

Income As a Major Determinant of Job Satisfaction: A Study Among Police Officials in UT Chandigarh

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Abstract—The main objective of the study is to analyze the income as a major determinant of job satisfaction among Police officials. The study was carried out at eleven Police Stations at Chandigarh. A prospective analysis was completed on 329 police officials which consisted of 11 Inspectors, 76 Sub-Inspectors, 51 Assistant Sub-Inspectors, and 191 Head Constables. Results found that income is significantly related to job dissatisfaction. Job Descriptive Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ) were used to collect information. The findings of the study make a strong recommendation for paying special attention to the physical as well as psychological needs of the police officials in order to improve the overall level of job satisfaction amongst them.

Index Terms—Police, Job, Chandigarh, Satisfaction, Income.

I. INTRODUCTION

The present research paper seeks to analyse the income as a major determinant of job satisfaction of the respondents. A person gets satisfaction or dissatisfaction when what they get is important, beneficial, or lucrative rather than the fulfilment or un-fulfilment of their needs. A person's importance rating of a variable is in reference to how much of something is wanted. Discrepancy explains that dissatisfaction occurs when an employee receives less than what they want and expected (Berry, 1997). To most workers, job satisfaction 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. Bennett (1997) has maintained, job satisfaction is a "neglected but important and timely topic in police studies". 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 believed that people work for many other reasons beyond just getting paid. It has been shown that job satisfaction and general happiness are positively related (Smith, 2007, p 1).

Research on job satisfaction in policing is newer than similar research involving other professions. Information on job satisfaction among police officers' lags far behind the corresponding knowledge about other occupations (Dantzker 1994; Griffinet al. 1978). According to Herzberg (1968), there are two main groups of factors affecting job satisfaction: motivators and hygiene. Motivators focus on the relationship between the individual/demographic characteristics and job satisfaction. The second factor, hygiene, focuses on the employee 's immediate work environment. Herzberg (1968) puts special emphasis on the work environment. The characteristics of the job environment include factors such as status, job security, salary, the importance of the work itself, the responsibility one has while doing the work, the recognition received from doing one's work, and other benefits. He suggests that job satisfaction is directly and largely affected by the work environment of the officers. If the work environment is perceived positively, then it produces higher job satisfaction. Job dissatisfaction, on the other hand, stems from insufficient working conditions, strict policies, overemphasis on rules, and poor inter-personal relationships.

Police forces work to maintain the internal security, stability and protection of the society and its members, and protect their lives and property as well as addressing crimes of all types. The study of job

satisfaction in the police is crucial because of the nature of police work and the ways in which dissatisfied officials could be adversely affecting the delivery of services.

It is argued that demographic and work environment are the main factors that affect police job satisfaction. Factors such as increases in stress at work place due to workload and turnover, providing security, increasing responsibility, educating and counseling the community, and a lack of research into the police are important issues that need to be considered. If these factors are not given adequate consideration, they may negatively affect employee job satisfaction, which may in turn be reflected in the retention and productivity of the police force. Most research on police officials' job satisfaction has been done in relation to individual factors while ignoring the role of organizational culture and environmental factors.

Job satisfaction in policing literature is a complex issue (Greene, 1989), and a concept inadequately defined in policing literature. Although some studies have tried to identify the indicators of job satisfaction among police employees, empirical findings on those indicators have generally been sparse and inconclusive (Kusow et al. 1997). Following Herzberg's (1968) theory that work environment is an important variable that explains job satisfaction, literature drawn from organizational studies showing the relationship between organizational support and job satisfaction are also included in this study in order to examine the determinants of job satisfaction.

II. METHODOLOGY

Unit of Analysis:

The unit of analysis consisted of Police officials including Inspector, Sub-Inspector, Assistant Sub-Inspector and Head Constable in eleven police stations of union territory of Chandigarh. All these officials are involved in direct public dealing.

For the present study 11 Inspectors, 76 Sub-Inspectors, 51 Assistant Sub-Inspectors and 191 Head Constables were included in the sample. In all, 329 police officials were studied.

Techniques of Data Collection

Keeping in mind the nature of study, a structured interview schedule was used to collect information. The structured part of interview schedule included

questions related to socio-cultural profile of the police officials, reasons for opting for this profession, work place environment and relations with colleagues, subordinates, super-ordinates. Additionally, Job Descriptive Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ) was used to collect information. Both these scales were modified keeping in mind the purpose of the study.

Job Descriptive Index (JDI) was developed by Smith et.al (1969) and it has become the most popular facet scale among organizational researchers. It contains 72 items, which assess five facets of job satisfaction, namely, work, supervision, pay, co-workers, and promotional opportunities.

The Minnesota Satisfaction Questionnaire (MSQ) was developed by Weiss et.al (1967) to measure the employee's satisfaction with 20 different facets or aspects of the work environment. These are activity, independence, variety, social status, supervision (human relations), supervision (technical), moral values, security, social service, authority, ability utilization, company policies and practices, compensation, advancement, responsibility, creativity, working conditions, co-workers, recognition, and achievement. Each of the MSQ items consists of statements about various facets of the job and the respondents are asked to indicate their level of satisfaction. The questions were rated on a 5-point Likert scale.

Tabulation of Data After collecting the data, use of code design cross tables was made. Collected data was coded and analysed using statistical package for social sciences.

Main objectives of the study

To study the socio-economic profile of the police officials in U.T Chandigarh.

To examine the Income and its influence upon the level of job satisfaction among the police officials.

Socio- economic profile of the respondents

This table highlights the socio-economic profile of the respondents by analyzing their social, economic, religious and family background. Through these variables, it is easy to know the attitude, behavioural pattern, socialization, life style, life opportunities and

how an individual perceives the society. Socio-economic variables help an individual in forming his/her belief towards the life. Therefore, these socio-economic variables should be adequately studied before analysing the data. The present study has been carried out to know the job satisfaction level of the

Police officials in Chandigarh. The level of job satisfaction is influenced by various variables such as age, education, marital status etc. Therefore, it is pertinent to get acquainted with the respondents socially and economically.

Table No. I Category wise distribution of the respondents on the basis of socio-economic profile

Age (Yrs)	Designation									
	Head Constable		ASI		Sub Inspector		Inspector		Total	
30-35	2	(1.00%)	-		1	(1.30%)	-		3	(0.90%)
35-40	14	(7.30%)	-		-		-		14	(4.30%)
Above 40	175	(91.6%)	51	(100%)	75	(98.7%)	11	(100%)	312	(94.80%)
Marital status										
Never Married	2	(1%)	1	(2%)	-		-		3	(0.90%)
Married	189	(99%)	50	(98%)	76	(100%)	11	(100%)	326	(99.10%)
Religious background										
Hindu	139	(72.8%)	39	(76.5%)	53	(69.7%)	7	(63.6%)	238	(72.3%)
Muslim	15	(7.9%)	5	(9.8%)	7	(9.2%)	—		27	(8.2%)
Sikh	36	(18.8%)	7	(13.7%)	15	(19.7%)	4	(36.4%)	62	(18.8%)
Christian	1	(0.5%)	—		1	(1.3%)	—		2	(0.6%)
Caste										
Reserved	38	(19.9%)	10	(19.6%)	15	(19.7%)	2	(18.2%)	65	(19.8%)
General	153	(80.1%)	41	(80.4%)	61	(80.3%)	9	(81.8%)	264	(80.2%)
Educational qualification										
Matriculation	30	(15.7%)	—		1	(1.3%)	—		31	(9.4%)
Senior Secondary	68	(35.6%)	20	(39.2%)	16	(21.1%)	—		104	(31.6%)
Graduation & above	93	(48.7%)	31	(60.8%)	59	(77.6%)	11	(100%)	194	(59%)
Total	191	(100%)	51	(100%)	76	(100%)	11	(100%)	329	(100%)

Results reveal that most of the respondents age is above 40 years and most of the respondents are married. It shows that a majority of the respondents follow the Indian standard of marriage. Further, results reveal that majority of the respondents are Hindus followed by Sikh. Hindu religion is the most dominant religion in Chandigarh followed by Sikhism. Minority groups include Buddhist, Christian, Jains and Muslims. The preponderance of the Police officials adhering to the Hindu and the Sikh religious communities could be attributed to their higher representation in the population of the Union Territory of Chandigarh. Results also indicate that most of the

respondents belong to general category with a majority of the respondents being graduates and post-graduates.

Income & level of job satisfaction

Income is an influential factor as far as the job satisfaction is concerned. Expected income can enhance the level of job satisfaction of an employee. Different research studies indicate a close relationship between salary and job satisfaction (Dyer and Theriault 1976). DeVaney and Chen (2003) mention that salary is an important determinant of job satisfaction. Low salary is one of the major factors for job dissatisfaction in the police department (Reiss,

1967). In this regard an attempt was made to know the association between income and level of job satisfaction. The pay scale of the Inspector is 10300-34800+4800, Sub Inspector's 10300-34800+4600, ASI's 10300-34800+4400, Head Constable's 10300-34800+3600 and Constable's 10300-34800+3200. In addition of this there is a three percent annual increment to basic pay. Keeping in mind the pay scale

for different positions in police department for the purpose of analysis, income of the respondents is grouped into three categories. In the first category, those respondents who had income of Rs 40,000 to 50000 were included. The second category comprised of those who earned Rs.50, 000 to 60000 per month. Third category included those respondents who earned more than Rs.60, 000 per month.

Table No. II Distribution showing association between income and level job satisfaction of the respondents

Income Per Month (In Rs)	Level of job satisfaction						Total	
	Low		Medium		High			
40000-50000	38	(35.2%)	16	(25.8%)	13	(21.3%)	67	(29%)
50000-60000	59	(54.6%)	33	(53.2%)	42	(68.9%)	134	(58%)
More than 60000	11	(10.2%)	13	(21%)	6	(9.8%)	30	(13%)
Total	108	(100)	62	(100)	61	(100)	231	(100)

Above table no.II shows 68.9 percent respondents earning between Rs 50,000 to 60,000 per month reported high level of job satisfaction. Data also indicates that 35.2 percent respondents had low level of job satisfaction, 25.8 percent had medium level of job satisfaction, and 21.3 percent had high level of job satisfaction amongst those who were earning between Rs. 40000 to Rs. 50000 per month. Most of these respondents were in the age group of 35-40 years. Further data indicates that amongst those who had above income of Rs. 60000 per month, 10.2 percent respondents had low level of job satisfaction, 21 percent respondents had medium level of job satisfaction and 9.8 percent respondents had high level of job satisfaction.

III. CONCLUSION

This extensive study on Police officials in Chandigarh reveals that majority of the Police officials are lowly satisfied and meager salary is the cause of the job dissatisfaction. The study strongly recommends the need for instituting mechanisms which will be helpful in eliminating this barrier and enhancing the level of job satisfaction, while the police officials are executing their assigned tasks. It is also vital to pay attention to the level of income of the officials to improve their job satisfaction.

To mitigate the level of job dissatisfaction among police officials, the police department can play an important role and improve the satisfaction of the officials by restructuring the level of the income for

the welfare of the officials. Varied departmental revolution such as increment in salary could be path breaking steps in the job satisfaction of police officials. Another major impeding factor is the persistence of the archaic Police Act, 1861 which is woefully out of sync with the changed realities of the 21st century and hence be amended to be more responsive to the current concerns of the police officials.

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