



## Job Satisfaction among Police Personnel: A Socio-Demographic Study

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### Abstract

This cross sectional survey seeks to profile the degree, spread or extent of various facets of job satisfaction against identified personal socio-demographic variables on a purposive sample of 687 police personnel hailing from 17 police stations in Mysore Urban District, Karnataka, India. The 36-item Likert Scale of Job Satisfaction Survey covering 9 facets revealed mean score of 129.85 (SD: 21.38;60.12%) which is interpreted as 'ambivalence' on the measuring instrument. This sense of uncertainty is reflected across socio-demographic variables except gender and number of dependents although within the same expressed bandwidth of ambiguity ( $p < 0.05$ ). A facet-wise and item analysis show highest source for job satisfaction emerge from their nature of work, supervision and camaraderie with co-workers, whereas the source of their dissatisfaction stem from non-availability of rewards, low salaries, poor perks, lack of promotions or benefits and wanting work conditions. The findings are presented and discussed in the light of a need to undertake job satisfaction research on a larger continual basis for updating and optimizing the available human resources in the police organization.

**Keywords:** Job Satisfaction, Police Personnel, Socio-demographic Variables

### 1. Introduction

Job satisfaction is 'an individual's general attitude toward his or her job' (Robbins, 2003, p.72). It explains how satisfied an employee is with his job. The common facets of job satisfaction are: appreciation, communication, co-workers, benefits, job conditions, nature of work itself, organization itself, organization policies and procedures, pay, personal growth, promotional opportunities, recognition, security and supervision (Spector, 1997). An employee job satisfaction is measured by various factors, such as, pay, promotion, benefits, policies and procedures, and relationship with higher authority, work timings, work-family conflict, and the job itself (Howard, Donofrio & Boles, 2004). The people who are happy with their job are also more satisfied with it. A positive relationship is noted between emotional intelligence, job performance and job satisfaction (Sy, Tram & O'Hara, 2006).

The common procedure of measuring job satisfaction involve use of direct interview, questionnaires or paper-pencil tests, proxy reports, or theme based focus group discussions. Perhaps, the easiest and most convenient technique is to use job satisfaction scales. Such scales quickly cover many facets of job satisfaction, make available norms, show acceptable levels of reliability, and save cost or time. Some well known measures of job satisfaction are: Job Descriptive Index (JDI; Kihm, Smith & Irwin, 1997; Kathy, 1992; Smith, Kendall & Hulin, 1969), Job Satisfaction Scale (D-JSS; Dantzer, 1993), Minnesota Satisfaction Questionnaire (MSQ; Weiss, Dawis, England & Lofquist, 1967), the Job Diagnostic Survey (JDS; Hackman & Oldham, 1974). Another two generic job satisfaction scales are: Job in General Scale (JIG; Russell et al. 2004; Ironson et al., 1989), and Michigan Organizational Assessment Questionnaire satisfaction subscale (MOAQ; Bowling & Hammond, 2008; Cammann, Fichman, Jenkins & Klesh, 1979). A few standardized scales to measure job satisfaction are also available in India (Munir & Khatoon, 2015; Kumar & Khan, 2014; Mehta & Kiran, 2014; Bhatnagar, Srivastava, Singh & Jadav, 2011).

### 2. Review of Literature

Empirical studies on job satisfaction among police personnel is limited (Zhao, Thurman & He, 1999; Bennett 1997; Buzawa, 1984). The effective functioning of police organization is directly related to job satisfaction and its effect on higher productivity, lowered stress, absenteeism and turnover of an employee has been amply shown (Hoath, Schneider & Starr, 1998; Denhart, 1984; Sheley & Nock, 1979). Dissatisfied police personnel adversely affect the quality of services and damage their image in the public (Yim & Schafer, 2009; Buzwa, Austin & Bannon, 1994). It is suggested that job satisfaction among police officers is multidimensional and independent of one another (Johnson, 2012; Slovak, 1978). Police officers have been found to be more satisfied with their job when

they get support from their immediate supervisor and less satisfied with their pay and access to in-service training (Dantzker&Surrette, 1996).

Available literature on demographic variables and job satisfaction among police personnel is inconsistent. The studied variables are education, ethnicity, gender, age, education, rank, and years of service. For example, age is shown to be significantly correlated with job satisfaction in police officers while dissatisfaction comes from pay and absence of supervisory support (Dantzker, 1994). From all this, it is evident that there is no clear picture on the profile of socio-demographic variables vis-à-vis police job satisfaction especially in Indian settings. In the contemporary scene of police managerial practices, there appears to be a 'trend of increasing specialization of police tasks' which is 'said to have reduced job satisfaction among uniformed officers by limiting the scope of their work' (Mathur, 2002; p. 1021). Related research questions on this theme are: What could be the levels of job satisfaction in a representative cross sectional sample of police personnel? Would there be differences in their job satisfaction in relation to variables like gender, age, education, rank and experience? Would it be possible to profile the highs and lows among the various facets of job satisfaction in police personnel?

### 3. Aim & Objectives

Based on these research questions, the generic aim of this study was to profile the nature, content, type, frequency, intensity and extensity of job satisfaction for various cadres of police personnel belonging to a major city of south India as well as in relation to associated personal socio-demographic variables. A subsidiary aim was also to determine the reliability and validity of the instrument being used for measurement of job satisfaction in the targeted population of police personnel. The specific objectives of the study were:

- To determine the degree of job satisfaction in a purposive and representative cross sectional sample of police personnel;
- To examine the influence of personal socio-demographic variables on the degree of job satisfaction in the sample of police personnel;
- To profile highs and lows among various facets of job satisfaction in the studied sample of police personnel; and,
- To determine the reliability and validity of the instrument being used for measurement of job satisfaction in the targeted population of police personnel.

### 4. Method

This study uses a cross sectional survey design involving purposive sampling techniques and having an embedded ingredient of tool validation. The key variable targeted in this investigation is: Job Satisfaction. The targeted population is: police personnel.

### 5. Participants

Available population data from official records at the time of this study carried out between January-December, 2015, was reportedly 1155 police personnel across 17 police stations in Mysore Urban District, Karnataka, India. Out of them, 687 respondents (59.48 %) participated in the survey. The sample included 623 men and 64 women which was proportional and representative of the gender wise distribution in their larger population. Their ages varied from 21-30 years (N: 100), 31-40 years (N: 238), 41-50 years (N: 148), and 51-60 years (N: 201). Their cadre included: 'Police Constable' (N: 382), 'Head Constable' (N: 221), 'Assistant Sub Inspector' (N: 45), 'Sub Inspector' (N: 23), and 'Police Inspector' (N: 16).

### 6. Instruments

This study used two tools: (a) Personal Data Sheet; and, (b) Job Satisfaction Survey (JSS; Spector, 1997; 1985). The first instrument was exclusively prepared to elicit background details of respondents. The 36-item Likert scale JSS measures the target variable on nine facets of pay and remuneration, promotion opportunities, immediate supervision, monetary and non-monetary fringe benefits, contingent rewards like appreciation or recognition for good work, operating policies and procedures, co-worker relations, nature of work-itself, and communication within the organization. For example, the item #1 on 'I feel I am being paid a fair amount for the work I do' reflects the facet of 'pay and remuneration' as item #6 on 'Many of our rules and procedures make doing good job difficult' reflect 'operating policies and procedures'.

Each facet is assessed with four items and a total score is computed from all items. A summative rating format is used with six choices per item ranging from 'strongly disagree' to 'strongly agree'. Items are bidirectional. About half of them are reverse scored. Each item is scored from 1 to 6 if the original response choices are used. High scores on the scale represent job satisfaction. The scores on negatively worded items are reversed before summing with the positively worded into facet or total scores. A score of 6 representing strongest agreement with a negatively worded item is considered equivalent to a score of 1 representing strongest disagreement on a positively worded item, allowing them to be combined meaningfully. Although the JSS was originally developed for use in human service organizations, it is applicable to all organizations. Available norms include a wide range of

organization types in both private and public sector. The internal consistency reliability coefficient alpha for the whole tool is reported as 0.91 while it varies between 0.60 and 0.82 for the individual domains.

## 7. Procedure

The study was initiated after securing permission from District Level Commissioner of Police. To ease test administration, the JSS was subjected to reverse translation in regional language by using two mutually blinded examiners with post graduation in psychology. Respondents were explained any test item for which clarification was sought. No time limit was prescribed to complete the tool. The instruments chosen for this study was then distributed to consenting and eligible respondents after explaining its rationale in their respective police station limits. The base data collected were individual response sheets of the participating police personnel across each item on the designated tool. They were then coded and tabulated in excel spread sheets before attempting appropriate statistical treatments and analysis on SPSS/PC (Pallant, 2013).

## 8. Results

The findings of this study are presented below in three broad but inter-connected headings: (a) Overall job satisfaction scores and in relation to various socio-demographic variables; (b) Facet Analysis; and, (c) Item Analysis.

### (a) Overall job satisfaction scores and in relation to various socio-demographic variables:

The overall sample of police personnel (N: 687) in this study show mean job satisfaction score of 129.85 (SD: 21.38; 60.12%) out of maximum possible score of 216 which is interpreted as 'ambivalent' (Table 1). If this is taken as reference point or bench mark, it appears that married police people (N: 623; Mean: 124.06; SD: 18.79; 57.43%) show significantly lower ( $p < 0.01$ ) job satisfaction scores than their unmarried or single counterparts (N: 64; Mean: 130.44; SD: 21.55; 60.39%). Their age, education, years of service experience and/or number of transfers of police personnel appear significant in proportionately increasing their job satisfaction ( $p < 0.001$ ). In short, all the socio-demographic correlates except gender and number of dependents appear significant variable to influence or determine the job satisfaction scores in the sample of police personnel included in this study ( $p > 0.05$ ).

**Table1: Distribution of overall job satisfaction scores and in relation to various socio-demographic variables**

Variable		N	Mean	SD	Probability
Overall		687	129.85	21.38	
GENDER	Men	623	129.53	21.40	T: 1.203; Df: 685; SED: 2.81; $p = 0.23$ ;
	Women	64	132.91	21.05	
MARITAL STATUS	Married	623	124.06	18.79	T:2.549; Df: 685; SED:2.50; $p = 0.01$ ;
	Unmarried	64	130.44	21.55	
NUMBER OF CHILDREN	Unmarried	64	130.44	21.55	F (4,682): 6.663; $p = 0.000$ ;
	0	35	122.83	24.06	
	1	180	127.03	21.50	
	2	333	130.79	20.75	
	3+	75	140.64	20.65	
NO. OF DEPENDENTS	1-2	138	129.36	20.80	F (2,684): 0.070; $p = 0.93$ ;
	3-4	376	129.83	21.29	
	5+	173	130.27	22.12	
AGE	21-30 years	100	120.99	20.83	F (3,683): 31.49; $p = 0.000$ ;
	31-40 years	238	123.52	19.86	
	41-50 years	148	132.58	20.92	
	51-60 years	201	139.73	19.31	
EDUCATION	S.S.L.C	101	140.83	21.82	F (3,683): 14.88; $p = 0.000$ ;
	P.U.C	194	131.55	20.51	
	U.G	268	127.97	20.51	
	P.G	124	122.75	20.84	
RANK	P.I	16	151.00	18.38	F(4,682): 24.68; $p = 0.000$ ;
	S.I	23	141.91	17.04	
	A.S.I	45	143.87	18.48	
	H.C	221	134.90	20.27	
	P.C	382	123.66	20.30	
EXPERIENCE	0-10 years	202	120.50	20.08	F(2,684): 40.71; $p = 0.000$ ;
	11-20 years	216	129.12	20.48	
	20+ years	269	137.45	20.16	
TRANSFERS	0-2	284	122.83	20.38	F(2,684): 30.963; $p = 0.000$ ;
	3-4	204	132.48	21.41	
	5+	199	137.16	19.70	

(Interpretation of Mean Scores: 36-108 is dissatisfaction; 108-144 is ambivalent; and, 144-216 is satisfaction)

**(b) Facet Analysis**

A facet wise distribution of job satisfaction scores (Table 2) shows that the police personnel derive highest satisfaction from their 'nature of work' (Rank#1; Mean: 18.39 out of 24; SD: 3.53; 76.63%), followed by 'supervision' (Rank#2; Mean: 17.78 out of 24; SD: 4.10; 74.08%), and 'interactions with co-workers' (Rank#3; Mean: 16.44 out of 24; SD: 3.24; 68.50%). They are least satisfied with their 'work conditions' (Rank#8; Mean: 11.37 out of 24; SD: 2.82; 47.38%) and absence of avenues for 'promotion' (Rank#9; Mean: 10.87 out of 24; SD: 4.15; 45.29%). The overall mean job satisfaction scores obtained by respondents of this study is interpreted as 'ambivalent' across all the studied personal socio-demographic variables except for age, marital status, education, experience, rank or designation which show slight differences albeit within the same expressed bandwidth of ambiguity ( $p < 0.05$ ). Kolmogorov-Smirnov and Shapiro-Wilk tests of normality showed that the domains are not normally distributed ( $p < 0.001$ ).

**Table 2: Facet-wise Distribution of job satisfaction scores**

Sno.	Facet	No. Of Items	Max Score	Mean	SD	Median	%	Ranks
1	Pay	4	24	12.64	4.60	13.00	52.65	6
2	Promotion	4	24	10.87	4.15	10.00	45.31	9
3	Supervision	4	24	17.78	4.10	18.00	74.10	2
4	Benefits	4	24	14.49	3.80	15.00	60.38	5
5	Rewards	4	24	12.53	4.48	12.00	52.20	7
6	Work Condition	4	24	11.37	2.82	11.00	47.38	8
7	Co Workers	4	24	16.44	3.24	16.00	68.50	3
8	Nature of Work	4	24	18.39	3.53	19.00	76.63	1
9	Communication	4	24	15.33	4.57	15.00	63.88	4
	TOTAL	36	216	129.85	21.38	129.00	60.11	

$\chi^2$ : (8)=2230.38;  $p=0.001$ ; Friedman's Test shows significant difference between nine domains at  $p=0.001$ ;

A correlation analysis (Table 3) to check within and between domain internal consistency on JSS revealed content validity coefficients or within item total correlation coefficients ranging between  $r$ : -0.25 (IS-OP) to  $r$ : 0.54 (COR-PR) within acceptable limits ( $p < 0.05$ ). The split half odd-even reliability ( $r$ : 0.57) on job satisfaction Scale followed by stepped up estimates using Spearman-Brown Prediction Formula ( $r$ : 0.73) for overall tool, along with measures of internal consistency by Cronbachs alpha ( $r$ : 0.82) vouch the reliability and validity of the instrument being used for measurement of job satisfaction in the targeted population of police personnel. Wilcoxon-Sign Ranks Test showed no significant difference ( $> 0.05$ ) only for 'rewards-pay' while all other pairs of facets were found to be statistically significant ( $< 0.05$ ).

**Table 3: Domain-wise Inter-Correlation Matrix of job satisfaction scores**

	PR	PO	IS	FB	COR	OP	CR	NW	CO
PR	1.00								
PO	0.52	1.00							
IS	0.30	0.21	1.00						
FB	0.50	0.45	0.22	1.00					
COR	0.54	0.41	0.34	0.34	1.00				
OP	-0.17	-0.13	-0.25	-0.15	-0.13	1.00			
CR	0.36	0.24	0.32	0.25	0.36	-0.13	1.00		
NW	0.42	0.28	0.32	0.41	0.42	-0.24	0.40	1.00	
CO	0.42	0.25	0.47	0.31	0.48	-0.17	0.41	0.44	1.00

(KEY: Cronbachs Alpha: 0.82; Split-Half (Odd-Even) Correlation: 0.57; Spearman-Brown Prophecy: 0.73; PR: Pay-Remuneration; PO: Promotion-Opportunities; IS: Immediate Supervision; FB: Fringe Benefits; COR: Contingent Rewards; OP: Operating Policies; CR: Co-worker Relations; NW: Nature of work-itself; CO: Communication within Organization).

**(c) Item Analysis**

Analysis of individual high-end and low end scoring items on the instrument used for measuring job satisfaction (Table 4) shows that most police personnel report enjoyment with 'co-workers' (Item #25; Rank: 1; Mean: 5.28 out of 6; SD: 1.06; 88.06%). This is followed by reports of other highly positive job attributes, such as, 'liking the people they work with', 'feeling a sense of pride in doing their job', 'liking the things they do at work', and/or 'enjoying their job'. On the negative low-end side, they admit greatest dissatisfaction over 'little chance for promotions in their job' (Item #2; Rank: 36; Mean: 1.85 out of 6; SD: 0.82; 30.84%). Other low scoring attributes are related to their relatively 'too many things to do at work', having 'raises being too few and far between', or 'having too many rules and regulations to follow, which makes their job difficult'. There are also regrets expressed on the fairness in promotions, lack of rewards at work, or having 'too much of paper work'.

**Table 4: High-End and Low-End Items on JSS**

Rank	Item	Description	%	Mean	SD
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<b>High Scoring Items reflecting 'satisfaction'</b>					
1	25	I enjoy my co-workers	88.06	5.28	1.06
2	7	I like the people I work with	87.34	5.24	1.08
3	27	I feel a sense of pride in doing my job	86.68	5.20	1.11
4	17	I like doing the things I do at work	83.79	5.03	1.24
5	35	My job is enjoyable	79.48	4.77	1.42
6	3	My supervisor is quite competent in doing his/her job	78.31	4.70	1.41
7	30	I like my supervisor	77.78	4.67	1.34
8	12	My supervisor is unfair to me	76.44	4.59	1.61
<b>Low Scoring Items reflecting 'dissatisfaction'</b>					
27	4	I am not satisfied with the benefits I receive	49.61	2.98	1.72
28	34	There is too much bickering and fighting at work	47.09	2.83	1.68
29	32	I don't feel my efforts are rewarded the way they should be	46.36	2.78	1.69
30	31	I have too much paper work	44.15	2.65	1.45
31	23	There are few rewards for those who work here	43.50	2.61	1.64
32	11	Those who do well on the job stand a fair chance of being promoted	43.16	2.59	1.76
33	6	Many of the rules and procedures make doing a good job difficult	40.93	2.46	1.48
34	10	Raises are far too few and far between	39.52	2.37	1.50
35	24	I have too much to do at work	33.92	2.03	1.26
36	2	There is really too little chance for promotion on my job	30.91	1.85	0.82

Interpretation of Mean Scores:  $\leq 3$  is dissatisfaction; 3-4 is ambivalence;  $>4$  is satisfaction

## 9. Discussion

In attempting to determine the degree or extent of job satisfaction in police personnel, this enquiry has found that the derived mean score is interpreted as 'ambivalent' on the measuring instrument. This sense of uncertainty about job satisfaction is maintained across all the studied personal socio-demographic variables except for age, marital status, education, experience, rank or designation wherein slight differences emerge although within the same expressed bandwidth of ambiguity ( $p < 0.05$ ). Although unavailable in our country, related literature from the west indicate high levels of job satisfaction in police managers especially with incremental scores based on years of service, feedback on their job and involvement within in-service programs (Ercikti, Vito, Walsh & Higgins, 2011). Previous research on major determinants (demographic and organizational) on police job satisfaction is inconsistent (Forsyth & Copes, 1994; Griffin, Dunbar & McGill, 1978). Some studies maintain that age is significantly correlated with job satisfaction among police officers (Dantzker, 1994). Others have offered mixed findings (Buzawa, Austin & Bannon, 1994). In this study, the education level of police officers is shown to have weak or no impact on levels of job satisfaction (Carlan, 1999). This incompatible pattern is also present for rank and length of police service. Many studies report negative relationship between rank and length of service to job satisfaction among police officers (Brunetto & Farr-Wharton, 2003; Hoath, Schneider & Starr, 1998; Buzawa et al., 1994; Dantzker, 1994, 1992) while others have found the contrary (Bennett, 1997; Burke, 1989; Vikas & Kishore, 1986). Job satisfaction is also reported to increase with respect to procedure adopted for appraisal and modes of information communication.

Similarly, there are conflicting findings in relation to gender (Aremu & Adeyoju, 2003). In a study carried out in Gujarat, India, it was found that women police have higher job satisfaction than their men colleagues (Kumar & Dhingra, 2016). Even though gender has not emerged as a significant variable in many western studies as well as in the present study, men in uniform have been reported having higher levels of job satisfaction than women in Tamil Nadu, India (Vidya & Kotian, 2014). This is supported by high job stress as being negatively correlated with job satisfaction in women police constables in the same state (Mohanraj & Natesan, 2015) and as owing to specific types of stress conditions like 'inability to give adequate time for their family, god and/or for religious activities' (Rathi & Barath, 2013), maintaining work-life balance (Tremblay, Genin & Loreto, 2011) as well as 'the prolonged duty hours during summer' (Kanchana, Vijayalakshmi & Sudha, 2012). Wherein female officers are implicated as having less job satisfaction than their male colleagues, there is, probably, a cultural dimension in the differences. Gender variations can be argued as socially constructed rather than as individual's physical characteristics since the job of policing is construed as 'masculine' (West & Zimmerman, 1987). Images of masculinity and physique pervade throughout the police structure and organizational process. Women are not considered or given a prominent role in the police force (Acker, 1990). Hence, females in police might have less job satisfaction if they are supposed as not having "masculine" trait (Ward, Cook & Ward, 2004).

## 10. Conclusion

This study attempted to fill a prevailing gap on the theme of job satisfaction in police studies related to our country. It has shown that there is prevailing ambivalence and vacillation in their approach with high scores of satisfaction or job pride and love for camaraderie with fellow workers. But, they seem to be dissatisfied with low salaries, poor perks, paucity of promotions, few benefits and wanting working conditions. More studies measuring their job indices like police stress, satisfaction and systems are periodically required. This type of information is

important because negative attitudes towards work can adversely affect job performance as well as affect the quantity and quality of services provided by the police. It can also indirectly impact police-community relations by portraying a negative image of the police and endanger the effectiveness of public safety. Further, better job satisfaction would reduce stress level, foster fewer absenteeism, decrease burnout, and diminish employee turnover- all of which can contribute towards optimizing the available human resources in the police -organization.

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