



**University of Macau  
Faculty of Social Sciences and Humanities  
Department of Communication**

**Master of Arts in Communication & New Media**

**Relationship Management & Job Satisfaction:**

**How to prolong employee relationships in Organizations  
in Macau**

**By**

**Cristy, Luisa Iong**

**Supervisor: Dr. Regina, Chen Yi-Ru**

Thesis submitted in partial fulfillment of the Requirements for the degree  
of Master of Arts at the University of Macau

**March 2008**

## TABLE OF CONTENTS

|  |           |
|--|-----------|
| <b>CHAPTER I: INTRODUCTION .....</b>   | <b>4</b>  |
| Background.....  | 5         |
| Changes to Macau’s Job Market.....   | 6         |
| Significance of the Study.....   | 7         |
| <b>CHAPTER II: CONCEPTUALIZATION .....</b>   | <b>9</b>  |
| Public Relations as A Managerial Function .....  | 9         |
| Relationship Management of Public Relations.....   | 11        |
| Organization-Public Relationships (OPR).....   | 13        |
| Cultivation Strategies.....  | 16        |
| Job Satisfaction .....   | 18        |
| Satisfaction to the Employer/Organization.....   | 21        |
| Satisfaction of the Job .....  | 22        |
| Job Satisfaction Scale (JSS) .....   | 22        |
| <b>CHAPTER III: METHODOLOGY .....</b>  | <b>25</b> |
| Qualitative Interviewing.....  | 26        |
| Interview Procedure.....   | 26        |
| Data Collection .....  | 31        |
| Preparing the Raw Data.....  | 32        |
| <b>CHAPTER IV: RESULTS .....</b>   | <b>34</b> |
| RQ1. What Is the Role of Public Relations Practitioners to the Organizations in Macau? ..... | 34        |
| Direct Supervision under the General Manager.....  | 34        |
| Limited Power in Strategic Management .....  | 35        |
| Young Department.....  | 35        |
| The Spokesperson and Image Builder.....  | 36        |
| No Direct Management of Internal Public Relations .....                                      | 37        |
| RQ2. What Are the Criteria of Job Satisfaction to Employees in Macau? .....                  | 38        |
| Mutual Communal Relationship VS Exchange Relationship .....                                  | 38        |
| Sense of Belonging and Commitment.....   | 40        |
| Desirable Job Nature.....  | 41        |
| Attractive Wages and Benefits.....   | 41        |
| Favorable Operation Conditions.....  | 42        |

|   |           |
|---|-----------|
| Encouraging Personal Development .....  | 43        |
| Effective Supervisors and Friendly Co-workers .....   | 43        |
| Effective Communication System.....   | 44        |
| RQ3. How Can Relationship Management Work to Increase Job Satisfaction?.....                | 45        |
| Satisfaction to Employer Over Satisfaction to Job.....                                      | 45        |
| Improvement and Maintenance of Reputation and Corporate Image.....                          | 46        |
| Being Open and Transparent .....  | 46        |
| Setting Up Diverse and Effective Communication Channels .....                               | 47        |
| More Care and Concern .....   | 48        |
| <b>CHAPTER V: CONCLUSIONS AND IMPLICATION .....</b>   | <b>49</b> |
| Research Question 1: Current public relations industry in Macau.....                        | 49        |
| Research Question 2: Criteria of job satisfaction among Macau employees .....               | 51        |
| Research Question 3:How can relationship management work to increase job satisfaction?..... | 56        |
| Limitations .....   | 60        |
| <b>APPENDIX A .....</b>   | <b>62</b> |
| <b>APPENDIX B.....</b>  | <b>63</b> |
| <b>APPENDIX C.....</b>  | <b>65</b> |
| <b>APPENDIX D .....</b>   | <b>67</b> |
| <b>BIBLIOGRAPHY .....</b>   | <b>69</b> |

LIST OF TABLES

|   |    |
|---|----|
| TABLE 1. Data collection summary for Interviews.....  | 28 |
| TABLE 2. Participants' demographic characteristics.....   | 29 |
| TABLE 3. Frequencies and percentage by job classification, years in current<br>organization and years in field..... | 30 |
| TABLE 4. The modified continuum of types of relationships.....  | 31 |
| TABLE 5. The modified job satisfaction scale.....   | 52 |
| TABLE 6. Satisfied items and Dissatisfied items among the four organizations .....                                  | 55 |

LIST OF FIGURES

|  |    |
|--|----|
| FIGURE 1. Relationship Marketing Triangle.....                               | 12 |
| FIGURE 2. The Modified Continuum of Types of Relationships (Hung, 2005)..... | 14 |