such as t-shirts, tote bags, pens, and other items. Lastly, in-kind donations are a way for nonprofits to obtain tangible items such as food, clothing, medicine, and more.

As the world of nonprofits continues to change, so does the way in which they are held accountable. The nonprofit sector is under more scrutiny as new generations such as millennials and Gen Z question the effectiveness of organizational initiatives as they choose among an increasing number of options. The National Council of

Nonprofits (n.d.) published a report that points out that there are 1.3 million charitable nonprofits in the country, and that the average nonprofit is a community-based organization that serves the needs of the local community. The same article reports that 97% of charitable nonprofits have a budget of less than $5 million.

To maintain growth, nonprofits must be more transparent about their initiatives, often to a wide array of stakeholders. Ariella's (2022) report shows that though the average age of donors in the US is 64, in 2021, Millennials outpaced both Baby Boomers and Gen X when it comes to the average amount donated by generation, with Baby Boomers close behind. This also applies when nonprofits are looking to reach specific stakeholders. A nonprofit stakeholder is a person or entity that can affect the organization and/or who can be affected by the organization (Castillo 2021). Stakeholders can include donors, the board, executives, volunteers, and more. Anheier (2014) suggests that since nonprofit organizations have multiple stakeholders, marketing and communication strategies must be sensitive to many different audiences and must have the ability to adjust quickly.

2.2 Unique Challenges in the Nonprofit Sector

Many scholars agree that nonprofit organizations face more complex challenges than the commercial sector (Andreason, 2012; Andreason et al., 2005; Curley et al., 2021; Dolcinar & Lavareski, 2009). These include struggling to reach stakeholders, tracking hard costs, and monitoring benefits. There is also generally a lack of resources as many nonprofits must rely on monetary donations, sponsorship, and in-kind or physical item donations because they may not have sufficient funds to purchase what is needed. Nonprofit employees not only tend to work more hours than their counterparts in the for-profit sector, they also generally earn less income (Smith et al., 2006). In fact, it has been observed that nonprofits require employees to be motivated more by their desire to produce quality products than by the desire to be rewarded monetarily (Handsmann, 1980). The non-profit sector often pursues an ideological mission describing what a particular service should look like (Rose-Ackerman, 1996). Hence, nonprofit organizations often rely on personnel whose commitment to the mission and vision far outweighs their desire for financial gain.

A number of factors have created overall hiring problems for nonprofits in the last two years, including the great resignation, staff shortages, salary pressures, competition, and overall effects of Covid-19. Without adequate staff, nonprofits have a hard time completing goals. An article in the *Chronicle of Philanthropy* wrote “faced with chronic staff shortages, nonprofits are struggling — and that is affecting the communities they serve” (Rendon 2022). This continues to be a problem within nonprofits as the economy moves into a recession.

Recent research also reports that the nonprofit sector has a difficult time competing for adequate staff with high job vacancy rates, high turnover rates, and low job satisfaction (Desantis & Durst, 1996; Haynes, 2022; Knapp et al., 2017; Lee, 2016; Lee & Sabharwal, 2014; Salamon & Geller, 2007; Sanjeev, 2017; Sheldon & Sowa, 2015). Organizations in the nonprofit sector often have trouble providing competitive salaries and wages due to the need to keep overhead costs low to allow for more money to be spent on programs and to satisfy donors. A December 2021 report from the National Council of Nonprofits (n.d.) reported that nearly half (42%) of respondents reported having 20 percent or more positions open. In another survey, two-thirds of fundraisers and advancement leaders at universities and independent schools cited staff shortages as their most pressing workplace problem (Haynes, 2022). An article in the *Chronical of Philanthropy* (Rendon, 2022) suggests that salary and competition are likely big factors when it comes to the hiring crisis for nonprofits. The same article also states that though some organizations have raised salaries to help compete for adequate staff, many have also started to offer other benefits such as hybrid and remote schedules, putting an emphasis on improving diversity, equity, and inclusion initiatives, and providing meaningful work as incentives.

In general, a nonprofit organization faces several unique challenges including generational challenges, structure fluidity, the lack of measurement of goals and outcomes, and the need to satisfy a variety of stakeholders. These factors can lead to stress among nonprofit employees. Coworkers may disagree on role expectations due to generational challenges, which can lead to role conflict. A lack of structure may contribute to vague expectations, resulting in role ambiguity. Also, a lack of measurement of goals and outcomes can lead to ambiguous role expectations, and a larger group of stakeholders to satisfy can create more work for fewer staff. Employees may find it difficult to define their roles in both cases, which can lead to role ambiguity.

Nonprofits face an uphill battle in today's competitive landscape. With limited resources and a lack of access to the same level of funding as for-profit organizations, nonprofits have to be creative in order to survive and thrive. In addition to the usual challenges such as tracking hard costs, monitoring benefits, and reaching out to stakeholders, nonprofits must also overcome unique hurdles that for-profit entities do not experience. As such, it can be assumed that marketing and communication teams and professionals face much of the same challenges with nonprofits as they work to help advance the organization’s mission and vision through marketing and communication avenues such as social media, press releases, and email campaigns.

2.2.1 Generational Challenges in Nonprofits

Another characteristic of nonprofit organizations, which is somewhat similar to their for-profit counterparts, is generational interaction. The four main generations that make up the workforce are the Baby Boomers, those born between 1946 and 1964, Generation X, those born between 1965 and 1980, Generation Y or Millennials, which were born between 1981 and 2000 (Kalita, 2023). A study by Kunreuther (2003) finds that although all three generations, Baby Boomers, Generation X, and Millennials are equally committed to the nonprofit’s mission and are open to work overtime, Baby Boomers have a “live to work” mentality, while the other two generations put more value on work-life balance wishing to have more time to spend with their families. Kunreuther also found that the younger generations came to work in the nonprofit sector through some personal experience or connection and as such had come to identify more with those they serve. On the other hand, Baby Boomers came to work in nonprofits through seeking a change in the world they live in. Kunreuther summarized these findings as “younger people are highly motivated based on their own personal experience but lack a framework for the change they seek, whereas older people have a framework but may not identify with those they work to serve” (p. 453). These differences in underlying perspectives and work-life objectives across generations can contribute to variations in how different generational workers interpret and enact their work roles. As such, nonprofits like their for-profit counterparts must work to not only satisfy all three generations within the workplace, but also deal with generational migration as many of the executive positions held by Baby Boomers are now being taken over by what could be described as unprepared Millennials who have different prior notions of work roles and quality of work life.

As the workforce becomes increasingly diverse, organizations need to be aware of the differences in generational perspectives among their employees. Not only can this lead to misunderstandings between different age groups, but it can also cause tension and conflict if not properly managed. Understanding how generational differences impact an organization’s culture is key to fostering a productive and harmonious environment as well as improving job satisfaction.

2.2.2 Nonprofit Structure

Nonprofit organizations and for-profit companies have significant differences in their structures and coordination of activities. Nonprofits are structured to pursue a mission, while for-profits are structured to maximize profits. While both have a board of directors that help guide the direction of the organization, nonprofits generally have a larger board that are voluntary members who bring in needed resources to help expand the organization's community outreach and fundraising efforts. Individuals who sit on for-profit boards also generally have some sort of financial stake in the company, like owning a share. Nonprofits are generally divided into three parts; 1) administrative, which can include departments like finance, fundraising, and human resources, 2) programs, which focuses on advancing the organization’s mission by providing services and products to the community, and 3) governance, which generally includes the board of directors. Nonprofits do not have a sales department like many for-profits do. Instead, they include a fundraising department that focuses on obtaining donations. Other unique departments in nonprofits include grant writing, public policy, and volunteer management. Nonprofits also heavily rely on volunteers to help fill in the gaps where for-profits have dedicated paid staff. Some nonprofits are made up entirely of volunteers and have no paid staff. Volunteers are a key part of nonprofit organizations as they can help save money, while increasing donations, boost visibility of the organization, become an advocate for the organization's cause, and bring a diversity of skills to the organization (Raviraj, 2022). Lastly, nonprofits are publicly owned entities and as such are required to file financial information and business practices on a yearly basis. While for-profits are owned by one or multiple people and are not required to file accountability information since they pay taxes on their earnings and profits.

2.2.3 Goal and Outcome Measurement in Nonprofits

Nonprofits often struggle with measuring output and growth. Becoming increasingly popular in nonprofits since the 1990s, outcome measurement involves the ongoing process of defining, monitoring, and using performance indicators to improve organizations' effectiveness and efficiency. Nonprofit boards often have a hard time measuring success or setting effective goals given nonprofits' complex objectives and hard-to-measure outputs (Jegers, 2009). Performance measurements in nonprofits also generally do not include the efforts of front-line workers, which are important to the organization's overall mission. Benjamin (2012) suggests four arguments for this. The first issue is that nonprofits associate outcome measurement with funding requirements and focus on collecting data in a way that is suitable for reporting to donors instead of focusing on what is best for the organization's internal growth. Second, many performance measurement frameworks do not include measurement of the vital role nonprofits have in addressing social problems through community engagement. Third, nonprofit work is often experimental at its core which often clashes with outcome measurement frameworks. Fourth, many nonprofit organizations lack the staff time to measure outcomes adequately. Due to their mission-oriented strategies, nonprofit organizations are always striving to improve their programs and services, so their processes are always changing in order to meet the needs of the clients they serve. This can make it hard to stay true to certain metrics and outcome measurements. These dynamics, along with a lack of formal measurement, can make it difficult for nonprofit workers to make clear connections between their contributions and organizational outcomes. Unfortunately, many nonprofits also do not have the staff time or capacity to sufficiently complete and communicate outcome measurements.

2.2.4 Nonprofit Stakeholders

An added complication of nonprofit management stems from the nature of stakeholders involved. The primary objective of a nonprofit organization is to provide its stakeholders with the necessary tools, education, and motivation needed in order to enable them to advance the organization's mission, all while staying within its budget. Thus, it is important for the organization to promote sustainable and healthy relationships between stakeholders as a nonprofit’s success largely relies on its ability to build trust with those individuals. Professionals in the marketing and communication departments play crucial roles in this process. However, stakeholders often include a wide array of constituents, including employees, volunteers, donors, trustees, communities served by the nonprofit, and wider communities in which it operates. The breadth and diversity of stakeholders in nonprofits add complexity to marketing and communication tasks. As discussed in the next section, research has shown that nonprofits would benefit from taking on well-developed and formalized marketing and communication concepts and tasks in order to increase their effectiveness, but studies have also found that nonprofits have found it difficult to implement such tasks into their daily operations (Akchin, 2001; Andreasen et al., 2005; Chad et al., 2014; Dolcinar & Lazarevski, 2009; Proust et al, 2013). Anheier (2014) stresses that because a nonprofit is responsible for multiple kinds of stakeholders, the organization must be aware of and change its communication based on the audience. As noted above, stakeholders can consist of the organization's board, donors both large and small, employees, volunteers, the community they are serving and even legislatures if their mission is to change regulations. As such, in order for a campaign to be truly successful, it is necessary to dedicate a significant amount of time to each stakeholder group and communicate with them where they are while tailoring the message to them. Since nonprofits often don't have enough staff time to devote to these activities, this can cause stress on marketing and communications teams.

2.3 Nonprofit Marketing and Communication

Considering the changes in the digital marketing landscape and the increase of online giving, nonprofit organizations have started to shift their communication strategy. They are moving away from traditional marketing and communications strategies to more digitized ones. Digital fundraising is becoming more and more popular with the development of new donation avenues such as Facebook Fundraising and Instagram donations. According to a report curated by NonProfit Source (2023), 55% of people who engage with nonprofits on social media end up taking some sort of action with the nonprofit after engaging with them on social media. Another article in Social Media Today (2021) reports that since the launching of Facebook's fundraising tool in 2016 through 2021, over five billion dollars has been raised using the tool on Facebook and Instagram. Facebook is an incredibly powerful tool for nonprofits, and as a result, the number of nonprofits on Facebook has grown exponentially. In a recent article published by NonProfit Tech for Good (2022), which collected statistics on nonprofits' use of social media in 2022, it was reported that 87% of nonprofits in the world are utilizing social media. According to the survey, 97% of people who use social media have a Facebook page, which is a significant increase from 84% in 2019. Additionally, 73% of nonprofit organizations that use social media have a page on Instagram, which is a significant increase from 46% in 2019. However, it can be difficult to stand out in such a competitive space and to engage followers in meaningful ways. Email marketing and communications is also a critical avenue for fundraising. One report notes that email marketing and promotion campaigns accounted for 28% of nonprofit revenue and since 2021, online giving has grown by about 12% (Ariella, 2022). However, with the growing number of nonprofits in the marketplace comes a need to compete for funds (Chad et al., 2014).

The dynamics of new communication channels and a rapidly changing competitive landscape are increasing the importance of marketing and communications professionals in nonprofits. Whether the goal is increasing awareness or raising funds, marketing and communication professionals play a vital role in helping nonprofit organizations stand out from their competitors. Akchin's (2001) survey of nonprofit marketing and communication professionals shows that respondents rated marketing as a highly essential organizational function, with an average of 4.37 on a five point scale, just behind public relations (4.62) and fundraising (4.53). Through careful planning and execution of social media campaigns, digital advertising initiatives, and other communication strategies, these professionals can elevate the nonprofit's message to reach potential donors and supporters more effectively.

It is not unusual for marketing and communications to be tightly associated with sales and customer acquisition in for-profit businesses. Marketing and communications take on different meanings when it comes to the nonprofit sector. Marketing and communications in nonprofit organizations tend to be more about public relations and communication, raising awareness of an organization through various channels, and using creative solutions to build relationships with potential supporters. and donors. While the principles of marketing and communications are broadly applicable, nonprofits have unique challenges in terms of limited resources, time constraints, and objectives that differ from a traditional business. Based on a study by Proust et al. (2013), 25 of 27 research participants said that their organizations conduct marketing tasks in some way, shape, or form to gain attention for their events and programs, seek sponsors and inform and coordinate volunteers and employees. The same study found that 19 out of 27 participants said they currently had a marketing plan that included marketing-related goals.

Marketing and communication position titles are often used interchangeably in marketing and communication departments throughout nonprofits. Positions with these titles should be viewed as similar, if not the same, jobwise. For example, the Marketing

Coordinator and Communication Coordinator often have similar job duties and responsibilities. Nonprofit marketing position titles can also include more specific terms like multimedia, social media, public relations, creative, and more. However, Marketing is often used in place of public relations titles in nonprofit organizations and can be an all-encompassing communication term, covering responsibilities such as graphic design, social media, preparing news releases, campaign planning, and regularly updating the website with news, fundraisers, and blog posts.

When looking at those working within nonprofit marketing and communication teams, studies found an overall lack of formal marketing training among those completing the marketing and communication tasks (Akchin, 2001; Dolcinar & Lazarevski, 2009). Thus, it could be inferred that there is a general lack of understanding of the differences between the terms marketing and communication among those who set the position titles, potentially leading to a general misuse of the terms within nonprofit organizations.

For the sake of this study, the participant pool is anyone that conducts any marketing or communication task within the nonprofit organization. In some cases, a nonprofit organization may not have staff members dedicated solely to marketing or communication tasks. Often, marketing and communication tasks are done by others within the organization. For example, a fundraising team member might send out an email to stakeholders about an upcoming fundraiser or a programs administrator might create a flyer with information about a program or service the nonprofit offers. Such informal dispersion of marketing and communication tasks across personnel is also a likely contributor to role conflict and role ambiguity in nonprofit organizations.

2.3.1 Market Orientation

Foregoing research examines the nonprofit sector's adoption and use of marketing and communication. Many nonprofit organizations focus on fundraising, advertising, and public relations, rather than adopting a more structured market-oriented approach that is focused on understanding and responding to customers' wants and needs (Dolcinar & Lazarevski, 2009). However, some nonprofits are slowly beginning to adopt a stronger market orientation. The more frequently used definitions for market orientation in the for-profit sector were forwarded by Narver and Slater (1990) and Kohli and Jaworski (1990). The first, by Narver and Slater (1990), stated that market orientation comprises three behavioral components. The first component is customer orientation, which is a way of continuously creating superior value for the target market by understanding it well enough. Second, competitor orientation consists of understanding the short-term strengths and weaknesses of present and potential competitors and their long-term capabilities and strategies. Finally, inter-functional coordination provides superior value to clients by coordinating the utilization of company resources. According to Kohli and Jaworski (1990), market orientation is an organization-wide approach that considers the needs of current and future customers, disseminates this information to all departments of the company, and develops and implements plans that enable the organization to respond to the disseminated information. Becoming more proactive and using market orientation as a tool can help nonprofits serve their communities better by helping them truly understand the needs of the communities and tailoring the nonprofit's programs to those needs. For nonprofits, market orientation is about anticipating needs of the community.

Some research suggests that market orientation can and should be used in nonprofits. Kara et al. (2004) found that many nonprofit organizations may already be using part of the market orientation approach without calling it such when providing services and information dissemination. The same study also found that nonprofits with a market-oriented approach put greater importance on determining and satisfying constituent needs. However, scholars agree that the market orientation approach may not apply to nonprofits the same as it does to the for-profit sector. Padanyi and Gainer (2004) argue that the market orientation approach is constituent-specific for nonprofits, and as such, the market orientation for one constituency or stakeholder is independent of another. The authors concluded that nonprofits could benefit from a market-oriented approach by analyzing each stakeholder or constituency group and setting separate objectives for each. Additionally, nonprofits must be able to track, identify, and discuss possible competitors of the organization and be able to coordinate marketing efforts across the organization. Though this might look different for nonprofits than for-profits, tracking competitors and coordinating marketing and communication efforts is achievable. However, the term competitor may not be the correct phrase as many organizations that may be competitors of nonprofits are often viewed as partners or collaborators. Still, examining other organizations that are working on the same issues, missions, and overall goals could prove useful in determining not only next steps for the organization, but also learning from struggles and pitfalls of those nonprofit organizations. Coordinating marketing and communication efforts across the nonprofit organization can also instill not only a consistency of messaging and branding, but also help give focus and detail to otherwise vague initiatives. The overall lack of strong market orientation in many nonprofits creates challenges and tension for marketing and communications professionals, who as a result may struggle with the design and delivery of messaging content and objectives. These tension and struggles could increase role conflict and role ambiguity among nonprofit marketing and communication professionals.

2.3.2 Marketing and Communication Barriers in Nonprofits

Marketing and communication in nonprofits continue to be hindered by barriers such as budget limitations, lack of appreciation, and staff time. Results from Andreasen et al. (2005) identified barriers such as budget size, lack of data, and an overall resistance to adopting new marketing concepts and tools. Much of the previous research on nonprofit marketing and communication also found a general stigma against marketing and communication in nonprofits, leading to lower appreciation and adoption of such practices (Akchin, 2001; Andreasen et al., 2005; Dolnicar & Lazarevski, 2009). Andreasen et al.'s (2012) research found that many leaders in nonprofits have a "basic lack of appreciation for what marketing can do" (p. 56). The same study also determined that nonprofit leaders generally misunderstand the potential of marketing and communication services and consider such services to be unneeded expenses during tough times. Survey results from Proust et al. (2013) showed that though 25 out of 27 marketing employees responded saying that marketing is essential, only 18 believed it to be effective, 19 had an actual marketing plan, and 13 said they have someone on staff dedicated to marketing initiatives. The study also established that marketing and communication duties had low priority over others supporting the overall idea that marketing and communication activities, though sometimes deemed worthy, often take a back seat to other more "important" tasks. There is also often a lack of funds for marketing and communication as well as a large amount of reactive marketing with little front-end or proactive marketing (Akchin, 2001). Reactive marketing is a natural phenomenon for nonprofits as they are constantly responding to new fundraising needs and last minute community or stakeholder needs. Reactive marketing is marketing and communication activities that take place after an event or campaign. For example, posting to social media sporadically based on nonprofit events and needs. Proactive marketing and communication takes a more aggressive approach of trying to create or plan campaigns and designs before they happen. For example, proactive marketing would involve planning out a three month social media content calendar based on upcoming campaigns, events, and more.

One study by Don Akchin (2001) investigated nonprofit communication personnel's experiences and educational background and their priorities and job functions. In his survey, when asked how essential certain aspects were to the nonprofit, marketing was rated at 4.37 out of 5. However, when asked how respondents prioritize tasks, respondents ranked fundraising highest at 53%, while marketing ranked at 10%. These results show that the marketing department has been largely overlooked and given less priority than other departments, which has made it challenging to complete marketing-related tasks. According to Anheier (2014), nonprofit marketing can include "marketing of services provided, cause-related marketing, image marketing, social marketing, and branding" (p. 347). A lack of prioritization can be an indication of the fact that despite marketing and communication tasks being viewed as valuable to a nonprofit organization, there is not enough staff time available to complete such tasks to the fullest extent possibly due to a lack of resources. Therefore, the staff members who are tasked with completing marketing and communication tasks may be pulled away from their marketing and communication tasks as a result of the other priorities that the nonprofit organization has set for them. Some of these priorities might include event planning, fundraising, and program promotion. The lack of task prioritization and being pulled in many different directions are factors that could lead to more role conflict and role ambiguity among marketing and communication professionals.

Multiple studies also found that the term "marketing" was seen to be synonymous with hard promotion, which includes functions such as advertising, fundraising, and public relations. Also, nonprofits may perceive marketing as a negative and geared toward manipulating people, which is not synonymous with a nonprofit organization's core mission and values (Atchin, 2001; Dolcinar & Lazarevski, 2009). Marketing also tends to receive less emphasis than other initiatives and is often deemed a dirty word associated with sales and promotions which could lead to a lack of adoption of much-needed resources and skills that could in fact help nonprofits achieve their mission (Akchin, 2001; Andreason et al., 2005; Dolcinar & Lavarevski, 2009; Kotler, 1979).

Nonprofits differ from their for-profit counterparts because they have multiple types of stakeholders they must communicate with. They work with several different groups whom all have different needs and interests. Anheier (2014) suggests that since nonprofit organizations have multiple stakeholders, marketing and communication strategies must be sensitive to many different audiences and have the ability to adjust quickly. Likewise, nonprofit organizations must know which way stakeholders prefer nonprofits to communicate with them and what information nonprofits need to share with stakeholders. As such, nonprofit organizations must keep up with each of these audiences to maintain correct communication with each group. It can be expected then that marketing and communication personnel in nonprofit organizations have to work that much harder to segment communication based on each stakeholder group, to be considered successful. All of these factors can make marketing and communications tasks unclear and worker roles uncertain. This can create conflict and ambiguity around the roles of those conducting marketing and communication tasks as well as those within marketing and communication teams as they struggle with juggling their own expectations, expectations of their coworkers, and expectations of the nonprofit organization.

2.4 Role Theory

2.4.1 Defining Role Theory

Role theory refers to the set of expectations that contribute to the definition of particular roles or behaviors that occur when interacting with others. As defined by Biddle (2013), roles are regarded as belonging to social positions, which are identities that refer to a set of shared identities among individuals. For example, a schoolteacher or professional athlete are common roles we think about today. According to Biddle and Thomas (1966), role theory is based on a model in which role senders and focal persons are involved. The authors explain that a role sender will exert pressure on a focal person based on the correlation between expectations regarding how the focal role should be performed as well as perceptions about how the focal person is actually performing the role. The focal person will then adjust their behavior in response to those pressures, and these actions will be observed by those who place pressures on expectations of the roles. These role pressures then determine the level of role conflict and role ambiguity that the focal person experiences. There are multiple influences on one's role, including one's expectations or desires, the expectations of those they interact with, and society's expectations (Daff, 2021). Biddle and Thomas (1966) discussed how role pressures could produce perceptual and cognitive results. When pressures contradict a person's perceived role, they create conflict and ambiguity (Biddle & Thomas, 1966).

Biddle and Thomas (1966) suggest that the level of role conflict depends on the role pressures exhibited by the role sender on the focal person. Role conflict occurs when "an individual is confronted with divergent role expectations" (Widmer, 1992, p. 340). For example, a marketing and communication professional in a nonprofit may feel stressed due to the fact that he or she must juggle the responsibilities of keeping the website up-to-date while also having to jump in to help development with a fundraising event. Several types of role conflict have been identified, including intra-sender role conflict, inter-sender role conflict, person-role conflict, inter-role conflict, and role overload (Van Sell et al., 1981). An intra-sender role conflict occurs when there are incompatible role expectations from one role-sender. Inter-sender role conflict happens when expectations from one role sender are incongruent with those from another role sender. Person-role conflict occurs when there is a disconnect between expectations held by the role occupant and expectations associated with his or her position. Inter-role conflict occurs when role pressures from one position conflict with role pressures from another position. Finally, role overload is when there are expectations that the role occupant engages in several role behaviors in too short of a time span.

Widmer (1992) states that role ambiguity appears when expectations of a role are unclear, and an individual does not know how to execute their role. Likewise, Biddle and Thomas (1966) describe that role ambiguity is determined by the degree of clarity that is exhibited in the interaction between the role sender and the focal person. For example, a marketing and communication professional in a nonprofit organization may have social media as their primary responsibility. However, no guidance is given on what kind of content to post or what voice to post it in. Role ambiguity is described by three conditions when it comes to defining a lack of clarity (Van Sell et al., 1981). The first of these three conditions is understanding expectations associated with a specific role. For example, a typical expectation for a nonprofit marketing and communication employee is to post on social media accounts regularly. The second of these conditions is understanding the consequences of that role's performance. For example, the same nonprofit marketing and communication employee that is expected to post regularly on social media needs to understand his/her performance goals and metrics that will be used to measure performance on social media platforms. The last condition is understanding methods for completing those expectations. For example, what tools, resources, and steps should be taken to help the marketing and communications employee achieve the goals and metrics set for posting on social media.

2.4.2 Role Conflict and Role Ambiguity in Nonprofit Organizations

As noted earlier, nonprofit organizations often have a reputation for an "all hands on deck" mentality so that lines can become blurred between employee roles. Though there is a small amount of research examining role conflict and role ambiguity in nonprofit organizations, the studies that do exist substantiate the existence of role conflict and role ambiguity in nonprofits. Widmer (1993) found that role ambiguity is a significant issue in nonprofit human service organizations. The author found that board members of nonprofit human service organizations often play multiple roles for the organizations and, as a result, experience role conflict and role ambiguity. In general, human service organizations focus on preventing and providing solutions to societal problems. YMCAs, YWCA, and the Red Cross are all examples of human service organizations. Role responsibilities in nonprofits tend to be vaguer and broader than their for-profit counterparts. Interviews of paid staff from Netting et al.'s (2005) study on 15 faith-based programs in the United States found a theme of blurred roles and continually mentioned the "overlapping of multiple roles" (p. 190) and that many organizations tended to have a normalcy of "pitching in to do whatever needs doing" (p. 190). Moreover, Widmer (1993) found that board members often combine their trustee roles with other roles, including those of a worker, who performs specific tasks for the organization and board, expert, who performs tasks or gives advice based on their specialized knowledge and expertise in a specialized field, such as banking, grant writing, or fundraising, and figurehead, whose only function is to add prestige or standing to an organization by their mere presence. It is important to note that while a board of directors is responsible for governing a nonprofit, a board of trustees is responsible for governing a charitable trust, foundation, or endowment. His research also found that others experience role conflict and role ambiguity when board members play multiple roles or go outside the boundaries of their roles (Widmer, 1993). Daff's (2020) research examined the roles of Chief Financial Officers (CFO) in nonprofits and noted that past research has found that nonprofit CFOs generally fulfill broader roles than their counterparts in for-profits, which led to the scholar postulating that role conflict arises in some cases. In light of the fact that there has been research that suggests the existence of role conflict and role ambiguity in nonprofit organizations, it can be suggested that nonprofit marketing and communication employees are also experiencing role conflict and role ambiguity in the workplace.

2.4.3 Role Conflict and Role Ambiguity and Job Satisfaction

Research reports that the nonprofit sector is often understaffed and as such, employees often have to fill additional roles, which creates confusion about their job responsibilities (Netting et al., 2005). As Tarrant and Sabo (2010) note in their report, poorly defined responsibilities among employees can result in increased job stress, role conflicts, and depression among employees. Nonprofit organizations tend to be more flexible and have fewer hierarchical structures (Lee, 2016). Due to this, the work in the nonprofit sector tends to be vague and may cover a broader area of responsibility than what is generally expected. The lack of clarity can make it challenging for marketing and communication employees to decide what is expected of them. This has been shown to lead to stress in the workplace. Additionally, these employees may experience role ambiguity because they do not know what their job responsibilities are. Similarly, nonprofit marketing and communication employees may also experience role conflict due to competing views of their role in the organization. Marketing and communication employees may experience stress and frustration in both instances, which ultimately reduces their overall job satisfaction. Therefore, establishing clear roles and tasks to avoid conflict and ambiguity within the workplace may be an important factor in determining employee job satisfaction among nonprofit employees.

2.5 Team Size

Employees across multiple sectors are now more than ever willing to leave their current jobs in pursuit of higher wages, increased flexibility, and a better work culture. According to The Bureau of Labor Statistics (2023), nearly 4.3 million people quit their job in January 2022. Considering that the nonprofit sector already has problems with turnover and struggle to do more with less, this could make retaining and hiring quality team members even more difficult. A lack of staff in nonprofit organizations is also a common problem, and as a result, employees are being asked to take on more responsibility (Netting et al., 2005). The result can be confusion as to the expected responsibilities and roles of employees. A nonprofit organization, as has been mentioned previously, can also be characterized by an "all hands on deck" approach, often making teamwork a crucial component of the culture of the organization.

With so much teamwork involved in nonprofits, team size might be an important contributor to the blurring of roles and responsibilities in the nonprofit sector. Cosse et al.'s (1999) research of team size in association to a marketing simulation project of an undergraduate marketing class found that the bigger the better when it came to performance of teams, with four being the max team size. The same study also found that of the team sizes which included four-person, three-person, and two-person teams, three-person teams scored the highest in satisfaction. According to the authors, this was possible because the three-person teams felt large enough to compete with the larger teams, but small enough to work collaboratively and prevent problems. On the other hand, Van der Hoek et al.'s (2016) research found that increasing team sizes decreases overall effectiveness. They attributed this result to the idea that the larger the team, the more communication needs to happen concerning specific roles and goals, thus creating more ambiguity and conflict on expectations. According to the authors, this result can be explained by the idea that, the larger the team is, the more communication is needed on roles and goals. This in turn creates more ambiguity and conflict regarding what those roles and goals are in the first place. This could indicate that the size of a team does indeed play a role in how successful and productive a team is. As the size of a team grows, the amount of communication required to keep everyone up to date on tasks and progress can become overwhelming. Nonprofit and public sectors teams also often have to deal with multiple goals at one time and contradictory goals are not uncommon (Van der Hoek et al., 2016). Having more people on a team can also increase the chances of miscommunication, leading to more ambiguity and conflict surrounding roles within the team and who is responsible for what. There is a danger that this can then result in an increased amount of time being spent discussing responsibilities and resolving conflict between roles, resulting in a reduction in the overall productivity of the organization. It can be expected then that smaller nonprofit marketing teams would not only be more productive but also have smaller chances of experiencing role conflict and role ambiguity. However, smaller nonprofit marketing and communication teams might also experience role conflict and role ambiguity due to the fact that they are more likely to be pulled in multiple directions and have to take on more responsibilities leading to a lack of clarity in expectations of their own role as well as possibly receiving opinions from multiple sources on what their role should be. As such, current literature does not provide a clear picture of how the size of a nonprofit marketing and communication team might influence the presence of role conflict and role ambiguity.

Research Question 1: Does the size of the marketing and communication team affect the level of role conflict?

Research Question 2: Does the size of the marketing and communication team affect the level of role ambiguity?

2.6 Level of Education

Education is an important factor in job satisfaction. Those with higher levels of education tend to have more job satisfaction because they have access to better opportunities and can apply their knowledge and skills in the workplace. Higher education also gives individuals a greater sense of self-efficacy, which helps them feel more confident in their ability to achieve success. However, results from Borzaga's (2006) and DeSantis and Durst's (1996) research reveal that education has a negative effect on job satisfaction, which means that the more education one has, the less satisfied one feels with their job. As such, it can be inferred that more education could possibly lead to lower job satisfaction. Interestingly, Borzaga’s (2006) research also found that those who had specific training in the sector they are working in also felt less satisfaction in their job.

Role conflict and role ambiguity might explain the negative linkages of education and job satisfaction. People within marketing and communication teams at nonprofit organizations are often under-prepared for the job they occupy, which can be problematic not only for themselves, but also for their team. Akchin (2001), in his article “Nonprofit Marketing: Just How Far Has It Come,” coined the term “Accidental

Marketers" to describe the people in the marketing and communication positions at nonprofits. His findings indicate that many people in these positions have no official training in marketing and communication; they are, in fact, self-trained. This can be attributed to the struggle of nonprofit organizations to compete in the job market for adequately trained employees, which can lead to undertrained or inadequately prepared staff. This lack of preparedness can lead to misunderstandings in role expectations and responsibilities. One study found that people in marketing and communication, in for-profits or nonprofits, with a higher education were more likely to have higher levels of cognitive moral development (Ho et al., 1997). The results of this same study also indicate that those with higher cognitive moral development experienced more role conflict and role ambiguity. Ho et al. (1997) described cognitive moral development as a "cognitive decision-making process" (p. 119) with a goal to "understand and predict moral behavior" (p. 119). Results from Rizzo et al.'s (1970) research also express a connection between the level of education one has obtained and the level of role conflict and role ambiguity in for-profit organizations. Their survey sample was divided into two groups. Group A was made up of a 35% random sample of employees in central offices of the plant and 35% of employees in the research and engineering division offices. Group B was made up of wholly employees from the research and engineering division offices. Results for Rizzo et al. (1970) imply a significant relationship between the level of education and role conflict for group B, but not for group A. In the same way, results reveal a significant relationship between the level of education and role ambiguity for group A, but not for group B. Consequently, there is a difference in results in terms of the correlation between education level and role conflict and role ambiguity.

While education level obtained may be an indicator of role conflict and role ambiguity in some cases, in others there is no significant correlation. Thus, research in this area is undetermined as to if a compelling relationship exists. The more education one has, the more confidence they have in their own knowledge of what a certain job role and expectations should be. When this understanding is contradicted by others, or their own experience, more role conflict and role ambiguity will rise. On the other hand, the less education one has, the less confidence they may have of what to expect in a job role and thus are open to other interpretations.

Research Question 3: Are the levels of education of nonprofit marketing and communication professionals correlated with role conflict?

Research Question 4: Are the levels of education of nonprofit marketing and communication professional correlated with role ambiguity?

2.7 Job Satisfaction

Scholars have suggested that nonprofit workers are generally more willing to donate their work and have more loyalty to the organization (Almond & Kendall, 2000). Nonprofit employees are seen to derive satisfaction from their work and the work context itself. According to the Quality of Employment Survey 1977, results analyzed by Mirvis and Hackett (1983) discovered that nonprofit employees placed more value on meaningfulness of their job rather than monetary gain when compared to for-profit workers. In the same way, employees in nonprofits are more motivated by intrinsic rewards than for-profit workers (Lee, 2016; Lee & Sabharwal, 2014). Benz (2005) also suggests that non-monetary work components seem to play a considerable role in nonprofit employees' own evaluations of their jobs. Thus, non-monetary components of work seem to be critical factors in determining the overall satisfaction of nonprofit workers' evaluations of their jobs. This includes aspects such as job security, flexibility, purpose, and clarity, all of which play a considerable role in the overall job satisfaction and evaluation.

2.7.1 Job Satisfaction in Nonprofit Organizations

Prior research has suggested that nonprofits generally have higher job satisfaction due partly to the meaningfulness behind their work, despite shortages in staff, resources, and lower wages (Benz, 2005; Lee & Sabharwal, 2014). However, results from Lee and Sabharwal's (2014) research indicate that government employees are slightly more satisfied with their jobs than nonprofit and for-profit employees, with for-profit employees being the least satisfied. In the study, more than half (50.9%) of public sector or government employees expressed a high level of job satisfaction, while 46.2% of nonprofit workers and 44.8% of for-profit workers. Other research suggests that nonprofit organizations suffer from high turnover rates and low job performance (Salamon & Geller, 2007). Turnover is generally defined as an employee terminating their job or, in some instances, being compelled to leave the business (Sheldon & Sowa, 2015). This encompasses any situation when a person decides to quit or is asked to do so. According to their research, some of the significant causes of nonprofit employee turnover are onboarding, leadership succession, financial rewards, and employee-employer relations. Generally, high turnover rates have a negative impact on the productivity of nonprofit organizations and indicate low job satisfaction. Therefore, managing employee turnover and improving performance through the enhancement of job satisfaction is one of the most critical tasks in nonprofit organizations. According to the Society for Human Resource Management, nonprofit organizations have a voluntary turnover rate of 19 percent, higher than the overall labor market average of 12 percent. Knapp et al.'s (2017) findings indicate that an employee's Perception of Organizational Support (POS) is a crucial indicator of job satisfaction and turnover. POS reflects how much employees feel their employer values them and their contributions, as well as how much they care about their well-being. As a result, job satisfaction in the nonprofit sector does not seem to be as high as one might think, making it appear to be a more significant issue than initially thought.

2.7.2 Job Satisfaction and Role Conflict and Role Ambiguity

Recent research has demonstrated that when a job environment is organized and clearly defined, employees are more likely to be satisfied with their jobs (Abramis, 1994; Tarrant & Sabo, 2010). This can lead to increased productivity, job satisfaction, loyalty, and motivation which all play a part in a company's success. Lee (2016) confirms that task clarity and role ambiguity are significantly related to job satisfaction. The author also stipulates that by providing a clearer picture of roles and responsibilities as well as allowing for a more autonomous work environment, the turnover of nonprofit managers can be reduced. If people know what they are expected to do in their jobs and have an understanding of what they should be doing, they are more likely to perform better and, as a result, be more satisfied with the jobs that they hold (Vinokur-Kaplan, 1996). Thus, it is likely that there is a significant connection between role conflict and job satisfaction, and even between role ambiguity and job satisfaction, as clear expectations, goals, and outcomes tend to play a significant role in determining the level of job satisfaction of an individual within a nonprofit organization.

Past research disagrees in attempts to confirm a significant relationship between role conflict and role ambiguity in an employee's job satisfaction in general. Kahn et al. (1964) were among the first to theorize that role conflict and role ambiguity are connected to low job satisfaction, which was substantiated by later studies. As Rizzo et al. (1970) stated, "when the behaviors expected of an individual are inconsistent…he will experience stress, become dissatisfied, and perform less effectively" (p. 151). However, there were different results on the significance of role conflict and role ambiguity on job satisfaction. Rizzo et al.'s (1970) study determined that while both role conflict and role ambiguity negatively affected job satisfaction, results showed that the latter was even more significant. The study also found that role conflict and role ambiguity, though often used together, emerged as separate concepts and could operate individually from one another. Results of Rizzo et al. (1970) show that role ambiguity correlated more highly with job satisfaction variables than role conflict. This leads others to believe there are other variables that might also have the same effect. This means that just because there is a correlation between role ambiguity and variable A, it does not mean the exact relationship is true for role conflict and variable A, and vice versa.

Meanwhile, results from Tosi and Tosi (1970) and Tosi (1971) indicate there was no significant relationship between role ambiguity and job satisfaction. However, there was a significant correlation between role conflict and lower job satisfaction. On the other hand, Keller (1975) found that both role conflict and role ambiguity were significantly related to lower levels of job satisfaction. However, his research split job satisfaction into several dimensions. As such, the research results found that certain dimensions had a more significant relationship with role conflict or role ambiguity. According to Ho et al.'s (1997) research, marketers who experience greater levels of role ambiguity may suffer from lower levels of job satisfaction and performance and higher levels of anxiety, turnover, and absenteeism. However, it has been noted that for-profits and nonprofits differ in relation to their hierarchal structures and the level of job satisfaction overall among employees. As a result, they should have different results regarding levels of role conflict and role ambiguity and how it might relate to job satisfaction.

Past research does indicate the existence of role conflict and role ambiguity in nonprofits and its relation to lower levels of job satisfaction (Daff, 2020; Lee, 2016; Widmer, 1993). A few studies find a connection between role conflict and role ambiguity, and job satisfaction in marketing and communication teams in for-profits (Ho et al., 1997). However, no research was found that examined the correlation between role conflict and role ambiguity, and job satisfaction in nonprofit marketing and communication teams. Even so, Akchin's (2001) research states that those who conduct marketing and communication work at nonprofit organizations perform multiple tasks, such as administrative or development tasks, thus blurring lines between roles. Anheier also (2001) maintains that those responsible for marketing and communication tasks find that those responsibilities are secondary to other priorities.

There is a significant improvement in employee satisfaction when expectations for performance are clearly laid out and non-conflicting with one another (Keller, 1975). A great deal of obscurity seems to exist regarding expectations and assumptions about what nonprofit marketing and communication professionals should spend their time on.

Because of this, it is possible for multiple interpretations and expectations to arise not only from others who might exert pressure on those who are in such roles but also from a lack of clarity regarding the overall goals and outcomes of such roles. This can lead to areas of stress and anxiety around role pressures that lead to a decrease in job satisfaction due to stress and anxiety.

Job satisfaction is a significant issue for nonprofits as it can lead to higher turnover rates and overall lower performance rates. Though research suggests higher overall job satisfaction is prevalent in nonprofit organizations, this may not be the case for marketing and communication professionals because more room for role conflict and role ambiguity may exist for those specific roles based on the fact that there is a lack of clarity not only on expectations of the role, but also how often other tasks take priority over what would be considered traditional marketing and communication tasks. In addition, signification barriers such as limited budgets, staff time, and overall lack of appreciation can cause role conflict as marketing and communications professionals may view their role as one thing, while others in the nonprofit view it as something else. As a result, there is a need for more research that examines the impact of role conflict and role ambiguity on the job satisfaction of nonprofit marketing and communication professionals. This study aims to close the gap and examine if role conflict and role ambiguity negatively affect job satisfaction among marketing and communication teams in nonprofit organizations.

Hypothesis 1: Higher role conflict is associated with lower job satisfaction among nonprofit marketing and communication professionals.

Hypothesis 2: Higher role ambiguity is associated with lower job satisfaction among nonprofit marketing and communication professionals.

CHAPTER 3

METHOD

An online questionnaire developed using QuestionPro was used to gain meaningful insight into the role conflict and role ambiguity experienced by respondents, in addition to questions that helped determine the level of job satisfaction. The questionnaire included demographic information that helped contextualize the responses, allowing for a more thorough understanding of the results.

3.1 Scales

To accurately assess the level of role conflict and role ambiguity and its impact on job satisfaction, a seven-point scale developed by Rizzo et al. (1970) was employed to measure the levels of these variables and their association with overall job satisfaction. The role conflict and role ambiguity scale included 30 questions, with 15 items dealing with role ambiguity (even numbers) and 15 items addressing role conflict (odd numbers). Participants were asked to rate their responses on a seven-point scale spanning from very false to strongly true (see Appendix A).

In order to accurately and effectively measure job satisfaction, a five-point scale spanning from strongly agree to strongly disagree developed by Hackman and Oldham (1976) was used (see Appendix B). This instrument consisted of the questions that provide a comprehensive understanding of job satisfaction, allowing for the appropriate analysis of different elements in the workplace.

The study also included general demographic and informational questions (see Appendix C) to provide further context for the results obtained. These questions were designed to gain further insights into the participants' individual backgrounds and experiences with the topics being discussed. The survey asked respondents about their position title, the size of the nonprofit's marketing and communication budget, the number of personnel that constitute the organization's marketing and communication team, as well as other variables to be used as control factors in the study’s analysis.

3.2 Measures

3.2.1 Correlation Analyses

To thoroughly investigate the relationships between variables, various statistical tests such as Pearson's correlation coefficient, Spearman Rho, and a regression analysis were used to evaluate and identify any significant correlation or causation. For Hypotheses 1 and 2, Pearson’s Correlation was initially used due to the use of interval scales in both the independent and dependent variables. Spearman’s Rho Correlation was used for research questions 1 through 4 as there are both ordinal and interval variables in those cases. For research questions 1 and 2 the dependent variable is an ordinal scale, and the independent variable is an interval scale. The same can be said for research questions 3 and 4. These statistical tests helped determine the connection between each of the variables laid out in the hypotheses and research questions.

3.2.2 Regression Analysis

Upon reviewing initial results from the correlation analyses, a regression analysis was conducted to help determine the extent to which the correlation results matched when dividing role conflict, role ambiguity, and job satisfaction variables. Regression analysis is a powerful tool for understanding the relationships between different variables. By comparing regression analysis results to the initial results from the correlation analyses, it was possible to determine to what extent the correlation results matched when dividing the variables. A link has been found between role conflict and role ambiguity in the past. Therefore, it is pertinent to discover whether job satisfaction and the other control variables are impacted independently by both variables. As such, it is also critical to discover if it is possible for a variable that affects role conflict to also affect role ambiguity, and vice versa.

3.2.3 Chronbach's Alpha

Cronbach's Alpha was used to measure the internal consistency of each of the three scales used in this study. This method is an essential tool for assessing the reliability and accuracy of data collected from a survey or questionnaire. It provides a measure of how closely related items on a scale are. This makes it possible to assess the degree to which items measure a single underlying factor. When examining the role conflict scale used in this study, a value of 0.842 was determined. Even though this rate was the lowest of the three, it is still considered acceptable when examining the reliability of the data. The role ambiguity scale received a similar score of 0.884, again indicating a good consistency among the questions measuring role ambiguity. Finally, the job satisfaction scale used in this study received the highest rating of the three at a value of 0.942. This rate indicates an excellent level of consistency among the questions used in this study to determine job satisfaction.

3.2 Respondent Profile

This study relied on survey data collected from individuals with some marketing and communication responsibilities within a nonprofit organization. Respondents were recruited using a purposive, snowball method from various online sources, including

LinkedIn groups, Facebook groups, and various nonprofit associations (Appendix D). These sources were promising avenues as the sample only included nonprofit marketing and communication professionals.

Table 1 describes the survey respondents. In total, 67 respondents started the survey, but only 50 completed it. The survey revealed that respondents had a relatively even split in years of experience. Twenty-two percent of respondents indicated they had one to five years of experience working as a nonprofit marketing and communication professional. In contrast, 18% indicated they had 11 or more years working as a nonprofit marketing and communication professional (Table 1). The survey results showed that the majority of respondents had 11 or more years of experience in marketing and communication, accounting for 34% of the responses. Three to five years was the second most common, with 26%, followed by eight to ten years (22%), one to two years (14%), and less than one year (4%).

Directors make up the largest group of respondents at 32%. This is followed by managers at 22% and specialists coming close behind at 18%. While the majority of respondents (64%) reported having obtained a college degree, there is still a significant portion (34%) that have achieved higher levels of education, such as master's or Ph.D. degrees. Only 2% of respondents indicated that they had obtained a high school diploma as the highest education level they had attained.

Survey respondents reported a variety of team sizes, with most reporting marketing and communication teams of 1-3 employees (48%). This was followed closely by 4-7 employees (26%), 8-10 employees (8%), and finally, ten plus employees (18%). When it came to the marketing team budget, most respondents selected

$150,000 or more (22%) and $50,000 to $74,999 (22%), followed by not sure (14%) and $10,000 to $24,999 (14%).

Table 1: Survey Respondents Data

Variable	Percent of Respondents:
Experience:	
Marketing and Communication	
Less than 1 year	4%
1-2 years	14%
3-5 years	26%
6-10 years	22%
11+ years	34%
Nonprofit	
Less than 1 year	0%
1-2 years	24%
3-5 years	22%
6-10 years	26%
11+ years	28%
Job title:	
Marketing/Communication Assistant	4%
Marketing/Communication Coordinator	12%
Marketing/Communication Specialist	18%
Marketing/Communication Manager	22%
Marketing/Communication Director	32%
Marketing/Communication Officer	4%
Other	8%
Team Size	
1-3 employees	48%
4-7 employees	26%
8-10 employees	8%
10+ Employees	18%
Education Level:	
Some High School	0%
High School Graduate	2%
College Graduate	64%
Masters/PHD	34%
Budget	
Less than $9,999	4%
$10,000 to $24,999	14%
$25,000 to $49,999	8%
$50,000 to $74,999	22%
$75,000 to $99,999	8%
$100,000 to $149,999	8%
$150,000 and greater	22%
Not Sure	14%

CHAPTER 4

RESULTS

4.1 Team Size and Education

The correlation and additional regression analyses provide findings that address the research questions of this study. The Spearman Rho correlation analysis shows no significant relationship between team size and role conflict (Table 3). These results indicate that the answer to Research Question 1 is no; nonprofit marketing and communication team size and role conflict are not related.

The Spearman Rho analysis (Table 3) similarly indicates no significant correlation of team size and role ambiguity. These results answer Research Question 2 as no relationship was found between nonprofit marketing team size and role ambiguity. Similarly, the correlation and regression results provide no evidence of a significant correlation between the level of education a nonprofit marketing and communication employee has and role conflict. Thus, the answer to research question 3 is that there is no significant relationship between the level of education a nonprofit marketing and communication employee has and the level of role conflict they experience. However, the Spearman Rho test (Table 3) does indicate a negative relationship ($p < 0.05$) between the level of education and role ambiguity. Thus, the answer to research question 4 is that there is a significant negative relationship between the level of education a nonprofit marketing employee has and the level of role ambiguity they experience. In effect, the results say that the more education a nonprofit marketing employee has, the less role ambiguity they are likely to experience. This makes sense as the more education a marketing and communication employee has the more knowledge and confidence they have in their own understanding of expectations of a job role, meaning they don't have to rely as much on the organization to provide clarity on the role.

Results from the Spearman Rho test also indicate a positive correlation between education and job satisfaction (Table 3). This finding is statistically significant ($p < 0.05$), indicating that individuals with higher levels of education are more likely to be satisfied in their jobs. However, this finding is not substantiated in the regression analysis (Table 4).

4.2 Job Satisfaction and Role Conflict and Role Ambiguity

A correlation analysis presented preliminary indications of support for the hypotheses. Tables 2 reports a Pearson correlation among the measured variables, respectively. Results indicate that role conflict and job satisfaction are significantly negatively related ($p < 0.01$), showing support for Hypothesis 1. This finding suggests that a higher level of role conflict is associated with a lower level of job satisfaction among employees. The Pearson correlation results also indicate a statistically significant negative relationship between role ambiguity and job satisfaction ($p < 0.01$), supporting Hypothesis 2. This finding suggests that a higher level of role ambiguity is associated with a lower level of job satisfaction among employees. Role conflict and role ambiguity are also significantly positively correlated ($p < 0.05$).

To examine support for the hypotheses in a more robust analysis, a regression analysis, including control variables, was performed. The results in Table 4 show no correlation between role conflict and job satisfaction with a control variable of role ambiguity. Therefore, Hypothesis 1 is only partially supported. However, the regression test results do show an even stronger significant negative partial correlation between role ambiguity and job satisfaction ($p < 0.01$). These results could suggest that role conflict has a spurious relationship with job satisfaction because of its significant relationship with role ambiguity.

4.3 Control Variables

There are several interesting findings regarding the control variables. Pearson Correlation test results show a significant correlation with a negative relationship ($p < 0.01$) between job satisfaction and if the respondent was likely to look for a new job in the next six months (Table 2). Regression analysis confirms the result ($p < 0.01$) (Table 4). Correlation analysis results did not indicate a significant relationship between nonprofit experience and job satisfaction (Table 3). Also, no significant relationship was found between marketing and communication experience and job satisfaction. The same results were found with budget size and job satisfaction. Lastly, Table 4 shows a significant negative relationship ($p < 0.01$) between job satisfaction and if the respondent planned to look for a new job in the next six months.

Table 2:

Pearson Correlation

	ROLECONFLICT	*ROLEAMBIG*	*NEWJOB*	*EDUCATION*
ROLECONFLICT	1			
ROLEAMBIG	0.74**	1.00		
NEWJOB	0.51**	0.50**	1.00	
EDUCATION	-0.18	-0.28**	-0.23	1.00
JOBSAT	-0.68***	-0.72***	-0.70***	0.17

*p < .1 **p < .05 ***p <.001

Notes: ROLECONFLICT refers to role conflict**.** ROLEAMBIG refers to role ambiguity. NEWJOB refers to how likely a respondent is to look for a new job in the next six months. EDUCATION refers to level of education achieved by respondent. JOBSAT refers to job satisfaction**.**

Table 3:

Spearman Rho Correlation

	ROLECONFLICT	*ROLEAMBIG*	*NEWJOB*	*MRKEXPER*	*NONPROFEXP*	*TEAMSIZE*	*EDUCATION*	*BUDGET*
ROLECONFLICT	1.00							
ROLEAMBIG	0.77**	1.00						
NEWJOB	0.50**	0.48**	1.00					
MRKEXPER	0.09	-0.15	-0.08	1.00				
NONPROFEXP	0.10	-0.12	0.06	0.71**	1.00			
TEAMSIZE	0.11	-0.11	0.06	0.20	0.17	1.00		
EDUCATION	-0.18	-0.31**	-0.26**	0.23	0.33**	0.10	1.00	
BUDGET	-0.27*	-0.14	0.03	-0.08	0.00	0.15	0.22	1.00
JOBSAT	-0.67***	-0.68***	-0.77***	0.09	-0.12	0.01	0.29**	0.00

*p < .1 **p < .05 ***p <.001

Notes: ROLECONFLICT refers to role conflict**.** ROLEAMBIG refers to role ambiguity. NEWJOB refers to how likely a respondent is to look for a new job in the next six months. MRKEXPER refers to years of marketing experience. NONPROFEXP refers to years of nonprofit experience. TEAMSIZE refers to team size. EDUCATION refers to level of education achieved by respondent. BUDGET refers to the marketing budget range. JOBSAT refers to job satisfaction.

Table 4:

Regression Analysis-Job Satisfaction

Regression Statistics	
Multiple R	0.836208
R Square	0.699244
Adjusted R Square	0.665068
Standard Error	0.624848
Observations	50

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	5	39.94084	7.988169	20.45964503	1.68151E-10
Residual	44	17.17916	0.390435		
Total	49	57.12			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	7.30	0.76	9.61	0.00***	5.77	8.83	5.77	8.83
ROLECONFLICT	-0.19	0.14	-1.38	0.17	-0.47	0.09	-0.47	0.09
ROLEAMBIG	-0.39	0.13	-2.98	0.00***	-0.66	-0.13	-0.66	-0.13
NEWJOB	-0.30	0.07	-4.34	0.00***	-0.44	-0.16	-0.44	-0.16
EDUCATION	-0.16	0.18	-0.86	0.39	-0.53	0.21	-0.53	0.21

*p < .1 **p < .05 ***p <.001

Notes: ROLECONFLICT refers to role conflict**.** ROLEAMBIG refers to role ambiguity. NEWJOB refers to how likely a respondent is to look for a new job in the next six months. EDUCATION refers to level of education achieved by respondent.

CHAPTER 5

DISCUSSION

Nonprofits are facing challenging times, particularly in terms of finding and retaining talented workers. An initial premise of this research was that job characteristics, especially in the ill-defined and often underappreciated areas of marketing and communications management, may be important drivers of worker satisfaction and retention. The purpose of conducting this research was to study the presence of role conflict and role ambiguity related to nonprofit marketing and communication professionals' job satisfaction. The study also explored whether team size and level of education affects the level of role conflict and role ambiguity present. The literature indicates that role conflict and role ambiguity are negatively related to job satisfaction (Kahn et al., 1964; Keller, 1975; Rizzo et al., 1970).

Respondent profiles consisted of both veterans with extensive experience and newcomers with little or no experience. There was, however, a little more variability regarding the number of years of marketing and communication experience overall. Respondents' level of education indicates the importance placed on continued education and professional development in the nonprofit sector and the desire for highly educated employees despite the need for more resources to compete against the for-profit sector for such individuals. As there was still two percent of respondents who only obtained a high school diploma, this may indicate a possible connection between the result and nonprofits' difficulty securing adequately trained staff. These results also could possibly be reflective of nonprofit marketing communication professionals overall, as many nonprofits hope to hire individuals with at least a college degree. Lastly, team size selections made by respondents could indicate that smaller teams are becoming more popular in the nonprofit sector.

Since no relationship between team size and role conflict nor between team size and role ambiguity is substantiated in this study, it can be speculated that team size may not have as much effect as past literature might suggest. However, since the majority of survey respondents selected option 1 to 3 when asked about how large their team was (table 1), a larger sample with a more considerable variance in team size may yield different results that may better align with previous literature. Also, past literature primarily examined how team size related to the level of effectiveness of nonprofit marketing and communication teams. There is a lack of literature to directly relate team size to role conflict and role ambiguity in nonprofit marketing and communication teams. Team size also is not correlated with job satisfaction or any of the other control variables, which suggests that it does not have as much of an effect on nonprofit marketing and communication employees. These results might suggest that due to an "all hands on deck" mentality, others are jumping in to help nonprofit marketing and communication staff when needed. However, there may be a lack of results that link team size to job satisfaction and other control variables due to the small sample size and possibly a lack of variance in team size.

Though the results indicate no correlation between the level of education a nonprofit marketing employee has and role conflict, there is a significant relationship between the level of education and role ambiguity. This negative relationship suggests that the more education a nonprofit marketing employee has, the less role ambiguity they will experience. A possible explanation could be that nonprofit marketing and communication personnel may have a deeper understanding of role expectations when they have more education or training on a specific subject. This would then allow them the confidence in clarifying role expectations for themselves, rather than relying on the nonprofit organization to do so. Also, based on these results, it is suggested that nonprofit organizations may benefit from investing in professional education, which could decrease job ambiguity, increase job satisfaction, and possibly improve employee morale.

Figure 1 summarizes the findings from the study. The correlation results indicate that both role conflict and role ambiguity were significantly negatively related to job satisfaction in the sample studied. These initial findings are in line with previous findings that examined the relationship between role conflict and role ambiguity with job satisfaction in nonprofit organizations (Daff, 2020; Ho et al., 1997; Lee, 2016; Widmer, 1993). However, regression results showed that role conflict had no relationship with job satisfaction and role ambiguity had a significant relationship with job satisfaction. These findings suggest that role conflict may only have a relationship with job satisfaction through its relationship with role ambiguity. Therefore, it is proposed that nonprofits should focus on reducing role ambiguity to help increase job satisfaction among marketing and communication professionals at nonprofit organizations. Reducing role ambiguity could perhaps then lead to reduced role conflict as marketing and communication nonprofit employees would be better able to work through conflicts within the workplace because of increased role clarity. This substantiates the results from Rizzo et al.'s (1970) study. Therefore, if nonprofits only have the resources to focus on one issue, results suggest that more time should be spent on reducing role ambiguity. Ensuring employees have clear and distinct instructions regarding their job duties and tasks is the key to achieving less role ambiguity. It may be possible to achieve this by providing employees with clearer definitions of work tasks and priorities related to the job role. By setting out expected priorities properly, employees could be more likely to be able to complete the job and experience higher job satisfaction effectively. A helpful example of this might be assigning specific tasks after a meeting or clearly defining priorities for an employee's job and discussing any changes to those priorities. By assigning specific tasks and defining priorities for each employee, teams could possibly work together efficiently and effectively to reach their goals. This may ensure that everyone knows what they need to do, when they need to do it, and how their roles fit into the bigger picture. For employees, a clearer understanding of the organization's behavior expectations and goals could lead to employee rewards such as bonuses and promotions and more organizational loyalty.

Furthermore, addressing specific challenges that nonprofit marketing and communication professionals often face in nonprofits, could also help reduce role conflict and role ambiguity within the workplace. In addition to ensuring sufficient staff time is available to implement a market orientation approach and strategies for reaching out to important stakeholder groups, creating space and appreciation for marketing and communication tasks could not only reduce role conflict and role ambiguity, but also help the organization achieve its mission and goals. Finally, addressing generational differences in the workplace could help reduce role conflict and role ambiguity as well as create a healthier and more peaceful workplace in general. This is especially critical as yet another generation, Generation Z, has started to enter the work force.

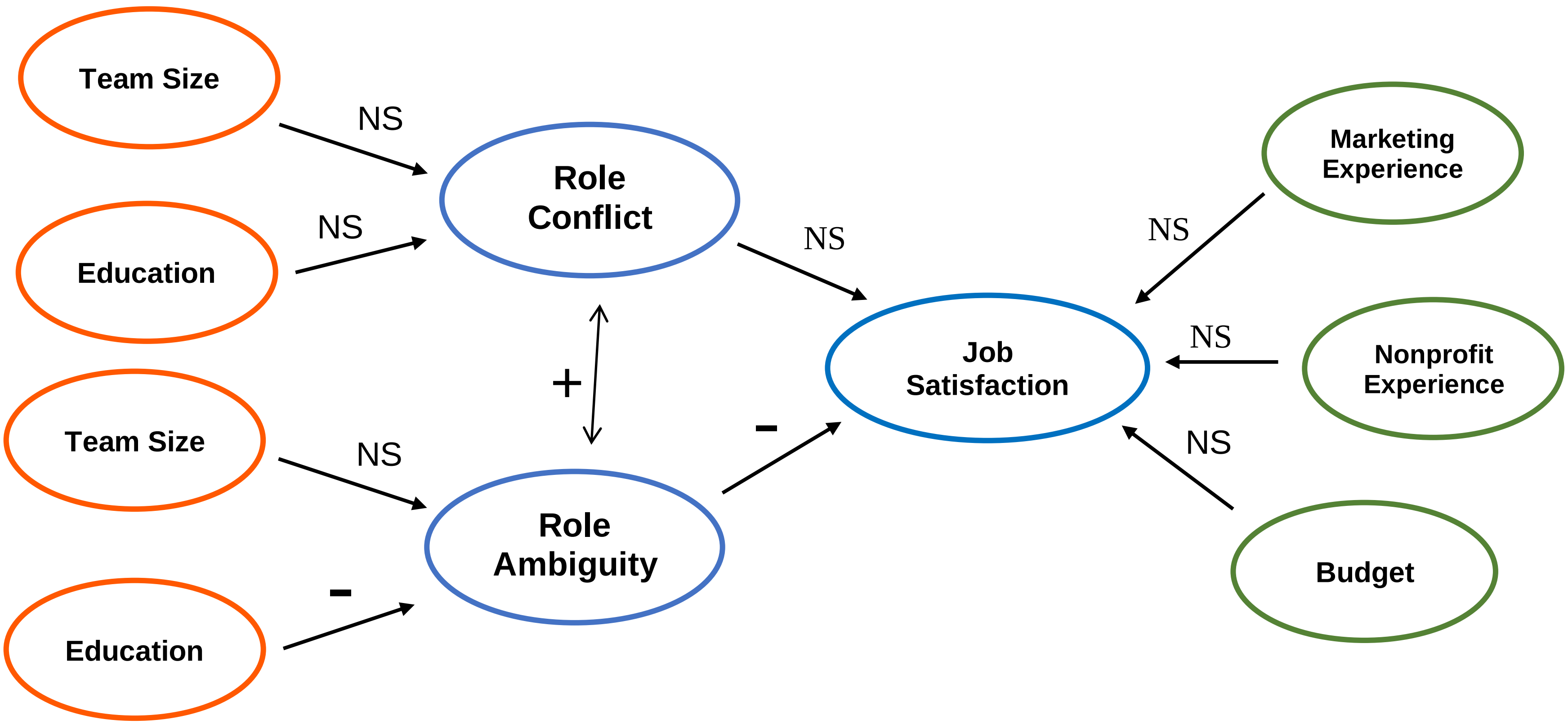
A larger sample of participants solely within the nonprofit sector could have provided valuable insight into the efficacy of certain strategies and initiatives. By expanding the scope of the research, we can gain a better understanding of how nonprofit organizations think, operate, and ultimately affect society on a larger scale. This could be done by including all employees that work in the nonprofit sector. Also, an emerging trend in literature is examining the front-line service workers within nonprofits. Specifically, those who work directly with clients and those in need of the organization's services. Recent studies have suggested that this group yields different results than that of employees who do not work directly with clients such as administrative employees (Benjamin, 2012). Further research could benefit from juxtaposing the two groups as they operate differently.

Nonprofits and for-profits operate in vastly different ways, and it stands to reason that the roles of those working within these organizations would also differ. Research could analyze the presence of role conflict and role ambiguity in nonprofits versus for-profits, as well as what factors are contributing to this discrepancy. Similarly, the research could also compare nonprofits versus for-profits to see if one tends to have more role conflict and role ambiguity present than the other and why.

Past research has also suggested that examining job satisfaction is multi-faceted and that role ambiguity is more closely related to some aspects than others. For example, role ambiguity was significantly negatively related to the job satisfaction dimension of the work itself. In contrast, role conflict was more closely related to other aspects such as supervision, pay, and opportunities for promotion (Keller, 1975). The further examination of these dimensions and, in particular, how each dimension is related to role conflict and role ambiguity could provide a deeper understanding of the relationship between job satisfaction, role conflict, and role ambiguity in a nonprofit workplace. The results of such research may prove to be very useful for nonprofits in order to determine exactly which dimensions need to be concentrated on to help increase job satisfaction of nonprofit marketing and communications personnel.

Other research could examine exactly which variables affect the level of role conflict and role ambiguity in nonprofit organizations and whether particular variables affect both role conflict and role ambiguity together or separately. This research could provide valuable insight into how certain variables, such as size or organizational structure, simultaneously affect role conflict and role ambiguity. With this knowledge, nonprofit organizations can begin to create strategies to reduce overall levels of both role conflict and role ambiguity in their organizations.

Figure 1: Results



LEGEND:
Orange indicates research questions variables.
Blue indicates hypotheses variables.
Green indicates control variables.

NOTES
NS indicates Not Significant
+ indicates Positively Significant
– indicates Negatively Significant

CHAPTER 6

CONCLUSIONS AND LIMITATIONS

Nonprofit organizations are an integral part of our society, yet the relationship between role conflict, role ambiguity, and job satisfaction within these organizations has been largely unexplored. This paper sought to fill this gap in literature by examining how these factors are related to job satisfaction among nonprofit marketing and communication professionals. It is our hope that this research will help improve job satisfaction within nonprofit organizations and contribute to the overall effectiveness of these organizations. Though role conflict and role ambiguity and their effects on job satisfaction have been well researched, there is a lack of literature examining that relationship within nonprofit organizations and, even more specifically, within nonprofit marketing and communication teams. Nonprofit marketing and communication teams face complex challenges such as task prioritization, limited funding, and adequately trained team members. Also, despite higher job satisfaction rates among employees of nonprofits, these organizations still suffer from high turnover rates, resource shortages, and low performance.

The focus of this research was not without its difficulties. When conducting a survey, having an adequate sample size is an important factor in the reliability of the results. One of the primary limitations of the study was that it was restricted to only marketing and communication professionals working in nonprofit organizations, thereby limiting the sample size to a mere 50 individuals. This low number of respondents potentially skews results and may not be representative of the larger population.

Therefore, in order to ensure more accurate and reliable results for future studies, it is recommended that a larger sample size be taken into consideration. A larger sample size could have balanced out the unequal relationship between role conflict and job satisfaction and role ambiguity and job satisfaction.

A low number of respondents could also be reflective of the type of professional surveyed because nonprofit professionals are spread so thin and often stretched in many directions. For example, the survey received a 76.12% completion rate with 16 dropouts. Also, the survey received over 600 views. Average survey completion rates, according to an article by Survey Monkey (n.d), vary based on the number of questions. The article suggests that in general, a 10-question survey has a completion rate of 89% on average, but a 20-question survey has an average completion rate of 87%, followed by a 30-question survey with an average completion rate of 85%. However, when a survey has 40 questions, the completion rate is 79%. The survey used in this research had more than 40 questions. Therefore, creating a shorter survey could help with both survey completion rate and could therefore receive different results.

The snowball sample method is another limitation. Future research could work to distribute the survey more broadly. The education level of respondents was also skewed, with 98% indicating that they held at least a bachelor's degree. This could be due to the snowball sample method that was used. A sample with a more diverse educational background could yield different results. On the same level, the survey only asked if participants had a degree and not what their degree was in. Further studies could examine if specific higher degrees matter when studying role conflict and role ambiguity or if it’s just obtaining a higher education that matters.

Lastly, this research only provides a theoretical argument for the research questions and hypotheses studied. To obtain empirical evidence a cross-sectional study would have to be done. This type of study involves collecting data from a group at one specific point in time and analyzing the results to determine trends, correlations, and other insights. By using this method in future studies, researchers could gain valuable information about nonprofit marketing and communication teams.

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APPENDIX A

Role Conflict and Ambiguity Scale

Directions for participants: Please rate each of the following statements from 1 to 7. 1 being very false and 7 being very true based on your current nonprofit marketing/communication position experience.

Even = Role Ambiguity   Odd = Role Conflict

Response scale: 1 = Very False; 2 =False; 3 =Somewhat False; 4 = Neither True or False; 5 = Somewhat True; 6 = True; 7 = Strongly True

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1. I have enough time to complete my work.
2. I feel certain about how much authority I have.
3. I perform tasks that are too easy or boring.
4. I feel I have clear, planned goals, and objectives for my job.
5. I have to do things that should be done differently.
6. There are a lack of policies and guidelines to help me
7. I am able to act the same regardless of the group I am with.
8. I am corrected or rewarded when I really don't expect it.
9. I work under incompatible policies and guidelines
10. I know that I have divided my time properly.
11. I receive an assignment without the manpower to complete it
12. I know what my responsibilities are.
13. I have to buck a rule or policy in order to carry out an assignment.
14. I have to "feel my way" in performing my duties.
15. I receive assignments that are within my training and capability.
16. I feel certain how I will be evaluated for a raise or promotion.
17. I have just the right amount of work to do.
18. I know that I have divided my time properly.
19. I work with two or more groups who operate quite differently.
20. I know exactly what is expected of me.
21. I receive incompatible requests from two or more people.
22. I am uncertain as to how my job is linked to the organization.

23. I do things that are apt to be accepted by one person and not accepted by others.
24. I am told how well I am doing my job.
25. I receive an assignment without adequate resources and materials to execute it.
26. Explanation is clear of what has to be done.
27. I work on unnecessary things.
28. I have to work under vague directions or orders
29. I perform work that suits my values.
30. I do not know if my work will be acceptable to my boss.

Appendix B

Job Satisfaction Questions

Directions for participants: Please rate each of the following statements from 1 to 5. 1 being strongly disagree and 5 being strongly agree based on your current nonprofit marketing/communication position experience.

<u>Response scale:</u> 1 = Strongly Disagree; 2 = Disagree; 3 = Neither Agree Nor Disagree; 4 = Agree; 5 = Strongly Agree

1. Generally speaking, I am very satisfied with my job.
2. I am generally satisfied with the feeling of worthwhile accomplishment I get from doing this job.
3. I am generally satisfied with the kind of work I do in this job.

Appendix C

Other Questions

1. How likely are you to look for a new job in the next 6 months? (5-point response scale)
    a. Very not likely
    b. Not likely
    c. Neither likely or not likely
    d. Likely
    e. Very likely
2. How many years of marketing and/or communication experience to do you have?
    a. Less than 1 year
    b. 1-2
    c. 3-5
    d. 6-10
    e. 11+
3. How many years of nonprofit or government experience to do you have?
    a. 1-2
    b. 3-5
    c. 6-10
    d. 11+
4. Select the position title that most closely relates to yours
    a. Marketing/Communication Assistant
    b. Marketing/Communication Coordinator
    c. Marketing/Communication Specialist
    d. Marketing/Communication Manager
    e. Marketing/Communication Director
    f. Chief Marketing/Communication Officer
    g. Other
5. What is the size of your current Marketing/Communication team?
    a. 1-3 employees
    b. 4-7 employees
    c. 8-10 employees
    d. 10+ employees
6. What is the highest level of education you received?
    a. Some high school
    b. Highschool graduate
    c. College graduate
    d. Masters/PhD
7. What is the range that best fits your marketing/communication's team budget?
    a. Less than $9,999
    b. $10,000 to $24,999
    c. $25,000 to 49,999
    d. $50,000 to 74,999
    e. $75,000 to 99,999

f. $100,000 to 149,999
g. $150,000 and greater
h. Not Sure

8. If you would like to receive the results of the study, please include your email below: