



## Job Satisfaction Among Women Police Personals – A Literature Review

### KEYWORDS

Job Satisfaction, Women, Police Personal, Literature Review, Awareness generation

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**ABSTRACT** *This paper reviews the studies the levels of job satisfaction among police personals especially women. The findings indicate that male police have higher levels of job satisfaction than the research on their line level counterparts indicates. Years of service, duty timing, salary and other compensations, feedback on the job and involvement in family and recreational programs were significant predictors of job satisfaction among this reviews police personals.*

### Introduction:

One significant aspect of public sector organizations that has been addressed in recent years is job satisfaction. It has drawn this interest because of the complex issues that face governmental agencies in the coming years due to limited funding and the need for stability. Job satisfaction has an influence on productivity in different ways.

### Job Satisfaction

Job satisfaction of employed individuals attracts significant attention from researchers and practitioners alike across the disciplines (Blegen, 1993). Job satisfaction to many workers means being self-content with their work. It is defined as the extent to which individuals are satisfied with their jobs: the happier the workers, the more satisfied they are with their jobs. Job satisfaction is measured in different ways by different researchers and surveys.

Workers usually look for a workplace that provides acceptable rewards and a proactive work environment. The issue of job satisfaction can be traced back to the classic Hawthorne studies (Mayo, 1933) which showed that positive changes in work conditions temporarily increase productivity. Today, it is understood as empirically well established that people work for many other purposes and reasons beyond just getting paid. It recently has been shown that job satisfaction and general happiness are positively related (Smith, 2007, p 1):

Job satisfaction is considered by some as the "the most frequently studied outcomes in the work – family conflict literature" (Grandey et al, 2005, p, 305). Work–family conflict occurs when family roles interfere with an individual's work life, e.g. the presence of young children, primary responsibility for children, elder care responsibilities, and unsupportive family members. It is believed work – family conflict is widespread and has serious consequences (Allen et al, 2000; Bond, 1997). Research confirms that it has more serious consequences for women because they combine the caregiver roles of worker, spouse, and parent (Krouse et al, 2007).

### Literature review

Research on job satisfaction in policing is newer than similar research involving other professions: only about 20 published articles treating job satisfaction as a dependent variable pertain directly to policing (Buzawa, Austin, and Bannon 1994). Thus some criminal justice scholars conclude that knowledge

about sources of job satisfaction among police officers lags far behind the corresponding knowledge about other occupations (Dantzker 1994; Griffin, Dunbar, and McGill 1978).

Carter and Sapp (1990) assert that the level of education among American police officers has risen substantially over the last 30 years. This rise is due, at least in part, to the assumption that an officer's ability to empathize with citizens from a variety of socioeconomic backgrounds will increase with educational attainment (Goldstein 1977). The origins of this perspective can be traced back to two presidential commissions of the late 1960s and early 1970s, which believed that education is important in doing police work in American society (National Advisory Commission 1973; President's Commission 1967).

Research findings that might support this notion are mixed. Lofkowitz (1974) found that police officers' level of education was associated significantly with job satisfaction, but in an unexpected direction: Officers with master's degrees tended to demonstrate the lowest levels of positive attitudes toward their jobs. Buzawa (1984) found that the influence of education on employees' reported satisfaction was not consistent when two police departments were compared.

The fourth commonly identified variable in this research is years of service and/or police officer's rank. Many scholars of policing argue that alienation and cynicism are correlated positively with years of service (e.g., Gaines 1993). Similarly, almost every researcher who has studied this variable has reported that an officer's rank or length of service is associated negatively with the officer's view of the job (Burke 1989; Buzawa 1989; Buzawa et al. 1994; Dantzker 1992, 1994; Hunt and McCadden 1985; Sheley and Nock 1979).

Furthermore, Dantzker (1994) observed that the negative relationship between police employees' seniority and their job satisfaction is not linear: The rate of decrease tends to level off between six and ten years of service (Allen, Hitt, and Greet 1982; Burke 1984; Neiderhoffer 1967). Langworthy (1987), however, questions the validity of research on the relationship between years of service and job alienation.

Crank (1997a) even suggests that experienced officers who buy into community policing can do much to lead an organization to positive change (also see Crank 1997b). In the 1990s, however, only a few studies have focused on the effectiveness

of participative management and how it relates to job satisfaction. Trojanowicz and Bucqueroux (1990) found that foot patrol, as a newly reintroduced method of policing, enhances job satisfaction among the officers involved

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.

Job satisfaction is the effective orientation of individuals towards work roles that they are currently occupying. One could be said to be satisfied with one's job to the extent that the job fulfils one's dominant needs and values (Rextroat, 1992; Usman 2005; and Clark, 2006)

There are several reasons why job satisfaction is important to police organizations. First, negative attitudes toward work can adversely affect job performance in both the quantity and quality of services provided. Thus, poor performance can impact police-community relations by adversely affecting public attitudes toward the police (Buzawa, Austin, & Bannon, 1994).

Prior research regarding the major determinants (demographic and organizational variables) on police job satisfaction is inconsistent. Consensus has not been reached about which demographic variables significantly predict job satisfaction. Zhao et al. (1999) pointed out that there has been very limited research on the relationship the work environment has on police and their job satisfaction levels. Similarly, researchers reported inconsistent findings with gender (Aremu & Adeyolu, 2003; Bennett, 1997; Burke & Mikkelsen, 2004; Buzawa et al., 1994; Dantzker, 1994; Grant, Garrison & McCormick, 1990).

Dantzker's (1994) job satisfaction survey of twelve police departments in six states (N = 552) indicated that police officer participants had low overall job satisfaction levels. They reported the greatest dissatisfaction with the pay and the least dissatisfaction with supervisory support. Police officers between the ages of 20 and 25 were more satisfied than other age groups. The male police officers had higher job satisfaction levels than female police officers. The men were more likely to change police departments, while the women were more likely to accept a job offer different from policing. Police officers with the rank of sergeant had the lowest satisfaction level compared to other police officers.

According to the International Labor Organization (ILO), Maximum Weight Recommendation, 1967, (No. 128), stated that an adult man can carry up to 55 kg weight, but a female or weak person should carry less compared to a healthy adult man. The workers have to work in winter, summer, autumn or rainy season. They are exposed to all types of weather conditions. This results in them beating their wives and children and scolding them for not being able to fulfill their basic needs (food, clothes, education, etc.).

Other studies found that education had an inconsistent affect upon police job satisfaction. Some researchers found a positive correlation between education level and job satisfaction

among police officers (Dantzker, 1992; Carlan, 1999). Lefkowitz (1974) reported a negative relationship between job satisfaction and education level of police officers. Other researchers reported that education level did not have a significant effect on job satisfaction among police officers (Griffin, Dunbar, & McGill, 1978). The same inconsistent pattern was present for rank and length of service.

Some researchers reported a negative relationship between rank and length of service and job satisfaction among police officers (Buzawa et al., 1994; Dantzker, 1992, 1994; Hoath, Schneider & Starr, 1998; Brunetto & Farr-Wharton, 2003) while others reported the opposite (Burke, 1989) or no relationship (Bennett, 1997).

Police officers from agencies that employed less than 100 sworn officers had the highest job satisfaction levels among the three groups of agencies. Police officers from agencies that employed more than 500 sworn officers had the lowest job satisfaction levels among the three groups of agencies. Brunetto and Farr-Wharton (2002) found that pay, dealing with clientele, and organizational management practices (promotion, appraisal, and other procedures) decreased police officer job satisfaction. Howard, Donofrio and Boles (2004) reported that work-family conflict was a strong predictor of different aspects of police job satisfaction.

Blum (1968) is of the view that satisfaction is the result of various attitudes that are possessed by an employee. In a narrow sense the attitudes are related to the job, they are concerned with such specific factors such as wages, supervisor, steadiness of employment, conditions of work, social relation of job, fair treatment by employer and other aspects. Job satisfaction is derived from and is caused by many interrelated factors.

A comprehensive definition of job satisfaction is the one given by Hoppock (1935). According to him it is a combination of psychological, physiological and environment circumstances that cause a person truthfully to say "I am satisfied with my job".

Halsted, Bromley, and Cochran (2000) reported that deputies with strong orientations for community service had higher job satisfaction levels than deputies with strong crime control orientations. Ford and his colleagues (2003) determined that a sample of Midwestern police officers' job satisfaction was directly related to their commitment to their organization. Yet, their level of commitment to a community policing strategy was unrelated to their job satisfaction but strongly related to their behaviors in support of the strategy. Another organizational paradigm is offered by Compstat (Walsh, 2001, p. 352):

### Conclusion

Woman is an element of source of income in modern society. The civilized pattern of life system needs the support of viable economic resources and that can be brought by more than one earning in every family. In this aspect unorganized sectors give economic support to women in terms of regular employment, but at the same time the job security and working environment in unorganized sectors do not facilitate the proper job satisfaction among the employees and especially women police who undergo for work pressure, poor work support, lack of lucrative wages, inconvenience and so on. Due to the reason the job satisfaction among women police turned to be inconsistent. In order to understand the issues of women police, the job satisfaction among them, the reason for job satisfaction and dissatisfaction, the present literature review study was done.

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