

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



JOB SATISFACTION AMONG STAFFS OF THREE RADIO STATIONS IN
KUALA LUMPUR



By
MOHAMAD SYARIF BIN SAUFI

UUM
Universiti Utara Malaysia

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Master of Human Resource
Management**





Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PROJEK
(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

MOHAMAD SYARIF BIN SAUFI (814717)

Calon untuk Ijazah Sarjana

(Candidate for the degree of) **MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas projek yang bertajuk
(has presented his/her project paper of the following title)

'JOB SATISFACTION AMONG STAFFS OF THREE RADIO STATIONS IN KUALA LUMPUR'

Seperti yang tercatat di muka surat tajuk dan kulit kertas project
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia : **PROF. DR. PAZIM @ FADZIM OTHMAN**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh : **31 MAC 2016**
(Date)

**PERMISSION TO USE
(For DBA/Master By Coursework Candidate)**

In presenting this dissertation/project paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:



Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

UUM
Universiti Utara Malaysia

ABSTRACT

The purpose of the study is to identify the job satisfaction among staff of three radio stations in Kuala Lumpur. In this study, the job satisfaction among staff in broadcasting was affected by several factors, namely work environment, promotion, recognition, reward, and salary. This study presented the results from a sample of 200 respondents of three radio stations in Kuala Lumpur, which consisted of Ultra 101.3 Fm, IM4U Fm, and KL Fm. The questionnaires were distributed to 250 respondents, but only 200 complete sets were retrieved. Correlation test was used to measure the significant level of all the variables used in the study. Other than that, the Herzberg Two-factor Theory also helped to support this study towards job satisfaction. The results of all independents variables showed a strong relationship and the variables were significant; (recognition at $r = 0.959$, promotion at $r = 0.956$, salary at $r = 0.946$, work environment at $r = 0.919$ and reward at $r = 0.878$). It was concluded that job satisfaction was affected by various factors, namely, work environment, promotion, recognition, reward, and salary within the organization. All of the hypotheses were accepted and this study is important as it helps managers to enhance job satisfaction among staff, including those attached to the radio stations.

Keywords: Job satisfaction, Radio station, The Herzberg Two - factors theory, Correlation

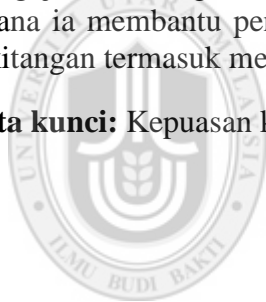


UUM
Universiti Utara Malaysia

ABSTRAK

Tujuan kajian ini adalah untuk mengenal pasti kepuasan kerja di kalangan staf tiga stesen radio di Kuala Lumpur. Dalam kajian ini, kepuasan kerja dalam kalangan kakitangan di bidang penyiaran telah dipengaruhi oleh beberapa faktor iaitu, persekitaran kerja, kenaikan pangkat, pengiktirafan, ganjaran dan gaji. Kajian ini menunjukkan hasil melalui contoh kajian ke atas 200 responden tiga stesen radio di Kuala Lumpur yang terdiri daripada Ultra 101.3 Fm, IM4U Fm, dan KL Fm. Soal selidik telah diedarkan kepada 250 responden tetapi hanya 200 set lengkap telah diambil. Ujian korelasi digunakan untuk mengukur tahap kepentingan untuk semua pembolehubah yang digunakan dalam kajian ini. Selain daripada itu, Teori Dua-faktor Herzberg juga membantu untuk menyokong kajian ini ke arah kepuasan kerja. Keputusan semua pembolehubah bebas menunjukkan hubungan yang kuat dan pembolehubah adalah penting; (pengiktirafan iaitu $r = 0,959$, kenaikan pangkat iaitu $r = 0,956$, gaji iaitu $r = 0,946$, persekitaran kerja iaitu $r = 0,919$ dan ganjaran iaitu $r = 0,878$). Ia dapat disimpulkan bahawa kepuasan kerja yang dipengaruhi oleh faktor-faktor berbeza iaitu, persekitaran kerja, kenaikan pangkat, pengiktirafan, ganjaran dan gaji dalam organisasi. Semua hipotesis diterima dan kajian ini adalah penting kerana ia membantu pengurus untuk meningkatkan kepuasan kerja dalam kalangan kakitangan termasuk mereka yang bertugas di stesen radio.

Kata kunci: Kepuasan kerja, Stesen Radio, Teori Dua - faktor Herzberg, Korelasi



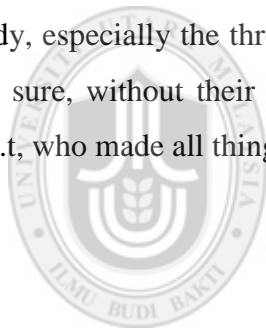
Universiti Utara Malaysia

ACKNOWLEDGEMENT

I would like to express my gratitude to those who gave me the possibility to complete this study. I am deeply indebted to my supervisor Prof. Dr. Pazim @ Fadzim Bin Othman for helping me, giving suggestions, sharing knowledge and experience, and encouragement during the period of my study.

Many thanks to all the respondents for participating in the study. A very special thanks to my friends who gave me the spirit and shared some information regarding my study. Lastly, to my parents for providing me the financial support to print the questionnaires, gathering the data and some other costs while conducting this study.

I wish to extend my warmest thanks to those who gave their cooperation towards my study, especially the three of radio stations; Ultra 101.3 Fm, IM4U Fm and KL Fm. For sure, without their support, my study cannot be done smoothly. And to Allah s.w.t, who made all things possible.



UUM
Universiti Utara Malaysia

TABLE OF CONTENTS

TITLE PAGE	i
CERTIFICATION OF THESIS	ii
PERMISSION TO USE	iii
ABSTRACT	iv
ABSTRAK	v
ACKNOWLEDGEMENT	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem Statement	2
1.3 Research Questions	3
1.4 Research Objectives	4
1.5 Scope and Limitations of the Study	5
1.6 Significance of Study	6
1.7 Organization of the Thesis	7
CHAPTER TWO: LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Job Satisfaction	10
2.3 Work Environment	12
2.4 Promotion	14
2.5 Recognition	15
2.6 Reward	16
2.7 Salary	17
2.8 Summary	19
CHAPTER THREE: METHODOLOGY	20
3.1 Introduction	20
3.2 Research Framework	21
3.3 Hypotheses/Propositions Development	22
3.4 Research Design	23
3.5 Operational Definition	24

3.6 Measurement of Variables/Instrumentation	25
3.7 Data Collection	27
3.8 Sampling	27
3.9 Data Collection Procedures	28
3.10 Techniques of Data Analysis	30
3.11 Summary	31
CHAPTER FOUR: RESULTS AND DISCUSSION	33
4.1 Introduction	33
4.2 Descriptive Statistic	33
4.3 Reliability Test	38
4.4 Correlation Test	39
4.5 Discussion	45
4.6 Summary	45
CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS	47
5.1 Introduction	47
5.2 Conclusion	47
5.3 Recommendation	49
REFERENCES	51
APPENDIX	59



LIST OF TABLES

Table	Page
Table 4.1 Demographic of the respondents	34
Table 4.2 Gender of the respondents	34
Table 4.3 Races of the respondents	35
Table 4.4 Age of the respondents	35
Table 4.5 Education of the respondents	36
Table 4.6 Designation of the respondents	37
Table 4.7 Range of the monthly salary of the respondents	37
Table 4.8 Experience of the respondents	38
Table 4.9 Reliability statistics for all variables	38
Table 4.10 Reliability statistics for each variable with different of outputs and number of items	39
Table 4.11 The results of correlation coefficient to all variables	40
Table 4.12 The results of hypotheses	44

LIST OF FIGURES

Figures	Page
Figure 3.1 Research framework of independent and dependent variables	21



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In recent years, more than thousands of articles and dissertations were written that focused on job satisfaction. For example, the studies of job performance and job satisfaction with a long history that can be traced to the Hawthorne studies (Cheng-Liang Yang and Mark Hwang, 2014; Roethlisberger and Dickson, 1939). This study focuses on job satisfaction.

Job satisfaction refers to the worker enjoying the rewards that he gets out of his or her job, which is the motivation of intrinsic (Statt, 2004). This study will be discussing on job satisfaction in the entertainment industry, which is broadcasting.

Muhammad Falah Qudah et al. (2013) stated that television emerged as other media that evolved in delivering the information and entertainment into human life. It has become impossible to separate this from the aspects that have an immense importance in the life of the masses.

Sometimes, radio broadcast is mainly a tool of propaganda rather than as a tool of development (Jemal Mohammed, 2013), but this study looks into job satisfaction with independent variables such as work environment, promotion, recognition, rewards and salary.

This study will identify the problem statement towards job satisfaction in broadcasting, especially radio station. The research questions and the objectives of

this study will be discussed in order to see whether the results of the study are significant or not among the variables.

It can be expanded with interesting topics which will be discussed through some scopes and limitations. This will be listed for further studies. Lastly, the findings of the study may help to enhance the job satisfaction within the organization. This study will be organized from chapter one to chapter five.

1.2 Problem Statement

The outcomes of job satisfaction may be shown through pay level, job performance itself, and they are related to motivation and performance (Chui, 1999; Judge et al., 2001). The characteristics of Job Model have shown a strong relationship between the nature of work and job satisfaction, as presented by Hackman & Oldham (1974). The study found that a relationship between Emotional Quality (EQ) and job satisfaction (Abraham, 2000; Chiva & Alegre, 2008) affected the variables and recently, researchers are exploring emotional intelligence (Mayer et al., 1990).

As mentioned by Cranny et al. (1992), the people who are improving the job of satisfaction are managers, supervisors, human resource specialists, employees, and citizens. This study will be exploring the industry of broadcasting, which emphasizes on radio stations. Jemal Mohammed (2013) stated that radio has its own strengths and weaknesses like other mass media or anything else in this world. It has the strength, which is its potential that emerges in any aspect, be it performance, entertainment or job satisfaction.

However, changing dynamics in the organizational structure continues to be discussed with regards to the factors impacting employee's satisfaction, especially within the organization of three radio stations in Kuala Lumpur. The main purpose of this research is to identify job satisfaction among the staff of three radio stations in Kuala Lumpur. Specifically, this research explores the different variables that influence job satisfaction. The factors involved are work environment, promotion, recognition, reward and salary.

1.3 Research Questions

This study aims to identify the independent variables which consist of work environment, promotion, recognition, reward, and salary that can affect the job satisfaction among staff of three radio stations in Kuala Lumpur. The research questions can be identified below:

- i. What is the relationship between work environment and job satisfaction among the staff of three radio stations in Kuala Lumpur?
- ii. What is the relationship between promotion and job satisfaction among the staff of three radio stations in Kuala Lumpur?
- iii. What is the relationship between recognition and job satisfaction among the staff of three radio stations in Kuala Lumpur?
- iv. What is the relationship between reward and job satisfaction among the staff of three radio stations in Kuala Lumpur?

- v. What is the relationship between salary and job satisfaction among the staff of three radio stations in Kuala Lumpur?

1.4 Research Objectives

The objective of this study is to identify job satisfaction among the staffs of three radio stations in Kuala Lumpur. The research objectives can be identified below:

- i. To study the relationship between work environment and job satisfaction among the staff of three radio stations in Kuala Lumpur.
- ii. To study the relationship between promotion and job satisfaction among the staff of three radio stations in Kuala Lumpur.
- iii. To study the relationship between recognition and job satisfaction among the staff of three radio stations in Kuala Lumpur.
- iv. To study the relationship between reward and job satisfaction among the staff of three radio stations in Kuala Lumpur.
- v. To study the relationship between salary and job satisfaction among the staff of three radio stations in Kuala Lumpur.

1.5 Scope and Limitations of the Study

The study only focused on three radio stations in Kuala Lumpur, namely, Ultra 101.3 Fm, IM4U Fm, and KL Fm. In Malaysia, the entertainment industry such as broadcasting has a lot of radio stations that can be explored on job satisfaction for the next study. The examples of other radio stations are Suria Fm, Sinar Fm, Kelantan Fm and many more.

In order to distribute the questionnaires, the difficulty of getting access to a company is a big challenge because it requires permission to enter and to distribute the questionnaires. Initially, the management did not allow it due to the company's rules, but then, after they were informed that this study was for the purpose of learning, the permission was given.

The main survey instrument used is in a form of questionnaire. Therefore, using the Pearson given feedback, respondents answered the questions based on their interpretation of the items in the questionnaire. There is a limitation in the accuracy of the information and feedbacks to this study, that is, the respondents cannot give other answers besides the prepared answers.

While conducting this study, time is a very important factor. The time constraints will affect the process of study such as distributing questionnaires, writing a report, meeting supervisor, collecting the data and so on. If time constraint can be avoided, the process of the study would be much smoother.

In this study, another constraint is the need for a lot of money to assist in finishing this study, especially to print the draft of proposal and report and also to make 250 copies of the questionnaires. As a student, financial constraint is a big challenge for

the researcher in order to finish this study smoothly. At the moment, parents are the main source to obtain the money and only after that, the researcher may proceed to do the necessary things for the study. This study is about job satisfaction among the staffs of three radio stations in Kuala Lumpur.

1.6 Significance of the Study

This research was specified on a special group of population which were the three radio stations selected, namely, Ultra 101.3 Fm, IM4U Fm, and KL Fm. These radio stations played a vital role in broadcasting, especially in giving the best entertainment to all their listeners. This study aimed to identify on how strong the factors can influence job satisfaction within the organization of these radio stations. The factors were work environment, promotion, recognition, reward, and salary.

The significance of this study is to assist managers to enhance as many inputs as they can regard of the factors and process, which are external and internal to each employee in an organization that has an impact on their behaviour and performance. The factors such as work environment, recognition, promotion, reward, and salary played important roles in the job satisfaction of staffs, hence that will broaden the management's insights. The study can help managers to manage strategies in order to maintain a highly satisfied workforce.

1.7 Organization of the Thesis

The organization of the study had already been structured into this study as a reference to improve future studies. The first chapter had covered seven main contents which were the introduction, research problem and statement, research questions and research objectives, scope and limitations of study, significance of the study and organization of the thesis.

The introduction presented the information about the background of the research, for instance, the topic that was chosen to be investigated. In the introduction, everything in chapter one was discussed. The research problem identified some definition of job satisfaction and why the researcher needed to conduct this study. The research questions specified the main question from the problem statement, and the research objective was on what this study wanted to achieve.

The second chapter of this study is a discussion and a review of the past literature related to this study. Literature review usually provides the researcher with a handy guide to a particular topic and all the information regarding the topic is discussed. For this study, the literature review will be mainly on these topics; job satisfaction, work environment, promotion, recognition, reward, and salary. The references toward the literatures are from the publication of journals, as well as from materials like books and articles. The findings of the previous studies are an important point to be referred to for the completion of this research.

The third chapter of this paper explains the methodology used for this research, which includes the research design and sampling design. This chapter can be divided into eleven subtopics which are introduction, research framework, hypothesis or proportions development, research design, operational definition, measurement of

variables instruments, data collection, sampling, data collection procedures, the techniques of data analysis and summary of this chapter.

The introduction of this chapter elaborates on the content to be presented in this chapter. The research framework is the framework of independent variables and dependent variable regarding this study. The hypothesis in this study can be divided into five statements, while waiting for the result of this study to see whether the hypotheses will be accepted or not. The research design develops or refines the theory in which this paper is conducted with a basic of the study to not solve the practical problem immediately. Some are to aid in decision making about educational practices through the purpose of the evaluation study.

Then, operational definition involves the definition of the independent variables and dependent variables from views of previous researchers regarding job satisfaction. For the rest of this chapter, it covers the information about the source of data, data collection methods like population and sampling procedure such as selecting the pool of respondent, respondent's size, and the procedure of developing the research and data collection. Then, this chapter also explains the statistical method used to evaluate the results like correlation, reliability, and descriptive statistics.

Chapter four of this study presents the results and the discussion. The result will be collected by using SPSS Statistics 19 and it will be interpreted using correlation, reliability and descriptive analyses. The content of this chapter includes six parts which are the introduction to the chapter, descriptive statistic, reliability test, correlation test, discussion and summary regarding the results and discussion. In order to facilitate the interpretation of data obtained from the summary of the results,

they will be shown in a table. This chapter clarifies whether the research objectives have been achieved or not.

Chapter five finally elaborates on the conclusion and recommendations of the study. This chapter can be divided into three parts which are introduction, conclusion and recommendation. The introduction of this chapter explains on the content of chapter five and also on the conclusion and recommendations for future studies. The conclusion in this chapter mentions the research objective as stated earlier and it will be answered depending on the result of this study. Lastly is the recommendation on the improvement of ideas for the future, in order to explore more on this study or make any changes for this study.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is a discussion and a review of the past literature related to this study. It usually provides researchers with a handy guide to a particular topic and all the information regarding the topic will be discussed. For this study, the literature review will be focusing on these topics; job satisfaction, work environment, promotion, recognition, reward and salary. Journals, books and articles have been referred to for this study.

2.2 Job Satisfaction

There are a lot of studies on job satisfaction by different parties and institutions. The definition of job satisfaction can be found in a study a few years ago. It is defined as the impacts on employee's view on how well their job is. However, Locke et al. (1990) defined it as a positive emotion that comes from the evaluation of one's job or job experiences. It is, basically, the scope of organizational behavior that is recognized. Job satisfaction is most important and has always been studied by researchers (Mitchell & Lasan, 1987).

Spector (2003) said that job satisfaction is related between employees and organizations' outcomes from the job performance and it impacts health and longevity. Jobs satisfaction is important to those within the organization as their on evaluation on their jobs. It influences a person's feelings and behavior on the job

through the nature of the environment outside of the job (Sempene et al., 2002 ; Hadebe, 2001).

In the psychological industry, one of the topics discussed is the job satisfaction of employees (McShane & Von Glinow, 2007). Some of them have been narrowed down to individual factors towards employees' satisfaction, especially salary. Job satisfaction can be influenced by leadership, promotion, co-worker, working conditions and others (Balci, 2011; Boothby & Clements, 2002; Johnson, 2012; Noblet et al., 2009; Verhaest & Omey, 2009).

Research has been differentiating between job satisfaction and the commitment of organization by researchers in which it refers to the bond formed between the worker and the employing organization as a broader concept for their opinion (Griffin et al., 2010). The study of satisfaction of employee and the dimensionality of the construct is seldom seen. It is always been defined as a positive emotion and can also be a pleasant emotion impacted from the perception of work. It also influences the work environment from conception and assessment, work experience and the perception of all things during work and the workplace (Mihalic, 2008).

Empirical findings by Luddy (2005) indicated that their colleagues in South Africa were most satisfied with the interpersonal relation between the employees and the head of employees. Another potential influence on job satisfaction would be the factors such as workload, lack of money, work timings, employee welfare, employment contracts, markets, etc.

Job satisfaction is the head of recognition of employee, income, promotion of designation, and the achievement of another goal that leads to a feeling of fulfillment and is also considered as the point of content (Kaliski, 2007). It also refers to the

negative and unfavourable attitudes towards the job and the variety of aspects of their jobs such as the kind of work they do and their co-workers. Supervisors may also possess all the attitudes above (Armstrong, 2006; George et al., 2008).

Abu Shanab (2000, “80-170”) indicated in his statement that “the role of the communicators in Palestinian media institutions is facing the variables of the third millennium.” This study is focusing on broadcasting, and it can be referred from a study by Muhammad Falah Qudah et al. (2013) in which the study was about the extent of job satisfaction, and the relation between the employees and the management of media institutions and public policy, the relation with the sources of news and information, availing of technologies, and the difficulties facing the communicators and media institutions.

2.3 Work Environment

Work conditions can determine to what extent employees in an organization like or dislike their jobs, either physically or mentally and the job satisfaction and environmental satisfaction or other interrelated phenomenon (Franco et al., 2000b). As stated by Hafeez et al. (2010), the private healthcare sector of Pakistan was organized and had the appropriate working conditions and was well-established.

It had been evaluated that the employees in the public health care sector faced certain issues and challenges which impacted their job satisfaction level on a large scale. Work environment can be linked to the definition of job satisfaction in which it refers to the comprehensive phenomenon which encompasses individual’s feelings and emotions towards his or her job (Robbins, 2008).

It's accompanied by other research by DeStefano et al. (2005) that explained on a positive and direct correlation between patient and staff satisfaction in healthcare organizations. According to the theory of expectancy in efforts exertion, people's expectancy to their efforts will lead to a phase of desire to performance and then, the performance will lead to valued outcomes (Bartol & Locke, 2000). The literature remains scattered and poorly linked to the engineering and design disciplines that might be used since the research made relations between the physical work environment (e.g., Bauer et al., 2003; Brill et al., 1984; Brill et al., 2001; Carlopio, 1996; Oldham & Brass, 1979; Sundstrom, 1987; Sundstrom et al., 1996; Sutton & Rafaeli, 1987).

People who spend approximately half of their time as working hours for 40 to 45 years take a very long time to be frustrated, dissatisfied and be stressed in life and these feelings may be carried over to family and social life that may affect their physical and emotional health. Previous research showed that work environment is important to ensure employees' jobs satisfaction (Schultz & Schultz, 1998). The statement approved the hypotheses of work environment relationship with job satisfaction.

In this case, the psychologists with enough scientific rigors also have difficulties to prove the evidence directly in order for the question to be answered. One of the reasons that research is slowly being done is because this area suffers the absence of common and reliable way to measure occupants with standardized tools of ratings of the work environment (Rubin, 1987; Wyon, 1996).

2.4 Promotion

Incentives could be used as a part of promotion because it will enhance job satisfaction. It is a form of reward to the employees in order to achieve the organizational goals and also personal goals (Lazear & Rosen, 1981). One of the deciding factors for individuals' positions in an organization is an individual talent with a higher position in the hierarchy (Rosen, 1982).

Promotion plays a vital part since it changes the wage package of an employee or moves him to another level with higher structure, in which it carries a significant change with the value of promotion towards a raise in salary (Murphy, 1985; Baker et al., 1994). In an organization, promotion is an employee agreement at the time of employment with a defined set of pattern that has been prepared by the employer (Doeringer & Piore, 1971). Promotion refers to a movement to a job of a higher significance and special compensation of employee. This is through the shifting of an employee upward in the structure of the organization that leads to increasing the responsibility and also an adjustment in the compensation package towards promotion.

It can be concluded that promotion is a restructuring of a new position of an employee to a higher ranking of the job (Baker et al., 1994). Promotion refers to the employee that shifted to an upward direction within an organization and received a new position with a greater responsibility; it gives an increment of salary into the span of control and power of employee. The competitors can identify the most productive and quality employees in the global business at a similar period since being recognized by the organization (Dessler, 2008; Baker et al., 1994).

Carmichael (1983) said that when an employee climbs a level of promotion on the basis of his seniority and efficiency, he is getting an increase in the rate of salary. This incentive tool is not considered in promotion as per said by Baker et al. (1988) because the results of optimization cannot be created in the organization through promoting the employee.

2.5 Recognition

Recognition is one of the steps that give satisfaction to the employee. They require participation in decision making, and to be valued through someone liking their work. It also refers to within the organization in which different status of the employee will be rewarded. It recommends the strategies to the organization on how management can be utilized for achievement and recognition at work itself is a tool to keep satisfaction to the employee and also for them to be motivated in their jobs (Danish et al., 2010). Robbins (2001) talked about appreciation and status within the organization which is the recognition of the employee.

Then, Barton (2002) also elaborated that recognition is the most important factor among non-monetary rewards in order to enhance the satisfaction of employees in their jobs. Romano (2003) suggested that one of the components used into strengthening the relationship between people and organization is recognition. The chances of feedback that lead workers to go beyond the job performance are intrinsic rewards such as recognition, and extrinsic rewards such as salary that can be considered as motivation. The employees will feel more appreciated, rewarded and motivated during the period of employment with recognition and will enhance their competitive advantage. This depends on how its human resource is implemented in order to be the best managed for any organization (Nel et al., 2001; Lawler, 2003).

2.6 Reward

In developed market economies, the positive link or relation between job satisfaction and rewards is a well prepared documentation among workers. The examples are payment to the employee, promotions in which the employee is shifted to a new designation, any kind of compensation or fringe benefits, and any opportunity where the employee may learn new skills (Artz, 2010; Clark, 1998). Linz & Semykina (2011) demonstrated that it relates particularly strong between workers in formerly socialist economies when the desire of the reward is high.

Based on the extrinsic and intrinsic rewards within organizations, many of the literature explicitly explored them due to a sample of issues that different researches link among them and job satisfaction. It is an effort to identify differences of gender which involved the employees, designation, workplace and evidence. It is shown in the studies that suggested the value of extrinsic rewards is more for men than women, while women are more than men regarding intrinsic rewards (Loscocco & Spitze, 1991; Neil & Snizek, 1988; Kim, 2005; Konrad et al., 2000). This is viewed differently by Mottaz (1986) and de Vaus et al. (1991) in which the rewards depend on occupational characteristics, since the results may hinge.

Kalleberg (1977) and Mottaz (1988) stated that reward is benefits given by the organization to the employees. The motivation, commitment toward the organization, and satisfaction of job are the elements of employee job attitudes (Steers & Porter, 1991). In order to ensure the standards of performance and workforce are good, rewards plays a vital part in generating and sustaining the commitment of employees (Wang, 2004).

Individuals enter or join an organization to work with specific skills, desires and goals. They, in return, expect a comfortable working environment where they can use their skills, satisfy desires, and attain their goals. Normally, the description and specification of the job of employee determine a performance line for rewards to sustain the fairness to all employees within an organization and competitiveness in the marketplace (Mottaz, 1988; Zaini et al., 2009).

Organizational rewards or benefits consist of monetary and non-monetary elements that any employee obtains through their job relationship with an organization (Bratton & Gold, 1994; Malhotra et al., 2007).

2.7 Salary

It has been well-established regarding the relationship between salary levels and satisfaction (Herzberg et al., 1957), in which it is not through complexity that the relationship between pay and work satisfaction is influenced by gender as shown by Hulin and Smith (1965). Higher salary will increase job satisfaction. It goes the same with previous studies on the relationship between salary and job satisfaction by Beutell & Wittig-Berman (1999) and Igalens & Roussel (1999).

Mohanty (2007) found that a positive attitude may increase job satisfaction among other factors in one's life in which it helps one to obtain more money and be happy. Salary and job satisfaction are shown to have a positive and general relationship. Actually, the comparison of income is rather that the setting up of employees as a referential point but not the amount of what is important for the job satisfaction.

Job satisfaction is not on the amount of salary, but it is the comparison of qualification such as skills, experiences and educations. Feeling of dissatisfaction can occur towards employees once an employer hired another employee who has similar qualifications and specifications but with a higher salary than them such as the level or rank of salary. The salary matrix is used as a measurement within the organizations to avoid from being biased toward hiring employees (Clark & Oswald, 1996).

Erasmus et al. (2001), defined payment as an amount received by employees from their task and responsibilities after fulfilling their job including monetary and non-monetary rewards. Heery & Noon (2001) also defined with their views in which pay is considered as payment, and it included a lot of components such as salary, compensation, bonuses, benefits, rewards and others.

The compensation includes intrinsic rewards and extrinsic rewards. The financial and non- financial rewards are extrinsic rewards, but the non-financial reward like benefits and compensation are the indicators of motivation (Martocchio, 1998). Other than that, the topic of job satisfaction has lately become the interest of researchers in the fields of management, psychology of industrial, behaviour of organizational, and the importance of studying job satisfaction. As a matter of fact, it is a topic expressing the feelings of employees toward the elements influencing their work and the surrounding environment (Al-Adeili & Nasser, 1993).

The theory of Herzberg, Motivation-Hygiene's, he sees the sense of job satisfaction as being derived from a feeling of satisfaction with some of the factors linking to the

content of work itself, such as the recognition of his superiors, and the possibility of promotion in work like work incentives. Also, there are elements that cause a lack of job satisfaction in terms of Hygiene's, for instance, the extent of the success of the policies of the institution at which an individual works, the salary, work conditions, relations with colleagues, job security, and rank (Campbell, 1983).

2.8 Summary

As a conclusion, this chapter discussed on the previous studies which are related to this study, especially in the area of job satisfaction, work environment, reward, recognition, promotion and salary. This study is about job satisfaction among the staff of three radio stations in Kuala Lumpur. Findings from previous studies actually helped to support the dependent variable and independent variables. Many researchers have done their studies in various industries towards job satisfaction, but it is seldom done in the entertainment industries, especially radio stations. So, this study is focusing on some radio stations in Kuala Lumpur, namely, Ultra 101.3 Fm, IM4U Fm, KL Fm.

CHAPTER THREE

METHODOLOGY

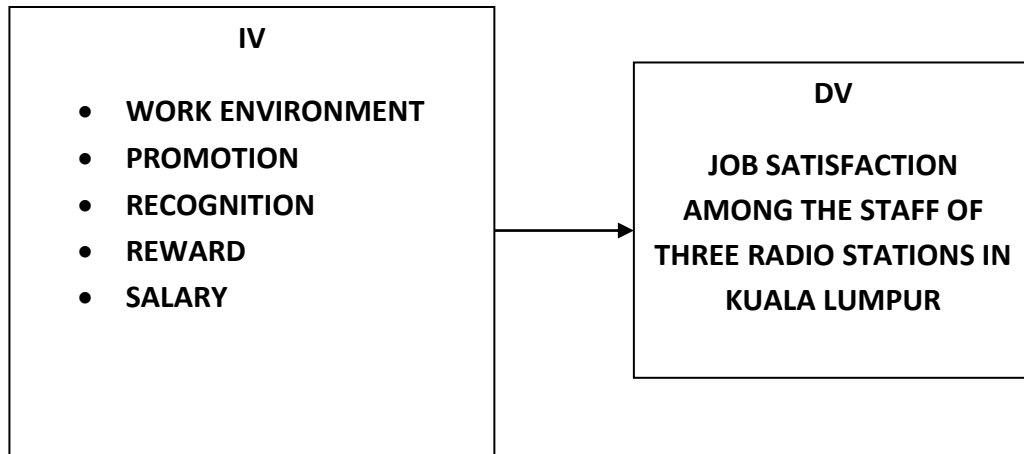
3.1 Introduction

This study will discuss on an understanding of the methods and give a clear picture of interpretable results of a correlation. This chapter can be divided into eleven sub-topics which are introduction, research framework, hypothesis or proportions development, research design, operational definition, measurement of variables instruments, data collection, sampling, data collection procedures, the technique of data analysis and the summary of this chapter.

This chapter explains the content of sub-topics towards methodology. Research framework is the framework of independent variables and the dependent variable of this study. The hypotheses of this study can be divided into five statements before the outcomes are determined; either the hypothesis is accepted or not. These hypotheses are to assist the organization towards decision-making, especially for educational and practices for the purpose of the evaluation study.

Next is the operational definition that involves the definition of independent variables and dependent variables from any researcher's views regarding job the satisfaction. Another sub-topic in this chapter will explain on the information about the source of data, data collection methods like population and sampling size of the respondents and the procedure of development for research and data collection. Last but not least, the statistical method used to evaluate the result like correlation, reliability, and descriptive statistics will be provided.

3.2 Research Framework



Figures 3.1

The framework of independent variables and dependent variable; job satisfaction among the staffs of three radio stations in Kuala Lumpur.

The purpose of the framework is to identify the job satisfaction among the staffs of three radio stations in Kuala Lumpur. Figure 3.1 describes an arrow between the independent variables and the dependent variable. The research framework is supported by the studies of work environment and promotion (Raja Muhammad Ali and Faraz Ahmed Wajidi, 2013), reward and recognition (Danish and Usman, 2010), and salary (Al-Zoubi, 2012).

The research framework is important in order to explore the study on job satisfaction among the staff of three radio stations in Kuala Lumpur. The radio stations selected were Ultra 101.3 FM, KL Fm and IM4U Fm. The research framework can be analyzed into structured research questions of this study such as; What is the relationship between the work environment and job satisfaction among the staff of three radio stations in Kuala Lumpur?,

What is the relationship between promotion and job satisfaction among the staff of three radio stations in Kuala Lumpur?, What is the relationship between recognition and job satisfaction among the staff of three radio stations in Kuala Lumpur?, What is the relationship between reward and job satisfaction among the staff of three radio stations in Kuala Lumpur?, and What is the relationship between salary and job satisfaction among the staff of three radio stations in Kuala Lumpur?.

3.3 Hypothesis/ Proposition Development

Hypothesis 1 or H1: Work environment has a relationship with job satisfaction among the staff of three radio stations in Kuala Lumpur.

Hypothesis 2 or H2: Promotion has a relationship with job satisfaction among the staff of three radio stations in Kuala Lumpur.

Hypothesis 3 or H3: Recognition has a relationship with job satisfaction among the staff of three radio stations in Kuala Lumpur.

Hypothesis 4 or H4: Reward has a relationship with job satisfaction among the staff of three radio stations in Kuala Lumpur.

Hypothesis 5 or H5: Salary has a relationship with job satisfaction among the staff of three radio stations in Kuala Lumpur.

3.4 Research Design

Research design is an overall strategy that is chosen to integrate the different components of study in a logical way. The involvement of collection and analysis of numerical data are the quantitative methods obtained from questionnaires, tests, checklists, and survey. In this research, questionnaires were used in order to find the data and analyze it.

Primary data are data collected through the questionnaires. The questionnaires will be distributed to three radio stations in Kuala Lumpur, namely; Ultra 101.3 Fm, KL Fm and IM4U Fm. All questions in this questionnaire were related to the job satisfaction among the staff of three radio stations in Kuala Lumpur. According to Sekaran (2000), the first one obtained by the researcher on the variables of interest for the specific purpose of the study is the information of primary data.

The questionnaire consisted of work environment, promotion, recognition, reward and salary towards job satisfaction. The survey questionnaire consisted of established existing variables from previous studies. The survey questionnaire also included the demographic of the respondents and had been positively and negatively worded into multiple items of the survey instrument. The demographic items in the questionnaire included; levels of education, genders, ages, races, experience, and range of salary.

Those who answered the questionnaire were given a period of time before it was collected. All variables in the questionnaires were measured with the Likert-scale of 5 points with the anchors of one (1) for strongly disagree and five (5) for strongly agree.

Secondary data were obtained from other sources and the data that had already been collected. Some of the inputs in this study were from external sources of published materials such as journals, articles and so on.

3.5 Operational Definition

In previous studies, there were a lot of definitions and perceptions regarding job satisfaction within the organization. To measure its definition in this study, it referred to the definition by Locke et al. (1990) who determined that a positive emotion is the job satisfaction that comes from the evaluation of one's job or job experiences.

This study looked into the definition of all independent variables such as work conditions. It can be determined to what extent the employees in an organization like or dislike their jobs through work environment, either physically or mentally (Franco et al., 2000b). Promotion referred to the employees shifting upward within an organizational structure or hierarchy and receiving a new position with greater responsibility (Dessler, 2008).

Recognition can be defined as rewarding and giving benefits to employees in the organization (Danish et al., 2010; Kalleberg, 1977; Mottaz, 1988). Erasmus et al. (2001) defined pay as a payment received by employees against their task and responsibilities after fulfilling their jobs, including all the types of monetary and non-monetary rewards.

3.6 Measurement of Variables/ Instrumentation

This study used questionnaire to measure the variables which had 5 sections including questions on the respondent's background. The first question was demographic information that consisted of questions on the respondent's gender, age, race, level of education, experience, and range of salary. Section 1 consisted of 6 questions of the work environment, which was an independent variable. A few questions in this section referred to previous studies by Atambo et al. (2013).

Section 2 with 7 questions consisted of the independent variable regarding promotion. A few questions in this topic were referred to from a previous study by Selma Altindis, (2011). Section 3 was on an independent variable which was recognition that consisted of 6 questions. Section 4 was on the independent variable regarding reward that consisted of 10 questions. Section 5 was on the independent variable of salary that consisted of 8 questions and the last one was about job satisfaction, which was the dependent variable of this study that consisted of 3 questions.

Before the real questionnaires were printed for this study, a pre-questionnaire was tested as a pilot test. 30 questionnaires were distributed earlier in order to check the reliability of the questions. The results of the tested questionnaires showed work environment at Cronbach's Alpha = 0.915, promotion at Cronbach's Alpha = 0.895, recognition at Cronbach's Alpha = 0.886, reward at Cronbach's Alpha = 0.966, salary at Cronbach's Alpha = 0.909, and job satisfaction at Cronbach's Alpha = 0.805. Thus, the results of the pre-questionnaire that were tested earlier were good and can be proceed for this study.

The method used in the questionnaire was a structured question based on the Likert-Scale, in which it needed definitive positive and negative statement which one had to agree or disagree. Ordinal type is a simple structure on an ordinal scale by rank-ordering data in which the scale of the number is assigned to an object and represents the rank order, for example 1st, 2nd, 3rd, etc.. In this study, it focused on only five numbers (1, 2, 3, 4, 5) in which those numbers had different meaning and depended on the sub-question.

All of the questionnaires were developed and validated from a model of job satisfaction. The design of the questionnaire involved all the questions on the variables of the study such as work environment, promotion, recognition, reward and salary towards satisfaction of job.

The questionnaires were collected to obtain the information and all the data collected were analyzed with the Statistical Package for Social Sciences (SPSS) Version 19. All the data were first scanned and treated for errors and missing values and also visually scanned for errors in the data entry and amended accordingly.

Reliability refers to the consistency of a measurement in which a test is considered reliable if the same result is shown repeatedly. In order to obtain accurate results that will be applied and interpreted, it is important for a test to be valid. After the data were collected, a few procedures were done, especially to check the data for accuracy. Besides that, the questions were coded to ensure and enable the Statistical Packages for the Social Science (SPSS) to be used for analysis, which was (SPSS/PC version 19.0).

Cronbach's Alpha was one of the scales of measurement used in the reliability test. The most well-accepted reliability test is the Cronbach Alpha in which it is applied by social researchers (Sekaran, 2005). In Cronbach's Alpha, reliability analysis shows that the higher internal consistency reliability, the closer the Cronbach's Alpha is to 1.0. (Cronbach, 1946). Cronbach measures of less than 0.6 is considered poor in reliability, the range 0.7 is considered to be acceptable in reliability and more than 0.8 are considered to be good in reliability.

The following general categories are the strength and significance of the coefficient that indicated a quick way of interpreting a calculated r value: very weak to negligible correlation from 0.0 to 0.2, weak or low correlation (not very significant) from 0.2 to 0.4, moderate correlations from 0.4 to 0.7, strong or high correlation from 0.7 to 0.9, very strong correlation from 0.9 to 1.0.

3.7 Data Collection

Before the data were collected, 250 questionnaires were distributed to three radio stations in Kuala Lumpur. The three radio stations involved were Ultra 101.3 Fm, IM4U Fm and KL Fm. 200 questionnaires were collected in return. In this study, all of the selected radio stations were willing to participate and gave good cooperation.

3.8 Sampling

The population refers to a pool of respondents and some of them in the pool will be selected to be a sample for this study. The quantity of radio station in Malaysia is too many, thus this study focused on the Kuala Lumpur area. Only three radio stations were randomly selected.

The examples of radio station in Kuala Lumpur were Suria fm, Sinar fm, Fly fm, Red fm. KL fm and so on. In this study, Ultra 101.3 fm, IM4U fm and KL fm were selected. The number of staff was sufficient enough in order to distribute 250 questionnaires with some techniques of sampling for the survey. Unfortunately, only 200 respondents returned the questionnaires during the collection, but it should be enough to be analyzed.

The total number of staff in the three radio stations in Kuala Lumpur was 331. The sub quantity of staff can be divided into three, where Ultra 101.3 fm had 85 staffs, IM4U fm had 98 staffs and KL fm had 148 staffs. The questionnaire was answered by non-managerial staff within the three radio stations (Ultra 101.3 Fm, IM4U Fm and KL Fm).

This study used convenience sampling because of several reasons. This was done to obtain a sample size easily. The respondents selected as a sampling were randomly selected by the selected radio station. The main reason of why this sampling method was used was to collect the data due to the locations that were very near to the study place. Three radio stations were selected in broadcasting using the convenience sampling method, namely; Ultra 101.3 Fm, IM4U Fm and KL Fm.

3.9 Data Collection Procedure

An introductory letter from the university was issued, stating the purpose of the survey and asking the Human Resource Manager to encourage the staffs to participate in the study. Since the questionnaires were printed out using English Language, it was important for the Human resource manager to find staff who understood English well. They were promised a summary of the overall result upon the completion of the study.

Since the dateline for this study was short, all data were collected within a few months. Throughout the process, a frequent call had been made in order for them to finish the questionnaire in the short period. For the descriptive analysis and inferential analysis, they were conducted through Statistical Package for Social Science (SPSS) Version 19, and all data were tested by using it. For this study, 200 respondents were tested in order to meet the significance of this study.

A survey with non-probability sampling method was administered. Around 250 questionnaires were distributed and only 200 respondents were willing to participate in this study with the response rate of 80%. These 200 respondents were randomly selected within the three radio stations. Questionnaires were distributed around 80 copies to Ultra 101.3 fm, 90 copies to KL Fm and 80 copies to IM4U and were distributed based on the capacity of the staffs.

Only 200 respondents returned the questionnaires; 60 of the questionnaires were returned from Ultra 101.3, 68 questionnaires were returned from IM4U fm and 72 questionnaires were returned from KL fm. To test the hypotheses, several data analyses were used such as descriptive data analysis, reliability, frequency, and correlation analyses.

There were 5 measurements of variables including the respondent's background. The first question was on the respondent's demographic information that consisted of questions regarding the respondent's gender, age, race, level of education, and range of salary. Section 1 was on independent variables which consisted of 6 questions of work environment.

Section 2 was on the independent variable regarding promotion that consisted of 7 questions. Section 3 was on the independent variable regarding recognition which consisted of 6 questions. Section 4 was on the independent variable regarding reward which consisted of 10 questions. Section 5 was on the independent variable regarding salary that consisted of 8 questions and the last one was about job satisfaction, which was the dependent variable that consisted of 3 questions.

3.10 Techniques of Data Analysis

Data analysis is an accumulated data towards the size of manageable, developing the summaries, pattern to be looked, and statistical techniques to be applied. The response on the questionnaires was scaled. Experimental instruments required the analyst to derive various functions in order to explore the relationship between the variables.

Then, the findings must be interpreted based on the research questions to determine if the results were consistent with their hypotheses and theories. Thus, this research will use four data analyses which were the descriptive statistical analysis, frequency analysis, reliability analysis and correlations analysis. The processes of collecting, arranging, tabulating, and presenting the data collected were done using the descriptive statistic and frequency analyses. Usually, a frequency table was used for the purpose and alternatively, one may use a graphical presentation.

The reliability analysis used the Cronbach's Alpha test where the internal consistency and stability of the multi item scales measured by the reliability test. If the item was standardized, or if not standardized, it was based on the average covariance among the items which commonly used the reliability test in Cronbach's Alpha.

The Cronbach's Alpha measured the internal stability of homogeneity among the multi-item scales such as the measurement of the interval level. Its coefficient measures towards the multi-item scales in the measurement were positively correlated to one another. The higher internal reliability of the multi item scales was based on the estimated Cronbach's Alpha Coefficient approaches to the value 1.

Lastly, the liner relationship between two continuous variables was described by the Pearson product moment correlation coefficient. To determine whether two variables were linearly correlated or not, it could compute the Pearson correlated coefficient of the two variables in order to determine its magnitudes.

3.11 Summary

This chapter can be concluded that the methodology was all about assisting how the study can find the results towards analysis. This study gave an interpretable result of a correlation. The research framework was the framework of independent variables and dependent variable regarding this study such as work environment, promotion, recognition, reward, and salary.

The research design was made to develop or refine the theory in which it was conducted with a basic of the study that was not to solve practical problem immediately. The operational definition involved the definition of independent variables and dependent variables from any researcher's views regarding job satisfaction. The hypothesis was on the relationship between job satisfaction among the staffs of three radio stations in Kuala Lumpur.

The survey data was collected through 200 questionnaires in which the method used to ask the question was based on the Likert-Scale that needed a definitive positive and negative statement with which to agree or disagree. The questionnaires were collected to obtain the information, then, the data collected were analyzed with the Statistical Package for Social Sciences (SPSS) Version 19.

Reliability can be referred to the consistency of a measurement in which a test was considered reliable if the same result was shown repeatedly. The scales of Cronbach's Alpha were used in the reliability test. The most well-accepted reliability test tool was the Cronbach Alpha testing in which it was applied by many social researchers (Sekaran, 2005). The population of this study was in radio stations in Malaysia, but this study only emphasized on a few radio stations in Kuala Lumpur which were Ultra 101.3 fm, IM4U fm and KL fm.

Its coefficient measures towards the multi-item scales in the measurement were positively correlated to one another. The high internal reliability of the multi item scales was based on the estimated Cronbach's Alpha Coefficient approaches to the value 1.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The results of the study will be explained in this chapter along with the descriptive statistics, reliability test, and correlation test. The descriptive statistics started the analysis of data. The analysis of the frequency table was generated to provide the frequency details and percentages of the demographic characteristics of the respondents. The reliability test was measured in order to obtain the accuracy of the data. Then, correlation test was done for the predicted coefficient for Cronbach's alpha to measure the relationship of the variables.

4.2 Descriptive Statistics

The overall demographic statistics can be seen in Table 4.1 and for any output generated by SPSS can be referred to in Appendix B. The table shows the demographic of respondents, including the Mean and Standard Deviation such as gender, race, age, education background, designation, salary and experience.

Table 4.1

Demographic of the respondents including the Mean and Standard Deviation

	Number	Minimum	Maximum	Mean	Std. Deviation
Gender	200	1.00	2.00	1.6000	0.49113
Race	200	1.00	4.00	1.4800	0.82034
Age	200	1.00	4.00	1.8700	0.77206
Education	200	1.00	5.00	3.2700	1.06902
Designation	200	1.00	2.00	1.3000	0.45941
Salary	200	1.00	5.00	2.7400	1.19143
Experience	200	1.00	4.00	1.8800	0.72680
Valid N (listwise)	200				

Table 4.2

Gender of the respondents

Gender	Frequency	Percentage (%)
Male	80	40
Female	120	60

Table 4.2 shows that the respondents involved in the data collection were represented by 40 % male and 60 % female with the mean at 1.60 and standard deviation at 0.491.

Any output generated by SPSS can be referred to Appendix B

Table 4.3

Race of the respondents

Races	Frequency	Percentage (%)
Malay	140	70
Chinese	30	15
Indian	24	12
Others	6	3

Table 4.3 shows that the majority of race of the respondents are Malays at 70 % compared to other races such as Chinese, Indian and Other. The number of Chinese' respondents were about 15 % and this number was different between the numbers of Indian respondents which were 12 %. In this study, it was shown that the minority of the respondents was about 3 % for other races which excluded Malays, Chinese and Indian.

Table 4.4

Age of the respondents

Age	Frequency	Percentage (%)
Below 25 years old	70	35
25 – 35 years old	90	45
36 – 45 years old	36	18
Above 45 years old	4	2

Table 4.4 shows that the age group was different among respondents. The biggest group of age among them was from 25 to 35 years old, which are about 90 respondents. The second level of age group was below than 25 years old in which there were 70 respondents compared to the rest of them, where the group of age 36 to 45 was about 36 and the smallest group of age accompanied was the age group above 45 years old in which there were only 4 respondents.

Table 4.5

Education of the respondents

Education	Frequency	Percentage (%)
SPM	22	11
STPM	16	8
Diploma	60	30
Degree	90	45
Others	10	5

Table 4.5 shows the qualification of education in this study which can be divided into five categories: SPM, STPM, Diploma, Degree and Others. The results from collected of data showed that the higher level of education among the three radio stations for the Degree level was 90 respondents compared to other qualifications such as Diploma (60 respondents) , SPM (22 respondents), STPM (16 respondents) and lastly, Others (10 respondents).

Table 4.6

Designation of the respondents

Designation	Frequency	Percentage (%)
Executive	160	80
Non-executive	40	20

Table 4.6 shows that non-managerial staffs can be divided into two categories like executive and non-executive. The data collected indicated that the respondents for executive were more than the non-executive which were 160 and 40 respondents respectively.

Table 4.7

Range of monthly salary of the respondents

Monthly Salary (MYR)	Frequency	Percentage (%)
Below 1500	16	8
1600 - 2500	100	50
2600 – 3500	30	15
3600 – 4500	28	14
Above 4600	26	13

Table 4.7 shows the range of monthly salary for respondents by using the Malaysia Ringgit (MYR). The highest value was for the level of salary from MYR 1600 to MYR 2500 and the lowest was for below MYR 1500 (16 respondents). Next, 30

respondents had MYR 2600 - MYR 3500 and for the range of salary between MYR 3600 - MYR 4500 and above MYR 4500, they were true for 28 and 26 of the respondents respectively.

Table 4.8

Experience of the respondents

Experience	Frequency	Percentage (%)
Below 1 year	60	30
1 – 5 year(s)	110	55
6 – 10 years	24	12
Above 10 years	6	3

Table 4.8 shows the number of years concerning work experience at the three radio stations in Kuala Lumpur. Many of the respondents who worked at the radio stations were about 1 to 5 years (110 respondents). Next, the worker's experience for less than 1 year was about 60 respondents and for 6 to 10 years, there were 24 respondents and last but not least, for above than 10 years, there were 6 respondents.

4.3 Reliability Test

Table 4.9

Reliability statistic for all variables

Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	Number of Items
0.953	0.992	6

Table 4.9 shows the coefficient for Cronbach's alpha. The circumstances of the processing box showed a total of 200 (=N) observations regarding analysis and can be referred to Appendix B. According to the reliability statistics, Cronbach's alpha coefficient was shown and it was implied as relatively good since the Cronbach's alpha coefficient as computed for the 6 items (N =6) was 0.953.

Table 4.10

Reliability statistic for each variable with different outputs and number of items

Variable	Cronbach's Alpha	Number of items
Work Environment	0.973	6
Promotion	0.967	7
Recognition	0.952	6
Reward	0.888	10
Salary	0.976	8
Job Satisfaction	0.861	3

4.4 Correlation Test

Several more specialized types of relationship between the mean values besides referring to any departure with variables of two or more from the independent variable is considered as technical correlation. Denoted ρ or r , for the measuring of the correlation, often there are certain correlation coefficients. Sensitive only to a linear relationship between two variables in which there may exist even if one as a nonlinear function of the other and it is the most common to the Pearson correlation coefficient.

This study looked at the Independent Variable in which the relationships between all six variables were very strong. The degree of strength between the variables can be identified as follows (Sekaran, 2005).

Table 4.11

The results of the correlation coefficient to all variables

Variables		W E	PRO	REG	REW	SAL	JBS
W E	Pearson Correlation	1	0.984	0.980	0.935	0.968	0.919
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	N		200	200	200	200	200
PRO	Pearson Correlation		1	0.988	0.936	0.972	0.956
	Sig. (2-tailed)			0.000	0.000	0.000	0.000
	N			200	200	200	200
REG	Pearson Correlation			1	0.935	0.985	0.959
	Sig. (2-tailed)				0.000	0.000	0.000
	N				200	200	200
REW	Pearson Correlation				1	0.927	0.878
	Sig. (2-tailed)					0.000	0.000
	N					200	200
SAL	Pearson Correlation					1	0.946
	Sig. (2-tailed)						0.000
	N						200
JBS	Pearson Correlation						1
	Sig. (2-tailed)						
	N						

** . Correlation is significant at the 0.01 level (2-tailed).

4.4.1 Hypothesis 1

H1: Work environment has a relationship with job satisfaction among the staff of the three radio stations in Kuala Lumpur.

Based on the correlation result, H1 was accepted. There was a relationship between work environment and job satisfaction. Pearson Correlation showed the result at 0.919, $n=200$ and $p<1$. The p value was positive at 0.01 and the p value for these two variables was 0.919 in which the relationship between work environment and job satisfaction had a very strong correlation. Therefore, H1 was accepted since the relationship was at a very strong correlation level (Sekaran, 2005).

4.4.2 Hypothesis 2

H2: Promotion has a relationship with job satisfaction among the staff of the three radio stations in Kuala Lumpur.

Based on the correlation result, H2 was accepted. There was a relationship between promotion and job satisfaction. Pearson Correlation showed the result at 0.956, $n=200$ and $p<1$. The p value was positive at 0.01 and the p value for these two variables was 0.956 in which the relationship between promotion and job satisfaction had a very strong correlation. Therefore, H2 was accepted since the relationship was at a very strong correlation level (Sekaran, 2005). From this result, it was shown that promotion was also important in job satisfaction. It can be a proof where the staff need promotion to ensure increment in salary and be happy for a new position with more challenges. Bull (2005) stated that employees experience greater of phases to job satisfaction when employees obtained experience success in mentally challenging employment and it also allows them to exercise their skills and abilities.

4.4.3 Hypothesis 3

H3: Recognition has a relationship with job satisfaction among the staff of the three radio stations in Kuala Lumpur.

Based on the correlation result, H3 was accepted. There was a relationship between recognition and job satisfaction. Pearson Correlation showed the result at 0.959, $n=200$ and $p<1$. The p value was positive at 0.01 and the p value for these two variables was 0.959 in which the relationship between recognition and job satisfaction had a very strong correlation. Therefore, H3 was accepted since the relationship was at a very strong correlation level (Sekaran, 2005). From this result, it was shown that recognition was important for job satisfaction. It can be proven that the staff need recognition to ensure their loyalty to the company and love for their job and remember what was given to them by the organization. Flynn (1998) indicated that keeping high spirits between employees, boosting up employees' morale and creating a relationship between performance and motivation of the employees can be done through rewards and recognition programs.

4.4.4 Hypothesis 4

H4: Reward has a relationship with job satisfaction among the staff of the three radio stations in Kuala Lumpur.

Based on the correlation result, H4 was accepted. There was a relationship between reward and job satisfaction. Pearson Correlation showed the result at 0.878, $n=200$ and $p<1$. The p value was positive at 0.01 and the p value for these two variables was 0.878 in which the relationship between reward and job satisfaction was strong with

high correlation. Therefore, H4 was accepted since the relationship was at a strong (high correlation) level (Sekaran, 2005).

From this result, it was shown that reward was important for job satisfaction. It can be proven that the staff wanted some rewards from the organization in order to achieve the organization's goal. According to Deeprose (1994), the view of good managers was recognized by the people by doing things that acknowledged their accomplishments and they rewarded people by giving them something tangible such as money and so on.

4.4.5 Hypothesis 5

H5: Salary has a relationship with job satisfaction among the staff of the three radio stations in Kuala Lumpur.

Based on the correlation result, H5 was accepted. There was a relationship between salary and job satisfaction. Pearson Correlation showed the result at 0.946, $n=200$ and $p<1$. The p value was positive at 0.01 and the p value for these two variables was 0.946 in which the relationship between salary and job satisfaction had a very strong correlation. Therefore, H5 was accepted since the relationship had a very strong correlation level (Sekaran, 2005). From this result, it was shown that salary was a vital part in job satisfaction. It can be proven where the staff need salary to survive and also to fulfill their needs and wants or self-actualization and to influence their extrinsic motivation (Locke et al., 1980).

Table 4.12

The results for the hypotheses

NO.	HYPOTHESIS	FINDINGS
H1	Work environment has a relationship with job satisfaction among the staff of the three radio stations in Kuala Lumpur	Accepted
H2	Promotion has a relationship with job satisfaction among the staff of the three radio stations in Kuala Lumpur	Accepted
H3	Recognition has a relationship with job satisfaction among the staff of the three radio stations in Kuala Lumpur	Accepted
H4	Reward has a relationship with job satisfaction among the staff of the three radio stations in Kuala Lumpur	Accepted
H5	Salary has a relationship with job satisfaction among the staff of the three radio stations in Kuala Lumpur	Accepted

4.5 Discussion

Overall, the results of the study provided support for the topic that this study proposed. Job satisfaction was related to the factors as well as the five independent variables that consisted of work environment, promotion, recognition, reward, and salary. Findings from this study can help the staff of the radio stations to be aware on the importance of job satisfaction with regards to the work environment, promotion, recognition, reward, and salary. This study therefore has helped to fill this gap in effort to improve the understanding of job satisfaction among the staff of the three radio stations in Kuala Lumpur.

4.6 Summary

This study started with the problem statement towards job satisfaction in broadcasting, especially in radio stations. The research questions and the objectives of the study had already been discussed. Then, the scope and limitations in this study were explained with the hope that in the future, any issue in the study can be fixed. The significance of the study was discussed earlier in order to assist organizations towards promoting job satisfaction and the method of the study had already been stated regarding the organization of the thesis.

To understand more regarding the variables of this study, the views of previous studies can give a lot of inputs. Locke et al. (1990) determined that a positive emotion is the job satisfaction once it comes from the evaluation of one's job or job experiences. Hafeez et al. (2010) recommended that the private healthcare sector of Pakistan was organized and had the appropriate working conditions and was well-established.

Promotion played a vital part since it changed the wage package of an employee and moved him to another level of structure which was higher (Murphy, 1985). Robbins (2001) mentions about appreciation and status within organization which was recognition to the employee. Mottaz (1988) said that the individuals enter organizations to work with specific skills, desires and goals.

According to Mohanty (2007), a positive attitude may increase job satisfaction among other factors in one's life in which it helps one to obtain more money and be happy. All the variables were with their own view of study, and the study moved to the methodology in which it used the research design and sampling design. It had already discussed on the research framework that was related to the dependent and independent variables.

The hypotheses or proportions development were created with estimation of hypothesis. The measurement of variables instruments, data collection, sampling, data collection procedures, and the technique of data analysis involved 200 respondents. The questionnaires were distributed and the collected questionnaires were computed and interpreted by using SPSS. The results of this study showed that all of the variables had a relationship with job satisfaction and they were all accepted.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter will discuss the conclusion and recommendations. The conclusion of this study answered all the research objectives that were asked before earlier in this study. Then, the recommendations in this chapter will be suggested with any idea to improve this study or replace any variables in order to be more effective for future study.

5.2 Conclusion

The analysis of this study had assisted in answering all the questions in the earlier part of the study, especially the research objectives. The objective of this study was to identify the factors influencing job satisfaction among the staff of three radio stations in Kuala Lumpur. The results in chapter four had already proven that job satisfaction among the staff of the three radio stations in Kuala Lumpur was significant at the 0.01 level (2-tailed).

The relationship between work environment and job satisfaction among the staff of the three radio stations in Kuala Lumpur was one of the objectives of this study. According to this study, the Pearson Correlation showed the result at 0.919, $n=200$ and $p<1$. The p value was positive at 0.01 and the p value for these two variables was 0.919 in which the relationship between work environment and job satisfaction had a very strong correlation. Schultz (1998) indicated that people spend their time

approximately half of their lives working or being at work for 40 to 45 years. There is a very long time to be frustrated, dissatisfied and stressed, especially since these feelings can be carried over to family and social life that may affect the physical and emotional health.

Then, the relationship between promotion and job satisfaction among the staff of the three radio stations in Kuala Lumpur was shown in the results in the Pearson Correlation. The results were 0.956, $n=200$ and $p<1$. The p value was positive at 0.01 and the p value for these two variables was 0.956 in which the relationship between promotion and job satisfaction had a very strong correlation. Bull (2005) stated that employees experience greater phases of job satisfaction when the employees obtain a successful experience in a mentally challenging employment and it also allows them to exercise their skills and abilities.

The relationship between recognition and job satisfaction among the staff of the three radio stations in Kuala Lumpur was shown in the results in the Pearson Correlation. The results were 0.959, $n=200$ and $p<1$. The p value was positive at 0.01 and the p value for these two variables was 0.959 in which the relationship between recognition and job satisfaction had a very strong correlation. Flynn (1998) stated that to keep high spirits between employees, boost up employees' morale and create a relationship between performance and motivation of the employees, these things can be done through rewards and recognition programs.

The relationship between reward and job satisfaction among the staff of the three radio stations in Kuala Lumpur was shown in the results in the Pearson Correlation. The results were 0.878, $n=200$ and $p<1$. The p value was positive at 0.01 and the p value for these two variables was 0.878 in which the relationship between reward

and job satisfaction had a strong in which high correlation. According to Deeprose (1994), the view of the good of the managers is recognized by the people by doing things that acknowledge their accomplishments and by rewarding people by giving them something tangible such as money and so on.

The relationship between salary and job satisfaction among the staff of the three radio stations in Kuala Lumpur was shown in the results in the Pearson Correlation. The results were 0.946, $n=200$ and $p<1$. The p value was positive at 0.01 and the p value for these two variables was 0.946 in which the relationship between salary and job satisfaction had a very strong correlation. From this result, it was shown that salary is a vital part of job satisfaction. It can be proven where the staff need salary to survive and also to fulfill their needs and wants or self-actualization and to influence extrinsic motivation (Locke et al., 1980).

5.3 Recommendations

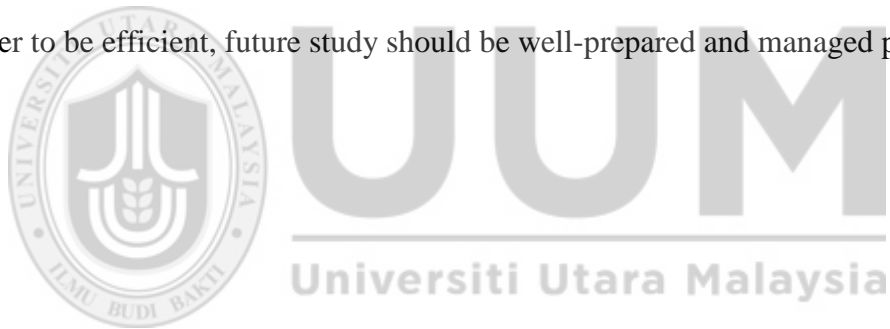
Future study can look into extending the study regarding the population in which it not only includes radio station but other fields of broadcasting such as television. The samples will be drawn from a wider range of demographics and the results may become more meaningful. The data and the results of the research are important evidence because it will be used to identify the relationship of two variables, especially by expanding the study population such as in Malaysia.

This study will be more attractive if the variables such as fairness, relationship with supervisor, relationship with co-worker, office nepotism and others that influence job satisfaction are included at radio stations. It may also involve other radio stations as

stated earlier such as Sinar fm, Kelantan fm, Red fm, Suria fm and so on. This study will be strong enough if officers in many radio stations become the respondents.

Other than that, the future study can include some other variables regarding job satisfaction like invitations for famous actors or singers to the radio station which may influence the job satisfaction among staff because the staff might be proud and happy to meet their favorite actors or singer. Once a staff is happy, this tends to influence job satisfaction and will improve the quality of work.

This study can be improved further through time management because time was wasted in distributing the questionnaires. Distributing the questionnaires at the last minute had caused the respondents taking a long time to return them back. So, in order to be efficient, future study should be well-prepared and managed properly.



REFERENCES

- Abraham, R. (2000), "The role of job control as a moderator of emotional dissonance and emotional intelligence – outcome relationships", *The Journal of Psychology*, 134 (2), 169-84.
- Abu Shanab, Hussein. (2000). Existing role of communication in Palestinian media institutions, an unpublished study presented at the Second scientific conference of the media studies section, *Journal of Media Issues*, 2 (4), 80-107.
- Armstrong, M. (2006). A Handbook of Human resource Management Practice (10th ed.), *Performance Appraisal and Performance Management*, London: Kogan Page Publishing.
- Atambo, W., Kabare, K., Munene, C., and Nyamwamu, W. (2012). Enhancing the role of Employee Recognition Towards Improving Performance: A Survey of Kenyatta National Hospital, Kenya. *International Journal of Arts and Commerce*, 1(7), 95-109.
- Atambo, W. N., Enock, O. and Nyamwamu, W. B. (2013). The effect of perceived work conditions on job satisfaction: a survey of the ministry of education field officers, Kenya. *Global Business and Economics Research Journal*, 2(5), 25-41.
- Al-Adeili, Nasser, 1993, Human and organizational behaviour (1st ed.), Public Management Institute. *Journal of the Management Studies* 3, 125-138.
- Al-Shamma, Khalil, 20002, Principles of Management, Dar Al- MASSirah for Publishing and Distribution, Amman.
- Baker, George P., Michael, C. J., & Kevin J. M. (1988). Compensation and incentives: Practice vs. theory. *Journal of Finance*, Vol. 43, 593-616.
- Bartol, K. M. & Locke, E. A. (2000). Incentives and motivation. In S. Rynes & B. Gerhart (eds.), *Compensation in organizations*. San Francisco: Jossey-Bass.
- Barton, G. M. (2002). Effect of compensation factors on employee satisfaction-A Study of Doctor's Dissatisfaction in Punjab. *International Journal of Human Resource Studies*, Vol. 3, No. 1, 334-454.
- Bull, I. H. F. (2005). The relationship between job satisfaction and organisational commitment amongst high school teachers in disadvantaged areas in the Western Cape. Mini-thesis submitted in partial fulfilment of part of the requirements, for the degree of Magister Artium, in the Department of Industrial Psychology, Faculty of Economic and Management Science, University of the Western Cape, 6 (2), 255-301.

- Boswell, W.R. and Boudreau, J.W. (2000), "Employee satisfaction with performance appraisals and appraisers: the role of perceived appraisal use", *International Journal Human Resource Development Quarterly*, Vol. 11 No. 3, 283-99.
- Balci, F. (2011), "The effects of education on police officer job satisfaction: the case of Turkish National Police", *International Journal of Human Sciences*, Vol. 8 No. 2, 265-285.
- Boothby, J.L. and Clements, C.B. (2002), "Job satisfaction of correctional psychologists: implications for recruitment and retention", *Journal of Professional Psychology*, Vol. 33 No. 3, 310-315.
- Bender, K., Donohue, S. and Heywood, J. (2005), "Job satisfaction and gender segregation", *Oxford Economic Papers*, Vol. 57 No. 3, 479-496.
- Beutell, Nicholas J, & Wittig-Berman, Ursula. (1999). Predictors of work-family conflict and satisfaction with family, job, career, and life. *Psychological Reports*, 85,893-903.
- Boswell, W.R., Bingham, J.B. and Colvin, A.J.S. (2006), "Aligning employees through 'line of sight'", *Journal of Business Horizon*, Vol. 49 No. 6, 499-509.
- Baker, George, P., Michael, G., & Bengt, H. (1994). The wage policy of a firm. *Quarterly Journal of Economics*, 109, 921-955.
- Cranny, C. J., Smith, P. C., & Stone, E. F. (1992). Job satisfaction: How people feel about their jobs and how it affects their performance. New York: Lexington Books.
- Chiu, Randy. (1999). Does Perception of Pay Equity, Pay Satisfaction, and Job Satisfaction Mediate the Effect of Positive Affectivity on Work Motivation?. *Social Behavior and Personality*, 28 (2), 177-184.
- Campbell, J.P. and V. Scarapelle, (1983), Job Satisfaction, *Journal of Personal Psychology*, Vol.10 No. 4, 155-188.
- Carmichael, L. (1983). Firm-specific human capital and promotion ladders. *Bell Journal of Economics*, 14, 251-258.
- Cheng-Liang Yang and Mark Hwang (2014). Chinese Management Studies: Personality traits and simultaneous reciprocal influences between job performance and job satisfaction, Vol.8 No. 1, 6-26.
- Clark, A. E. (1996). Job satisfaction in Britain. *British Journal of Industrial Relations (in press)*. 104, 648-659.
- Davis, K. and Nestrom, J.W. (1985). Human Behavior at work: Organizational Behavior, 7th edition, McGraw Hill: New York.

- Dessler, G. (2008). *Human resource management* (11th ed.). Upper Saddle River, NJ: Pearson, Prentice Hall.
- Danish, Q. D., & Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International Journal of Business & Management*, 5(2), 159-167.
- Doeringer., & Piore. (1971). *Internal Labor Markets and Manpower Analysis*. Lexington, Mass: Health.
- Davis K, Newstrom J (1999). *Compensation Organization* (10th ed). Mexico: McGraw-Hill.
- DeStefano F, Anda RF, Kahn HS, Williamson DF, Russell CM.(1993). Dental disease and risk of coronary heart disease and mortality. *Journal of health*, 306: 688–691.
- Deeprise, D. (1994). *How to recognize and reward employees*. New York: AMACOM.
- Eramus et al. (2001). “Consumer decision making models within the discipline of consumer science: a critical approach”, *Journal of Family Ecology and Consumer Sciences*, Vol 29, 82-90.
- Eisenhardt, K.M. (1989), “Agency theory: an assessment and review”, *The Academy of Management Review*, Vol. 14 No. 1, 57-74.
- Franco, L., Kanfer, R., Milburn, L., Qarrain, R., & Stubblebine, P. (2000). An in-depth analysis of individual determinants and outcomes of health worker motivation in two Jordanian hospitals. *Journal of Health Reform*, Vol. 8, No. 5, 38 -50.
- Festinger, L.A. (1954), “A theory of social comparison processes”, *Human Relations. Journal of Management*, Vol. 7 No. 2, 117-40.
- Flynn, G. 1998. Is your recognition program understood? *Workforce. Journal of Human Resources*, 77(7), 30- 35.
- George, J.M. and Jones, G.R. (2008). *Understanding and Managing Organizational Behavior*, Fifth Edition, Pearson/Prentice Hall: New Jersey.
- Griffin, M.L., Hogan, N.L., Lambert, E.G., Tucker-Gail, K.A. and Baker, D.N. (2010), “Job involvement, job stress, job satisfaction, and organizational commitment and the burnout of correctional staff”. *Criminal Justice and Behavior*, Vol. 37 No. 2, 239-255.

- Hackman, J. Richard, & Oldham, Greg (1974). The Job Diagnostic Survey: An Instrument for the Diagnosis of Jobs and the Evaluation of Job Redesign Projects. Department of Administrative Sciences, Yale University. Vol. 5 No. 1, 88-89.
- Herzberg, F. and Mausner, B. (1959), *The Motivation to Work*, 2nd ed., New York: Wiley.
- Hafeez A, Khan Z, Bile KM, Jooma R, Sheikh M. (2010). Pakistan human resources for health assessment. *Mediterr Health Journal*. Vol. 16 (Suppl). 145–S151.
- Hadebe, T.P. (2001). Relationship between motivation and job satisfaction of employees at Vista Information Services. M.A. dissertation , Rand Afrikan Unviersities, Johannesburg.
- Hulin, C.L. & Smith, P. (1965). A Linear Model of Job Satisfaction. *Journal of Applied Psychology*, 49, 209-216.
- Heneman, R.L. (1992), *Merit Pay: Linking Pay Increases to Performance Ratings*, Addison-Wesley-Longman, Reading, MA.
- Igalens, Jacques & Roussel, Patrice. (1998). A Study of the Relationships between Compensation Package, Work Motivation and Job Satisfaction. *Journal of Organizational Behavior*, 20, 1003-1025.
- Jensen, M.C. and Meckling, W.H. (1976), “Theory of the firm: managerial behavior, agency costs and ownership structure”. *Journal of Financial Economics*, Vol. 3 No. 4, 305-360.
- Johnson, R.R. (2012), “Police officer job satisfaction: a multidimensional analysis”, *Police Quarterly. Journal of Organizational Behavior*, Vol. 15 No. 2, 157-176.
- Judge, T.A. & Watanabe, S. (1993). Another look at the job satisfaction - life satisfaction relationship. *Journal of Applied Psychology*, 78, 939 – 948.
- Judge, T., Thoresen, C., Bono, J., & Patton, G. (2001). The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review. *Psychological Bulletin*, 127, (3), 376- 407.
- Jemal Mohammed (2013). Challenges and opportunities in the use of radio broadcast for development in Ethiopia. *Journal of Communication and Media Technologies*. Vol. 3 Issue 2, 1-31.
- Kaliski, B.S. (2007). *Encyclopedia of Business and Finance*, (2nd ed.), Gale, Detroit: Thompson.
- Kalleberg, A.L. (1977). Work Values and Job Rewards: A Theory of Job Satisfaction. *American Sociological Review*, 42, 124–43.

- Kaiser, L. (2007), "Gender-job satisfaction differences across Europe", *International Journal of Manpower*, Vol. 28 No. 1, 75-94.
- Kreis, K., & Brockopp, D.Y. (1986). Autonomy: A component of teacher job satisfaction. *International Journal of Business and Management*. Vol. 30 No. 2, 76-95.
- Luddy, N (2005), Job satisfaction amongst employees at a Public health institution in the Western Cape. *Employee relations*, 30 (1), 63-85.
- Locke, E. A., & Latham, G. P. (1990). A theory of goal setting and task performance. Englewood Cliffs, NJ: Prentice Hall, 248-250.
- Locke E. A (1980). The Nature and Causes of Job Satisfaction. M.D Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology*, Chicago, Rand McNally, 1297-1349.
- Lawler, E. E. (2003). Treat people right. McGraw-Hill Irwin: San Francisco.
- Lazear, E. and S. Rosen (1981), "Rank-Order Tournaments as Optimum Labor Contracts," *Journal of Political Economy*, 89, 841-864.
- Mayer, J. D., Caruso, D. R., & Salovey, P. (2000). Selecting a measure of emotional intelligence: The case for ability scales: San Francisco.
- Mitchel, T.R. and Lason, J.R (1987). People in Organizational Psychologies. *Journal of psychologies*, 41(4), 160-170.
- Martocchio, J.J. (1998). Strategic Compensation. New Jersey: Prentice-Hall Inc.
- Marwan T. Al-Zoubi (2012). The Shape of the Relationship between Salary and Job Satisfaction: A Field Study. *Journal of Management*, 33(42), 155-171.
- McShane, S. & Von Glinow, M. (2008). Organizational behavior essentials. New York: Irwin/McGraw Hill.
- Mottaz, C.J. (1988). Determinants of Organizational Commitment. *Journal of Human Relations*, 41(6): 467-482.
- Mohanty, Madhu S. (2009). Effects of positive attitude on earnings: evidence from the US longitudinal data. *The Journal of Socio-Economics*, 38(2), 357-371.
- Malhotra, N., Budhwar, P., and Prowse, P. (2007). Linking Rewards to Commitment: An Empirical Investigation of Four UK Call Centres. *International Journal of Human Resource Management*, 18, 12, 2095-2128.
- Marginson, D. and Ogden, S. (2005), "Coping with ambiguity through the budget: the positive effects of budgetary targets on managers' budgeting behaviours", *Accounting, Organizations and Society. Journal of Behaviour and Social*, Vol. 30 No. 5, 435-56.

- Merchant, K.A., Van der Stede, W. and Zheng, L. (2003), "Disciplinary constraints on the advancement of knowledge: the case of organizational incentive systems", *Accounting, Organizations and Society. Journal of Behaviour and Social*, Vol. 28 Nos 2/3, 251-86.
- Muhammad Falah Qudah, Mnawer Bayan and Zuhair Yassin. (2013). "Job Satisfaction of Employees of Jordan and Television Field Study", *International Journal of Humanities and Social Science*, Vol. 3 No. 12.
- Nel, P.S., Gerber, P.D., van Dyk, P.S., Haasbroek, G.D., Schultz, H.B., Sono, T., & Werner, A. (2001). *Human Resources Management*. Cape Town: Oxford University Press.
- Nassab, R. (2008). Factors influencing job satisfaction amongst plastic surgical trainees: experience from a regional unit in the United Kingdom, *European Journal of Plastic Surgery*, Vol. 31: 55-58.
- Noblet, A., Rodwell, J. and Allisey, A. (2009), "Job stress in the law enforcement sector: comparing the linear, non-linear and interaction effects of working conditions". *Journal of Stress and Health*, Vol. 25 No. 1, 111-120.
- Raja Muhammad Ali and Faraz Ahmed Wajidi (2013). Factor Influencing Job Satisfaction in Public Healthcare Sector of Pakistan. *Global Journal of Management and Business Research Administration and Mangement*, Vol.13 Issue 8, 25-55.
- Repley, D. (2003). Methodology for Determining Employee Perceptions of Factors in the Work Environment that Impact on Employee Development and Performance. *Journal of Human Resource Development International*, 69(10): 85-100.
- Robbins, S. P. (2001). *Organisational Behaviour* (9th ed.). New York: Prentice-Hall, Inc.
- Romano, L. (2003). Beyond reward: why cash is no longer enough, *Rewards. Journal of Compensation*, 3(1), 12-13.
- Robbins SP, Judge TA (2008). *Essentials of Organizational Behavior*. 9th edition. Upper Saddle River: NJ: Prentice Hall.
- Roethlisberger, F.J. and Dickson, W.J. (1939), *Management and the Worker*, Cambridge: Harvard University Press.
- Rubin, I M and Seeling W. (1967) Experience as a factor in the selection and performance of project managers. *IEEE Transactions On Engineering Management*, (14 :3), 131-134.
- Rosen, Sherwin. (1982). "Authority, Control, and the Distribution of Earnings." *Bell Journal of Economics*, Vol. 13(2),311-23.

- Rizwan Qaiser Danish and Ali Usman (2010). Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan. *International Journal of Business and management*, Vol. 5, No.2, 57-64.
- Statt, D. (2004). *The Routledge Dictionary of Business Management* (3rd ed.), Detroit: Routledge Publishing.
- Sempene, M.E., Rieger, H.S. & Roodt, G. (2002). Job satisfaction in relation to organisational culture. *South African Journal of Industrial Psychology*, 28(2):23–30.
- Steers, R. M. and Porter, L.W. (1991). *Motivation and Work Behaviour* (5th ed). New York: McGraw-Hill.
- Spector, P.E. (2003), *Industrial and Organizational Psychology: Research and Practice*, 3rd ed., New York, NY: John Wiley & Sons.
- Skinner, B.F. (1953), *Science and Human Behavior*, New York: Macmillan.
- Schutte, N.S., Malouff, J.M., Hall, L.E., Haggerty, D.J., Cooper, J.T., Golden, C.J. and Dornheim, L.(1998), “Development and validation of a measure of emotional intelligence”, *Personality and Individual Differences. Journal of personality*, Vol. 25, 167-77.
- Shields, M.A., & Ward, M. (2001). Improving nurse retention in the National Health Service in England: The impact of job satisfaction on intention to quit. *Journal of Health Economics*, 20, 677-701.
- Selma Altindis. (2011). Job motivation and organizational commitment among the health professionals: A questionnaire survey. *African Journal of Business Management Vol. 5*(21), 8601-8609.
- Sutton RS, Barto AG. 1981. Toward a modern theory of adaptive networks: expectation and prediction. *Psychol. Rev. Journal of Psychology*, 88:135–170.
- Schultz W, Dayan P, Montague RR. 1997. A neural substrate of prediction and reward. *Journal of Science*, 275:1593–1599.
- Turnispeed, D. and Murkison, G. (2000). Good Soldiers and their Syndrome: Organizational Citizenship Behaviour and the Work Environment. *North American Journal of Psychology*, 2(2): 281- 302.
- Tatsuse T. and Sekine M. (2011), Explaining global job satisfaction by facets of job satisfaction: the Japanese civil servants study. *Environ Health*. Mar 16(2)
- Sekaran, U. (2003). *Research methods for business* (4th ed.). Hoboken, NJ: John Wiley & Sons.

- Sekaran, U. (2005). *Research Methods for Business: A Skill-building Approach* (4th ed.). New York: John Wiley & Sons.
- Van Lerberghe, W., Conceicao, C., Van Damme, W., & Ferrinho, P. (2002). When staff is underpaid: Dealing with the individual coping strategies of health personnel. *Bulletin of the World Health Organization*, Vol. 80(7), 581–584.
- Verhaest, D. and Omey, E. (2009), “Objective over-education and worker well-being: a shadow price approach”, *Journal of Economic Psychology*, Vol. 30 No. 3, 469-481.
- Van Herpen, M., Van Praag, M. and Cools, K. (2005), “The effects of performance measurement and compensation on motivation: an empirical study”, *De Economist, Journal of economics*, Vol. 153 No. 3, pp. 303-29.
- Wang, Y. (2004). Observations on the Organizational Commitment of Chinese Employees: Comparative Studies of State-Owned Enterprises and Foreign-Invested Enterprises. *The International Journal of Human Resource Management*, 15(4/5): 649–64.
- Williamson, I.O., Burnett, M.F., and Bartol, K.M. (2009). The Interactive Effect of Collectivism and Organizational Rewards on Affective Organizational Commitment. *Cross Cultural Management: An International Journal of Management*, 16, 28–43.
- Wyon, D.P. 1996. Individual microclimate control: Required range, probable benefits and current feasibility. *Proceedings of 7th International Conference on Indoor Air Quality and Climate, Indoor Air '96*. Nagoya, Japan, Vol. 2, 27-36.
- Zhai Qing-guo (2008) Job Satisfaction and its Determinants among China's Urban Workforce. *IEE Explore Digital Library*, Vol.2 (3), 77-87.
- Zaini, A. Nilufar, S. A. Syed (2009). The effect of human resource management practices on business performance among private companies in Malaysia. *International Journal of Business and Management*. 4 (6): 65-72.

APPENDICES

A. Sample of Survey Form (questionnaires)



Thank you for participating in this research.

“JOB SATISFACTION AMONG STAFFS OF THREE RADIO STATIONS IN KUALA LUMPUR”

You are invited to participate in a research study about job satisfaction among staffs of three radio stations in Kuala Lumpur which are *Ultra 101.3 fm*, *IM4U fm* and *KL fm*. The purpose of this study is to investigate job satisfaction that has been influenced by working environment, promotion, recognition, reward and salary.

Risks and Benefits of being in the study: Although there are no serious immediate risks associated with participating in this study, you may feel self-conscious as you complete the survey. This is only an academic research and the findings are limited to research-oriented purposes and will not influence the working conditions at your radio station. The benefit of participating in this study is to contribute to scientific knowledge. We believe that we can achieve the aim through your utmost cooperation by providing us your valuable time and honest information.

Confidentiality: The records of this study will be made confidential. If any findings of this study were published, the researcher will not include any information that will make it possible to identify a participant. Research records will be kept in a locked file; only the researcher himself will have access to the records.

Name :Mohamad Syarif Bin Saufi

Id : 814717

Othman Yeop Abdullah Graduate School of Business,
University Utara Malaysia Kuala Lumpur (UUMKL),
41-3 Jalan Raja Muda Abdul Aziz,
50300 Kuala Lumpur.

Background Profile:

1.) Please indicate your gender.

- Male
 Female

2.) Please indicate your race/ethnicity.

- Malay
 Chinese
 Indian
 Others

3.) Please indicate your age _____ (in years).

- Below 25 years
 25 to 35 years
 36 to 45 years
 Above 45 years

4.) Please indicate your educational background (qualification).

- SPM
 STPM
 Diploma
 Degree
 Others

5.) Please indicate your designation (Non-Managerial Staff).

- Executive
 Non-Executive

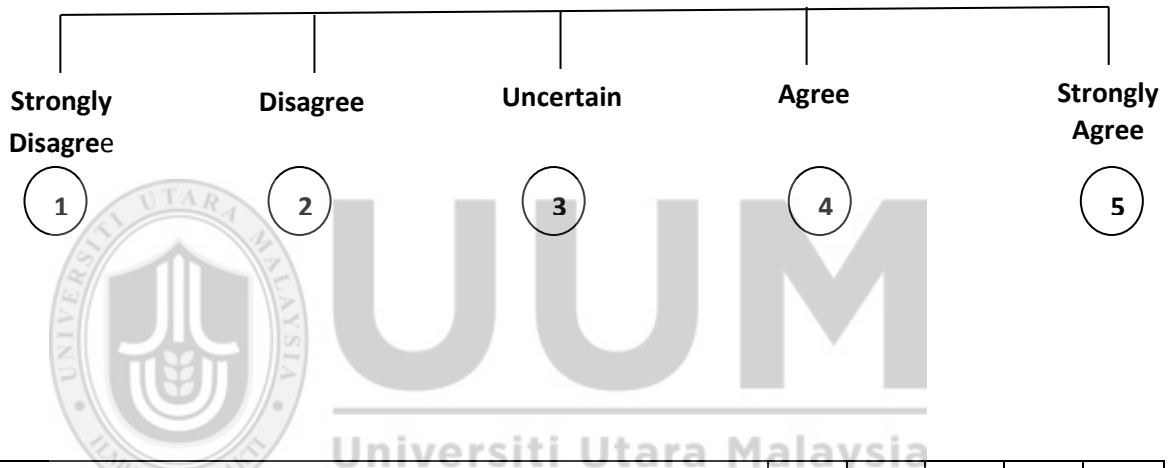
6.) Please indicate your monthly salary (*in Malaysian Ringgit - MYR*).

- 1500 and Below
 1600-2500
 2600-3500
 3600-4500
 4600 and Above

7.) Indicate the length of experience at radio station.

- Below 1 year**
- 1 to 5 years**
- 6 to 10 years**
- Above 10 years**

The following is a list of statements related to your job satisfaction. Please read each item and rate the level of likelihood you attribute to each statement below:



SECTION 1 = WORK ENVIRONMENT		1	2	3	4	5
1	I closely engage with my supervisor and co-workers					
2	I am comfortable with my working space					
3	I sometimes got stress with surrounding during work					
4	I feel enthusiastic about instructions given by supervisor or manager					
5	I do much more of what is required for me to help company to enhance the productivity of work					
6	The manager always helps workers when in need					
SECTION 2 = PROMOTION		1	2	3	4	5
1	Organization has perfect evaluation system for promotion					
2	I always wait for a new position with more challenges					
3	I am so grateful if any chances offered for promotion					
4	I am dissatisfied if only my friends have been promoted					
5	I think that it is proud to be an employee of this radio					

	station					
6	I think it is necessary (promotion) to show loyalty to the radio station					
7	I see myself as an important employee of the radio station					
SECTION 3 = RECOGNITION		1	2	3	4	5
1	Recognizing workers when they do a good work is an important part of my job					
2	I feel confident to do work if my company gives me recognition					
3	Providing non-monetary recognition assists me to achieve my task goal					
4	My job in itself is rewarding, I do not need others to recognize me					
5	Most of the recognition received is always remembered					
6	I enjoy celebrating success with my co-workers and family					
SECTION 4 = REWARD		1	2	3	4	5
1	In order to do a good job there is available to me of adequate supplies; equipment time and the environment					
2	I feel the medical coverage, pension plan, and others are sufficient					
3	I would be enthusiastic if my good performance will be rewarded by the company					
4	I got extra pay for high performance					
5	I am not rewarded for high performance					
6	Rewards programs are communicated to workers at the beginning of the year					
7	The organization provides chances for spot rewards					
8	Employees get rewards timely					
9	I think rewards can motivate me to be productive in work					
10	Rewards is a strong part of our culture in organization					
SECTION 5 = SALARY		1	2	3	4	5
1	I feel my salary is comparable to others performing the similar work and task					
2	My organization provides increment to permanent staff every year					
3	I love my salary for the time being					
4	I do part time job outside because of my salary is not enough					

5	I have certain allowances to add to my salary					
6	I am willing to transfer if salary is increased					
7	I don't mind if my salary never increase					
8	I had stress because of low salary					
SECTION 6 = JOB SATISFACTION		1	2	3	4	5
1	Generally speaking I am satisfied with this employment					
2	I would select the same type of work I currently do if I had the opportunity to start all over again					
3	I am very satisfied towards taking into consideration all things about my job					

Appendix B- Outputs

(i) Descriptive Statistics I

	Number	Minimum	Maximum	Mean	Std. Deviation
Gender	200	1.00	2.00	1.6000	.49113
Race	200	1.00	4.00	1.4800	.82034
Age	200	1.00	4.00	1.8700	.77206
Education	200	1.00	5.00	3.2700	1.06902
Designation	200	1.00	2.00	1.3000	.45941
Salary	200	1.00	5.00	2.7400	1.19143
Experience	200	1.00	4.00	1.8800	.72680
Valid N (listwise)	200				

(ii) Case Processing Summary

	Number	%
Cases Valid	200	100
Excluded	0	.0
Total	200	100.0

(iii) Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of items
0.953	0.992	6

(iv) Descriptive Statistics II

	Number	Mean	Std. Deviation
Work Environment	200	22.4750	5.64702
Promotion	200	26.8850	6.08910
Recognition	200	21.9800	4.86807
Reward	200	37.2350	11.04672
Salary	200	24.7850	7.76079
Job Satisfaction	200	11.9550	2.21756

(v) Inter-Item Correlation Matrix

	WE	PRO	REG	REW	SAL	JS
WE	1.000	.984				
PRO	.984	1.000				
REG	.980	.988				
REW	.935					
SAL	.986					
JS	.919					

*WE; Work Environment, PRO; Promotion, REG; Recognition, SAL; Salary, JS;

Job Satisfaction.



UUM
Universiti Utara Malaysia