



UNIVERSITI TEKNOLOGI MARA

**JOB SATISFACTION: A STUDY ON THE STATE OF JOB SATISFACTION
AMONG STAFFS OF AREA FARMERS' ORGANISATIONS
IN KUCHING AND SAMARAHAN DIVISIONS**

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TABLE OF CONTENTS

	Page	
Title Page	i	
Letter of Transmittal	ii	
Confidentiality Statement	iii	
Acknowledgements	iv	
List of Abbreviations	v	
Table of contents	vi	
List of Tables	viii	
List of Figures	ix	
Abstract	x	
CHAPTER 1	INTRODUCTION	
1.1	Background and scope of study	1
1.2	Problem Statement	5
1.3	Objectives of study	5
1.4	Research questions	6
1.5	Scope of the study	6
1.6	Significance of study	7
1.7	Limitation of study	7
1.8	Definition of terms	7
CHAPTER 2	LITERATURE REVIEW	8
CHAPTER 3	RESEARCH METHODOLOGY	
3.1	Research Design	11
3.2	The Research Framework	11
3.3	Data Collection	13
3.4	Sampling technique	14
3.5	Procedure for analysis of data	14
CHAPTER 4	DATA ANALYSIS AND FINDINGS	
4.1	Introduction	16
4.2	Demographics characteristics of Respondents	16
4.3	Data Analysis of Respondents' Response Towards Key Factors	19
4.4	The Research Findings	25

Abstract

Area Farmers' Organisations in Sarawak are undergoing a period of difficulties in term of business activities and management. The increase of business activities have led to several management problems such as project failures, abuse of power, breach of trust, stock loss, low staff morale, higher staff turnover and lots of other teething issues. These issues have been seen to have affect staff motivation, which leads to poor job satisfaction among AFO staff. This study is conducted to find out the state of job satisfaction among AFO staff in Kuching and Samarahan Divisions.

The study identifies three important keys factors that affect job satisfaction among AFO staff in the Divisions namely present pay, promotion opportunities and nature of work. The overall state of job satisfaction among the AFO staff in Kuching and Samarahan Divisions is discovered to be poor or staff are generally dissatisfied. Recommendations are made to the AFO management to address these issues.

CHAPTER 1

INTRODUCTION

1.1 Background of Study

Farmers' Organisation (FO) is an organisation formed and owned, governed, controlled and monitored by the farmers themselves under the Farmers' Organisation Act 1973 and Farmers' Organisation Regulations 1983. Farmers' Organisation started in Malaysia when Parliament passed a Farmers' Association Act, No. 22 of 1967. The Act was provided for the registrations of Area, State and Federal Farmers' Associations, the control and supervision of such associations and for matters connected therewith. When the Farmers' Organisation Act 1973 was enacted the name Area Farmers' Association was subsequently changed to Area Farmers Organisation (AFO). (FO Rules and Regulations 1983)

In general, the overriding objectives of the setting up of an Area Farmers' Organisation are

- to protect the social and economic interests of its members.
- to improve the knowledge and skill of its members and
- to improve the productivity of the members in agricultural and agro-based enterprises. (Extract from Farmers' Association Act, 1967, item 5)

In Sarawak Farmers' Organisation started with the formation of Area Farmers' Association, Stumbin-Bijat on the 22nd June 1972. With the enactment of Farmers' Organisation Act 1973 it was changed to Area Farmers' Organisation, Batang Lupar.

At the earlier stage of Farmers' Organisation the overall performance was unsatisfactory due to lack of emphasis on the direction and development of Farmers' Organisation. However in 1983, the Department of Agriculture, Sarawak and Ministry of Community Development made a consented effort to improve the position of Farmer's Organisation through the formation of many more Area Farmers' Organisations and one State Farmers' Organisation. Following this, intensive effort was made to carry out membership drive campaign, increasing working capital and facilities, additional staffs and workers, improving social-economic activities along with the strengthening of the management supervision. The impact of that serious effort was seen by the increased in membership, shared capital, business volume and net profit of the Area Farmers' Organisation. (FI Annual Report 2000, page 6).

Today there are twenty-eight (28) Area Farmers' Organisations and one (1) State Farmers' Organisation in Sarawak. The 28 AFO formed the State Farmers' Organisation (SFO) by investing paid-up shares in that Organisation. The 28 AFO in Sarawak are Sri Gading, Bau, Kuching, Siburan, Samarahan, Serian, Simunjan, Pantu, Batang Lupar, Lubok Antu, Saribas, Kalaka, Sarikei, Meradong, Daro,

CHAPTER 2

LITERATURE REVIEW

Job Satisfaction is the most widely studied work attitude. Robbins (2003, page 72) defined job satisfaction as an individual's general attitude towards his or her job while McShane and Ann (2005, page 45, 122) defined it as a person's evaluation of his or her job and work context. It is an appraisal of their job, based on their observations and emotional experiences.

It is important to know about job satisfaction because study and research have proven that it has effect on work behaviour and has a significant relationship with and employee performance and customer satisfaction. (McShane / Ann, 2005).

Employee can simultaneously experience job satisfaction and job dissatisfaction while doing their work. Satisfied employees have a favourable evaluation of their job, based on their observations and experiences. A person with a high level of job satisfaction holds positive attitudes about the job while a person who is dissatisfied with his or her job holds negative attitudes about the job. Satisfaction depends on the level of discrepancy between what people expect to receive and what they experience. (Robbins, 2003)

According to the Kretch, Crutchfield and Ballachey Model group function, it considers Productivity and Members Satisfaction as outcomes. A common conclusion drawn from Hawthorne studies was that "A happy or satisfied worker was a productive one". Studies that have tried to establish this causal relationship, have suggested that increase productivity may actually lead to increased workers satisfaction (rather than the other way round) that is if an employee is performing her work well, she feel good about it. If the company then acknowledges her higher performance through verbal recognition, increased pay or promotion, then the rewards act to raise the level of job satisfaction.

Stephen P. Robbins described two approaches on how to measure job satisfaction namely by a single global rating and by a summation score made up of a number of a job facets. The single global rating is done by asking individuals to respond to one question such as "All things considered, how satisfied are you with your job?" The respondents reply by circling a number between one and five that corresponds to answers from "highly satisfied" to "highly dissatisfied". The summation of job facets is more sophisticated. It identifies key elements in a job and asks for employee's feeling about each. Typical factors that would be included are

- Present pay (remuneration)
- Promotion opportunities (prospects)
- The nature of work