

## **Job Satisfaction of Employees of Jordan and Television Field Study**

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### **Abstract**

*The present study seeks to gage the extent of the job satisfaction of the employees of Jordan Radio and Television Corporation. To achieve this aim the survey research methodology was utilized on a sample of the Corporation's employees numbering 287 respondents, chosen using the accidental sample. The study reached a number of results, including satisfaction with the type of work performed by the employee which was in first order of importance and with an average of 2.66, while satisfaction with the financial aspects and financial incentives (bonuses) came in last order of importance with low averages 1.98 and 1.96. It was also evident from the findings of the study that there are statistically significant differences attributable to age, experience, academic credentials, department, monthly salary and job satisfaction, and the absence of a statistically significant correlation attributable to the effect of gender and job satisfaction. Moreover, the findings indicated an absence of a correlation between the academic credentials and satisfaction with the chances of promotion.*

**Key Words:** satisfaction, employee, communication, study, problem, statistically, significant average, television, radio

### **Introduction**

The twenty first century is considered the century of communications par excellence, and it is difficult to separate it from the fields of human life, due to being powerfully persuasive on the one hand and their wide dissemination on the other. What is more significant, is their being accepted by the masses and their ability to address all the various age groups, and particularly television with all its audiovisual characteristics, and due to "the fact that those characteristics play an important role in the life of human societies, and in fostering positive knowledge and orientation which substantially contribute to altering the negative tendencies and bolstering the appropriate values and elucidating the role of the youth in development, awareness raising, and political participation ( Al-Jawhari, 1992) To a further extent, "the mass cultural industry has become a product offered by the media foremost of which is television, which is unique in being randomly used by the public and people, and hence, they receive they meanings offered by television unconsciously, which produces diverse perspectives and new beliefs and cultural values. ( Ulwan 2008)

Television developed like the rest of the media, while its functions evolved and expanded whereby it became more interpenetrating of human life, and it has become impossible to separate this from the aspects that are of immense importance in the life of the masses. Hence, the scholar Al-Desouqi alludes to this, "And it has a contribution to educating the public in the method of the free expression of opinion, and how to support popular and political leaderships to achieve their objectives, which all lie in the crucible of the advancement and development of society." (Desouqi, 2004) Television represents one of the foremost components of the media sector which is considered among the most important modern sectors in the world, due to its essential role in developing human resources. Moreover, this sector and workers in it have garnered the interest of researchers and students in view of its strategic importance at the cultural and intellectual level.

And given that this sector and others totally depend on the human element there have been variegated scientific and academic studies which have addressed the job satisfaction of employees, and the human element, for it is a topic that must be studied from time to time given the evolution of human nature, and in view of the developments in our world, and hence, the topic of job satisfaction remains the object of continuous study.

And given that job satisfaction expresses the happiness resulting from an individual assuming a job, where these feelings impart to those workers a significant value represented in the desire of an individual for work, and what accompanies it, and given that the desires of individuals vary, that is satisfaction is an expression of the perception of the individuals of the present position of the job which he/she performs compared to the significant preferential value to him, ( Abbas, 2003) and reflects the feeling stemming from the orientations of the individual towards the various aspects of his job and what it offers to him. ( Ha`em, Abdel Aziz, 2003)

Emanating from the said importance and the role played by the employees of media institutions, and particularly television in realizing those aims, a study of those segments and the extent of their job satisfaction is considered highly important, because of the immense impact of this on the achievement of the objectives of those media. Among the foremost factors contributing to the success of a worker in his work is job satisfaction related to the profession which he practices, and is considered among the most significant indicators of the success of an institution and its capability of realizing its objectives.

Job satisfaction represents the positive orientations and feelings which an employ evinces towards the institution at which he works. When we refer to the work performed by an individual in an institution we intend by this the various activities he performs with the intention of production, while underscoring that a human develops his capabilities to perform various productive activities, because learning, from a psychological point of view, is the spontaneous activity or that which is cognitively or physically acquired to effect action without extraneous influence, and at the intellectual or cognitive level. Job satisfaction is connected to productivity and efficiency in performance. The researcher Al-Sheikh states that "the workers in any institution are more connected, efficient, and driven to achieve when they are job satisfied, and this feeling intensifies when its source is work and not just the material reward of the job." ( Al-Shaykh, 1997, )

Accordingly, the opposite situation leads to big losses to the companies and institutions reaching billions of dollars. There is a study which found that work pressures cost north American states in excess of 200 billion dollars annually to address this phenomenon. ( Askar, 1998) Job satisfaction, then, is considered the foremost factor for achieving the desired objectives, and in the efficacy and productivity of institutions, for productivity depends on the extent of the satisfaction of workers at what they do in their jobs.

### ***Study Problem***

In light of the development and modernization of all the material and technical aspects of the media process, the workers remain the most important aspect of this process, and their role is pivotal to developing and improving the institution's outputs. The employees of the Radio and Television Corp face numerous conditions related to their work, and this is related in turn to the administrative and technical aspect of media activity and its hindrances. Hence, they must have available the propitious factors and conditions for the success of their media work, which would be reflected in the outputs of the media process completely.

While all the studies confirm that job satisfaction is considered one of the aspects of behavior that relate to the feelings of a person towards the influences of work that he performs and the surrounding work environment, and that fulfilling the needs of individuals increases the level of job satisfaction to achieve belonging and loyalty to an institution. Undoubtedly, the high level of satisfaction of the workers of the Radio and Television Corporation is expected to lead to better capability to perform duties and responsibilities, hence, the study problem emerges in the attempt of researchers to identify the level of job satisfaction as relates to a sample of workers of Jordan Radio and Television, as well as gaging the extent of the influence of demographic factors on this.

### ***Significance of the Study***

The significance of this study is manifested in the following aspects:

- I-*** Scientific- the addition of a new tool represented in testing job satisfaction of the employees of Jordan Radio and Television.

- 2- Applied- Decision makers in Jordan Radio and Television and similar institutions may benefit from the findings of the study in gaging the level of job satisfaction of the employees, coupled with the possibility of benefiting from these findings in modifying negative aspects and reinforcing positive aspects in order to raise the standard and quality of production.
- 3- Paucity of previous studies in this field and the scarcity of such studies in the Arab libraries.

### ***Aims of the Study***

The study aims in general to explore the extent of job satisfaction as relates to the employees of Jordan Radio and Television. And within this framework the study seeks to attain the following subsidiary aims:

- 1- Identify the level of job satisfaction of workers of both genders at Jordan Radio and Television.
- 2- Identify the extent of the differences between the workers of both genders in the fields of job satisfaction.
- 3- Identify the extent of the differences between the workers as relates to job satisfaction according to monthly salary.
- 4- Identify the extent of the differences between the workers as relates to job satisfaction based on different academic credentials.
- 5- Identify the extent of the differences between workers as relates to job satisfaction based on different years of experience.
- 6- Identify the extent of the differences between workers as relates to job satisfaction according to the department in which they work.
- 7- Identify the extent of the differences between the workers as relates to job satisfaction according to the job they occupy.
- 8- Identify the extent of satisfaction and its level based on various aspects which are related to the administrative aspects, promotion, salary, and otherwise.
- 9- Identify the extent of the ranking of the significance of material and occupational elements, relationship with colleagues and superiors, work location and promotion, as relates to workers at the Jordan Radio and Television.

### ***Questions of the Study***

- What is the level of job satisfaction of the employees of Jordan Radio and Television?
- Is there a correlation between job satisfaction of the Jordan Radio and Television employees and demographic and occupational variables?
- What are the foremost elements/factors which produce job satisfaction for the Jordan Radio and Television employees from their point of view?
- Is there a statistically significant contribution ( $\alpha = 0.05$ ) for any of the previous elements in explaining the variation in the job satisfaction of the employees of Jordan Radio and Television?

### ***Hypotheses of the Study***

First hypothesis: there is a statistically significant correlation between gender and job satisfaction at the level of significance 0.05.

Second hypothesis: there is a statistically significant correlation between age and job satisfaction at the level of significance 0.05.

Third hypothesis: there is a statistically significant correlation between experience and job satisfaction at the level of significance 0.05.

Fourth hypothesis: there is a statistically significant correlation between the academic credentials and job satisfaction at the level of significance 0.05.

Fifth hypothesis: there is a statistically significant correlation between the monthly salary and job satisfaction at the level of significance 0.05.

Sixth hypothesis: there is a statistically significant correlation between the job and job satisfaction at the level of significance 0.05.

### ***Correlations***

What is the correlation between gender, satisfaction with the salary and material incentives?

What is the correlation between experience and satisfaction with the opportunities for promotion?

What is the correlation between the academic credentials and satisfaction with the opportunities for promotion?

### ***Theoretical Introduction***

The view is held by scholars that the multiplicity of communication theories which each tries to elucidate, analyze, and define it and its role makes it more difficult to posit a single theory over whose operation there is a consensus. This view is supported by the research Hijab who states, "Whenever you draw nigh to a theory and suppose that it is the closest (to the truth), you find that there are unconvincing aspects, and thus one find immense differences." (Hijab, 2010)

Furthermore, scholars concur that studying communication theories as the scholar Hijab states, "Could be a basis for media and methodological foundations which help the students to muster this theory in the service of scientific research, and understand the psychological, social, political, educational and moral background of the mass communication process, in addition to understanding the scientific explanations of the diverse media phenomena." (Hijab, Mohammad, 2010 )The topic of job satisfaction has lately garnered the heightened interest of researchers in the fields of management, organizational behavior, industrial psychology, and the importance of studying job satisfaction lies in the fact that it is a topic addressing the feelings of an individual towards the elements influencing the work that he performs and the surrounding environment. (Al-Adeili, Nasser, 1993)Based on this, this study is anchored in the theory of Herzberg "Motivation-Hygiene's in which he sees that the sense of job satisfaction derives from a feeling of satisfaction with some of the factors relating to the content of work itself, such as the appreciation of his superiors, and the possibility of promotion in work (work incentives). Also, there are elements that cause a lack of job satisfaction, termed Hygiene's, including, 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)

### ***Maslow's Theory***

Maslow's theory is considered to be the one of the first theories relating to incentivization and the most consistent, and it is associated with the scale of needs which holds that a worker has various needs, for he is a human who demands more, and when those needs are fulfilled, even if partially, such as companionship, health or relations of direct interaction, the desire for self-respect and the respect of others is activated, and likewise the fulfillment of needs appropriately is accompanied with an orientation to achieve ambitions and to realize potentials. (Al-Shamma` , Khalil, 2002 ).The theory emphasizes that the foremost need in the life of workers is security, followed by important needs, namely social needs, the need for family, and the feeling of the appreciation and respect of others. ( Al-Qaryouti, Mohammad, 2004 )

### ***Expectation Theory***

This theory focuses on differences between individuals, and the correlation between performance and the desired result or outcome. (Al-Shamma,2000)

### ***Previous Studies***

There have been many studies on the topic of job satisfaction, both Arab or foreign. The reason for the importance of this topic is its relevance to productivity and the augmentation of the performance level. The main problem which faced the researchers is the absence of studies on job satisfaction in the media field, particularly in the field of radio and television. We did research in the Cairo University library, the news and press institute in Tunis, and in numerous academic journals, but we did not succeed in finding a sufficient number of up to date studies, and among the most important studies which were perused relating to job satisfaction are the following: The study of Al-Mikhlafi (2005) entitled "Media institutions in the age of technology and information with a study of the actual reality of Yemeni media institutions."

( Al-Mikhlaifi, Feisal, 2005 ) This study aimed to elucidate the phenomenon of information technology and communications, and the relationship of modern media activity with them, while emphasizing the necessity of media institutions availing of them in media activity, and also to identify the obstacles in the path of developing and modernizing the media institution in the age of technology, where the study relied on a survey approach and a case study approach, with a view to shedding light on the field applied reality in the Yemeni media institution, and to also reveal how the institution benefited from information technology and modern technology and how it dealt with them.

The study reached a number of conclusions including that there is a deficiency in holding training courses at Jordan Radio for journalists working with modern technology, which has engendered a situation where availing of computers in journalistic press does not involve more than a half of the number employees, and also the positive influence of the role of information technology in increasing the effectiveness of the media competitiveness of the Jordan Radio at the local and regional level, and furthermore, the authors have found that there is a lack of a modern information center at the institution, which fact has deprived it of the capabilities of obtaining the techniques of storing and retrieving information in a precise and speedy manner. (Al-Mikhlaifi, Feisal, 2005)

Among the studies also is that of Abu Shanab (2000), which is entitled: "The role of the communicators in Palestinian media institutions in facing the variables of the third millennium." (bu Shanab, 2000 ). This study sought to identify the nature of the communicator, his preparation, training, academic credentials, media experiences, and his academic and technical capabilities, and to identify the extent of job satisfaction, and the relation between the employees and the management of media institutions and public policy, and the relation with the sources of news and information, and availing of technologies, and the difficulties facing the communicators and media institutions.

The researcher relied on the survey method, where (123) questionnaires were used representing (77%) of the respondents on which the study was conducted, and the study concluded that it unveiled the reality of the communicator at Palestinian media institutions, and that a large number lacked academic qualification, training, supervision and follow up, and that the media plan or the mission assigned to him is unclear, which reflected on the job satisfaction which was of a low level, which in turn reflected on his condition, whereby the communicators felt a sense of frustration and indifference.

Also among the studies is that of Sabah and Qaed (2000) entitled: "Yemeni media, their locations and usages of the Internet." ( Kloe. Sabah, 2000 ). This study aimed to evaluate the present reality of the uses of Yemeni media and Yemeni media people of the services available on the Internet, and a definition of the problems and obstacles which face the media, and which limit their use of the global web, and their samples included audiovisual and printed media. Actually, the researchers conducted a field study of Yemeni media people who were randomly chosen, and who numbered (70) media persons.

The study reached certain findings including the great interest of Yemeni media people in the importance of the Internet as an information tool that helps them in their media field of work. However, the ratio of the actual users of this technology is still below the aspired to level, whereby the study has shown that around (38%) ( Kloe. Sabah, 2000 ) of the media people have used this web for purposes of their media work. In fact, the study has emphasized the importance of the training of Yemeni media people in their institutions in the good use of the Internet, and also emphasized the necessity of the use by the other Yemeni governmental media of the internet in order to avail of the information that it offers. Among the studies also is that of Al-Alawin entitled: "Communication technology and its relation to the performance of the media institutions, Jordan Radio and Television as a Model." (Al-Alawin, 2009 ).

This study aimed to define communication technology and its relation to the performance of media institutions, and to study the differences between the average estimates of the study sample concerning the extent of the use of communication technology and the performance of Jordan Radio and Television according to the demographic characteristics represented in (gender, age, academic qualifications, experience, job description), and also to gage the influence of communication technology on the activities and performance of Jordan Radio and Television, represented in the fields of planning, organization, follow up and evaluation, decision making, human resources, productivity, and efficiency of performance.

There is also the study of Al-Samri (1994) entitled "The level of job satisfaction among the employees in the field of news in Egyptian television." The study population was defined in terms of a group of women working in the central administration of television programs at Egyptian Television, and on a sample of 117 respondents. ( Al-Samri, 1994 ). The study problem lied in identifying the extent of the job satisfaction of women working in the field of television news, and the elements governing their job satisfaction or dissatisfaction, in addition to identifying the extent of the presence of discrimination between women and men in the field of news work and the hypothesis of positions of leadership. ( Al-Samri, 1994 )

Among the studies also is that of Qadsa entitled "The scientific basis of the management of media institutions- An applied study of a sample of media institutions in Saudi Arabia." ( Kidsa Mansour, 1985 ) This study was conducted on all the governmental and non-governmental media institutions in the period 1984-1985, and it found differences in the management orientations of institutions, where the study stated that there are sectors with clear aims which are defined in detail, and some which are clear and defined in general, and other sectors which are unclear and undefined, with the presence of discrepancies in priorities given to the aim of the planning process as relates to Saudi media and research institutions.

There is also the study of Basyouni entitled "The aims and functions of public relations in press institutions in Egypt" ( Basyouni, 1991) conducted on a number of Egyptian press institutions such as Al-Ahram, Akhbar Al-Yawm, Rose Al-Youseef, Dar El-Tahrir for publication and printing. The foremost findings of the study was the extremely low level of the training of employees, where 74.6% of the employees of the institutions did not receive any training in the relevant fields, and all the programs and public relations activities in the press institutions are without planning whether such is always or sometime at the a ratio of 100%. This is indicative that their practices depend on individual exertion and lack a scientific method.

### ***Procedural Definitions***

Jordan television: This a governmental institution that is specialized in the field of transmission and showing of various radio and television programs which address all the segments of society, and in some cases actually produces them. ( Article (11)

Job satisfaction- an inner feeling towards an institution represented in his feeling of satisfaction with his job.

### ***Methodology of the Study***

Boundaries of the study

Boundaries of time: The period in which the research was conducted was in July-November 2012.

Boundaries of location: This is represented in the location chosen for implementing the study, which is Jordan Radio and Television.

***Type of Study and its Methodology:*** This study is considered descriptive and utilizes a survey method for the sake of obtaining precise information and data as relates to the subject and sample being studied (employees of Jordan Radio and TV). This methodology is considered a systematic scientific effort that seeks to gather information and data in order to form a basic data base which helps in diagnosing the phenomena and interpreting them, which would enable the attainment of objective knowledge. ( Abdel Hamid, 1993)

### ***Population Study and Sample***

Population study- Employees of Jordan Radio and TV who number 1720 employees ( Ramadan Al-Rawashdeh, April, 2012)excluding gardeners and hygiene workers.

Study sample- 400 respondents were chosen as a sample representing the population study. It was distributed across the employees according to the accidental sample system.

### ***Tool of Data Collection and Reliability and Validity Procedures***

This study relied on a questionnaire that was carefully designed to gather data and information, and to gage the orientations and opinions of Jordan Television employees, with a view to responding to the inquiries of the study, thus reflecting its aims.

- The reliability of the questionnaire was ascertained and that it actually measures what must be gaged, and that the questions of the questionnaire reflect the aims and questions of the study, such by means of:
  - 1- Refer the questionnaire to a group of referees who are specialized in the subject of the study, affiliated to the Faculty of Media Yarmuk University, and the Media Department of Petra University, with view to ensuring the reliability and objectivity of the questionnaire, and to ascertain its validity, and the amendments proposed by the referees were administered on the questionnaire.
  - 2- A pre-test was administered on the questionnaire on the sample of employees numbering 40 respondents in order to know the extent of the clarity of the questions, their ranking, and reformulation of some of them, and in fact, some of the amendment suggested by them were made.
- To ensure the reliability of the data, the researchers administered a test retest after two weeks, and compared the responses, and the validity. Coefficient was (90%), which is a high value indicative of the accuracy and validity of the questionnaire.

A large number of employees of Jordan TV were relied upon, particularly the public relations apparatus of the Corporation, who are of a high level of professionalism and commitment, and with the guidance and encouragement of the upper echelons of the Corporation. Moreover, they were informed of the mechanism of the distribution and gathering of information. The process of data collection began on 1/7/2012, and continued until 15/11/2012, that is around four and a half months. The number of forms compliant with the terms reached (287) out of a total of (400) forms (326 were recovered). (39) forms were excluded as unfit for statistical analysis. This is attributable to the difficulties that confronted the study:

- Slowness of the response of the employees- the study sample- in responding to the questions of the questionnaire. The negligence of some of them to respond to the questions of the questionnaire and returning it without having fulfilled the terms. This required increased effort and telephone communications and follow up by the researchers and the Corporation's administration, and thus the period of data collection was prolonged and all the distributed questionnaires were not delivered.

### **Methods of Data Analysis**

It was used in the analysis process and as per the following SPSS: Program

- Calculate frequency and percentages- calculation of mathematical means and standard deviations.
- Testing and re-testing- chi square test to measure the level of statistical significance analysis of individual differences.

Findings of the study and their discussion.

**Table (1)**

*Frequencies and the percentages according to the variables of the study*

	Category	Frequency	Percentage
Sex	Male	177	61.7
	Female	110	38.3
Age	Less than 25	29	10.1
	25-30	129	44.9
	30-35	26	9.1
	35-40	40	13.9
	40 and more	63	22.0
Experience	Less than 5 Years	43	15.0
	5-10 Years	155	54.0
	10-15 Years	17	5.9
	15-20 Years	28	9.8
	20 years and more	44	15.3
Education	High School	22	7.7
	Diploma	31	10.8
	Bachelor	213	74.2
	High Education	21	7.3
Department	Radio	44	15.3
	Television	243	84.7
Monthly Salary	500 JD and less	85	29.6
	501-750 JD	185	64.5
	751-1000 JD	13	4.5
	1001 JD and more	4	1.4
	Total	287	100.0

It is clear from Table (1) that males occupied first place at a ratio of 177 (61.7%), and this is related to the nature of Jordanian society, and it is apparent that the age group 25-30 years is the higher with a ratio of 129 (44.9%), which is a clear indication of renewal of the employees of the institution. The age group 40 years and above represented a ratio of 63 (22%), and it becomes clear from the results that the age group less than 25 years occupied the last position of a ratio of 29 (10.1%), and this is attributable to a main reason related to the decisions of the Council of Ministers to stop appointments in all Jordanian institutions including Jordan Radio and TV for economic reasons since more than 5 years ago.

Moreover, it is clear from the Table that the segment with 5-10 years of experience occupied the first place and of a ratio of 155 (54%). It is noticeable that the ratios declined after this as is noticed in the experience category 10-15 years 17 (15.9%), and in the 15-20 years 28 (9.8%), and it is the view of the author that this is related to a number of factors, foremost of which is the opening of Jordan to the private sector in the field of television and FM stations (both Jordanian and Arab), for in the meeting with the general manager of the Audiovisual Media, Dr. Amjad Al-Qadi, in April, he stated that the number of private television stations is 38, and there are 33 FM radio stations on the one hand, and on the other is the migration of Jordanian qualified human resources abroad, and particularly to the Arabian Gulf. Moreover, findings indicate that the segment of B.A. degree holders is the higher segment, where it came in first position and of a ratio of 213 (74.2%), and this is indicative of the high ratio of university graduates in Jordan. It is also noticeable from the findings that a ratio of 21 (7.3%) of the sample hold high degrees (graduate studies).

The television category occupied first position with a ratio of 185 (64.5%), and this is linked to the overall numbers of employees in Jordan Radio and Television. Moreover, it is clear from the Table that the category of salary 501-750 Dinrs occupied first position and of a ratio of 185 (64.5%), and this is an average salary for employees of institutions of a special nature (Jordanian institutions and organizations- that have a salaries scale that differs from Jordanian ministries), which is high compared to ministries, and especially after the restructuring the salaries scale at Jordan Radio and Television in 2010, and the category of 1001 dinars and more came in last place, and with a very small ratio that did not exceed 4 (.4%), namely the managers (Director General of Jordan Radio and TV- Director of Radio- Director of Television- and perhaps the adviser).

The second question: What is the level of job satisfaction of the employees of Jordan Radio and TV in the various fields?

**Table (2): Arithmetic means and standard deviations of the level of job satisfaction of employees of Jordan Radio and Television arranged in descending order according to arithmetic means**

Position	No.	Items	Arithmetic mean	Standard deviation
1	6	Extent of satisfaction with the type of work you perform	2.66	.537
2	4	Extent of satisfaction with the responsibilities of the job	2.61	.610
3	3	Extent of satisfaction with recognition and appreciation of superiors	2.56	.706
4	1	Extent of satisfaction with the salary	2.51	.738
5	5	Extent of satisfaction with the moral encouragement of the management	2.50	.728
6	2	Extent of satisfaction with promotions	2.39	.790
7	7	Extent of satisfaction with the regulations and procedures of age (clarity of goals, regulations, instructions)	2.34	.717
7	19	Extent of satisfaction with the confidence and belonging to the institution	2.34	.593
9	18	Extent of satisfaction with the social standing resulting from work	2.30	.658
10	15	Extent of satisfaction with the work climate and the flexibility of work	2.28	.663
10	22	Extent of satisfaction with the location of housing and its proximity to the work location	2.28	.739
12	10	Extent of satisfaction with relations with colleagues	2.27	.523
13	20	Level of satisfaction with opportunity for expression of self and opinion	2.24	.677
14	14	Extent of satisfaction with supervision	2.21	.679
15	16	Extent of satisfaction with your opinions for renewal and innovation in the institution	2.16	.740
16	9	Extent of satisfaction with job guaranteed (validity and continuity)	2.14	.587
16	11	Extent of satisfaction with opportunities for good accomplishment	2.14	.625
18	17	Level of satisfaction with the fairness and equality between the employees	2.08	.755
19	8	Level of satisfaction with the material work environment (furniture, air conditioning, lighting)	2.04	.599
20	13	Extent of satisfaction with the opportunities for training and scholarships	2.00	.712
21	21	Extent of satisfaction with financial incentives	1.98	.769
22	12	Extent of satisfaction with incentive bonuses	1.95	.680
		Overall satisfaction	2.27	.405



It is clear from Table (2) that satisfaction with the type of work performed by a worker comes in first place and with an arithmetic mean of 2.66 and a standard deviation of .537. The authors attribute this to the fact that every worker is satisfied with what he does, and perhaps it is that human nature makes us satisfied with the work that we perform. In second place came satisfaction with the job responsibilities and with an arithmetic mean of 2.61 and with a standard deviation of .610. And in third place came satisfaction with the recognition and appreciation of the superiors (bosses), and this is a good indication of the relationship between the workers and their direct superiors.

It is clear from the Table that the majority of the respondents indicated a lack of satisfaction with the financial aspects, and this aspect occupied the last position, for in the item of non-satisfaction with the financial incentives came in position (21) before last, and with an arithmetic mean of 1.98, and with a standard deviation of .769.

And in last place came the item of non-satisfaction with bonuses and with an arithmetic mean of 1.95 and a standard deviation of .680. It is also noticeable from the results that an average of 2.14 indicated lack of satisfaction with the opportunities for good accomplishment and an average of 2.08 of lack of satisfaction regarding fairness and equality between the employees, and this is an indication that the management of the Corporation should be attentive to this matter. It is clear from the Table that the overall level of satisfaction was of an arithmetic mean of 2.27, and that the highest values of means was 2.66, which is indicative of the lack of high satisfaction with the job, while the lowest ratio was registered, namely an average of 1.95, which is a low percentage and is under 50%.

**Third question: What are the elements achieving job satisfaction on the part of the employees of Jordan Radio and Television from their point of view?**

*Table (3): The ranking of elements achieving job satisfaction*

Rank		Relative importance (%)
1	Satisfaction with salary and material incentives	17.6
2	Satisfaction with the tasks entailed in the job	17.2
3	Satisfaction with the place of work	16.8
4	Satisfaction with relations with colleagues	16.5
5	Satisfaction with relations with the superiors	16.1
6	Satisfaction with opportunities for promotion	15.9

It is clear from Table (3) that the ordering of the elements achieving job satisfaction reflected satisfaction with the salary and financial incentives in first place and of a ratio of 17.6%, and this is attributable to reasons related to the economic situation in Jordan on the one hand, and the increasing financial needs, and in second place came the element of satisfaction with the tasks and responsibilities entailed in the job of a ratio of 17.2%, while in last place came satisfaction with opportunities for promotion with a ratio of 15.9%.

#### **First Hypothesis – Gender and Job Satisfaction**

Hypothesis: There are statistically significant differences ( $=0.05$ ) attributable to gender?

To verify the validity of this hypothesis the arithmetic means and standard deviations were derived concerning the level of satisfaction according to the gender variable, and to show the statistical differences between the arithmetic means the T test was utilized, and the following Table shows this.

**Table (4)**

*Arithmetic means and standard deviations and the T test related to the impact of gender on degree of satisfaction*

General level of satisfaction	Gender	No.	Arithmetic mean	Standard deviation	"T" value	Levels of freedom	Statistical significance
	Male	177	2.25	.415	-1.086	285	.279
	Female	110	2.30	.389			

It is evident from Table (4) that there are no statistically significant differences ( $=0.05$ ) attributable to the influence of gender. This finding (result) indicates a rejection of the hypothesis.

**Second Hypothesis- Age and Job Satisfaction**

**Hypothesis:** There are statistically significant differences (-0.05) attributable to age?

To ascertain the validity of this hypothesis the arithmetic means and standard deviations were derived concerning the degree of satisfaction according to the age variable, and the Table below shows this.

**Table (5):** Age relative to level of satisfaction according to arithmetic means and standard deviations

Age	Number	Arithmetic mean	Standard deviation
Less than 25 years	29	2.20	.409
25 years to less than 30 years	129	2.41	.316
30 years to less than 35 years	26	1.90	.424
35 to less than 40 years	40	2.33	.329
40 years and more	63	2.13	.462
Total	287	2.27	.405

Table (5) shows an apparent discrepancy in the arithmetic means and standard deviations concerning the level of satisfaction due to the varying age variable, and to show the statistically significant differences between the arithmetic means the individual differences analysis was used as per Table (6).

**Table (6)**

*Analysis of the individual differences as relates to the impact of age on the level of satisfaction*

Source	Total squares	Levels of freedom	Average squares	F-Value	Statistical significance
Between the groups	7.575	4	1.894	13.558	.000
Inside the groups	39.389	282	.140		
Total	46.965	286			

It is evident in Table (6) that there are statistically significant differences at the level of the significance (=0.05) attributable to age, and to show the pair differences that are statistically significant between the arithmetic means, the Scheffe post hoc comparisons method were utilized as is shown in Table (7)

**Table (7)**

*The Scheffe post hoc comparisons method relating to the influence of age*

	Arithmetic mean	Less than 25 years	25 - to less than 30 years	30 - less than 35 years	35 - less than 40 years	40 years and more
Less than 25 years	2.20					
25 years to less than 30 years	2.41	-.21				
30 years to less than 35 years	1.90	.30	.51*			
35 years to less than 40 years	2.33	-.12	.09	-.42*		
40 years and more	2.13	.07	.28*	-.23	.19	

=0.05 statistical significance \*

It is evident in Table (7) that there are statistically significance differences (-0.05) between the age group 30 years to less than 35 years on the one hand, and each of the categories of experience from 25 years to less than 30 years and 35 to less than 40 years on the other hand. And the differences came in favor of each of the experience categories from 25 years to less than 30 years and 35 to less than 40 years, and also evident were statistically significant differences (0.05=a) between the age group 25 years to less than 30 years, and the differences were in favor of each of the categories of experience from 25 years to less than 30 years, and thus the hypothesis was accepted.

**Third Hypothesis- Experience and Job Satisfaction**

Hypothesis: There are statistically significant differences ( $\alpha=0.05$ ) attributable to experience?

To ascertain the validity of this hypothesis the arithmetical means and the standard deviations were derived insofar as the level of satisfaction according to the experience variable, and the Table below clarifies this.

**Table (8): Arithmetic means and standard deviations relating to the level of satisfaction according to the experience variable**

Experience	Number	Arithmetic mean	Standard deviation
Less than 5 years	43	2.08	.479
-5 less than 10 years	155	2.41	.308
-10 less than 15 years	17	2.22	.419
-15 less than 20 years	28	2.04	.360
20 years and more	44	2.15	.471
Total	287	2.27	.405

Table (8) shows apparent variation in the arithmetic averages and standard deviations concerning the level of satisfaction due to the varying years of experience, and to show the statistical differences significance between the arithmetic means the individual difference analysis was used as per Table (9).

**Table (9)**

*Individual difference analysis relating to the influence of years of experience on the level of satisfaction*

Source	Total squares	Levels of freedom	Average squares	F-Value	Statistical significance
Between groups	6.843	4	1.711	12.024	.000
Within groups	40.122	282	.142		
Total	46.965	286			

It is evident from Table (9) that there are statically significant differences at the significance level ( $\alpha=0.05$ ) attributable to the years of experience, and to show the binary differences that are statistically significant between the arithmetic means the post hoc Scheffe comparisons method was used as is shown in Table (10).

**Table (10)**

*Post hoc Scheffe comparisons method relating to the influence of the years of experience*

	Arithmetic mean	Less than 5 years	5 - less than 10 years	10 - less than 15 years	15 - less than 20 years	20 years and more
Less than 5 years	2.08					
5- less than 10 years	2.41	-.33*				
10- less than 15 years	2.22	-.14	.19			
15- less than 20 years	2.04	.04	.37*	.18		
20 years and more	2.15	-.07	.26*	.07	-.11	

It is evident from Table (10) that there are statistically significant differences ( $\alpha=0.05$ ) between the experience category 5 less than 10 years on the one hand and all the experience categories less than 5 years, and 15- less than 20 years, and 20 years and more on the other hand. The differences were in favor of the experience category -5 less than 10 years, and thus the hypothesis was accepted.

#### **Fourth Hypothesis- the Academic Qualification and Job Satisfaction**

Hypothesis: There are statistically significant differences ( $\alpha=0.05$ ) attributable to academic qualifications?

To ascertain the validity of this hypothesis the arithmetic means and standard deviations were derived as relates to the level of satisfaction according to the academic qualification variable, and the Table below shows this.

**Table (11): Arithmetic means and standard deviation for the level of significant according to the academic qualifications variable**

Academic qualification	Number	Arithmetic mean	Standard deviation
High school	22	2.15	.440
Diploma	31	2.19	.394
Bachelor's degree	213	2.31	.390
Graduate studies	21	2.12	.486
Total	287	2.27	.405

Table (11) shows apparent variation in the arithmetic means and standard deviation for the level of satisfaction due to the academic qualification variable, and to show the statistical differences between the arithmetic means the unitary difference analysis was utilized as per Table (12).

**Table (12):** The individual difference analysis of the effect of academic qualification on the level of satisfaction

Source	Total squares	Degrees of freedom	Average chi-square	F-Value	Statistical significance
Between groups	1.304	3	.435	2.695	.046
Within groups	45.660	283	.161		
Total	46.965	286			

It is evident from Table (12) that there are statistically significant differences at the level of significance ( $=0.05$ ) attributable to academic qualification, and to show the binary statistically significant differences between the arithmetic means the post hoc Scheffe comparisons method was used as is shown in Table (13).

**Table (13):** Post hoc Scheffe comparisons method for the influence of academic qualification

	Arithmetic mean	High school	Intermediate diploma	B.A.	Graduate studies
High school	2.15				
Intermediate diploma	2.19	*.04			
B.A.	2.31	*.16	*.12		
Graduate studies	2.12	.03	.07	.19*	

It is evident from Table (13) that there are statistically significant differences ( $=0.05$ ) between the B.A. and graduate studies, and the differences came in favor of the B.A. and hence the hypothesis was accepted.

**Fifth Hypothesis: Department and Job Satisfaction**

**Hypothesis:** There are statistically significant differences ( $a=0.05$ ) attributable to the department?

To ascertain the validity of this hypothesis, the arithmetic means and standard deviations for the level of satisfaction according to the gender variable were derived, and to show the statistical differences between the arithmetic means the T test was used, and the Table below shows this.

**Table (14)**

*Arithmetic means and standard deviations and the T test for the influence of the department on the level of satisfaction*

	Department	Number	Arithmetic mean	Standard deviation	T-Value	Degrees of freedom	Statistical significance
General satisfaction	Radio	44	2.11	.426	-2.845	285	.005
	Television	243	2.30	.396			

It is evident from Table (14) that there are statistically significant differences ( $=0.05$ ) attributable to the effect of the department, and the differences came in favor of the television, and accordingly the hypothesis was validated.

**Sixth Hypothesis- Monthly Salary and Job Satisfaction**

**Hypothesis:** There are statistically significant differences ( $=0.05$ ) attributable to the salary?

To ascertain the validity of this hypothesis the arithmetic means and standard deviations for the level of satisfaction according to the salary variable were derived, and the Table below shows this.

**Table (15):** Arithmetic means and standard deviations for the level of satisfaction according to the salary variable

Salary	Number	Arithmetic mean	Standard deviation
500 dinars and less	85	2.19	.417
750-501 dinars	185	2.31	.389
1000-751	13	2.15	.496
1001 dinars and more	4	2.57	.059
Total	287	2.27	.405

Table (15) shows an apparent variation in the arithmetic means and standard deviations for the level of satisfaction due to the monthly salary variable, and to show the statistical significance of the differences between the arithmetic means the individual difference analysis was used as per Table (16).

**Table (16): Individual difference analysis for the influence of monthly salary on the level of satisfaction**

Source	Total squares	Degrees of freedom	Average squares	F-Value	Statistical significance
Between groups	1.520	3	.507	3.155	.025
Within groups	45.444	283	.161		
Total	46.965	286			

It is evident from Table (16) that there are statistically significant differences at the level of significance (0.05=) attributable to the monthly salary, and to show the binary differences that are statistically significant between the arithmetic means the post hoc Scheffe comparisons method was used as is shown in Table (17).

**Table (17)**

*Post hoc Scheffe comparisons method for the influence of the monthly salary*

	Arithmetic mean	500 JD and less	501-750 JD	100-7851 JD	1001 and more
500 JD and less	2.19				
500-750 JD	2.31	.13*			
751-1000 JD	2.15	.04	.17		
1000 and more	2.57	.38	.25	.42	

It is evident from Table (17) that there are statistically significant differences ( $\alpha=0.05$ ) between the 500 dinars categories and less, and 501-750 dinars, and the differences came in favor of the salary category 501-750 dinars. What is the correlation between gender and satisfaction with the salary and material incentives?

**Table (18)**

*Arithmetic means and standard deviations for the level of satisfaction with the salary and material incentives according to the gender variable*

	Gender	Number	Arithmetic mean	Standard deviation	T-Value	Levels of freedom	Statistical significance
Satisfaction with salary and material incentives	Male	170	1.71	1.307	.322	275	.748
	Female	107	1.66	1.046			

It is evident from Table (18) that there are no statistically significant differences ( $\alpha=0.05$ ) attributable to the effect of gender. What is the correlation between experience and satisfaction with the opportunities for promotion? To ascertain the validity of this correlation the arithmetic means and standard deviations were derived relating to the extent of satisfaction with the chances for promotion according to the variable of experience, and the Table below shows this.

**Table (19): Arithmetic means and standard deviations relating to the degree of satisfaction with the opportunities for promotion according to the variable of experience**

Experience	Number	Arithmetic mean	Standard deviation
Less than 5 years	39	2.95	1.701
5- less than 10 years	152	1.75	1.063
1-0 less than 15 years	16	2.50	1.789
15- less than 20 years	25	2.36	1.440
20 years and more	43	2.74	1.916
Total	275	2.17	1.479

Table (19) shows apparent differences in the arithmetic means and standard deviations as relates to the degree of satisfaction with the chances for promotion due to the years of experience variable, and to show the statistical differences significance between the arithmetic means the individual differences analysis was used as per Table (20).

**Table (20):** Individual differences analysis of the impact of the years of experience on the level of satisfaction with the chances for promotion

Source	Total squares	Levels of freedom	Average of squares	F-Value	Statistical significance
Between groups	67.278	4	16.820	8.531	.000
Within groups	532.343	270	1.972		
Total	599.622	274			

It is evident from Table (20) that there are statistically significant difference at the level of significance (=0.05) attributable to the years of experience, and to show the binary differences that are statistically significant between the arithmetic means the post hoc Scheffe comparisons method was used as is shown in Table (21).

**Table (21):** Post hoc Scheffe comparisons method relating to the impact of the years of experience

	Arithmetic mean	Less than 5 years	5- less than 10 years	10- less than 15 years	15- less than 20 years	20 years and more
Less than 5 years	2.95					
5- less than 10 years	1.75	1.20*				
10- less than 15 years	2.50	.45	*.75			
15- less than 20 years	2.36	.59	*.61	.14		
20 years and more	2.74	.20	*.99*	*.24	*.38	

It is evident from Table (21) that there are statistically significant differences (=0.05) between the experience segment -5 less than 10 years on the one hand, and each of the experience categories less than 5 years, and 20 years and more on the other hand, and the differences came in favor of the experience categories less than 5 years, and 20 years and more.

What is the correlation between academic attainment and satisfaction with the chances for promotion?

To ascertain the validity of this correlation the arithmetic means and standard deviations were derived concerning satisfaction with chances for promotion according to the academic credentials variable, and the Table below shows this

**Table (22):** Arithmetic means and standard deviations relating to the level of satisfaction with promotion opportunities according to the academic degree variable

Academic degree	Number	Arithmetic mean	Standard deviation
High school	19	2.79	1.843
Intermediate diploma	30	2.30	1.442
B.A.	207	2.11	1.464
Graduate studies	19	2.11	1.243
Total	275	2.17	1.479

Table (22) shows apparent differences in the arithmetic means and standard deviations relating to the level of satisfaction with the opportunities for promotion due to variance in the academic qualifications variable, and to show statistically significant differences between the arithmetic means the individual difference analysis was used as per Table (23).

**Table (23):** Individual difference analysis of the impact of academic level on the degree of satisfaction with the chances for promotion

Source	Total squares	Levels of freedom	Average squares	F-Value	Statistical significance
Between groups	.713	3	2.904	1.332	.264
Inside groups	590.909	271	2.180		
Total	599.622	274			

It is clear from Table (23) that there are no statistically significant differences at the level of significance ( $=0.05$ ) attributable to academic attainment.

### **Foremost Findings**

- Satisfaction with the type of work performed by a worker occupied first place and with a mean of 2.66, while financial aspects and incentive bonuses came in the last places and with low means 1.98, 1.95.
- The first hypothesis relating to gender and job satisfaction was rejected due to lack of statistically significant differences attributable to the effect of gender.
- Acceptance of the second hypothesis- age and job satisfaction.
- Acceptance of the third hypothesis- experience and job satisfaction.
- Acceptance of the fourth hypothesis- academic qualification and job satisfaction.
- Acceptance of the fifth hypothesis- department and job satisfaction.
- Acceptance of the sixth hypothesis- monthly salary and job satisfaction.
- Lack of a correlation between gender and satisfaction with salary and material incentives.
- Presence of a correlation between experience and satisfaction with chances for promotion.
- Lack of a correlation between the academic qualification and satisfaction with opportunities for promotion.

### **Recommendations**

- The authors of this study urge the upper management of Jordan Radio and Television and the affiliated departments to devote greater attention to the factors contributing to the satisfaction of its employees.
- The authors recommend the conduct of field studies in the Jordanian media sectors and similar sectors so as to benefit from the findings of these kinds of studies.
- Form a committee from the administration of Jordan Radio and Television to look into the findings of this study, and thereafter to consider means that may enable the institution's administration to enhance the level of job satisfaction of the employees.
- Conduct further scientific research with a view to promoting productivity through overcoming the obstacles to achievement.
- These findings may be beneficial to Jordan Radio and TV in terms of remedying the negative aspects in the administration which have an effect on productivity and the environment in which the employees work.

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