

POLICE JOB SATISFACTION: A LITERATURE STUDY

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ABSTRACT

Police work is hard. In addition to work-related challenges coupled with heavy workloads and irregular work shifts, police need to face challenges in the police department, including organizational inequities, bureaucracy and pressure from supervisors and conflicts with co-workers. In addition to its effect on employee health, workplace stress is associated with negative organizational outcomes such as absenteeism, burnout, turnover intention and job dissatisfaction. Within police organizations, there are very few studies published to identify and explain the variables that might contribute to job satisfaction. Most police officers are still trained to always be ready to do what they are told and not to ask if they want to defend themselves. This doctrine tends to hinder the ability of police organizations to provide services effectively and efficiently. Previous research on job satisfaction of police officers in various countries amounted to 33 studies, most of which found a significant relationship between demographic characteristics, organizational characteristics and job characteristics on job satisfaction of police officers, although with different correlation values in each country. To ensure a higher level of job satisfaction among police officers, the human resources department in the police force should pay more attention to the individual suitability of a police officer not only with the job duties but also with the overall organizational environment. Potential neglect of environmental compatibility with police officers can lead to low job satisfaction and unfulfilled officer motivation, resulting in a weaker commitment to the profession.

Keywords: *job satisfaction, conflict, organizational goals, police, public service*

1. INTRODUCTION

Police work is hard. Under relentless public scrutiny, the police have to deal with a variety of situations, including dealing with hostile and uncooperative individuals while adhering to procedural standards that respect the constitutional rights of citizens. Regardless of whether the situation

involves a car accident, theft, missing children, found children, traffic jams, abuse, protests or parades, the police will be alerted and asked to respond (Fyfe, 2015; Li, 2019), besides that police personnel also control various religious processions and maintaining law and order in society (Singh, 2017). In addition

to work-related challenges coupled with heavy workloads and irregular work shifts, police need to face challenges in the police department, including organizational injustice, bureaucracy and pressure from supervisors and conflicts with co-workers (Chen, 2018).

This high challenge of police work creates stress that can result in physical and mental health problems, as well as decreased performance (Yun, Hwang, & Lynch, 2015). Empirical evidence supports the notion that stress creates many problems for police officers and organizations themselves. High levels of police stress have been associated with higher levels of anxiety, alcohol use, hypertension, insomnia, and heart disease (Kurtz 2008; Yun, 2015). In addition to its effect on employee health, workplace stress is associated with negative organizational outcomes such as absenteeism, burnout, turnover intention and job dissatisfaction (Lambert et al., 2015).

Police officers with very low levels of job satisfaction can create difficulties for the organization. Meta-analyses and reviews of research across several occupations have consistently found a relationship between job satisfaction and increased performance, organizational commitment (Abdulla et al., 2011), and good organizational behaviour (i.e. cooperative/altruistic employee actions aimed at accommodating each other's needs).) which contributes greatly to the effective

functioning of the organization (Hoath, Schneider, & Starr, 1998), as well as lower absenteeism and turnover intention (Gerhart, 1990; Kumar, 2021). Therefore, the job satisfaction of police officers is an important issue for police management that needs further investigation (Johnson, 2012).

Given the importance of job satisfaction to the performance of individual police officers and the functioning of the organization as a whole, it is not surprising that researchers have devoted a great deal of energy to deciphering its causes (Paoline & Gau, 2020). Dantzker (1994) stated that despite the importance of job satisfaction, one group of organizations namely police organizations seem to ignore job satisfaction and its relationship to organizational functions. Griffin, Dunbar, and McGrill (1978) offer a similar conclusion that job satisfaction, which has long been recognized in private industry as a prerequisite for successful job performance, is simply a slogan within police organizations. Furthermore, job satisfaction is one of the most researched concepts in industrial/organizational psychology, mostly aimed at improving operations in the business world (Judge et al., 2002). It stands to reason that police officer who is satisfied with their jobs will be more motivated to perform the required tasks, will have less absenteeism, are more likely to help others, and are more likely to commit to the organization's overall mission. In

addition, satisfied personnel are an important component of an organization's ability to provide services effectively and efficiently.

Within police organizations, there are relatively few published studies that attempt to identify and explain the variables that might contribute to the share of variation in job satisfaction. This may be the result of the semi-military structure of most police organizations. As in the military, most police officers are still trained to always be ready to do what they are told and not to ask if they want to defend themselves. In this case, of course, the job satisfaction of police officers becomes irrelevant, they do what they are told regardless of whether the officers like it or not in doing their job (Miller et al., 2009). This doctrine tends to hinder the ability of police organizations to provide services effectively and efficiently.

Today's society should expect quality service from the police. Officers are expected to be able to communicate effectively, show compassion, and always treat citizens with respect. For officers to meet the expectations of society, they must be quite satisfied with their jobs. However, first of all, determinants of job satisfaction among police officers must be identified for police agencies to enact changes that bring the organization more in line with needs. officers and the communities they serve (Miller et al., 2009). This study aims to present a literature review on what are the

determinants of police job satisfaction. The results of this study are expected to provide information and references to increase employee job satisfaction, especially in Indonesian police organizations.

2. LITERATURE REVIEW.

2.1 Job Satisfaction

Job satisfaction is a pleasant emotion that arises from the assessment of work experience (Locke, 1976). Job satisfaction has been defined as the degree to which people like or dislike their jobs (Spector, 1997) and the positive or negative evaluations employees make of a situation or job (Weiss, 2002).

The three main determinants that have been used to explain police officer job satisfaction are demographics, organization, and job characteristics. These determinants are referred to as job resources, where they are job dimensions that enable a person to achieve their goals, help reduce job demands that affect their psychological and physiological well-being and encourage personal growth (Demerouti, 2011; Juncaj, 2017). Demographic characteristics include age, gender, years of service, education, marital status, and other individual descriptors

(Kumar, 2021). Oldham and Hackman theorize that the work environment has an impact on job outcomes, including job satisfaction. Environmental factors consist of organizational and job characteristics. Organizational characteristics include organizational support, supervisor support, instrumental communication, input in decision making, formalization, promotion opportunities and procedural justice performance evaluation (Johnson, 2012; Lambert & Paoline, 2008). On the other hand, job characteristics include skill variety, task identity, task significance, autonomy, and job feedback and stress (Hackman & Oldham, 1980; Kumar, 2021).

2.2 Demographic Characteristics

Research on the relationship between age and job satisfaction has revealed both a linear relationship with job satisfaction that increases with age (Hickson & Oshagbemi, 1999) and a curved relationship (Gazioglu & Tansel, 2006; Kumar, 2021). Another important demographic trait that has an impact on job satisfaction is gender. The experience of women in police organizations is unique, given the characterization of work

as masculine, the low number of female employees, and the dominance of the organization by men. Police organizations support hegemonic masculinity, which builds gender relations by creating dominant ideas about what it means to be male, and all other concepts in organizations are built concerning established teachings of masculinity (Connell, 1987; Kumar, 2021).

In the context of police organizations, Buzawa et al., (1994), Forsyth and Copes (1994), and Zhao et al., (1999) found a negative relationship between tenure and job satisfaction with older officers experiencing lower satisfaction. Empirical evidence has been consistent that employee length of service is negatively associated with employee satisfaction with work (Buzawa et al., 1994; Johnson, 2012).

Education has an important impact on the functioning of police personnel. Dantzker (1992) found that the level of education of officers was positively correlated with job satisfaction of officers, while Lefkowitz found that the level of education of officers was negatively related to job satisfaction (Lefkowitz, 1974; Kumar, 2021).

Personnel rank is found to have a significant effect on job satisfaction (Robbie et al., 1998; Kumar, 2021). Similar relationships are also found in police organizations (Bennett, 1997; Hoath et al., 1998). Such relationships may be due to variations in job content, status, challenges, responsibilities, prestige, and authority. Robie et al., (1998) have linked the impact of ratings on job satisfaction with power distance between ranks and recommended that reducing power distance would reduce differences in job satisfaction.

Marital status has an impact on job satisfaction through the level of support provided by the family in carrying out official duties and the negative impact of work-family conflict on job satisfaction (Howard et al., 2004). While family support reduces stress, work-family conflict reduces job satisfaction and even causes emotional exhaustion and burnout (He et al., 2002; Kumar, 2021).

2.3 Organizational Characteristics

Perceptions of organizational support have a positive impact on job satisfaction (Currie & Dollery, 2006; Johnson, 2012). The positive influence

can be explained by the social exchange theory of employment, which views work as an exchange of effort and loyalty for social benefits and rewards (Bateman & Organ, 1983; Kumar, 2021). Employees assess and develop beliefs about the extent to which the organization values contributions and has a concern for their well-being (Kumar, 2021).

Supervisors act as agents of the organization, and employees view the actions of supervisors as indicative of the views of the organization (Eisenberger et al., 2002). Employees recognize that supervisors tend to pass on employee evaluations to senior management, thereby influencing the organization's evaluation and opinion of the employee. Employees appreciate supervisor support and how the organization evaluates it. This assessment can even be considered as a resource or capital to benefit from the organization. Supervisor support is usually manifested in the form of encouragement, guidance, and day-to-day assistance to face challenges in the workplace.

Instrumental communication is the extent to which job information is formally transmitted by the organization to its employees

(Agho et al., 1993). The formal delivery of this information is important to provide clarity regarding the goals of the organization and the roles of individuals. The absence of instrumental communication hinders task performance, leading to frustration and stress (Price & Mueller, 1986).

The opportunity to contribute to the decision-making process creates a sense of control over work and a sense of belonging. The absence of such opportunities fosters feelings of helplessness and frustration, which adversely affect job satisfaction (Lambert & Paoline, 2008; Kumar, 2021).

Formalization is the use of well-defined rules and regulations for employee behaviour, administrative matters, and personal behaviour. Formalization ensures an understanding of what is expected of employees in the workplace, which makes it easier for employees and their supervisors. It creates organizational consensus about what is good and bad behaviour in organizational settings and provides protection to employees from false accusations and malicious actions against them (Taggart & Mays, 1987; Kumar, 2021). Rules and regulations are in written

form in employee handbooks and procedures manuals (Pandey & Scott, 2002).

Vroom (1982) argues that promotion opportunities are the desired goal of most workers and that individual performance is related to the extent to which individuals believe that being promoted is related to performance on the job and how strongly the individual desires promotion (Abdulla et al., 2011). Promotion opportunities are important for employees because promotions result in increased wages (Kosteas, 2011) and have a significant impact on job responsibilities, status and benefits (Pergamit & Veum, 1999).

Procedural fairness in performance evaluation is measured by the index of fairness and objectivity in performance evaluation and the familiarity of supervisors to evaluate employees (Tyler, 2003). Procedural justice fosters the perception in employees that the organization treats them fairly (Lambert et al., 2007) which is determined by fairness in the processes adopted by the regulatory system (Leventhal, 1980; Kumar, 2017).

2.4 Job Characteristics

Skill variety is the level of work that requires a wide variety of activities that involve the use of different

skills and talents. A job that refers to a variety of skills increases the self-esteem and meaningfulness of the employee's work, which is different from routine and repetitive work. Zhao et al., (1999), Lawton et al. (2000), and Lambert et al., (2015) reported the positive impact of various skills on job satisfaction.

Task identity is a path that requires the completion of the entire job and an identifiable part (Hackman & Oldham, 1975; Kumar, 2021). A high task identity results in employees getting the job done from start to finish, leading to visible results. Meanwhile, task significance is the degree to which an employee's work impacts the lives of others. Zhao et al. (1999) tested the impact of task significance and found it to have a significant effect on job satisfaction.

Autonomy is the degree to which an employee has substantial freedom, independence, and discretion in scheduling work and adopting procedures to carry it out (Hackman & Oldham, 1975; Kumar, 2021). Police officers like to work in an environment that allows them the flexibility to handle a situation (Johnson, 2012). Autonomy was shown to have a statistically significant effect on job satisfaction

among police officers. (Johnson, 2012; Kumar, 2021).

Feedback is the process of providing information that is carried out in assessing the work of employees about the effectiveness of the work (Hackman & Oldham, 1975). Feedback is defined as the level of support and resources that a person receives from co-workers and leadership related to job performance (Pruitt, 2021). Feedback given in the police force is usually direct feedback by superiors and coworkers regarding a job well done. It can be a form of caution or discussion with supervisors with improving the quality of work that is poor. Formal feedback includes awards, praise, reviews in annual performance evaluations, cautionary warnings, and disciplinary proceedings. Informal feedback is also received when a subordinate, co-worker, or supervisor approaches an employee for advice or suggestions on matters that are related to work (Kumar, 2021).

Work stress is anxiety caused by workload and lack of work control in a job (Johnson, 2012; Kumar, 2021) and work-related conflicts (Amaranto et al., 2003). Job stress harms job

satisfaction (Zhao et al., 1999; Kumar, 2021).

3. METHODS

The research employs the qualitative approach. Data is collected using a literature study. Literature study data collection techniques as described by Creswell through a study of literature, books, journals, and institutional documents related to the topic of this research (Creswell, 2009). Literature study can broadly be described as a more or less systematic way of collecting and synthesizing previous research (Baumeister, 1997; Snyder, 2019). Literature study is the best way to synthesize research findings to show evidence at the meta-level and to uncover areas where more research is needed, which is an important component in creating theoretical frameworks and building conceptual models (Snyder, 2019).

4. RESULTS & DISCUSSIONS

Research in the business community has shown that demographic, occupational and personality characteristics are significantly related to job satisfaction. Whereas literature specific to police organizations has shown that demographic and occupational characteristics are related to police officers' perceptions of job satisfaction (Miller, 2009). Johnson found a

similar thing (2012) that research on police job satisfaction falls into the categories of officers' demographic characteristics, work environment, and organizational characteristics (Pruitt, 2021). Furthermore, research in Indian police organizations shows organizational characteristics that explain the greatest level of job satisfaction, followed by demographic factors and job characteristics (Kumar, 2021). The same thing was found in a study conducted on Turkish police organizations which found that organizational characteristics were stronger than some demographic and job characteristics in influencing the job satisfaction of police personnel (Buker & Dolu, 2010).

4.1 Demographic Characteristics

Police job satisfaction has been associated with demographic characteristics such as age, gender, years of service, education, rank and marital status, but these individual correlations were found to have mixed results for police job satisfaction except for tenure and rank which were found to have a strong effect on police job satisfaction. police job satisfaction (Jo et al., 2015; Pruitt, 2021), while other studies found the relationship between demographic characteristics and police job satisfaction although

statistically significant was weak (Zhao et al., 1999). The following are the demographic characteristics that determine job satisfaction:

a. Age

According to Kumar (2021), age has a significant effect on job satisfaction with older personnel having greater job satisfaction. The higher levels of satisfaction may be because older personnel have had time to adjust to the work environment and police culture and are more comfortable in organizational settings. Their comfort can arise from the expertise and knowledge gained as well as familiarity with people within the organization. Knowledge of the job and the ability to be useful to the organization can affect self-esteem and job satisfaction. Most of the officers who are satisfied with their jobs choose to continue to develop knowledge about the job and serve the organization (Kumar, 2021). However, different things were found in research in the United States that age did not have a significant effect on job satisfaction (Hoath, 1998; Miller et al., 2009).

b. Gender

From demographic characteristics, gender has a statistically significant effect on job satisfaction. Female officers have a higher level of job satisfaction than males. The higher level of women's satisfaction could be due to women adapting to the police work environment through training and organizational acclimatization (Kumar, 2021). In contrast, research conducted by Rains (2011) and Miller et al. (2009) showed that there were significant differences in job satisfaction between men and women. The survey results show that male job satisfaction is higher than females (Miller et al., 2009; Rains, 2011). However, most studies have not shown any significant differences between male and female officers in their job satisfaction (Armstrong et al., 2015; Bentzkert, 1997; & Kubin, 1998; Johnson, 2012; Lambert et al., 2015; Miller et al., 2015; Scarborough & Collins, 2002; Zhao et al., 1999).

c. Tenure

Service tenure in the police force is often the only demographic

characteristic that contributes to job satisfaction (Dantzker & Kubin, 1998; Zhao et al., 1999; Ercikti et al., 2011; Johnson, 2012; Miller et al., 2009). In particular, newly recruited police officers reported higher levels of job satisfaction than those who had worked longer hours (Juncaj, 2017). The same thing was expressed by Paoline (2015) and White (2021) that the tenure of police duty is negatively related to job satisfaction, with officers with the longest service tenure reporting significantly lower satisfaction (Paoline et al., 2015; White et al., 2021), as well as findings from Hoath (1998) that low satisfaction associated with high tenure. Meanwhile, the opposite finding was expressed by Abdulla et al., (2011) that tenure in the police is positively related to police job satisfaction.

d. Education

Armstrong et al., (2015) found that the education level of officers was negatively related to job satisfaction, but Dantzker (1992) found a positive correlation between educational background and police job satisfaction. However,

most studies do not show a significant relationship between education level and police job satisfaction (Johnson, 2012; Lambert et al., 2015; Miller et al., 2009; Zhao et al., 1999). Meanwhile, the findings in Kumar's research (2021) state that educational qualifications have a significant negative effect on the job satisfaction of police officers. Newcomers to this organization have been pursuing colleges and advanced degrees in hopes of finding satisfying and rewarding work. However, due to a lack of job opportunities, they choose to join the police department, which may not be their job of choice. They participate to get jobs, especially government jobs. At times, they may feel underutilized or dissatisfied because of a job that does not have job content that allows them the opportunity to use their level of knowledge and skills (Kumar, 2021).

e. Rank

According to research conducted by Zhao et al., (1999), police rank is negatively related to job satisfaction. Miller et al., (2009) obtained similar results in the

bivariate correlation between rank and police job satisfaction, but rank failed to be significant in the multivariate regression. However, in a study conducted among 500 Indian police officers, ratings were found to be positively related to job satisfaction (Vinod Kumar, 2017), the same thing was also revealed by Buker & Dolu (2010) in their research in Turkey. In two other studies, no significant relationship was found between police rank and job satisfaction (Davey et al., 2001; Lambert et al., 2015).

f. Marital status

The dimension of marital status has an impact on job satisfaction with marriage increasing a higher level of job satisfaction. The influence of the marital status dimension shows that the spouse plays a role in providing support to officers in dealing with work pressure, and this has an impact on job satisfaction. This can also happen because satisfaction in providing for and supporting a family with wages from the work will give greater meaning to the work and higher job satisfaction (Kumar, 2021). Buker &

Dolu (2010) also found that marital status was the last demographic characteristic that affected the level of job satisfaction in the first model. Married officers are more satisfied with their jobs than their unmarried counterparts.

4.2 Organizational Characteristics

One of the known determinants of job satisfaction among police officers is organizational characteristics, research conducted on the New York Police Department found that all six organizational characteristics were positively correlated with global job satisfaction (Juncaj, 2017). This is confirmed by Kumar in his research in the Indian police that all dimensions that measure organizational characteristics (organizational support, supervisory support, instrumental communication, input in decision making, formalization and procedural justice, except promotion opportunities, have an impact on job satisfaction (Kumar, 2021). The following are the organizational characteristics that determine job satisfaction:

a. Organizational support

Organizational support increases the level of job satisfaction among

police officers to various existing studies (Abdulla et al., 2011; Davey et al., 2001; Lambert, Qureshi, Klahm, Smith, & Frank, 2016; Masal & Vogel, 2016; Vinod Kumar, 2017; Chen, 2018). Housing, health and education facilities for children are coveted and valued by police officers, it is no wonder that they can increase job satisfaction (Kumar, 2021). Organizational support also appears in the research findings of Juncaj (2017) that general administration is significantly positively correlated with job satisfaction indicating that the more satisfied police officers are with salaries, benefits, pension plans and other inter-departmental procedures, the more satisfied they are with their jobs. Salary and incentives as organizational support emerged as the strongest determinants of job satisfaction (Abdulla et al., 2011). The findings show that Dubai police pay a lot of attention to remuneration such as a salary, benefits, allowances, recognition and financial rewards. Remuneration can have different meanings in

different contexts. While salary can be seen as a significant proportion of employees in rich Western countries as a source of recognition (Locke, 1976), for workers in developing countries or lower-paid workers in developed countries, salary can mean security (Al-Saadi, 1976; 1996).

b. Supervisor support

Supervisor support has a significant effect on job satisfaction, which is in line with previous research (Lambert et al., 2015; Kumar, 2021). In the context of police organizations in India, supervisor support is very important as it impacts issues such as leave, job appraisal of police personnel, the scope for advancement and support during difficult times. The same thing was found in a survey conducted on the Pennsylvania police organization that there was a fairly high level of overall job satisfaction concerning support by direct supervisors (Julseth et al., 2011). The results of Paoline's (2020) multivariate analysis revealed that for officers with road-level assignments, supervisor support was the main

source of job satisfaction and conversely, lack of support was associated with dissatisfaction. Korean police research also found that support from supervisors had the greatest influence on job satisfaction for inside officers, while support from co-workers had a greater influence than other factors on job satisfaction for street officers (Jo & Shim, 2015).

c. Instrumental communication

Instrumental communication has a statistically significant effect on job satisfaction. Instrumental communication is important in the police force, which is characterized by hierarchy and discipline, and which requires clear transmission of job requirements and mechanisms for raising concerns and difficulties to supervisors. This reduces tension among employees caused by a lack of clarity of tasks and organizational expectations. Instrumental communication is most clearly seen in police organizations in briefing sessions before big assignments and question

and answer sessions after work. This is also evident in written orders and advice notes on tasks ranging from investigations to public order management and compliance reports submitted upon completion of work (Kumar, 2021). The same thing was also expressed by Lambert (2008), providing structured task-related information makes employees' jobs easier, makes them feel that they are valued as members of the organization, and has a positive impact on job satisfaction (Lambert & Paoline, 2008).

d. Input in decision making

Input in decision-making has a statistically significant effect on job satisfaction. Participation in the decision-making process creates a sense of inclusion, makes employees feel valued, and promotes a feeling that they are contributing to the achievement of organizational goals (Lambert et al., 2017). The increased sense of self-esteem gained from engaging in work increases the level of job satisfaction. When input from officers is taken during the decision-making process, there is a

sense of ownership of decisions taken, willingness to take responsibility, and carry out decisions well. These factors increase employees' sense of involvement, achievement, and job satisfaction (Kumar, 2021).

e. Formalization

Formalization gives process rights to personnel regarding administrative, service and disciplinary matters. The clarity in expectations and protection against arbitrary action creates greater job satisfaction (Kumar, 2021). Adler & Borys (1996) similarly stated that rule modification and formalization help provide guidance and direction to employees, help them to do their jobs with confidence, increase their efficiency, increase self-esteem, increase motivation and increase job satisfaction. According to Locke (1976), clear policies and procedures play an important role in helping employees understand organizational goals and increase satisfaction; on the other hand, ambiguity can be a great source of dissatisfaction and

frustration. Added Abdulla et al., (2011) states that organizational policies and strategies are one of the strong predictors of job satisfaction.

Organizational policies and strategies include setting rules and regulations, having moral values, lacking bureaucracy, focusing on internal and external customers, and providing job descriptions.

f. Promotion opportunity

Promotion opportunities are a significant determinant of job satisfaction in police organizations in several countries including the United Arab Emirates, India and China (Abdulla et al., 2011; Lambert et al., 2015; Chen, 2018). Lack of perception of opportunities for career advancement will lead to feelings of being in a dead-end job, increasing stress, and reducing job satisfaction (Lambert & Paoline, 2008; Kumar, 2021). Meanwhile, according to Kumar (2021) promotion opportunities do not have a statistically significant effect on job satisfaction because promotion paths are known beforehand and promotions are highly

dependent on years of service.

g. Procedural justice

Procedural justice has a significant effect on job satisfaction. The statistically significant relationship between procedural justice and job satisfaction could be because employees want fairness in the performance evaluation process, and perceived unfairness causes psychological tension and reduces job satisfaction (Kumar, 2021). Another opinion states that procedural justice has an impact on individual behaviour and organizational outcomes (Cohen-Charash & Spector, 2001; Myhill & Bradford, 2013). Furthermore, studies of police organizations in Dubai and China revealed that perceived equity in assessing performance affects job satisfaction (Abdulla et al., 2011; Can, 2018).

4.3 Job Characteristics

Recent research has found more success in explaining job satisfaction by examining various work-related issues (Paoline, 2020). According to Hackman and Olham (1976), five job characteristics are necessary conditions to direct people to

be intrinsically motivated to do their jobs that affect a person's psychological state which is closely related to the perception of job satisfaction. Therefore, job characteristics (skill variety, task identity, task significance, autonomy, and feedback) are important for one's internal work motivation and work outcomes. The following are job characteristics that determine job satisfaction:

a. Skill variety

Variations in skills and activities required to carry out tasks, and independence in performing work have a significant effect on job satisfaction. This is because the work itself may provide opportunities for creativity and task variety, enabling employees to increase their knowledge and change their responsibilities (Hackman and Oldham, 1975; Abdulla et al., 2011). A similar opinion is found by Miller (2009) that different or varied work experiences (eg, conducting training) can provide sufficient stimulation to maintain a higher level of employee job satisfaction before being promoted (Miller et al., B, 2009). Police work will require a wide range

of skills such as verbal and written communication skills, intelligence, and physical skills. Officers engaged in tasks requiring multiple skills experience greater satisfaction (Lambert et al., 2015). A positive relationship has also been identified between variation in job skills and job satisfaction in a study conducted among 199 police officers in the United States (Zhao et al., 1999).

b. Task identity

In police organizations, task identity was found to have a significant effect on job satisfaction (Zhao et al., 1999; Kumar, 2021). However, Miller et al., (2009) and Ercikietal (2011) find that there is no impact of task identity on job satisfaction. The task identity variable did not have much impact on job satisfaction. Investigating challenging criminal cases such as murder or complex white-collar crimes requires a larger team to handle different parts of the investigation, such as gathering evidence from crimes, questioning witnesses, interrogating suspects, writing cases, and filing reports to court

through prosecutors. Multiple tasks cannot be performed by one officer. Similarly, maintenance of order during normal times or large-scale public disturbances requires the coordinated work of patrol officers, individual officers involved in controlling public order, and police control rooms. The work requires the efforts of many personnel working in close coordination. This is because the reasons for the identity of the task or the extent to which it requires completion of all parts of the work that can be identified do not have a significant effect on job satisfaction.

c. Task significance

Task significance has a low but statistically significant effect on job satisfaction (Kumar, 2021). Peacock (2004) found a similar relationship between job satisfaction and task significance, indicating officers who viewed their job as important (e.g., making a positive impact) where others were significantly affected, also reported higher perceptions of job satisfaction. These results appear consistent with recent findings by Gau

and Paoline (2019), who argue that police officers as a group are generally satisfied with their jobs, and more importantly, the most frequently cited response to what is most preferred about police work is the ability to help people and police effectively prevent criminal activity experience higher levels of job satisfaction (Paoline, 2020).

d. Autonomy

Autonomy is significantly correlated with job satisfaction in police officers (Zhao et al., 1999). The same thing was found by Johnson (2012) that autonomy has a stronger correlation with job satisfaction when compared to other job characteristics. This finding is not surprising given that it has been found that the more discretion an officer has, the higher the perceived job satisfaction reported. Meanwhile, other studies reveal different things, namely that work autonomy is not even a significant variable in the multivariate model, although it is significantly correlated with job satisfaction in the bivariate correlation analysis. Concerning why

job autonomy is not a significant predictor of job satisfaction, the main reason may be the cultural differences between China and the West. Traditional Chinese culture emphasizes collectivism, while Western culture emphasizes individualism (Wang & Wong, 2012; Chen, 2018). Similar to the research in China, job flexibility has no impact on job satisfaction among police personnel in India. This contradicts findings in police organizations in many other countries (Johnson, 2012; Nalla & Kang, 2012; Zhao et al., 1999). However, these findings are supported by the conclusions of Lambert et al., (2015) on the absence of the impact of job autonomy on job satisfaction in a police study in India (Kumar, 2021).

e. Feedback

Feedback from the job itself is a significant determinant of job satisfaction among police officers. In other words, officers in this sample reported higher levels of job satisfaction if they felt their job provided the information they did effectively beyond performance evaluations from supervisors and

coworkers (Miller et al., 2009). Job feedback was also found in the Indian police organization's research to have a significant impact on job satisfaction (Kumar, 2021). The feedback process is a corrective mechanism that makes employees aware of their strengths and weaknesses and how to improve them. Positive feedback reassures police officers that work is done properly, is valued, is useful to the organization, and contributes to the achievement of organizational goals. Such feedback increases employee self-esteem and is a value and social position in the organization. If properly managed by the organization and its officers, feedback can result in improved employee performance and greater job satisfaction. Zhao et al., (1999) found feedback was significantly correlated with job satisfaction but only concerning supervisors.

f. Work stress

Stress due to work demands have a significant effect on job satisfaction with increased stress reducing job

satisfaction (Kumar, 2021). The findings corroborate previous research that job stress results in reduced job satisfaction (Lambert, 2004; Lambert & Paoline, 2008). High work demands result in stress, and employees tend to blame the organization, management, or supervisors for creating and allowing stressful situations. Job stress causes psychological and physiological problems. These factors will reduce satisfaction with the job. Stress caused by a conflict with subordinates, supervisors, or coworkers reduces job satisfaction. A clear relationship between stress and overall job satisfaction was found in another study where when stress levels increased, overall satisfaction levels decreased and vice versa (Julseth et al., 2011) and police officers with higher levels of stress and cynicism were less satisfied with their work (Paoline, 2020). However, stress due to long working hours does not harm job satisfaction (Kumar, 2017). It is possible that personnel training, acclimatization, and acceptance of long working hours as part of

police life reduce their impact on job satisfaction. Long working hours and hard work are appreciated and rewarded in the organization. Therefore, long working hours have become part of the job profile and have no negative impact on job satisfaction.

5. CONCLUSIONS & IMPLICATIONS

5.1 Conclusions

Based on the elaboration above, the authors can conclude the following things:

- a. Research on job satisfaction of police officers has increased in recent decades but is still relatively rare when compared to studies of job satisfaction of employees in the private sector and other areas of government (Can & Hendy, 2016). Dantzker (1992) notes that investigating low job satisfaction in the police field is very important, given that the problem can affect performance which can affect the effectiveness of the entire police organization.
- b. Furthermore, sufficient evidence indicates that job satisfaction is the strongest antecedent of organizational citizenship

behaviour (i.e., cooperative/altruistic employee actions aimed at accommodating one another's needs) that contribute greatly to the effective functioning of the organization (Hoath, 1998; Miller; Miller). , 2009).

- c. Police officer job satisfaction is multidimensional (Johnson, 2012). Research on job satisfaction of police officers from various countries including the United States (Bennett, 1997; Buzawa et al., 1994; Can et al., 2016; Dantzker, 1992; Forsyth & Copes, 1994; He et al., 2002; Howard et al., 2004; Johnson, 2012; Julseth et al., 2011; Juncaj, 2017; Li & Brown, 2019; Miller, 2009; Paoline & Gau, 2020; Pruitt, 2021; Pruitt, 2021; White, 2021; Zhao et al., 1999), South Korea (Yun et al., 2015; Jo & Shim, 2015), China (Wang, 2014; Chen, 2018), India (Singh, 2017; Kumar, 2021; Lambert et al., 2015; Kumar, 2017; Lambert, 2018), Canada (Hoath et al., 1998), Poland (Prysmakova & Vandenabeele, 2020), Australia (Currie & Dollery, 2006), Turkey (Demirkol & Nalla, 2018;

Can et al ., 2016; Buker & Dolu, 2010) and the United Arab Emirates (Abdulla et al., 2011) mostly found a significant relationship between demographic characteristics, organizational characteristics and job characteristics on job satisfaction of police officers, although with a correlation value which is different in each country. To ensure a higher level of job satisfaction among police officers, the human resources department in the police force should pay more attention to the individual suitability of a police officer not only with the job duties but also with the overall organizational environment. Potential neglect of environmental compatibility with police officers can lead to low job satisfaction and unfulfilled officer motivation, resulting in a weaker commitment to the profession.

5.2 Implications

Based on the conclusions above, the authors recommend Indonesian National Police:

- a. investigate low job satisfaction in the police work units because it

affects the performance which can lead to bad effects on the entire police organization;

- b. pay serious attention to job satisfaction; and
- c. pay more attention to the individual suitability of a police officer not only with the job duties but also with the overall organizational environment.

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