

Impact of Workplace Relationships on Job Satisfaction A Study of Police officials in UT Chandigarh

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Abstract— The primary aim of this study is to examine how relationships with superiors, subordinates, and colleagues affect job satisfaction among police officers. The research was conducted across eleven police stations in Chandigarh, involving a sample of 231 respondents. This sample included 16 Inspectors, 31 Sub-Inspectors, 41 Assistant Sub-Inspectors, and 143 Head Constables. The findings revealed that positive relationships with colleagues, subordinates, and superiors significantly enhance job satisfaction for police officials. The data was gathered using the Job Descriptive Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ). Additionally, the results indicated that relationships with superiors and colleagues were generally less favorable compared to those with subordinates. It is suggested that the Police Department should focus on improving workplace relationships among police officers and their superiors, subordinates, and colleagues to boost overall job satisfaction.

Index Terms- Police officials, Job-satisfaction, subordinates, superordinates, colleagues, Chandigarh

I. INTRODUCTION

The concept of policing has existed since ancient times, originating as soon as human beings began organizing into groups. The police serve as the agency through which societies regulate the behavior of their members. Even in primitive forms of society, there was a need to maintain social order among members, leading to the development of rules and regulations to govern conduct. Consequently, an agency was created to enforce these rules, giving rise to the concept of policing. As societies expanded, so did this agency, evolving into what we now know as the police.

The police, as the most vital protective arm of society, function not only to combat lawlessness and destabilization but also to foster a sense of safety and confidence among community members. They are

tasked with preventing and repressing criminal activity, protecting life and property, preserving peace, and ensuring public compliance with a multitude of laws.

Present Police system in India appears to be a unique and amalgam of various features of Ancient, Mughal and British Police. The present Police structurally and functionally owes its existing to the various Acts promulgated by the colonial administration. The Indian Police Act, 1861 is the basic foundation of the present day Indian Police. Police in India is in the State List of the Constitution and, therefore, police basically fall into the jurisdiction of the respective State governments. The rank positions in the police organization range from DIG to constable. The higher-ranking officers work in a supervisory and controlling capacity. The junior or subordinate officers include inspectors or sub-inspectors, assistant sub-inspectors, head constables, and constables. For the present study, top-ranking officials and constables have been purposefully excluded from the study.

It is asserted that there is a close relationship between rank and job satisfaction. As rank, qualifications, and salary increase, job satisfaction also tends to increase (Gurbuz, 2007; Metle, 2001; Ronen, 1978). However, Bertz and Judge (1994) report a negligible relationship between rank and job satisfaction. Rank is one of the determinants of job satisfaction (Dantzker, 1994; Hunt and McCadden, 1985). Lower-ranked police officers have the lowest levels of job satisfaction compared to other police officials. Every official must follow the orders of senior officials. Senior officials feel satisfied while commanding subordinates, but when being commanded by their seniors, employees often feel suppressed and exploited. Therefore, there is an absence of cordial relations between superordinates

and subordinates. Cordial relations can enhance the level of job satisfaction.

Robbins (1996) maintains that work provides an individual environment for social relations. Thus, having supportive colleagues results in job satisfaction. According to Luthans (2005), job satisfaction is achieved by having supportive relationships with co-workers. For Ellickson and Logsdon (2001), relationships with co-workers are one of the most important factors in job satisfaction.

Homogeneous relationships between subordinates and superordinates can enhance employees' job satisfaction levels. According to Gyamfi (2014), work overload and lack of support from superiors and coworkers result in high stress among police officers. These factors significantly influence their job satisfaction. Researchers argue that support from supervisors has a significant and positive impact on the job satisfaction levels of law enforcement employees (Kula and Guler, 2014; Perrewe and Carlson, 2002). Knoop (1994) found that supervisors, coworkers, and working conditions influence job satisfaction. Carrell et al. (1999) state that "job satisfaction significantly improves when supervisors are perceived to be helpful, competent, and effective." According to Herrbach and Mignonac (2004), perceptions of responsible behavior by leaders foster more cooperative behavior among colleagues, leading to a friendly atmosphere in the workplace. Ting (1997) found that workers with supportive relationships with their immediate supervisors experience higher levels of job satisfaction than those who do not. Reiss (1967) reports that low salaries, over-extended working hours, limited promotion opportunities, and supervisory problems are major factors influencing police job satisfaction.

Herzberg et al. (1959) expanded on Maslow's work and argued that while job factors such as recognition, achievement, responsibility, and the nature of work influence job performance, other factors such as work environment and relationships with supervisors determine employee satisfaction.

This paper seeks to draw attention to the police officials relation with colleagues, subordinates and superordinates and their job satisfaction. Job

satisfaction in law enforcement is crucial because it fosters positive relationships among subordinates, superordinates, and colleagues. This encourages the continuity of a competent and cohesive police force that works well together, adheres to proper policies and procedures, and offers the services required by the public.

Objectives of the study

1. To study the socio-economic profile of the Police officials in U.T Chandigarh.
2. To examine the relations with subordinates, colleagues and superordinates and its influence upon the level of job satisfaction among Police officials.

II. METHODOLOGY

The rank positions in the police organization range from DIG to constable. The higher-ranking officers work in a supervisory and controlling capacity. The junior or subordinate officers include inspectors or sub-inspectors, assistant sub-inspectors, head constables, and constables. For the present study, top-ranking officials and constables have been purposefully excluded from the study. The present study focused on medium and lower rank male police officials i.e. Inspector, Sub-Inspector, Assistant- Sub Inspector, Head-Constable posted in sixteen police stations in UT Chandigarh. Out of total strength of 449 male police officials in sixteen police stations, 50 percent of the sample was drawn i.e. 231 respondents were interviewed depending on their availability and willingness to take interviews that included 16 Inspectors, 31 Sub-Inspectors, 41 Assistant Sub-Inspectors and 143 Head Constables. There were two Inspectors each in three police stations in Sector 17, Sector 19 and Manimajra police stations. It was decided to take one Inspector from each of these police stations. A structured interview schedule was used to collect information. The structured part of interview schedule included questions related to socio-cultural profile and relations with colleagues, subordinates, super-ordinates. Additionally, Job Descriptive Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ) were used to collect information. Both these scales were modified keeping mind the purpose of the study. In the present study, the term 'job satisfaction' has been to show a combination of the employee's

perceptions towards the different aspects of the job. The four indicators namely financial, working conditions, work policies and public image were used to measure the level of job satisfaction.

III. RESULTS

Socio-demographic profile

It was found that 56.2 percent Inspectors, 76.2 percent Head Constables, 58.1 percent Sub Inspectors and 46.3 percent ASIs were above the age of 50 years. 58.3 percent respondents were from general caste background and 74.4 percent respondents belonged to Hindu religion. Majority of Head Constables were educated up to High School and majority of Inspectors were either Graduate or Post Graduate. 14.7 percent Head Constables, 29.3 percent ASIs, 32.3 percent Sub-Inspectors and 87.5 percent Inspector rank officials were Graduates. 70.9 percent respondents belonged to rural background. All the respondents were married but very few spouses of the respondents were working. 96.9 percent of the respondents were residing in nuclear household and had small family. Although a majority of the spouses of the respondents were educated they were not engaged in any kind of paid work. A majority of respondents had children of both sexes and they were educated and engaged in paid work also. Results reveal that majority of the respondents were Hindus and followed by Sikhs. Results also indicate that most of the respondents belonged to general category.

Level of job satisfaction

In general, all personnel in an organization are neither wholly content nor completely dissatisfied with their jobs. There are differences in the respondents' levels of job satisfaction. Job satisfaction is the sense of fulfillment one experiences while working, which serves as motivation. Satisfaction at work, not self-satisfaction, happiness, or contentment, is what matters. Twenty statements taken from the Minnesota Satisfaction Questionnaire were used in an effort to gauge how satisfied the respondents were with their jobs. On a five-point scale ranging from very low to very high, all of the respondents were asked to express their opinions on these 20 statements. To allow for variances in responses, the responses to each statement were pre-coded as very low, low, average, high, and very high. Different scores were assigned to their

responses in order to determine each individual's cumulative standing. These were further divided into the Low, Medium, and High categories.

Table No. 1 Distribution showing level of job satisfaction of the respondents

Level of satisfaction	Frequency	Percentage
Low	108	(46.8%)
Medium	62	(26.8%)
High	61	(26.4%)
Total	231	(100)

Table No. 1 shows that out of the total 231 respondents, 46.8 percent had a low level of job satisfaction. Most of the respondents were over the age of 50 and reported low levels of job satisfaction. The data also indicates that 26.8 percent of respondents had a medium level of job satisfaction. There were 26.4 percent of respondents who had a high level of job satisfaction. Such findings indicate that more respondents were not satisfied with their jobs. There are several factors that contribute to police officers' low level of job satisfaction, including high levels of stress, poor communication with superiors, a lack of recognition, few opportunities for professional advancement, etc. When there is little room for flexibility or another source of inspiration for the workers, dissatisfaction may also develop. Employees want their employers to acknowledge their accomplishments at work. Lower-ranking police officers frequently feel forgotten and unimportant since higher-ranking officers in the department rarely give them recognition.

Relations with colleagues

Colleagues are the people who share a workplace with one another in an organization. The relationship with colleagues is important for an employee. Colleagues often work together for long hours, which establishes friendships among them. An employee can perform better in their job if the relationship is cordial between them and their colleagues. Another benefit of a cordial relationship with colleagues is a working environment filled with high morale. A bad relationship creates several problems, such as distraction from the job and poor performance. An attempt was made to know

whether respondents have cordial relationship with colleagues.

Table No.II Distribution showing association between cordial relation with colleague and levels of job satisfaction of the respondents

Response	Level of job satisfaction						
	Low		Medium		High		Total
Yes	67	(62%)	40	(64.5%)	33	(54.1%)	140 (60.6%)
No	41	(38%)	22	(35.5%)	28	(45.9%)	91 (39.4%)
Total	108	(100)	62	(100)	61	(100)	231 (100)

Results indicate that most of the respondents admitted cordial relations with their colleagues. Out of 108 respondents who had low level of job satisfaction 62 percent had cordial relations and 38percent did not have cordial relations with their colleagues. Out of 62 respondents who had medium level of job satisfaction, 64.5 percent had cordial relations and 35.5 percent did not have cordial relations with their colleagues. Similarly out of 61 respondents who had high level of job satisfaction a majority i.e.54.1 percent were enjoying good relations with their colleagues. Such responses indicate that cordial relations with colleagues are not very important determinant for evaluating level of job satisfaction in the present study. Results reveal that most of the Head Constables were amongst those respondents whose level of cordiality with colleagues was low. The possible reasons for uncordial relations could be politics among colleagues to fulfil their vested interest such as work shift settlement, promotion and leave related issues.

Cordial relation with subordinates & level of job satisfaction

Good relations with subordinates can create a positive atmosphere in work place that increases the efficiency of the subordinates and gives them feeling of appreciation in the work place. But in the absence of the friendly relations between subordinates and super ordinates the employee feels dissatisfied with their job. Knoop (1994) states that supervisors, co-workers and work conditions have influence on job satisfaction. In this regard an attempt has been made to know relationship between cordial relations with

sub ordinates and level of job satisfaction of the respondents.

Table No.III Distribution showing association between cordial relation with subordinates and levels of job satisfaction of the respondents

Response	Level of job satisfaction						
	Low		Medium		High		Total
Yes	93	(86.1%)	37	(59.7%)	51	(83.6%)	181 (78.4%)
No	15	(13.9%)	25	(40.3%)	10	(16.4%)	50 (21.6%)
Total	108	(100)	62	(100)	61	(100)	231 (100)

Results reveal that a majority of the respondents reported congenial relations with their subordinates. There were 86.1 percent respondents who had congenial relations with their subordinates but low level of job satisfaction. There were 59.7 percent respondents who had congenial relations with their subordinates but had medium level of job satisfaction. Similarly there were 83.6 percent respondents who reported congenial relations with their subordinates and had high level of job satisfaction. The police department is highly autocratic and hierarchal organization. There is a general feeling that their immediate superior’s instructions are to be followed immediately. Depending on the style of leadership, they have congenial or uncongenial attitude towards superiors. Subordinates obey their seniors resulting in congenial relations at work place. Such responses indicate that cordial relations with subordinates are not an important determinant for measuring level of job satisfaction in the present study.

Cordial relation with super-ordinates & level of job satisfaction

Harmonious relationship between subordinates and super ordinates can enhance job satisfaction level of the employees. In this regard an attempt has been made to know the association between relationship between cordial relations with super-ordinates and level of job satisfaction.

Table No.IV Distribution showing association between cordial relation with super-ordinates and levels of job satisfaction of the respondents

Response	Level of job satisfaction							
	Low		Medium		High		Total	
Yes	41	(38%)	19	(30.6%)	25	(41%)	85	(36.8%)
No	67	(62%)	43	(69.4%)	36	(59%)	146	(63.2%)
Total	108	(100)	62	(100)	61	(100)	231	(100)

Data reveals that most of the respondents had uncordial relation with their super-ordinates. Out of 108 respondents with low job satisfaction, there were 62 percent respondents who did not report cordial relations with their super-ordinates whereas out of 61 respondents with high level of job satisfaction there were 59 percent respondents did not have cordial relations with their super-ordinates. Even among respondents with medium level of job satisfaction there were 69.4 percent respondents who did not have cordial relations with their super-ordinates. Such responses indicate that cordial relations with super-ordinates are not an important determinant for measuring level of job satisfaction in the present study. As stated earlier police officials work in an autocratic organization where there is line of command, subordinates feel that their superiors are quite dominating. They feel that many a times their contributions go unrecognized. Results were similar to the findings of Carrell et al. (1999) and Perrewe and Carlson (2002) who reported that good relations with super-ordinates can enhance the job satisfaction.

IV. DISCUSSION

The primary objective of this paper was to examine how relationships with superiors, subordinates, and colleagues affect job satisfaction among police officials. Conducted across eleven police stations in Chandigarh, the research involved a sample of 231 respondents. This sample included 16 Inspectors, 31 Sub-Inspectors, 41 Assistant Sub-Inspectors, and 143 Head Constables. The study provided a comprehensive view of the hierarchical dynamics within the police force. The findings highlight that positive relationships across all levels of the hierarchy

contribute to enhanced job satisfaction. It can be stated that positive relationships with colleagues, subordinates, and superiors significantly enhance job satisfaction for police officials.

The role of interpersonal relationships in the workplace has been widely recognized as a critical factor influencing job satisfaction. In the context of police officials, whose roles are inherently stressful and demanding, the quality of these relationships can have profound implications. Police work often involves high-stress situations, irregular hours, and exposure to potentially traumatic events. Consequently, the support and affinity that come from good relationships with colleagues, subordinates, and superiors can be crucial for maintaining morale and job satisfaction.

In this study, the relationships were categorized into three main types: relationships with super-ordinates, relationships with subordinates, and relationships with colleagues. Each of these relationship types contributes differently to job satisfaction. For instance, supportive relationships with superiors can lead to a greater sense of security and recognition, which are vital for job satisfaction. Superiors play a significant role in shaping the work environment and culture. When police officials feel supported by their superiors, they are more likely to experience higher job satisfaction. This support can manifest in various forms, such as fair evaluation of performance, opportunities for professional development, and understanding during personal or professional challenges.

Similarly, the relationship with subordinates also plays a significant role. For higher-ranking officers, such as Inspectors and Sub-Inspectors, effective communication and a positive relationship with their subordinates can lead to a more cohesive and motivated team. This can result in a more efficient and harmonious work environment, which in turn enhances job satisfaction. Subordinates who feel respected and valued by their superiors are more likely to be committed to their roles and demonstrate higher levels of job satisfaction.

Relationships with colleagues, or peers, are equally important. Police work often requires teamwork and

collaboration. Positive relationships among colleagues can foster a supportive work environment where officials feel comfortable sharing their experiences and seeking advice. This peer support can be particularly valuable in handling the stress and challenges associated with police work. Colleagues who understand the unique pressures of the job can offer empathy and practical support, contributing significantly to job satisfaction. It was observed that most of the respondents had cordial relations with their colleagues and majority of them were Inspectors. Those respondents who admitted uncordial relations blamed it to work related stress. The lower rank officials reported low level of cordiality whereas high rank officials had high level of cordiality with colleagues. With regard to relations with subordinates, colleagues and super ordinates and level of job satisfaction, it was found that most of the Head Constables had low level of cordiality with their colleagues and had low level of job satisfaction.

A majority of respondents had cordial relations with their subordinates and majority of them were Sub-Inspectors. Respondents who had uncordial relations with sub-ordinates reported that subordinates who had sound political background were rude. On the level of cordiality with sub-ordinates a majority of the respondents had high level of cordiality with subordinates. Most of the respondents had uncordial relations with super-ordinates. A large number of the respondents mentioned personal nature, discriminatory behaviour and lack of appropriate skills by super-ordinates as reasons for uncordial relations with super-ordinates. Most of the respondents had low level of cordial relations with super-ordinates.

In summary, the study underscores the importance of fostering positive relationships within the police force to improve job satisfaction. The findings suggest that police departments should prioritize initiatives that strengthen interpersonal relationships, such as team-building activities, leadership training, and open communication channels. By doing so, police departments can create a more supportive and satisfying work environment, which is crucial for the well-being and effectiveness of their officers. This research highlights a key aspect of occupational health within the police force and offers valuable insights for policymakers and police administrators aiming to

improve job satisfaction and overall performance. Results reveal that a majority of the respondents had congenial relations with their subordinates. Those who had uncongenial relations with their subordinates reported low level of job satisfaction. The respondents who did not have cordial relations with their super-ordinates had medium level of job satisfaction.

CONCLUSION & RECOMMENDATION

Based on the research findings, there is a recommendation to improve job satisfaction among police officials. The research reveals that most employees are not highly satisfied and do not have cordial relations with their colleagues and superiors, although they do have good relations with their subordinates. Possible reasons include senior officials being arrogant, unwilling to help juniors, and departmental policies that hinder the development of congenial relationships between seniors and juniors. To enhance job satisfaction, the police department needs to focus on improving relationships among colleagues, subordinates, and superiors in the workplace. This will help subordinates and superiors work together more efficiently. Current departmental policies act as barriers to friendly relations among all levels of staff. For example, policies regarding holidays, salary increases, and promotions are not shared with subordinates; work plans are not discussed with them; and some officials receive undeserved promotions.

Despite these issues, welcoming subordinates' advice in work planning and ensuring transparent promotion policies can create a better working environment. This will help employees feel positive about their jobs, preventing work from suffering due to dissatisfaction.

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