Review of the Effective Factors on Job Satisfaction among Police Commanders

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ABSTRACT: Title of the present study is Review of the effective factor on job satisfaction among police commanders. The main question in this study is: How to promote job satisfaction among police commanders? Research hypotheses have been drawn up as a major hypothesis (i.e. Intra-organizational factors affect on job satisfaction among police commanders.) and three minor hypotheses including occupational factors, contextual factors (environment), and individual factors affect on job satisfaction among police commanders. This study is descriptive- analytical in terms of the used method and also applied type in terms of objective. The given information of this subject was collected by means of documentary- exploratory technique through library, websites as well as interviews with police elites and the realized questionnaire from LIKERT Spectrum Type out of statistical sample that included all commanders in police stations located in two aforesaid towns with 90 participants. Data were analyzed by T-test and all three minor hypotheses as well as major hypothesis were confirmed. Afterwards by conducting Friedman ANOVA Test, the priority (ranking) of the impact of each of factors on job satisfaction among police commanders, it was characterized that the highest impact was related to occupational factors and then contextual factors and at last individual factors.
Keywords: Job Satisfaction, Commander, Police Station

ORIGINAL ARTICLE

INTRODUCTION

The paramount factor in life, growth and thriving or death of organizations is management and for realization of ideals and achieving its goals, any community and organization needs to competent leaders and managers so that to be responsible for managing the given organizations. Success, efficiency and effectiveness of an organization will be guaranteed if it is benefitted from competent and strong managers with appropriate spiritual and physical traits and quality and those managers who possess the needed competency will strengthen spirit of members of their own group with justice and observance of rules and convey this sense to all members.

For this reason, Peter Drucker states: "Managers are considered as the rarest and at the same time most valuable capitals in organizations." (Mohebali, 2002)

Definitely, in world status quo, no one can pin his hope to traditional and fixed management since speed and acceleration of changes have affected on all of small and big organizations within different dimension in the world and management should adapt itself with those changes so one of the foremost success factors for managers toady is to have managerial flexibility and adaptation with these conditions.

With all its importance and lessons, past time has occurred and passed and no power could create it again and or transform it. Thus, reliance on classical managerial techniques is not so practical. Peter M Senge states: "does- and don'ts based organizations will not lead us to twenty first century arena. By reducing control rate and increasing quantity of learning, prosper organizations growingly improve their competitive advantages." (Khaki, 2009)

As Father of Modern Management, Peter Drucker expresses: "Currently, we move toward the structures in which hierarchy does not mean the intensity in power and authority but it is deemed as more accountability in altitude of pyramid than its lower levels, in such organizations role of leaders and managers is not realized in commanding and authoritarian behaviors, but in capture of hearts and creation of real admission and coordination with personnel more than ever. Such leaders do not assume themselves as boss but as a servant in the course of goals realization. The first impervious priority of managers in new century is to provide appropriate conditions for emergence of individuals' strong points and downplaying their weak points." (Kazem, 2007)

McGregor (1950) says: "We could not compel people to achieve management goals. This ancient concept that people work only when they have been obliged is like a dying patient, who is suffering from a chronic and lethal disease for more than a quarter of century and it is predicted that this patient will die by the next decade." (McGregor, 2002)

Moreover, subject of management in Armed Forces and including Police Organization is crucially important so that in such organizations all affairs are referred to commander. As the respected Commander-in-Chief expresses; "The main pivot of Armed Forces is commandership so we should reinforce and consolidate cornerstone of commandership in Armed Forces." (Ideological-Political Unit (SAAS), NAJA (Iranian Police); 2006)

Therefore traditional despotic style of leadership which sole governs on military organization should be modified and we should adopt Islamic-ethical style of management plus to the latest global scientific achievements for this purpose.

Working in police profession, especially in responsibility as commandership, is a difficult and at the same time sensitive task. It is difficult from this point that in addition to playing role as the first actor in providing social security within different societal dimensions, police should be accountable against many authorities, organizations, institutions and even people and it is considered as sensitive job because doing of his missions may occasionally affect on State National Security. And in all cases and even for performance of his subordinates, the commander will be the first person, who is interrogated and he shall be accountable for this outcome.

Production and Operation Unit in any organization is the main core and impetus of that organization while in police organization, the executive units are responsible for this task. And for this reason, managers and commanders in Executive Units (Police Bases) are vitally important for this purpose and it is natural that the more difficult the mission is the more enthusiasm and motivation should also be created for its success.

Naturally, in order to make these managers more efficient, the level of their satisfaction should be promoted. Blanchard and Kenneth state: "Scientists in management science argue that without the motivated workforce, the best plans and even bonuses and highest financial and physical facilities will not come to the favorable result since physical and financial facilities are automatically led to production but this occurs when a human element enters into this action." (Mohebali, 2002).

Thus quantity and quality of an activity and performance of the organizational human capital should be in coordination with the personnel's satisfaction with working context or their working life so that by manipulation of Job Satisfaction as an independent variable, one can appropriately arrange the Performance as the dependent variable for success in the organization (Mohebali, 2002).

It is not sufficient to have educated and experience personnel etc in order to achieve success in the organization but they should want to employ all their potential toward realization of organizational objectives so activating wish- element in them is possible by some factors including motivation and job satisfaction.

Our close communication (authors) with police organization as well as conducting interview with its experts may signify this point that there is no single model and formal basis that covers all and or most dimensions of commanders' satisfaction in practice and this is a subject that might be less considered scientifically so in this study we deal with factors of satisfaction in commanders of police stations from their viewpoints.

Term "satisfaction" literally stands for content, gratification, gladness and permission and several definitions have been lexically purposed for this word where we refer to some of them:

- Job satisfaction denotes positive and pleasant emotional mood that is derived from individual's evaluation from his/ her job or occupational experiences (Majidi, 1998, quoted from Luthans, 1992).

According to Shafiabadi (1996) given that job satisfaction is a very effective factor in improvement of efficiency and promotion of productivity so addressing this factor is essential and inevitable (Farzad et al, 2008).

Robins states that at least for three reasons managers should attach importance for job satisfaction of personnel.

1- There are many documents in hand that show dissatisfied personnel will leave the given organization.

2- It has been proved that satisfied employees are healthier and have longer life.

3- Job satisfaction is a phenomenon that has moved beyond the organization and its impact may be observed in private and extra-organizational life of the personnel (Robins, 2001).

Researchers have mainly developed two types of model for job satisfaction that include Motivational Interpretation Model and Contextual Interpretation Model. In motivational model, job satisfaction is determined based on personnel's needs, expectations, attitudes and values. Locating personnel within different social group is the source of their various wishes, expectation, values and requests. Any person brings a group of these characteristics as his/ her personality into his/ her job and this group consists of personality factors that determine rate of his/ her job satisfaction.

In contextual interpretation model, irrespective of a group of person's motives and tendencies for determination of job satisfaction, the business, nature of job and environmental factors are taken into consideration. By considering these two models accurately it is indicated that these two models are complementary for each other and both of them influence in determination and interpretation of job satisfaction (Talban, 1996).

- Herzberg's Motivational Theory- He introduces growth and progress, success and responsibility as motivational factors (Ganji, 2005).

- Braille's Theory- He deems right of freedom in job selection as important factor.

- Theory of Human Relations- In this theory, it is assumed that establishing human relations, friendly climate, participation and respect to individuals, enjoying informal intimate relations are mentioned as the most important factors for acquiring job satisfaction.

- Theory of Job Characteristics Model (Hackman & Oldham) - He has assumed five job dimensions; namely, variety, importance, work identity, independence and feedback as effective in creation of occupational motive. These dimensions, mental states and the critical psychological states came from any dimension are given in the following diagram (Saadat, 2005).
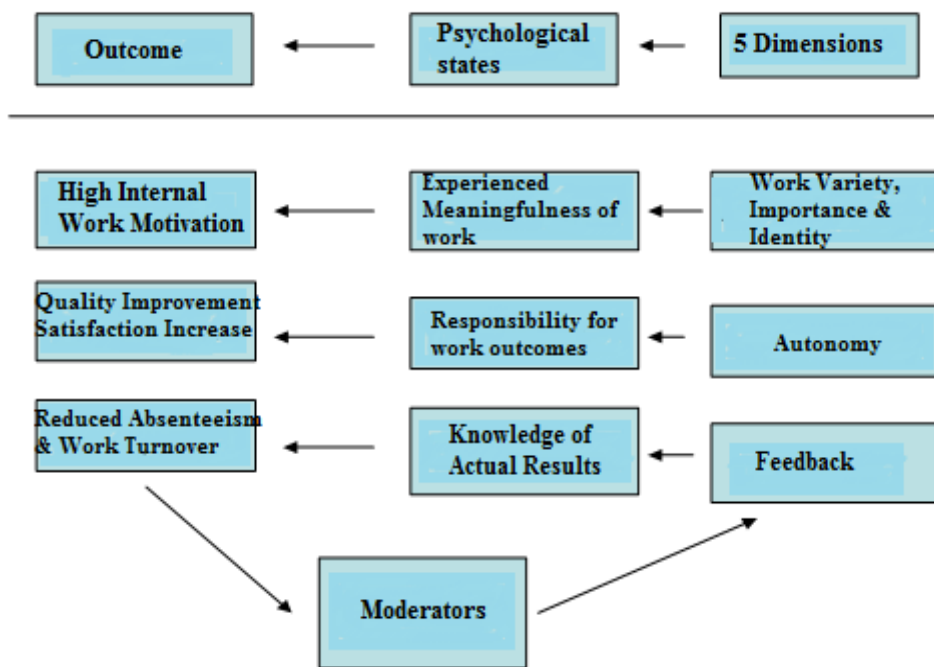
The aforementioned person expresses that many factors are effective on job satisfaction and he classifies these variables generally into some groups as follows:

1- Social factors, 2- Organizational Factors, 3- Environmental factors, 4- Work nature, and 5- Individual factors.

Social Factors- they includes dimensions of Support of public opinion, sense of esteem, sense of authority, and sociability.

Organizational Factors- They comprise of dimensions: Wage and salary, promotions, bonus, organizational policy and culture, organizational structure, and occupational conditions.

Factors relating to Work Identity- These dimensions consist of job limit and work variety.

Individual Factors- They include age, work experience, education, and gender.

Outcomes of Job Satisfaction: Job satisfaction may cause several results and outcomes so that we refer to some the foremost ones of them in this section:

- Increase in personnel's motivation
- Improvement in work productivity and quality of occupational life
- Play substitution role for promotion in occupational training trend
- Allowing females to enter into some jobs that are traditional considered as male- specific occupations.
- To provide jobs for old men and disable handicapped etc

- Prevention from absenteeism, shifting and transfer and premature retirement (Moghimi, 2006)

The effective Factors on job satisfaction among police commanders from elites' viewpoint

In order to achieve a series of effective practical factors on commanders' job satisfaction an interview was done with some of elites from police organization that have passed their life in this organization for several years. Results of this interview are as follows:

- Strengthening the ideological and religious bases in personnel that were mentioned as master key for all the problems including lack of job satisfaction while they believed that if someone possesses this characteristic then he deems police working service as a divine blessing and deposit and serves the nation with godly motive while his satisfaction will be at high level and at the same time he tries to encourage and implement this attitude within his subsystem. As a result, such personnel may affect on others further.

- It was suggested to appoint the commanders from the personnel inside police organization since under this condition, both the path of hope and progress horizon is opened for personnel so this provides their satisfaction and at the same time the appointed commander is familiar with all the related affairs inside and outside this organization so he could be more successful and this followed by job satisfaction.

- Training was introduced as a very important point and the reason that was mentioned for this matter is that the trained person knows value of working services inside this organization and he will succeed further in his missions…. And above all, this affects on his job satisfaction.

- Internal environment of police organization was mentioned very effective since at the beginning of his arrival at this organization and by observing this environment, the first impression and mental picture form in his mind and this picture is usually durable (as we always remind of the first exposures).

- We should define special societal and organizational values for commanders and make culture for this purpose so that they feel proudly. For instance, we should create social position for them by means of cultural measures and interaction with media so that they (media) to display their positive activities and at the same time we should attach a certain right for this group like War Veterans'.

- Commanding style should be composite and eclectic where supportive style is more appropriate.

- Behavior and ability of higher rank managers are very effective in job satisfaction among commanders at lower rank.

- To the same extent that justly nature of salary and wage etc is effective in job satisfaction, high and low quantity of salaries and benefits and even rewards and punishment are not effective on personnel.

To complete the aforesaid issues, we refer to some of previous conducted researches:

I- In a study under title of "Rate and effective factors on job satisfaction among American high rank police officers", Segal (1998) came to these results:

1- Rate of job satisfaction among those officers, who deal with challenging missions are higher than other officers.

2- He found that there was significant correlation among rate of welfare facilities, rank, responsibility and their job satisfaction.

II- In a study under title of "Rate of satisfaction among police officers, university professors, and pilots in UK Army" conducted by Davidson (1992), he concluded to the following results:

1- There is a significant relationship among rate of job dynamism and job satisfaction.

2- Those occupations, which require a lot of sensation- seeking, may cause further satisfaction in personnel.

III- In his research that Mr. Mohebbi (1999) has carried out under title of "Review the effective factors on job satisfaction among principals from high schools in Qom City" and came to the following findings:

1- The more enriched work nature is, the more job satisfaction will result.

2- If there are positive relationships with acting managers then job satisfaction is improved.

3- The more intimate relationship exists among colleagues the further satisfaction will result.

4- The further promotion and growth opportunity is provided for personnel in an organization the greater job satisfaction will result.

Hypotheses:

Major Hypothesis: The intra-organizational factors affect on job satisfaction among police commanders.

Minor Hypotheses:

1- Occupational factors affect on job satisfaction among police commanders.

2- Environmental (contextual) factors affect on job satisfaction among police commanders.

3- Individual factors affect on job satisfaction among police commanders.

MATERIALS AND METHODS

This study is of quantitative type in terms of data and it is applied form based on its objective and it is also of correlation type in terms of nature and type of study. Statistical population of this study covers two

cities: City A and City B. Statistical sample includes all commanders in police executive units (CEOs) that are 90 participants in the given two cities, which have been computed by full- counting technique. In the present study, measurement tool is 45- question realized questionnaire of LIKERT Spectrum including 14 questions for first hypothesis, 21 questions for second hypothesis and 10 questions, which have been designed for third hypothesis. Validation of questionnaire was determined by Face Validity and reliability of questions in this questionnaire was computed as 0.94 by means of Cronbach's Alpha Coefficient via SPSS software. The given data have been analyzed by T-test and Friedman ANOVA Test.

RESULTS

To examine Hypothesis I, mean value of the questions was calculated and t-test was used for this purpose. Given that the calculated t- value (18.02) is greater than the listed value in this table (1.96) and with respect to this fact that significance level is lesser than 0.005; thus, it could be implied that data in this study support from Hypothesis I.

Table 1. T-test for minor hypothesis I

	Quantity of Sample	t-value	Degree of Freedom	Significance level
Minor Hypothesis I	87	18.02	86	0.000

Similarly, in order to review Hypothesis II, mean value of the questions was calculated and t-test was utilized for this purpose.

With respect to this fact that significance level is lesser than 0.005; thus, it could be mentioned that data in this study support from Hypothesis II.

Table 2. T-test for minor hypothesis II

	Quantity of Sample	t-value	Degree of Freedom	Significance level
Minor Hypothesis I	87	13.66	86	0.000

At the same time, in order to survey Hypothesis III, mean value of the given questions was computed and t-test was adopted. Given that the calculated t-value (13.10) is greater than the listed value in this table (1.96) and with respect to this fact that significance level is lesser than 0.005; thus, it could be said that data in this study support from Hypothesis III.

Table 3. T-test for minor hypothesis III

	Quantity of Sample	t-value	Degree of Freedom	Significance level
Minor Hypothesis III	87	13.10	86	0.000

DISCUSSION

Review of data status by means of the related statistical tests signified the approval of all three minor hypotheses and eventually the main hypothesis and on the other hand it indicated the priority of the impact of three factors on commanders' satisfaction respectively based on their importance as follows: Occupational (4.05), environmental (3.91), and individual factors. Thus, it is suggested to mid- and high- rank directors in this organization.
- To prioritize subject of job satisfaction for their subordinates;
- To take special care in organizing jobs more than ever;
- To make effort for promotion of status of organizational context physically and qualitatively;
- In addition to considering family's backgrounds of personnel at the beginning of their employment, it is recommended them to hold in- service training courses for qualification of personality of personnel rather than giving a purposeful service.

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