



**ORIGINAL RESEARCH PAPER**

**Commerce**

**FACTORS INFLUENCING JOB SATISFACTION OF POLICE PERSONNEL IN GUNTUR DISTRICT OF ANDHRA PRADESH**

**KEY WORDS:** Job satisfaction, Job stress and Performance appraisal.

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**ABSTRACT**

Job satisfaction is an important subject of study. It delineates the extent to which an employee is happy with his job and the organization in which he is employed. Job satisfaction has direct impact on the commitment of the employee towards the organization. It influences the performance of the employee and this also influences the work productivity, work effort, employee absenteeism and employee turnover which are essential for the wellbeing of the organization. Therefore, a humanistic approach towards the employees may help them to achieve job satisfaction which, in turn achieves greater commitment to the organization that may positively impact the productivity of the organization. The present research study is accomplished with the main objective to analyse the factors that influence the job satisfaction of police personnel in Guntur District of Andhra Pradesh.

**INTRODUCTION**

Needs and desires are common elements which are seen in each and every human being irrespective of gender. There are conscious as well as unconscious needs and desires. When an individual is passionately driven by any of the needs and desires, a kind of tension is created within the individual and this tension of strong urge stimulates the individual to fulfil his/her needs. It is also evident that all needs or desires cannot be satisfied completely or permanently. Eventually, job satisfaction is an attitude which depends upon the mindset of an individual. Factors or sources which give satisfaction differ from person to person. In other words, a source which gives contentment to one employee may not be necessarily attributed to other employees of the organization. One can come across so many definitions with regard to job satisfaction. It is also a noteworthy point that job satisfaction is having high industrial morale or favourable attitude towards the job. Job satisfaction is a term which involves so many complexities and it is an elaborate composite theory which includes an individual's mental temperament and interpersonal relations that prevail in the organization. Job satisfaction can also be defined as the satisfaction wherein one derives from doing his duty which is the composite product of favourable attitude, high level morale and the positive job related and even the social factors. A great deal of importance is given to Job satisfaction in an industrial setting. The workers who are satisfied would certainly contribute more for the production. The satisfied workers are always creative and innovative. Job satisfaction is reflection about what an employee feels about his or her job. All the people employed in any kind experience a level of satisfaction or dissatisfaction at the workplace. The Police personnel are involved in public affairs from birth to death in comparison to any other employment. Theories of motivation and job satisfaction can broadly be divided into two streams of content and process theories. Content theories have developed from the 'scientific management' theories which posited that wages are the main incentives, and later expanded to include human relations as an important motivator. Important content theories include Maslow's Hierarchy of needs, Herzberg's two-factor theory and Alderfer's existence relatedness growth (ERG) theory. Theories explaining job satisfaction have been applied in the context of police organizations providing insight into organizational dynamics.

This is an important bit of information which is helpful to the researchers as well as the people of business community, the idea of satisfaction and performance with reference to job are directly correlated to one another and this phenomenon is frequently cited in the media and in some non-academic management spheres. When it comes to the point of dissatisfied employees or workers, necessary and corrective

measures have to be employed in order to avoid indiscipline, high labour turnover, industrial conflicts, low quality and quantity in terms of production, industrial strikes, lockouts, breakdown of communication system, poor interpersonal and industrial relations, disrespect towards superiors etc. To avoid these dangers which lead to the downfall of the organization, certain precautionary steps, measures and care are to be taken to safeguard the activities of the organization. The major influencing factors of Job satisfaction are explained hereunder.

**1. Nature of work**

Police organizations are tasked with a wide variety of duties, and officers often encounter stressful situations. Police department is a unique department in our society. The department is largely controlled by the government. All the government policies are executed by the department. Hence the department is responsible for proper implementation of various government policies and maintain law and order in the society. The police personnel are mainly hired by state government and central government. The officers appointed by the central government are called Indian Police, while officers and non officers appointed by the state government are called State Police and for Andhra Pradesh, it is called AP state police. Police personnel at different levels will be performing various tasks in order to achieve mainly social service, maintain law and order and crime control. Hence, the nature of work of police personnel demands availability in 24 hr on duty. This may make police staff to accept heavy workload and work pressure. While controlling the crime, they are engaged in continuous patrolling and monitoring. They also involve in serving the society by helping needy people like searching a lost child and the like. To conclude, the nature of work in the department is highly dynamic and unstructured.

**2. Supervision**

Supervision is an act of overseeing and directing something or someone at the work. The person who supervises is called supervisor or superior. The person who supervises entire police department at the state level is DGP (Director General of Police). The other cadres follow the hierarchy such as Addl DGP, IGP, Dy IGP, SSP, SP, Addl. SP, ASP/DSP, Inspector, SI, ASI, HC and constable. The department follows the above hierarchy. Therefore the department has a strict supervision at all levels. These officers make up the lowest level of their departments' hierarchical structure and are supervised by a chain of command consisting of multiple layers of supervisory authorities. The chain of command structure of most police department is similar to that found in army units, where each employee in the chain usually answers to only one

reporting officer. Thus bypassing a command is rare in the department.

### 3. Salary and Incentives

The salary of the police staff may vary from state to state in India. The salary is determined by the cadre of the person in the department. Additionally at the entry level, the salary is determined by the level of education. The average monthly salary includes housing, transport, petrol allowances, uniform and other benefits. The central and state governments provide incentives at appropriate times for the remarkable contributions made by the department. For example, the centre has released Rs. 7.69 crores each as incentive to ten states which have successfully implemented police reforms.

### 4. Relation with Co-Employees

Employee relationship refers to the relationship among co employees at the workplace. In the police department, relationship is all about the relationship among constables and other cadre. The relationship between two police staff at one level may be different at another level. A comfortable, healthy and harmonious relationship among police staff will lead to better satisfaction at the workplace. Good social interaction is an essential part of work environment. Encouraging and creating such an environment at the workplace will definitely increase the job satisfaction levels of police staff.

### 5. Communication

Communication is another important factor that determines job satisfaction at the workplace. Communication is the process of exchanging ideas, thoughts, feelings etc., between two individuals or among groups of people in the organization. Some part of communication in the police department is formal and some can be informal. Effective communication requires all components interworking perfectly for "shared meaning;". In the police department, Communication skills are critical particularly when investigating crimes, escalating a situation, building trust with those in the communities the police staff serve, writing internal documents, crime reports like FIR and for those who aspire to assume leadership positions within a law enforcement organization. Communication skills help police staff at the time of counselling criminals for the behavioural change. Better understanding of the formal and informal communication and also top-down and bottom up communication may lead to better satisfaction in the department.

### 6. Promotion Opportunity

Considerable increase in the career in the form of promotion will increase the job satisfaction of police staff. Promotion is a shifting of an employee from the current job to a higher job position. Promotion empowers a person with authority and responsibility. Many studies show that job satisfaction is positively correlated with promotion opportunities. When the staffs feel better opportunity to grow in their career obviously they have better satisfaction at the work. To earn a promotion, police officer must successfully complete all the necessary training and duty requirements with outstanding superior ratings. All the policemen are having equal opportunity for promotion. In general the promotions are based on time grade, promotion examination and performance.

### 7. Professional Development

Police officers must be viewed as professionals if the position of a police officer is to be considered a profession that is regarded by the community. Police officers can only achieve professional status by having professional interactions with a society-focused approach to policing. Police officers should receive additional training to investigate composite crimes to gain support from members of the society. Additionally, police officers must also receive training to handle people or criminals with mental illness. Police officers must recognize the citizens and businesses of the community as stakeholders in solving funding sources for in-service training. Police

officers will gain confidence from the society when society members consider their actions as being professional actions. Therefore when, police staff become more professional then the people in the society would respect the police and eventually the police feel better satisfaction with the job.

### 8. Organization Policy and Strategy

The term 'Organisation Policy and Strategy' has different meaning in the present paper. The dimension taken as it is with a different meaning. Organization Policy and Strategy in the present paper refers to the policies such as recruitment policy, promotion policy, transfer policy etc., in the police department. Most of these policies are formulated by the government. These policies can also impact the job satisfaction of police personnel.

### 9. Performance Appraisal

Performance Appraisal is another most important and complex factor that influences the level of job satisfaction of police personnel. Performance Appraisal is a most controversial issue for managers. Many organizations and departments implement formal methods to evaluate the performance of the people. Performance Appraisal, in specific, to the police department is much more complex as the nature of the job is highly dynamic and unstructured. The measurability of the police job is found to be so complex. However, the reality is Performance Appraisal is very important as it impacts the current performance and future job satisfaction. Hence, developing a better Performance Appraisal system is always essentially needed in the department.

### 10. Job Stress

Stress is a complex phenomenon. An individual's experience of stress may depend upon numerous aspects related to his/her personality, environment, socio-cultural factors and several contextual factors. Occupational stress results in commotion of the psychological as well as physiological homeostasis of the individual, leading to unusual functioning in the working environment. In our society, it can be observed that the police officers experience daily psychological stress that puts them at an increased risk of various long-term health problems that may include cardiovascular disease, obesity and sleep disorders. The major sources of the stress are complex job demands, short deadlines, unpredictable working hours, maintaining law and order in the society etc. Police personnel play an important role in maintaining the order and legislative homeostasis of the society. Stress among police personnel is being acknowledged as an international phenomenon of serious concern. Higher occupational stress definitely leads to higher job dissatisfaction.

### 11. Public Perception

Major function of Police is the safety of the society. It has been existed in some form or the other whenever and wherever society exists. Police role can be understood as something that is done by a person in a particular position, or as the pattern of actions expected in a particular social situation. A positive public image of the police is important for obtaining co-operation and support from citizens, particularly within the framework of a society policing management style. Police image is the public's perception to the police, which reflects the degree of public confidence in and respect for policing. This means that a positive image of the police would contribute towards the voluntary compliance with the formal regulations of the country. On the other hand, a negative image might cause the public not to conform as expected. Highly positive public perception may lead to higher job satisfaction of police personnel.<sup>1</sup>

### Review of Literature

**Sobia Ali and Yasir Aftab Farooqi (2014)** in their article on "Effect of Work Overload on Job Satisfaction, Effect of Job

Satisfaction on Employee Performance and Employee Engagement (A Case of Public Sector University of Gujranwala Division)", pointed out that work overload can be considered as the chief concern for the job satisfaction and it also influences employee engagement and employee performance. The implications of the study suggested that various strategies such as training, reward system and job rotation could be adopted to lessen the problem of work overload and stress. The study also proposed some recommendations like increasing the use of advanced technology. The management was suggested to do the best for the employees based on their requirements to lessen the work overload.<sup>2</sup>

**George and Zakkariya (2018)** in their study entitled "Psychological Empowerment and Job satisfaction in the banking sector", asserted that the distinction between job control and psychological demands must be recognized, because each factor is capable of influencing both workers and organizations differently. Occupational stress is found to be higher among Shift workers.<sup>3</sup>

**Greeshma (2019)** in her study entitled "Perception regarding job satisfaction in Kerala Armed Police, 1st Battalion Ramavarmapuram, Thrissur", found that the police officers were committed and devoted towards their job and also they were highly satisfied with their work regarding the factors of supervision, communication with co-workers, professional development etc. But some officers were displeased with some factors like salary and incentives and job stress.<sup>4</sup>

**Objective of the Study**

- To analyze the factors influencing the job satisfaction of police personnel in Guntur District of Andhra Pradesh.

**Hypothesis**

The following hypothesis has been formulated and tested

There is no significant correlation among the factors of job satisfaction in police personnel in Guntur District of Andhra Pradesh.

**METHODOLOGY**

The study was conducted at Guntur district. In the present research study about 12 per cent of the population have been randomly

taken as samples for the study. Here the researcher adopted simple random sampling without replacement method by drawing a random sample of 360 respondents. The table-1 shows the details of respondents participated in the study as per their designation irrespective of their place of work and gender. The respondents included CI, SI, ASI, Head Constable and Constable Levels. Further, the respondents have been classified into two categories such as Leaders and Subordinates. Leaders constitute CI and SI while others positions are categorized as subordinates. The classification is done depending upon the nature of their job. Officers i.e., CI and SI are empowered to make decisions at their jurisdiction, while non-officers or subordinates are not empowered to make decisions regarding their operations.

**Table-1 Sample frame for the study**

CADRE	POPULATION	SAMPLE	CLASSIFICATION	
			Superiors	Subordinates
Inspector(CI)	65	6	6	18
Sub-Inspector(SI)	189	12	12	342
Asst. Sub-Inspector(ASI)	224	16	16	342
Head Constable(HC)	503	65	65	342
Police Constable(PC)	2023	261	261	342
<b>TOTAL</b>	<b>3004</b>	<b>360</b>	<b>360</b>	<b>360</b>

**Source:** Primary data, Records of SP Offices, Guntur (Urban & Rural).

**Data collection Measures for job satisfaction**

Primary data have been collected through a structured questionnaire developed by Paul E. Spector, Department of Psychology, University of South Florida to study about job satisfaction. The questionnaire was framed in both the languages (English and Telugu). All the questions have 5 point Likert scale

**(1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree and 5. Strongly Agree).**

The said 11 factors of job satisfaction have been studied. Correlation Matrix relating to the factors of Job Satisfaction is presented in table-2.

**Table-2 Correlation Matrix relates to the factors of Job Satisfaction**

	1. Nature of Work	2. Supervision	3. Salary and Incentives	4. Relation with Co-Employees	5. Communication	6. Promotion Opportunity	7. Professional Development	8. Org. Policy and Strategy	9. Performance Appraisal	10. Job Stress	11. Public Perception
1. Nature of Work	1	0.472** (0.000)	0.365** (0.000)	0.434** (0.000)	0.286** (0.000)	0.328** (0.000)	0.388** (0.000)	0.343** (0.000)	0.293** (0.000)	-0.083 <sup>NS</sup> (0.115)	0.200** (0.000)
2. Supervision		1	0.170** (0.001)	0.432** (0.000)	0.155** (0.003)	0.124** (0.018)	0.270** (0.000)	0.111** (0.035)	0.197** (0.000)	0.209** (0.000)	0.379** (0.000)
3. Salary and Incentives			1	0.534** (0.000)	0.329** (0.000)	0.633** (0.000)	0.584** (0.000)	0.445** (0.000)	0.301** (0.000)	0.227** (0.000)	0.070 <sup>NS</sup> (0.187)
4. Relation with Co-Employees				1	0.352** (0.000)	0.507** (0.000)	0.334** (0.000)	0.344** (0.000)	0.272** (0.000)	0.363** (0.000)	0.245** (0.000)
5. Communication					1	0.416** (0.000)	0.450** (0.000)	0.371** (0.000)	0.405** (0.000)	0.429** (0.000)	0.307** (0.000)
6. Promotion Opportunity						1	0.756** (0.000)	0.493** (0.000)	0.510** (0.000)	0.295** (0.000)	0.154** (0.003)
7. Professional Development							1	0.624** (0.000)	0.643** (0.000)	0.324** (0.000)	0.383** (0.000)
8. Org. Policy and Strategy								1	0.610** (0.000)	0.369** (0.000)	0.586** (0.000)
9. Performance Appraisal									1	0.309** (0.000)	0.428** (0.000)
10. Job Stress										1	0.405** (0.000)
11. Public Perception											1

**Note: Values in the Parenthesis indicate p-values, \* Significant at 0.05 level, \*\* Significant at 0.01 level, <sup>NS</sup> Not significant at 0.05 level.**

## RESULTS AND DISCUSSION

### Correlation among the Factors of Job Satisfaction

The Karl Pearson's coefficients of correlation among the eleven factors of job satisfaction have been calculated and presented in the form of correlation matrix in Table-2. The results obtained from the correlation analysis reveal that there exists significant positive correlation among almost all factors of job satisfaction except low degree of insignificant negative correlation between nature of work and job stress; and low degree of insignificant positive correlation between salary & incentives and public perception. Further it can be inferred that most of the positive correlation coefficients among eleven factors of job satisfaction are highly significant at 0.01 Level.

## CONCLUSION

This study attempted to fill a prevailing gap on the theme of job satisfaction in police duties performed in our country. The study has shown that there is prevails ambivalence and vacillation in their approach with high scores of satisfaction or job pride and love for camaraderie with fellow workers. But, they seem to be dissatisfied with low salaries, poor perks, paucity of promotions, few benefits and wanting cozy working conditions. More studies measuring their job indices like police stress, satisfaction and systems are periodically required. It can also indirectly impact police-community relations by portraying a negative image of the police and endanger the effectiveness of public safety. Further, better job satisfaction mainly would reduce stress level and foster less absenteeism turnover all of which can contribute towards optimizing the available human resources in the police organization.

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