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JOB SATISFACTION AMONG STAFFS OF THREE RADIO STATIONS IN  
KUALA LUMPUR



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





Othman Yeop Abdullah  
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## 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

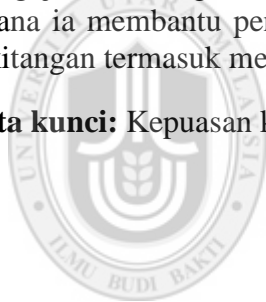


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## ABSTRAK

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



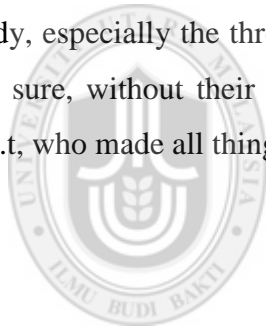
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# CHAPTER ONE

## 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

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## 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.

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**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

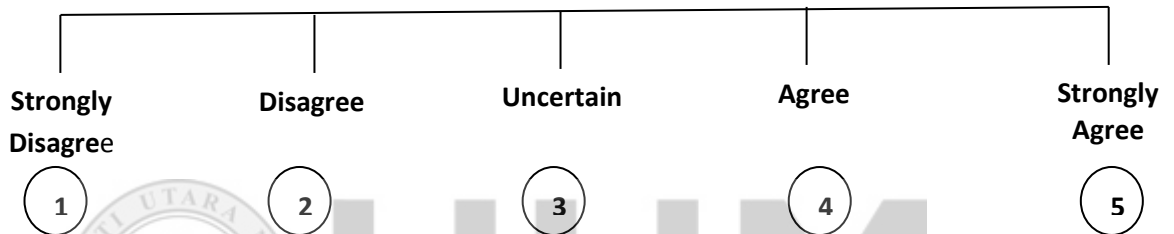
**6.) Please indicate your monthly salary (*in Malaysian Ringgit - MYR*).**

- 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:



<b>SECTION 1 = WORK ENVIRONMENT</b>		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					
<b>SECTION 2 = PROMOTION</b>		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					
<b>SECTION 3 = RECOGNITION</b>		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					
<b>SECTION 4 = REWARD</b>		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					
<b>SECTION 5 = SALARY</b>		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					
<b>SECTION 6 = JOB SATISFACTION</b>		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

	<b>Number</b>	<b>%</b>
Cases Valid	200	100
Excluded	0	.0
Total	200	100.0

(iii) Reliability Statistics

<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>Number of items</b>
0.953	0.992	6

(iv) Descriptive Statistics II

	<b>Number</b>	<b>Mean</b>	<b>Std. Deviation</b>
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.



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