Research Article

Leader-Subordinate Comparison on Job Satisfaction of Lower Level Police Personnel

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ABSTRACT

This study aims at accessing the difference in the job satisfaction of leaders and subordinates at lower level of police personnel. 30 leaders and 210 subordinates were selected from the lower level of police organization. The 1:7 ratio was followed to select the sample. The job satisfaction scale developed by Dr Amar Singh and Dr T.R. Sharma was applied. Mean, SD and t-test was used to analyse the data. The findings revealed that subordinates were higher on job satisfaction but the difference was not significant.

Keywords: *Job Satisfaction, Leaders, Subordinates.*

The biggest challenge is also how police leaders can develop police organizations that can effectively recognize, relate and assimilate the global shifts in culture, technology and information. The current and incoming generation of police leaders needs to understand and constructively manage the nuances of community expectations, workforce values, technological power, governmental arrangements, policing philosophies, and ethical standards for high quality service not only to the community but also to the subordinates/ supporting staff. The subordinates constitute an important component of police organization; their satisfaction about leadership is vital for organizational effectiveness. The paradigm shift towards egalitarian policing philosophies at global level has also warranted change in the relationship between police leaders and subordinates. Thus, leadership is a service rather an imposition. The police leaders must develop an inspiring relationship with subordinates if their subordinates are to accept their leadership. Lower level hierarchy includes the ranks of inspector, sub-inspector, assistant sub-inspector, head constable, selection grade constable and constable. Middle level consisted of Dy. SP, SP and SSP ranks where as high level hierarchy consisted of DIG, IGP, ADGP and DGP ranks. The job satisfaction of police personnel is of greater importance because it is the organization which keeps our society free from criminals and helps the citizens to live freely and safely.

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Job satisfaction is generally viewed as the attitude of the worker toward the job (Roberts, 2001, Tobias, 1999; Evans, 1999, Spector, 1997, Hardman, 1996; Lawler, 1994; McKee, 1991; & Profitt, 1990). Locke (1971) described three periods of thought and inquiry relative to job satisfaction. These periods are characterized by 1) the physical economic school; 2) the human or social relations school; and 3) the work itself or growth school. Efficiency increased production and resulted in greater monetary rewards for individual workers (Altman, 2002; Proffitt, 1990). These monetary rewards would, in turn, provide job satisfaction for the workers (Taylor, 1947). The social or human relations school of job satisfaction began in the 1930's with an emphasis on the individual's personal reactions to supervisory methods (Spector, 1997; Brogue, 1971; Hardman, 1996 & Locke, 1976). The last period of inquiry relative to job satisfaction identified was the Work Itself or Growth School (Spector, 1999; Brogue, 1971; Locke, 1976). During this period, management felt that personal growth or self-actualization was necessary for a worker to be satisfied (Locke, 1976).

REVIEW OF LITERATURE

Job satisfaction is the contentment resulting from one's job experience (Locke, 1976). Job satisfaction literature reveals connections between job satisfaction and various other influencing factors (Hardman, 1996). Job satisfaction is generally viewed as the attitude of the worker toward the job (Roberts, 2001, Tobias, 1999; Evans, 1999, Spector, 1997, Hardman, 1996; Lawler, 1994; McKee, 1991; & Profitt, 1990). For mapping job satisfaction, two types of areas – job intrinsic (factors lying in the job itself) and job extrinsic (factors lying outside the job) based on the two factor theory of Herzberg. Job intrinsic factors include job concrete and job abstract. Job extrinsic factors include psycho-social, economic and community growth.

Lawler (1994) stated that there are four perspectives in the theoretical work relative to job satisfaction. The four theories include: 1) Fulfilment Theory; 2) Discrepancy Theory; 3) Equity Theory; and 4) the Two-Factor Theory. Herzberg's study of job satisfaction led to the Motivation-Hygiene Theory (Herzberg, 1969). According to Herzberg (1969), the elements that promote job satisfaction are called motivators. Motivators or intrinsic conditions include achievement, recognition, responsibility, and advancement (Herzberg, 1969). The absence of intrinsic motivators does not cause dissatisfaction but results in neutrality on the continuum of satisfaction. The elements that promote dissatisfaction are called hygiene and are extrinsic in nature. Extrinsic issues include company policies, administration, salary, technical supervision, and working conditions (Hardman, 1996; Herzberg, Mausner, Snyderman, 1959; Locke, 1976). In an extensive review of the literature on effective management of sport organizations, Soucie (1994) concluded one apparent consistent finding was that considerate-supportive behaviour increases' subordinates' satisfaction. The job satisfaction of subordinate employees has long provided an outcome measure in leadership studies, dating back to the leader behaviour studies emerging from the University of Michigan and Ohio State University. Employee satisfaction remains one of the most measured and most important and indicators of a leader's impact (Wallace & Weese, 1995). Moreover, Kushnell and Newton

(1986) concluded that leadership style is the significant determinant of subject satisfaction; participants were highly dissatisfied with leadership of an authoritarian style.

Fachrunnisa Olivia et al (2014) indicated that workplace spirituality and creative process engagement was required to create job satisfaction which then leads to employee performance. The study's findings showed that the creative process engagement was positively related to employee performance. Sobia Ali &Yasir Aftab Farooqi (2014) revealed that the work overload is the major concern for the organisation and it also affects job satisfaction, employee engagement and employee performance. The study's findings imply that to minimize the problem of work overload and stress various strategies could 5 be adopted like training, job rotation and reward system. This study has also recommended measures in order to cope with the work overload like increased use of advanced technology, which would lessen the workload at individual employees and the organisation should understand the need of its employees and provide what is best for them. Schreurs. et al (2013) showed that increase in pay-level satisfaction strengthens job satisfaction and affective commitment and reduces turnover intention. The study also revealed that the employee-involvement climate had differential effect on the relationship between pay level satisfaction and employee outcomes. Multi-level analyses revealed that the decision making climate buffered the negative effects of low pay level satisfaction and that an information sharing climate exacerbated the negative effects of low pay level satisfaction.

Objective
1. To access the level of job satisfaction of leaders and subordinates at lower level of police hierarchy.
2. To study the difference between leaders and subordinates at lower level of police hierarchy on job satisfaction.

Hypothesis
H 1. Leaders will show high level of job satisfaction
H 2. There will be a significant difference between the job satisfaction of leaders and subordinates.

Sample Selection
The population from where the sample was being selected for the study was Jammu and Kashmir Police Organization. There were number of wings and sub-wings in this organization. This organization played an important role in the survival of the state. There were many leaders and the subordinates in this organization. The researcher was able to find the suitable sample from this organization. For the research purpose the researcher had considered only one wing of the Jammu and Kashmir Police i.e. Executive Police. The Executive Police wing constituted 50% of the total Police personal in Jammu and Kashmir Police's different wings.

The sample for the study consisted of 240 Executive Police personnel of J & K Police. Proportionate stratified multistage random sampling method was used to collect the data. Two types of samples were participated, one set was leaders and other was subordinates (subordinates). 30 leaders and 210 subordinates were selected from lower level of police hierarchy) were selected. Lower level leaders consisted of SHOs, Inspectors and Sub-Inspectors. Under each leader 7 immediate subordinates were selected. The ratio was 1:7, so the total numbers of subordinates at lower level were 30X7 = 210.

Job Satisfaction Scale Used:
The scale was prepared by Dr. Amar Singh and Dr. T. R. Sharma. There were 30 items in this scale. The test-retest reliability of this scale was .978. The reliability of this scale for the population of this study was .77. Each statement has five alternatives form which a respondent has to choose any one which candidly expresses his response. The following chart shows the connection of different items with different factors/dimensions constituting the scale:

Factor No.	Factor Name	Item No.
Factor 1	Job concrete	6, 11, 13, 19, 23, & 25
Factor 2	Job-abstract	8, 15, 16, 17, 21 & 27
Factor 3	Psycho-social	1, 3, 4, 7, 10, 12, 26, & 30
Factor 4	Economic	2, 5, 9, 18 & 20
Factor 5	Community/National Growth	14, 22, 24, 28 & 29

The scale has both positive and negative statements. Items at Sr. No. 4, 13, 20, 21, 27 and 28 are negative, others all are positive. The positive statements carry a weight age of 4, 3, 2, 1 and 0 and the negative ones a weight age of 0, 1, 2, 3, and 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. The scores were divided into five categories belonging to degree of satisfaction or dissatisfaction. The score of 74 and above stand for Extremely Satisfied score between 63 to 73 for Very Satisfied, 56 to 62 for Moderately Satisfied, 48 to 55 for Not Satisfied and 47 or below stand for Extremely Dissatisfied.

RESULTS

H 1: Leaders will show high level of job satisfaction
Lower level leaders (Mean=66.7333, SD=13.83133) were low on job satisfaction than their subordinates (Mean=68.4429, SD=6.45997). In other words, leaders in police at lower level of the hierarchy were less satisfied with their job. The difference between lower level leaders & their subordinates was insignificant (Table 1).

H 2: There will be a significant difference between the job satisfaction of leaders and subordinates.
Equal sample t-test (N=30) showed mean values of Job Satisfaction for lower level leaders and their subordinates as 66.73 and 70.8 respectively along with standard deviations of 13.83

and 6.05. It showed that lower level leaders and their subordinates were very satisfied with their job although no significant difference was reported for it as the values of p were greater than .05. The findings rejects our hypothesis 1 and 2.

Table-1 Mean and SD and t-test for job satisfaction of leaders and subordinates

Job Satisfaction	Leader-subordinate	N	Mean	Std. Deviation	t	Sig. (2-tailed)
	Lower Level Police Personnel	240	68.2292	7.74769		
	Lower Level Leaders	30	66.7333	13.83133	-1.131*	.259*
	Subordinates of Lower Level	210	68.4429	6.45997	-.667**	.510**
	Lower Level Leaders	30	66.7333	13.83133		
	Subordinates of lower level	30	70.8000	6.05948	-1.511	.142

* Equal variances assumed.   ** Equal variances not assumed

Analysis for dimensions of job satisfaction

Lower level leaders (Mean=10.033 & SD=4.83866) showed highest scores, lower level police personnel (Mean=9.2792, SD=2.88576) were at the second place and subordinates of lower level (Mean=9.171 & SD=2.48616) have the lowest scores for the 'job concrete' dimension of job satisfaction. No significant differences were reported between lower level leaders & their subordinates on 'job concrete' dimension of job satisfaction.

For 'job abstract' dimension of job satisfaction, lower level leaders were having Lowest Mean (Mean=14.233), subordinates of lower level showed a mean of 14.747 & SD=2.66972, lower level police personnel were having sixth highest mean (Mean=14.6833, SD=2.80461). The difference between lower level leaders & their subordinates was not significant on job abstract (Table 2).

Table-2 Mean, SD and t-test of job satisfaction dimensions for leaders and subordinates of lower level of police hierarchy

Dimensions of Job Satisfaction	Leader-Subordinate Type	N	Mean	Std. Deviation	t	Sig (2-tailed)
Job concrete	Lower Level Leaders	30	10.033	4.83866	1.535* .958**	.126* .346**
	Subordinates of Lower Level	210	9.171	2.48616		
Job-abstract	Lower Level Leaders	30	14.233	3.63587	-.939* -.747**	.349* .461**
	Subordinates of Lower Level	210	14.747	2.66972		
Psycho-social	Lower Level Leaders	30	17.433	3.55919	.116* .085**	.908* .933**
	Subordinates of Lower Level	210	17.376	2.35516		
Economic	Lower Level Leaders	30	9.0333	2.52550	-.288* -.211**	.774* .835**
	Subordinates of Lower Level	210	9.1333	1.64893		
Community / National Growth	Lower Level Leaders	30	12.866	2.27025	-.983* -.932**	.326* .357**
	Subordinates of Lower Level	210	13.276	2.11396		

* Equal variances assumed. ** Equal variances not assumed

The calculated mean, standard deviation and t-test values for 'psycho-social' dimension of job satisfaction in table 2 showed the subordinates of lower level have a mean of 17.376 & SD=2.35516, lower level police personnel were having mean=17.3833 and SD=2.52745. No significant differences were reported between lower level leaders & their subordinates, on 'psycho-social' dimension of job satisfaction.

Subordinates of lower level showed highest mean=9.1333 & SD=1.64893, lower level police personnel were at 2nd place (Mean=9.1208, SD=1.77559) and lower level leaders showed lowest mean=9.0333 & SD=2.52550 for 'economic' dimension of job satisfaction. No significant differences were reported between lower level leaders & their subordinates on 'economic' dimension of job satisfaction (Table 2).

For 'community/ national growth' dimension of job satisfaction, subordinates of lower level had the highest mean (Mean=13.276 & SD=2.11396) followed by lower level police personnel (Mean=13.2250, SD=2.13347) and lower level leaders (Mean=12.866 & SD=2.27025), No significant differences were reported between lower level leaders & their subordinates, on 'community/ national growth' dimension of job satisfaction (Table 2).

DISCUSSION

The findings support the assertion that work environment factors have a great effect on job satisfaction (Lambert, 2004). A strong relationship between effective communication and job satisfaction was reported by Lambert (2004). Zhao et al., (1999) placed emphasis on the individual's work environment effecting their job satisfaction. The training, orientation and experiences had also improved their competence and efficiency. They also feel that their job had widened their social circle, improved their life style, and provided them the opportunities for promotion and responsibilities. Lambert et al. (1999) indicated that satisfied correctional staff tends to engage in more positive relationships with inmates and hold more positive attitudes. The insufficient supervisory support and a lack of ongoing training programs impact job satisfaction and turnover intentions negatively (Brough & Frame, 2004). Supervision plays an essential role in improving the working environment of police officers, thus enhancing job satisfaction (Zhao et al., 1999). As revealed in the findings, higher level of job satisfaction was due to the feeling of doing a job for the betterment of the community/nation. Halsted, Bromley, and Cochran (2000) assessed the effects of work orientations, namely community service vs. crime control functions, on police officer job satisfaction. Their findings suggest that officers with strong community service orientations are more likely to be satisfied with their jobs than are those officers more oriented toward crime control functions. People were satisfied with aspects of their jobs which included things such as chances for promotion, opportunities for personal growth, recognition, responsibility and achievement. These variables enhance job satisfaction when present. Dissatisfaction was associated with conditions surrounding the job, such as working conditions, pay, security, relations with others and so on. These variables prevent dissatisfaction when present (Baron and Greenberg, 2009; p 226). Robbins (2004) indentified four factors for high levels of employee job satisfaction. The first factor was mentally

challenging work, people prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback. Second factor identified was equitable rewards including just pay systems and promotions. Supporting working conditions was third identified factor for high level of employee job satisfaction which includes personal comfort, good physical surroundings that are not dangerous or uncomfortable, working relatively close to their home, in clean and modern facilities. The fourth factor was supportive colleagues for high level of employee job satisfaction. Friendly and supportive co-workers lead to increased job satisfaction. The behaviour of the boss is also a major determinant of job satisfaction. Studies generally find that employee satisfaction is increased when the immediate superior is understanding and friendly, offers praise for good performance, listens to employee's opinions and shows a personal interest in them (Robbins, 2004; p 85).

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