

Comparative Study

Job Involvement and Job Satisfaction: A Comparative Study of Police Personnel

Dr. Zaki Akhtar^{1*}, Animesh Naithany²

ABSTRACT

The aim of this paper is to measure and compare the level of job involvement among the police personnel of Ranchi and Jamtara district. A total number 100 police personal were included in this study. Purposive sampling technique was used for the sample selection. Job involvement sale by Akhtar and Singh (2014) and job satisfaction scale by Singh and Sharma (1999) was used for data collection. t-test was applied to see the significance of difference between two groups means. correlation coefficient was also applied for the check the relationship between job involvement and job satisfaction. The finding of the study revealed that overall police personnel of Ranchi and overall police of Jamtara differ significantly on their experiences of Job involvement and job satisfaction. Further the result revealed a significant and positive correlation between job involvement and job satisfaction.

Keywords: *Job Involvement, Job Satisfaction, Organizational Culture*

Job involvement has emerged an important variable in organizational research. It has drawn the attention of management scientist and organizational psychologists. This variable is being studied with different prospective in the organization. It has great importance and significance in organizational development. Large numbers of studies have been conducted to see the job involvement among organizational employees.

The term job involvement is used to refer to many different aspects of employment (Lodahl & Kejner, 1965). Newton and Keenan (1983), Saleh (1981), and Saleh and Hosek (1976) have conducted research which explores the complexity of the concept of job involvement. Lodahl and Kejner (1965) have proposed two types of definition for job involvement, one relating to self-esteem, and the other to self-image. They argued that job involvement is considered by many to be intimately tied to a strong work ethic and people who place work at, or near, the center of their lives (Lodahl & Kejner, 1965). Lodahl and Kejner (1965) believe the main determinant of job involvement is a value orientation toward work learned early in the socialization process. An individual who has internalized the work ethic will thus probably be highly “job involved”, regardless of the context within which he or she might be employed (Rabinowitz & Hall, 1977).

¹Assistance Professor in Psychology Department, Karim City College Jamshedpur, Jharkhand, India.

²Ph.D. Research Scholar, University Department of Psychology, Kolhan University, Chaibasa, Jharkhand, India

*Corresponding Author

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Ouyang (2009) conducted a study to explore the causal relationship among the job uncertainty, job involvement, job stress and job performance of banking service personnel under the economic depression. The empirical result of his study found that job instability of banking service personnel has negative influence on job performance and job involvement. Furthermore, job instability has a significant positive influence on job stress; job stress has a positive influence on job involvement and job performance. The mediating effect of job stress and job involvement can positively influence job performance the result further revealed that the most important factor is job performance is job involvement and second factor is job stress.

The concept of Job Satisfaction was first introduced by Hoppock (1935) according to him job satisfaction is a combination of psychological, physiological and environmental circumstances that causes a person to say "I am satisfied with my job". Further many other psychologists tried to define job satisfaction in their own ways; according to Locke (1690) job satisfaction is a pleasurable emotional state arising from the appraisal of one's job experiences. Vroom (1978) defined it as positive attitudes towards their job and conceptually equivalent to job satisfaction and negative attitude towards the job indicated job dissatisfaction. Sinha and Agarwal (1971) defined job satisfaction as a persistent affective state which has arisen in the individual as a function of the perceived characteristics of his job in relation to his frame of reference. It is a form of attitude towards job aspects and work-related conditions (Wiener, 1982). Arnold and Fieldman (1986) defined it as the amount of overall positive affect or feelings that an individual has toward their job. Means if we say that an individual has high job satisfaction it means that the individual generally likes and values his job highly and feels positivity towards it. Job satisfaction is defined as the extent of positive affective orientations towards a job (Blegen and Muller, 1987). Andrew (1988) defined it as the amount of pleasure or contentment associated with a job. Davis and Newstrom (1989) said that job satisfaction is a set of favorable or unfavorable feelings with which employees view their work. A comparison of actual with the desired or deserved outcomes lead to a reaction towards the job which is called job satisfaction (Madamba and De Jong, 1997). The term job satisfaction refers to the general attitude of an individual towards his/her job (Robbins, 2003). The most direct description is given by Saiyadain (2007) he defined job satisfaction as the end state of feeling, the feeling that is experienced after a task is accomplished. The feeling could be positive or negative depending on the outcome of the task undertaken.

In the view of Luthans (1992) job satisfaction is the result of the employees' expectations of how well their job provides those things which are important in the employees perception. Employee's satisfaction from their job is highly significant for the effective functioning of any organization. According to Luthans (2005) there are three generally accepted dimensions of job satisfaction. According to the first-dimension job satisfaction is an emotional response to a job situation. It means that job satisfaction cannot be observed directly but only inference can be made about it from the behavior of the employees. The second dimension of job satisfaction signifies that it is determined by the extent to which employees' need or expectations are fulfilled by their job. Finally, job satisfaction represents several related attitudes.

Spector (1997) defined job satisfaction as it is the extent to which people like (satisfaction) or dislike (dissatisfied) with their job. According to Mehra and Mishra (1999) job satisfaction means the result of those various attitudes which are related to worker profession. Along with this the attitude he/she possesses to make his life comfortable is the

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result of job satisfaction. Joshi (1999) defined job satisfaction as a general attitude, which is the result of many specific attitudes. The amount of satisfaction that one derives from his present job is an indicator of his job satisfaction.

Thus, it can be define as an end state of feeling which occurs when the result and expectation regarding met fully after the task accomplished.

Ajayi (1983) sees job satisfaction as the personal feelings of contentment or a compound of various attitudes, mental and emotional, which a worker has and exhibits toward his work situation. Gruneberge (1979) refers to job satisfaction as an individual's emotional reactions to a particular job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which affect emotion, beliefs and behaviours. That is to say that we form our attitude towards our jobs by taking into account our feelings, our beliefs and our behaviours.

Zhao et al. (1999) used a mail survey of 199 officers from the Spokane (WA) Police Department. Multivariate analysis, controlling for demographic and occupational characteristics, illustrated a positive relationship between perceptions of skill variety, task identity, task significance, and autonomy on an 18-item measure of job satisfaction. Of significance, the model explained 49% of the variation in job satisfaction, 43 percentage points of which (or 88% of explained variance) was a function of the work-related perceptions. This finding led the researchers to conclude that the “work environment is an essential feature of police officers’ job satisfaction”

Miller et al.’s (2009) research on 87 officers from a medium-sized southern police department assessed the role of demographic characteristics; perceptions of the work environment (skill variety, task identity, task significance, autonomy, and feedback); and personality attributes (neuroticism, extroversion, openness, agreeableness, and conscientiousness) on a 23-item measure of job satisfaction. The researchers’ multivariate analyses controlled for demographic characteristics and revealed no statistical effects for personality attributes, but officers who perceived more autonomy and more feedback from supervisors and coworkers were more satisfied with their jobs.

Lambert, E. G., Qureshi, H., & Frank, J. (2021) The results suggest that police administrators should attempt to lower job stress and increase job involvement, job satisfaction, and organizational commitment among officers to raise their life satisfaction, which, in turn, should benefit the individual officers, the police agency, and the community being served.

Hanif qureshi ET al., (2015) Results indicate that variety, training, and supervision had positive associations with involvement, satisfaction, and commitment. Job autonomy had no association with job satisfaction or organizational commitment and had a negative association with job involvement.

Deepanjana Varshney (2020) The results show that employees who perceive their company as a vibrant learning organization exhibit greater job involvement and a higher level of job satisfaction. By designing human resources policies to foster a high level of employee involvement on the job, organizational leaders can help ensure the effective productivity of satisfied employees in a purposefully developed learning organizational context.

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Bahjat Abdallah, A. et al., (2017) The results indicated that job involvement positively and significantly affects job satisfaction and organizational commitment. Additionally, job satisfaction proved to be positively related to organizational commitment. Furthermore, job satisfaction positively and significantly partially mediated the relationship between job involvement and organizational commitment.

Objectives

- To examine the level of Job Involvement of Overall Police of Ranchi & Jamtara.
- To examine the level of Job Satisfaction of Overall Police of Ranchi & Jamtara.
- To check the relationship between Job involvement and job satisfaction among the overall police personnel.

Hypotheses

- H₀₁: “Overall police personnel of Ranchi district and overall police personnel of Jamtara district would not differ significantly on their level of job involvement”.
- H₀₂: “Overall police personnel of Ranchi district and overall police personnel of Jamtara district would not differ significantly on their level of job satisfaction”.
- H₀₃: “There would be no significant relationship between job involvement and job satisfaction among overall police personnel”.

METHODOLOGY

Sample

A total of 100 police personnel of Ranchi and Jamtara district were included in the present study as a sample. The sample was based on purposive sampling technique. The age range of the sample was between 27 years to 46 years.

Tools

- **Job Involvement Scale:** Job Involvement scale developed and standardized by Akhtar and Singh (2014). It can be used to assess the degree of Job Involvement of employees of any category or job. There are 54 items in the scale each statement of scale has 4 response alternative, Namely, Strongly agree, Agree, Disagree, and strongly disagree. The reliability of the scale was computed by the Cronbach's alpha coefficient technique and it was found to be 0.83. The index of homogeneity and internal validity of the scale were determined by computing the point biserial coefficient of correlation ($r_{pb}=.40$) to ascertain how the scores on the individual items, ranging from 1 to 4 contribute total score.
- **Job Satisfaction Scale:** the job satisfaction scale is developed by Singh and Sharma (1999). It contains 30 items and each item to be rated on five point scale ranging on the continuum of highly satisfied to highly dissatisfaction. The test retest reliability of the test is .978 and validity coefficient was established .743. The scale has both positive and negative statements. Items at Sr. No. 4, 13, 20, 21, 27 and 28 are negative others are all positive. The positive statements carry a weightage of 4, 3, 2, 1 and 0 and all the negative ones a weightage of 0, 1, 2, 3, 4. The total score gives a quick measure of satisfaction/ dissatisfaction of a worker towards his job. As indicated earlier by adding the score on particular statements, satisfaction/ dissatisfaction can also be found in particular areas say financial or job inherent and so on. Each of the 30 statements has been provided with suitable alternatives characterized by the nature of the statement.

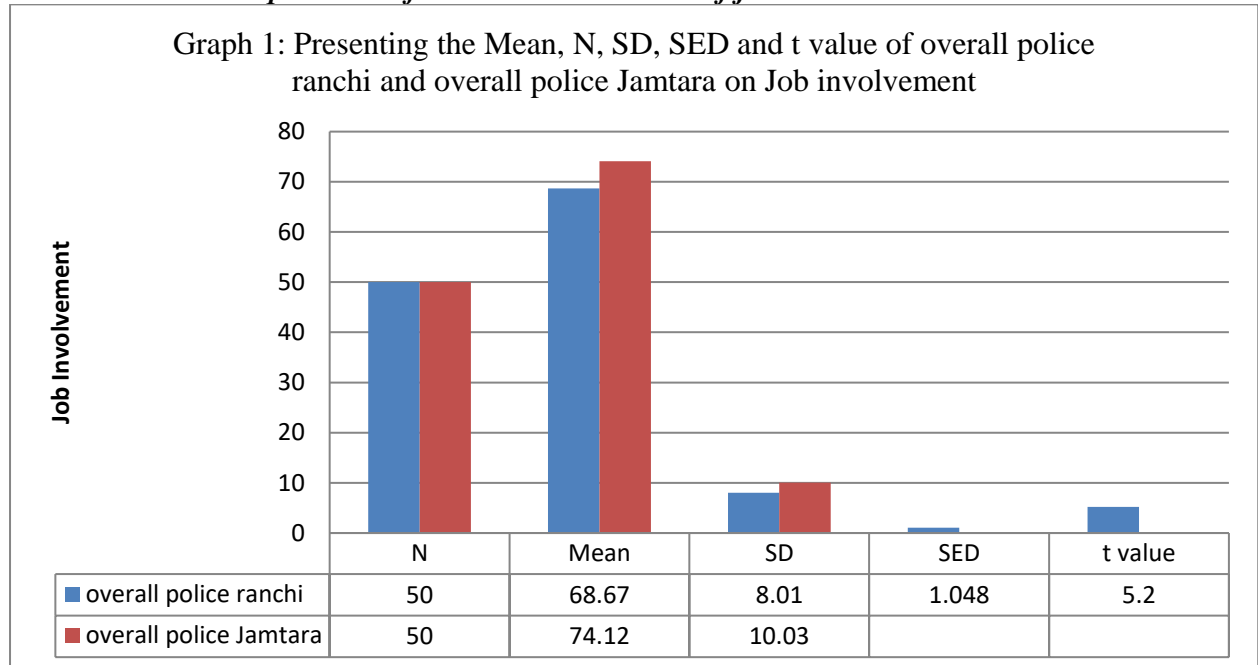
RESULT AND INTERPRETATION

Table 1: Presenting the Mean, SD, N, Sed and t value of overall police personnel of Ranchi and overall personal of Jamtara on the level of job involvement.

Groups	N	Mean	SD	SEd	t value
Overall police Ranchi	50	68.67	8.01	1.048	5.20**
Overall Police Jamtara	50	74.12	10.03		

*= significant at .05 level; ** significant at .01 level

Graph 1: Presenting the Mean, SD, N, Sed and t value of overall police personnel of Ranchi and overall personal of Jamtara on the level of job involvement.



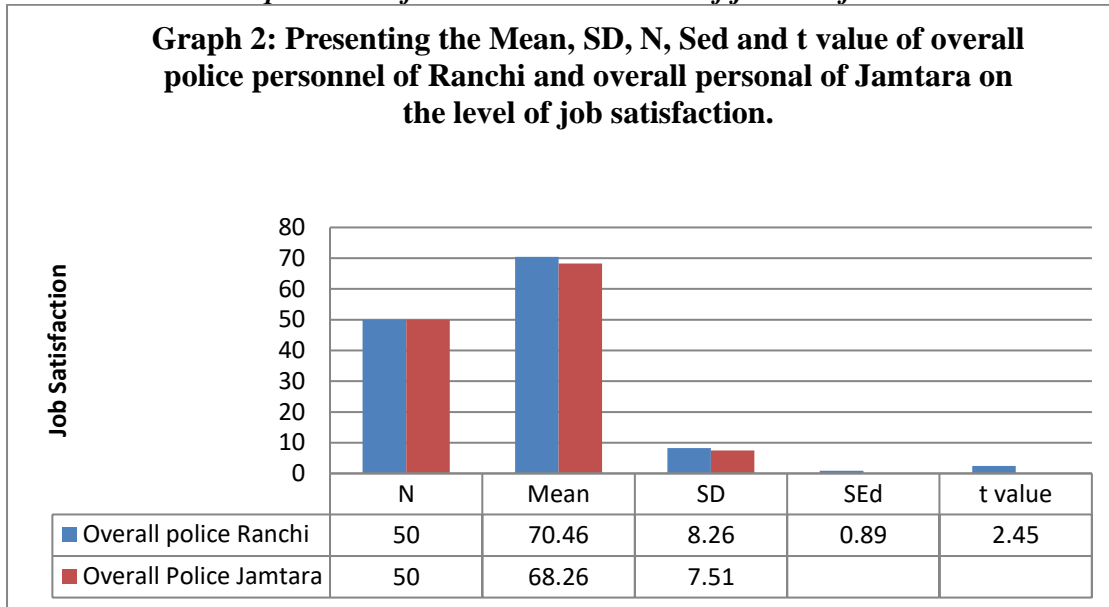
The above table 1 shows mean, SD, N, and t value of overall job involvement of overall police personal of Ranchi district and Jamtara district. It is clear from the table that means score of overall police personal of Ranchi district is 68.67 and mean score of overall police personal of Jamtara district is 74.12. Their SD's are 8.01 and 10.03 respectively. The t score 5.20 signifies that both group differ significantly on their level of job involvement at .01 level of significance. Thus the null hypothesis H01 "Overall police personnel of Ranchi district and overall police personnel of Jamtara district would not differ significantly on their level of job involvement" stands rejected. This may be attributed due to the place of work. Since Overall Police personnel performing their duties in a small city like Jamtara district are more involved with their job as compare to Ranchi district.

Table 2: Presenting the Mean, SD, N, Sed and t value of overall police personnel of Ranchi and overall personal of Jamtara on the level of job satisfaction.

Groups	N	Mean	SD	SEd	t value
Overall police Ranchi	50	70.46	8.26	.89	2.45**
Overall Police Jamtara	50	68.26	7.51		

*= significant at .05 level; ** significant at .01 level

Graph 2: Presenting the Mean, SD, N, Sed and t value of overall police personnel of Ranchi and overall personal of Jamtara on the level of job satisfaction.



The above table 2 shows mean, SD, N, and t value of overall job satisfaction of overall police personal of Ranchi district and Jamtara district. It is clear from the table that means score of overall police personal of Ranchi district is 70.46 and mean score of overall police personal of Jamtara district is 68.26. Their SD's are 8.26 and 7.51 respectively. The t score 2.45 signifies that both group differ significantly on their level of job involvement at .05 level of significance. Thus the null hypothesis H01 "Overall police personnel of Ranchi district and overall police personnel of Jamtara district would not differ significantly on their level of job satisfaction" stands rejected. This may be attributed due to the place of work. Since Overall Police personnel performing their duties in a small city like Jamtara district are more involved with their job as compare to Ranchi district.

This may be attributed due to the place of work. Since Sub- Inspector play instrumental role in maintaining law and order in their duties are more involved with their job. It reveals that Sub-Inspector of Ranchi district are more involved with their job as compare to Jamtara this is evident from their means scores.

Table 3: Presenting the correlation between job involvement and job satisfaction among the overall sample. (N=100).

variables	Job satisfaction
Job involvement	.67

The above table 3 presents the correlation between job involvement and job satisfaction among the overall police personnel (N=100). It is clear from the table that there is positive and significant correlation (r=.67) between job involvement and job satisfaction. In other words, higher the job satisfaction more the job involvement would be. Thus, the null Hypothesis H0₃ "there would be no significant relationship between job involvement and job satisfaction among overall police personnel" stands rejected. This finding supports the previous findings by Joshi, 1999; Bhatt, 1997; Singh and Pestonjee, 1990; Sahoo, 2000; Wesley & Muthuswamy, 2008; that job satisfaction and job involvement are highly positively and significantly correlated with each other.

CONCLUSION

Followings are the conclusion:

1. Overall police personnel of Ranchi district and overall police personnel of Jamtara district differ significantly on their level of job involvement.
2. Overall SI personnel of Ranchi district and overall SI personnel of Jamtara district differ significantly on their level of job satisfaction.
3. Job involvement and job satisfaction significantly and positively correlated with each other among the overall sample.

SIGNIFICANT OF THE STUDY

The significance of this study lies in its exploration of job involvement and job satisfaction among police personnel in Ranchi and Jamtara, highlighting important distinctions based on work environment. The study provides valuable insights into how job satisfaction directly influences job involvement, showing a positive correlation ($r = 0.67$). Understanding these dynamics is crucial for organizational development, especially in law enforcement, where job involvement affects performance and motivation. The significant differences between the two districts underscore the need for tailored strategies to enhance job satisfaction and involvement, ultimately improving police effectiveness and well-being in varying contexts.

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Conflict of Interest

The author(s) declared no conflict of interest.

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