

Job Satisfaction among Police Personnel

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ABSTRACT

Satisfaction is the major feeling that everyone expects after a set of commitments. Job satisfaction is one among them, the degree to which people are happy about their jobs, any job for that matter should conclude with satisfactory results. In this review, we are majorly concentrating on police job satisfaction, since it is a very dynamic powerful as well as a stressful job among many. Factors like gender, job stress, education level, position/level of job, promotions, experience in the job, all these have an association between job satisfaction. This paper explains how each of these factors is associated with job satisfaction among police personnel.

Keywords: *Job-satisfaction, Gender; Job-stress, Education-level, Promotions*

Job satisfaction is the degree to which people like their job (Spector, P. E. 1985). Individuals who enjoy doing their jobs will have more satisfaction level compared to other people. Lee and Moon. (2011) says that job satisfaction is a mixture of attitudes by employees towards their job. Job satisfaction can also be said to be a method that provides a healthy organizational structure (Abdulla et al., 2008). Job satisfaction among police is not much discussed in previous studies as it is discussed regarding other sectors. Job satisfaction, it has been recognized in private organizations as successful job functioning, its merely applicable to police organization too (Griffin, et al., 1978). The difference among other organizations and police, police culture provides a unique organizational climate, which involves advocate particular rules with superior as well as clients. Officers hold a different attitude and uncertainty regarding performance expectations (Paoline, 2004). Job satisfaction among police officers includes age, gender, race, rank, experience, education, position, work environment, etc. (Love & Singer, 1988). And influenced by job stress, police officers are provided with a great level of power and are expected to perform a particular task (McLaughlin & Bing, 1987). Police officers work in a negative environment, handling crime. It is very difficult for police officers to fulfill the demands of the public and organization both. All these factors in the police department lead to poor job satisfaction (Johnson, R. R. 2012). The study also reveals that police job satisfaction has a strong relationship between work stress, commitment, use of force, etc. (Manzoni, P., & Eisner, M. 2006).

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Gender and job satisfaction

Men and women differ in perception regarding job satisfaction. According to the economic times' news, about 8.89% of women constables are working in India. Even an article by Dantzker, M. L., & Kubin, B. (1998) reported that about 9% of women constables are working. In this growing population, the percentage of women in this occupation shows the unequal integration in the occupation between men and women. In different gender, those who have more emotional intelligence (EI) have more job satisfaction than the genders who have less EI (Afolabi et al., 2010). Based on absenteeism, employment turnover, productivity, etc. can also be determinants for job satisfaction in police occupation (Dantzker, M. L. 1994). The societal role places an important role in gender. Men and women present different traits., it's because they were rewarded or punished to behave so (Gächter, M., Savage, D. A., & Torgler, B. 2011). Research explores that women who exhibit more aggressive and assertive behaviors are isolated and harassed, but women in which feminine characters were treated differently (Morash, M., & Haarr, R. N. 2012). In police occupation men dominate the work environment by words of actions, ultimately females are segregated. For example, the police recruitments and magazines have only male-dominated pictures, wherein it makes the women feel detreated from being valued and make women feel backward to enter to this profession (Gascon, G., & Schaefer, M. 2003).

Job stress and job satisfaction

Job stress is a situation, wherein employee feels that their work environment is poor, that they cannot manage with the stimuli and the demands of the job (Lee et al., 2014). Police job is a stressful job, police officer majority of the time deals with death, severe injury, crime, having all these stressors in the job, the co-workers' support facilitates police officers to feel positively satisfied with the job (Gyamfi, G. D. 2014). The study also indicates that the percentage lays for 32 for satisfied police officers but, due to extrinsic, inmate, autonomy, organizational, miscellaneous factors 52% of police officers had poor job satisfaction (Lindquist, C. A., & Whitehead, J. T. 1986). Police officers include long working hours, shift-based works, which affects physical tiredness and family life disruptions (Gudjonsson et al., 1985; Elliot and Shanahan, 1994). In addition to these, police have additional court presence systems, sometimes failures in the justice system of court, critics about police jobs, have more stress on the police job (Mitchell, 1990; Shanahan, 1992). Police play a major role in maintaining law and order in society, police jobs seem to have more stressors compared to any other jobs (Anshel, M. H. 2000). One of the studies reveals that the balance between work, stress, coping strategies has a significant effect on job satisfaction (Kazmi, A. B., & Singh, A. P. 2015).

Education level and job satisfaction

Among police officers, a higher level of education reduces job satisfaction among police. Research indicated that many educated officers leave police jobs (Griffin, Dunbar, McGill 1978). Those who have a lower level of education have to undergo training departments even after a service training program in some countries, there is a negative reaction towards this kind of difference among police officers. Police officers with a high level of education had fewer works compared to police officers who had lower education backgrounds. Education also matters during promotions and commendation of police officers (Balci, F. 2011). One of the studies indicates that there is no relationship between the educational level and the pleasure they gain from the job. But 25.8% of the police population always feels dissatisfied with their job (Özel, et al., 2009). It is indicated that there is a negative correlation between job satisfaction and the educational level of police officers and there is no association between educational level and job satisfaction among superiors. Finally, the

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association between education level and the job satisfaction level has greater significant scores (Balci, F. 2011).

Position/ job level and job satisfaction

Job position/level refers to the level of hierarchy from the given organization (Abdulla, J. M. 2009). Police officers work in different positions and under different departments, wherein the results indicate that careerists in the police department has highest job satisfaction level, and then comes investigators and administrators on higher job satisfaction level (Hoath, D. R., et al., 1998). It is shown that there is a relationship between stress and job satisfaction, these stresses are dependent on the position of the job. This shows the impact on job satisfaction among different positions in police departments (Julseth, J., et al., 2011). Most of the dis-satisfied officers expressed low work commitment (White, et al., 2010). Study indicates that those who are in higher levels will have higher job satisfaction compared to lower positions (Robie, et al., 1998). Due to better working environments and working conditions, pay, prestige, higher position officers feel satisfied with the job (Oshagbemi, T. 2000).

Promotions and job satisfaction

Promotion refers to moving to a higher position in the organizational hierarchy (Abdulla, J. M. 2009). A study on police constable indicates that promotional opportunities have a high job level of job satisfaction (Bennett, R.R. 1997), It is indicated that promotions and evaluations had a strong positive correlation between job satisfaction (Qureshi, H., et al., 2017). Support of superior officers and working in the unit collectively provides variation in police officers' job satisfaction levels (Kula, S., & Guler, A. 2014). Promotional opportunities vary from different organizations, some effects as rewards, like a hike in salary and other perks. But some promotions based on the performances may not provide much job satisfaction as rewarded promotions. In most of the studies, it is indicated that promotions have positive effects on job satisfaction but it purely depends on fairness, perception, and equity of employees (Kreitner, R. & Kinicki, A. 2006).

Experience and job satisfaction

Experience refers to the number of years a person has been working in a particular organization (Abdulla, J. M. 2009). Studies on this line in the police department is less still, in some cases, long term experience may not lead to job satisfaction, the individual may feel stagnant in the particular position (Clark et al. 1996). Regarding experience and age, these factors may provide U shaped relationships with job satisfaction, like high expectations during joining, will drop down job satisfaction, but after some years with more experience and getting experts in the same job will provide job satisfaction (Ronen 1978).

Public perception: perception of public depends on many factors, one of those factors is mass media, like newspapers reporting on crime and attitude of crime and police efficiency on reporting crime information to public (Chan & Chan 2012). It is essential that public should have positive perception on police force, but study by Nair et al show that public feels that actions which are taken by police are inadequate and prevalence of corruption I more among police (Nair et al., 2012). The effective public experience regarding racial bias is reported by the study conducted by Weitzer & Tuch 2005. Perceived image of police regarding public perception and non- encouragement situations was significantly related to job- satisfaction among police (Yim & Schafer 2009).

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Shift work: police job is stressful job wherein night shifts will affect their work efficiency and job satisfaction (Garde et al., 2020). Shift work affects police life in increasing the negative attitude towards organizations, family and employees (Demerouti et al., 2004). workers on fixed shift schedules are found to be lower on anticipated turnover (Jamal, M 1981).

CONCLUSION

Job satisfaction in many occupations has been derived through the work environment, support of superiors, etc. but the feeling of satisfaction is purely subjective. Job satisfaction completely associated with the perception, mindset, and equity of employees. Factors that are discussed above in the review give us a wide range of conclusions in different places around the world and during different scenarios. Job satisfaction varies for different occupations. Every job has its demands and restrictions. If the employee is flexible enough to deal with the situation, he feels satisfied compared to a rigid employee. Police personnel has a tough time since they have to maintain their occupation, public, family, etc. job satisfaction among police also takes different turns with factors and rewards at different levels.

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Conflict of Interest

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