JOB SATISFACTION AMONG POLICE OFFICERS IN DISTRICT RAWALPINDI, PAKISTAN: ROLE OF DEMOGRAPHIC, SOCIAL AND PSYCHOLOGICAL FACTORS

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ABSTRACT

Police, as a major component of law enforcement, has a critical role in maintaining rule of law. Over the period of time, research has been conducted to improve police performance. In Pakistan, this institution always remains in debate. The present study aimed to explore the association of demographic, social and psychological variables with job satisfaction of police officers in the Punjab, Pakistan. The study was conducted in Rawalpindi District and 385 police officers were selected as respondents of the study. Urdu version of the self-administrated questionnaire was used for data collection. The study found that political influence, life threats, depression, anxiety and stress negatively correlated with job satisfaction of the police personnel. On the other hand, family support, cultural values, life satisfaction and self-esteem positively correlated with job satisfaction. Keeping in view these findings, the study recommended that government should take appropriate actions for reducing depression, anxiety and stress of police officers.

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INTRODUCTION

Scholarly literature reflects that police officers' job satisfaction has now become notable topic in police administration research (Jo & Shim, 2015). The researchers believe that job satisfaction of police personnel have effects not only on their work-related outcomes but also on the relationship between police officers and citizens (Kang & Nalla, 2011 and Lee & Moon, 2011). The success of police rely on their officers that how much they are satisfied from their jobs (Lambert, Hogan & Barton, 2002). It is found that police officers who are satisfied from their jobs are more efficient in performing their duties (Pelfrey, 2007). Several studies show that dissatisfaction of police officers raised many personal issues like family conflict and psychological problems (Ivanoff, 2002). Public expect from the Police high efficiency which is also dependent on their satisfaction with job (Avery, 1981). The popular aspects of job satisfaction among researchers are pay, promotion, supervision, benefits,

organizational policies, reward, communication and co-worker relationship (Spector, 1997).

FACTORS EFFECT JOB SATISFACTION

Several studies have revealed that diversified individuals' background (demographic) characteristics, victimization, crime and criminal justice experience, and perceptions of police legitimacy persuade their evaluations of police (Cao and Cullen, 2001).

DEMOGRAPHIC FACTORS

Brown and Benedict (2002) complied readings from more than 100 research articles on citizens' perceptions of and attitudes towards police. They found that demographic and neighborhood characteristics frequently impacted attitudes and perceptions. Bender *et.al.,* (2005) found that women were more satisfied with their job as compared to men. In Britain and America, female police officers were more satisfied as compared to men (Clark, 1997). Regarding age of the police officers, it was found that young men were more satisfied with jobs. Herzberg *et.al.,* (1959) indicated that the officers of under 20 years old were more satisfied with their jobs in comparison with those who fall in the age group between 20-29 years. Buzawa *et.al.,* (1994) also reported that job satisfaction decreased as the years of service increased. According to the study, 42% of the respondents reported low job satisfaction who were more than 34 years old.

The previous researches showed mix results regarding relationship between marital status and job satisfaction. Bilgic (1998) and Al-Fadly (1996) found no relationship between marital status and job satisfaction. However, Dawal *et.al.,* (2008) indicated that married workers were more cooperative and committed to their jobs as compared to single or divorced workers and married workers were more satisfied with their jobs.

Education level of the employees is a significant factor that contributes in job satisfaction. Griffin *et.al.,* (1978) found a positive relationship between educational level and job satisfaction of the employees. They found that the persons with higher degree were more satisfied with their jobs as those who had lower degrees.

In police administration research, police officers' rank has emerged out as a predictor of job satisfaction. Earlier research highlighted that officers with higher rank were more satisfied with their jobs as those of lower ranks. Cranny *et.al.,* (1992) conducted a study using these two variables and found a positive relationship between police officers' rank and job satisfaction. Similarly, a relationship was investigated between

years of service and job satisfaction. Al-Ajmi (2001) conducted a study and found a positive relationship between years of service of police officers and their level of job satisfaction. Clark *et.al.,* (1996) also concluded that person with long years of service had more satisfaction with their jobs as those who had less years of service.

Salary is considered the amount of money an individual earn after giving his/her services in any department or organization. Pay is a prestigious thing according to any worker and a symbol of accomplishment, respect security and achievement (Locke, 1976). Rollinson (2008) found positive relationship between salary and satisfaction of workers because a person's living standard is directly linked with having good salary.

SOCIAL FACTORS OF JOB SATISFACTION

Good environment at home ultimately affects the worker workability. It also increases the self-esteem of the worker, and decreases insecurities and depression. According to Smith (2009), stable family environment can be helpful for the worker and workers' satisfaction with job. Anderson (2002) stated that job of police department is one of the physical and emotional in nature. Without the support of the family, it becomes difficult for police personnel to perform their duties and they have to face issues like divorce, suicide, domestic violence, heart attacks and depression.

For the success of any criminal justice system, it is quite pertinent to have zero political inferences in the process of providing justice to the complainants. Unfortunately, countries like Pakistan have failed to provide impartial criminal justice system to their citizens. They face a lot of problems due to the politicizing of criminal justice system. Political leaders use police force for enhancing their own power and popularity. Police officer get deployed and posted as per the will of political leaders (Chaudhary, 2015).

Previous scholarship confirmed that the institutional and non-institutional weaknesses were the causes of killing of police officers. Ojedokun (2014) reported that institutional and non-institutional factors were responsible for police homicide in Nigeria. Consequently, they were more prone towards life threats as compared to other public departments (Miner, 1992).

PSYCHOLOGICAL FACTORS OF JOB SATISFACTION

Previous scholarships revealed the relationship between job satisfaction and psychological factors. According to Young and Shear

(2000), people under stress and depression cannot use their abilities and become inefficient. Olson and Surrette (2004) conducted a study on police officers found strong correlations between stress and depression among police officers. Violanti (2007) investigated New York police officers. The results of the study indicate that about 16 percent of police officers had depression. Resultantly depression influenced their performance, job satisfaction and health of police officers. Stevens (2008) found that the ratio of police officers suicide was six times more than the general population and that the death of police officer by the own handgun in line of duty was two times more than other occupations. Another study by Rani *et.al.,* (2012) reported that police personnel were performing very risky tasks and their working hours were very long. They had to maintain the law and order situation in the country. These circumstances created job stress and depression among police officers. The study recommended that comfortable work place will support to increase the level of job satisfaction of police officers.

Sundaram and Kumara (2012) conducted a study in India on female police constables. They found that structural problems, long duty hours, lack of opportunity of advancement and inadequate salary made police department job as most stressful job. They suggested providing counseling and medical checkups for police personnel as these facilities would help them to overcome the stress related problems. Husain (2014) also reported similar kinds of findings in Pakistani context.

Previous studies reveal that life satisfaction affects job satisfaction of employees. Naz (2015) conducted a research with aim to discover the relationship between life satisfaction and job satisfaction among Pakistan Army soldiers. The result of the study revealed that there was significant positive relationship between job and life satisfaction.

Self-esteem of police officers contribute in job satisfaction as well. Self-esteem is the internal feeling of an employee which affects not only the overall behavior but job satisfaction as well. According to psychologists, self-esteem is a sense of personal worth. It is a personal evaluation of an individual by him/herself. Baumeister and Vohs (2003) found a positive relationship between self-esteem and job satisfaction. Their findings showed that if the employees having high self-esteem than they were satisfied with their jobs. Guinn (1998) also indicated a relationship between self-esteem and job satisfaction of employees working in any organization.

RESEARCH METHODOLOGY
The study was conducted in Rawalpindi district, the third populous district of the Punjab province. There were total 30 police stations and 10018 police officers were working in these police stations. A sample of

385 respondents was selected though Taro Yamane's formulae. Urdu version of the self-administered questionnaire was used for collection of the required information.

INDEPENDENT VARIABLES

Political Influence: This scale was consisted of seven items measured through five point likert scale. These items measured political pressure on police, arresting political affiliated criminals, political induction, security of politician, unfair transfer and transfer on political basis.

Life Threats: This scale was consisted of four items measured through five point likert scale. These items measured psychological disturbance of police killing, police killing and performance, unsaved feelings and insufficient weapons.

Family Support: This scale was consisted of four items measured through five point likert scale. These items measured family support in handling personal problems, family handling issues during duty, talk with family when feel loneliness and interferes of job in family and social life.

Cultural Values: This scale was consisted of seven items measured through five point likert scale. These items measured low prestige of police job, respect of police officers in society, unfavorable media coverage, negative perception of people, nice and well educated policemen, survival of honest police officers and decreasing trust of people on police.

Depression, Anxiety and Stress: This scale was consisted of 42 items measured through four point likert scale. Items anchored 0 did not apply me at all, anchored 3 applied me to very much or most of the time. This scale is further divided into three subscales and each sub scale consists 14 items. These items measured positive feelings could not seem to get going, had nothing to look forward, felt sad and depressed, loss of interest, felt not worth as a person, life was not worthwhile, could not get enjoyment, down hearted, unable to become enthusiastic, felt worthless, hopeful about future, meaningless of life and found difficult to work initiative.

Anxiety: These items measured dryness of mouth, breathing difficulty, feeling of shakiness, anxious situations, feeling of faintness, sweaty hands, felt scared, difficulty in swallowing, action of heart, felt panic, fear about unfamiliar task, felt terrified, panic situations and experiencing trembling.

Stress: These items measured getting upset, over-reaction, difficult to relax, getting upset rather easily, felt nervousness, getting impatient,

felt touchy, hard to wind down, found irritable, hard to calm down, difficult to tolerate interruptions, state of nervous tension, intolerant of anything and agitating.

Life Satisfaction: This scale was consisted of five items measured through five point Likert scale. These items measured life is close to ideal life conditions, satisfied with life, got things required in life and could live life but would change nothing.

Self Esteem: This scale was consisted of ten items measured through five point Likert scale. These items measured satisfied with self, think no good at all, feel have number of good qualities, able to do things as others do, do not have much to be proud, feel useless, feel person of worth, wish have more respect, inclined to feel failure and take positive attitude.

DEPENDENT VARIABLE (JOB SATISFACTION)

Professional Satisfaction: This scale was consisted of eight items measured through five point Likert scale. These items measured feeling of accomplishment, use of skills, contribution to citizens, challenge of job, job variation, amount of personal growth and development, work quality and amount of independent tough action.

Professional Support: This scale was consisted of seven items measured through five point Likert scale. These items measured support from supervisor, discuss concerns with supervisor, professional support, quality supervision, respect and fair treatment, feeling part of team and value of work from co-workers.

Pay and Benefits: This scale was consisted of two items measured through five point Likert scale. These items measured; amount of pay and health and other job benefits.

RESULTS AND DISCUSSION

Table 1 indicates that overwhelming majority of the respondents 90.1% were male and only 9.9% female. Gender plays an important role in selecting the profession. Women do not prefer themselves as good candidate for masculine jobs. Moreover, patriarchal structure of the society compels women to opt feminine profession. These findings reflect the picture of contemporary societies like Pakistan.

TABLE-1
DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Variable	Frequency	Percentage
Gender		
Male	347	90.1
Female	38	9.9
Age (in years)		
Up to 30	136	35.3
31-40	162	42.1
41-50	72	18.7
Above 50	15	3.9
Marital Status		
Single	51	13.2
Married	327	84.9
Divorced	7	1.9
Total	**385**	**100**

The results depict that majority of the respondents (42.1%) belonged to the age group of 31-40 years. The data shows that three froths (74%) of the respondents of the study were less than 40 years. It is concluded that major chunk of the respondents were young. The third variable was marital status of the respondents. According to the data overwhelming majority (84.9%) of the respondents were married and 13.2% were single.

TABLE-2
DISTRIBUTION OF THE RESPONDENTS REGARDING THEIR QUALIFICATION, WORK EXPERIENCE AND DUTY HOURS

Variable	Frequency	Percentage
Education Qualification		
Middle	8	2.1
Matriculation	126	32.6
Intermediate	132	34.3
Graduation	98	25.5
Master	21	5.5
Work Experience (in years)		
Up to 5	52	13.5
6-12	154	40
13-19	96	24.9
20-26	60	15.6
26 and more	23	6
Duty Timing (In hours)		
8-10	23	6
11-13	83	21.5
14-16	181	47
16 and more	98	25.5

Table-2 indicates educational attainment of the respondents. According to the data, two third (66%) of the respondents had matriculation or intermediate certificates. About 30% respondents had university level degree and there were 2.1% respondents who had qualification at middle level. Regarding experience of the respondents in the police department, 40% of the respondents had 6-12 years of working experience in the department, one fourth (25%) had 13-19 years working experience in the police department. Table-2 reveals that a little less than half (47%) of the respondents' working hours were 14-16 in a day, while 21.6% of the respondents' working hours were 11-13 in a day, and there were one forth (25.5%) respondents were those whose working hours were more than 16 in a day and the remaining 6% were doing their duties between 8-10 hours in a day.

TABLE-3
RELATIONSHIP BETWEEN DEMOGRAPHIC
VARIABLES WITH JOB SATISFACTION

Demographic Variables	Dependent Variable (Job Satisfaction)		
	Personal Satisfaction	**Professional Support**	**Pay and Benefits**
Age	.116*	.169**	.238**
Rank	.167**	.213**	.226**
Educational Level	-.079	-.080	-.053
Job Experience	.105*	.079	.166**
Job Timing	-.068	-.014	-.003
Monthly Salary	.196**	.227**	.309**
**.Correlation is significant at the 0.01 level (2-tailed) *.Correlation is significant at the 0.05 level (2-tailed)			

Table 3 presents relationships between demographic variables and jobs satisfaction. According to the results, age was correlated with personal satisfaction ($r=0.116$, $p<.05$), professional support ($r=0.169$, $p<.01$) and pay benefits ($r=0.238$, $p<0.01$). Police officers rank was also positively correlated with all three aspects of job satisfaction, personal satisfaction ($r=0.167$, $p<.01$), professional support ($r=0.213$, $p<.01$) and pay benefits ($r=0.226$, $p<0.01$). However, educational level of the respondents did not correlate with personal satisfaction ($r=-0.079$, $p>.05$), professional support ($r=-0.080$, $p>.05$) and pay benefits ($r=-0.053$, $p>0.05$). Thus, educational level of police officers was not a factor of their job satisfaction. It was found that job experience was positively correlated with personal satisfaction($r=0.105$, $p<.05$) and pay benefits ($r=0.166$, $p<0.01$) and had no relationship with professional support

(r=0.079, p>.05). Job timing (duty hours) had non-significant relationship with job satisfaction. Finally, salary of police officers had positive relationship with personal satisfaction (r=0.196, p<.01), professional support (r=0.227, p<.01) and pay benefits (r=0.309, ps<0.01).

TABLE-4
RELATIONSHIP BETWEEN SOCIO-PSYCHOLOGICAL FACTORS WITH JOB SATISFACTION

Independent Variables	Dependent Variable (Job Satisfaction)		
	Personal Satisfaction	Professional Support	Pay and Benefits
Political Influence	-.424**	-.549**	-.399**
Life Threats	-.361**	-.312**	-.201**
Family Support	.464**	.735**	.561**
Cultural values	.283**	.230**	.155**
Depression	-.533**	-.426**	-.367**
Anxiety	-.402**	-.310**	-.251**
Stress	-.509**	-.460**	-.407**
Life Satisfaction	.722**	.648**	.572**
Self esteem	.616**	.624**	.502**
**.Correlation is significant at the 0.01 level (2-tailed) *.Correlation is significant at the 0.05 level (2-tailed)			

Table 4 shows the relationships between political influence, life threats, family support, depression, anxiety, stress, life satisfaction, self-esteem and job satisfaction among police officers. The Pearson correlation analysis unfolded a significant positive relationship of family support with personal satisfaction (r=0.464, p<0.01), professional support (r=0.735, p<0.01) and pay benefits (r=0.561, p<0.01) of police officers. This study found that political influence negatively correlated with personal satisfaction(r = -0.424, p <0.01), professional support (r= -0.549, p<0.01) and pay benefits (r= -0.399, p<0.01).The findings unfolded a positive but weak relationship between cultural values and three aspects personal satisfaction (r=0.283, p<0.01), professional support (r=0.230, p<0.01) and pay and benefits (r=0.155, p<0.01) of jobs satisfaction. The results showed that there depression negatively associated with personal satisfaction (r=-0.533, p <0.01), professional support (r= -0.426, p<0.01) and pay benefits (r= -0.367, p<0.01). Table 4 depicted that anxiety had negative association with personal satisfaction (r= -0.402, p<0.01), professional support (r = -0.310, p <0.01) and pay benefits (r= -0.251, p<0.01). The findings also revealed that life satisfaction significantly and

positively correlated with personal satisfaction (r=0.722, p<0.01), professional support (r =0.648, p <0.01) and pay and benefits (r=0.572, p<0.01).In addition, self-esteem had a significant positive relationship with personal satisfaction (r=0.616, p<0.01), professional support (r=0.624, p<0.01) and pay benefits (r=0.502, p<0.01) of the police officers.

CONCLUSION

This cross-sectional study of a sample of the Rawalpindi police force confirmed that there are significant relationships between age and three constructs of job satisfaction. The rank of police officers was also correlated with their perception of job satisfaction. A positive relationship was also found between monthly salary and job satisfaction of police officers. In order to determine the role of social factors, the study found out a negative relationship between political influence and jobs satisfaction. The respondents of the study believed that they had life threats during performing their duties and it negatively influenced their level of job satisfaction. Besides intrusion of political leaders and possibility of life threats, they had family support to perform their official responsibilities in good manner. Family support positively contributed in the manifestation of their job satisfaction. In addition, cultural values also helped them to have satisfaction with their jobs.

This study examined the role of demographic, social and psychological factors that were associated with job satisfaction of the employees working in the police department. It was found that depression, anxiety and stress were negatively correlated with job satisfaction of police officers. However, life satisfaction and self-esteem positively contributed in the formation of job satisfaction of police officers. The study concluded that police officers had the probability of having psychological problems. Therefore, the concerned authorities should make appropriate actions for their counseling in order to improve their performance.

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