

# ATTITUDES OF POLICE PERSONNEL TOWARDS THEIR JOB

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## ABSTRACT

*The objective of the study was to examine work attitudes among police personnel and its relationship with selected demographic variables, personal characteristics, and work-related factors. A sample consisting of 182 police personnel from 4 police headquarters in Wilayah Persekutuan responded to the questionnaire.*

*Results revealed that, in general, police personnel in this study showed a fairly positive attitude towards their job, a positive perception of the support and concern from the police force, and were generally not under great mental strain. Significant positive correlations were obtained for age, personal well-being, length of service, and perception of support from the police force with work satisfaction. Significant differences were also observed for work satisfaction on the basis of their rank, and the police station as well as the division where they were attached at the time of the study.*

## INTRODUCTION

Factors contributing to employee attitudes towards their job and the outcomes of these attitudes on various aspects of the organization have generated wide interest among investigators. Positive job attitudes among workers have been shown to contribute to various positive outcomes for an organization. Similarly, negative attitudes have been identified as sources of a variety of negative consequences to the organization. Thus, from the standpoint of the organization, employee attitudes are of particular importance (Steers, 1988; Luthans, 1989; Ivancevich & Matteson, 1992; Newstrom & Davis, 1993). At the same time, work attitudes have important implications on the employees themselves, largely contributing to their personal well-being which ultimately determines the quality of services offered.

Beliefs and feelings about the degree of satisfaction employees derive from their job, their willingness to give full commitment to their job, and the extent of involvement in their job will determine whether efficient and high quality service can be provided. In addition, workers' perception of the management's interests and efforts to make the physical as well as the psychological work environment more conducive can have important consequences on organizational effectiveness, efficiency, and productivity.

The police force, as an organization responsible for maintaining peace and order, and ensuring the safety of the public, plays a vital role in society. An effective work force is crucial to enable these functions to be carried out successfully. In spite of the important role played by the police force, according to Brown and Campbell (1994), very little empirical work has been carried out on police personnel. Thus, in an effort to gain additional understanding on work attitudes, and to fill the gap in empirical data on the police force in Malaysia, a study was conducted to examine the attitudes of police personnel toward their job, their perception of the support from the police force, as well as various background and job-related characteristics that might be related to their work attitudes.

## BACKGROUND

Worker attitudes have been examined in terms of a variety of variables such as overall work satisfaction; attitude towards pay, advancement, management, or colleagues; satisfaction with the job itself; employee involvement in, and commitment to, their job; and personal characteristics (Warr, 1981). Most of the earlier studies on work attitudes have focused on work satisfaction in general or satisfaction with various aspects of the job. Among the crucial dimensions identified as being associated with job satisfaction were pay, the nature of the job or task itself, promotion opportunities, supervisor, co-workers, and the immediate working conditions (Luthans, 1989; Ivancevich & Matteson, 1992; Newstrom & Davis, 1993).

Although job satisfaction has been the most frequently studied attitude, researchers have also examined other aspects of worker attitudes which were found to be equally important. According to Newstrom and Davis (1993), the three key employee attitudes which were of particular concern to management were job satisfaction, job involvement, and job commitment. Glisson and Durick (1988), Jamal (1990), Jamal and Baba (1992), and Kirchmeyer (1992) found significant correlations between job satisfaction and organizational commitment ( $r=0.64$ ,  $p<0.001$ ,  $r=.56$ , and  $r=.30$ ,  $r=0.62$ ,  $p<0.001$  respectively). At the same time, Kirchmeyer (1992) also found job satisfaction and organizational commitment to be significantly correlated with work involvement ( $r=.37$ ,  $p<0.001$  and  $r=.52$ ,  $p<0.001$ , respectively). Lance and Richardson (1988) found a significant relationship between work

satisfaction and job involvement ( $r=.74$ ,  $p<0.01$ ); while Karambayya and Reilly (1992) in a study involving husband and wife samples, discovered that for both groups job satisfaction correlated significantly with work involvement ( $r=.30$ ,  $p<0.01$  and  $r=.28$ ,  $p<0.01$ , respectively).

Among the predictors of work attitudes that have been widely studied are worker characteristics such as age, education level, length of service, job level, and marital status. Job characteristics that have been examined in terms of their influence on work attitudes include role conflict, role ambiguity, role overload, and skill utilization. The effect of the broader organizational context has also received much attention, particularly with regard to supervision, participation, work group, and work conditions.

Recent studies on worker attitudes have demonstrated changes in the focus of these investigations; researchers have begun to redirect their attention from job characteristics to factors relating to the individual worker or to the broader organizational context. Among the organizational characteristics studied have been organization age and leadership, which were found by Glisson and Durick (1988) to be significantly correlated with organizational commitment. In terms of the characteristics of individual workers, Glisson and Durick (1988) found that workers' age significantly and positively correlated with organizational commitment ( $r=.33$ ,  $p<0.001$ ); while Romzek (1989) and Steffy and Jones (1990) found that age correlated significantly with job satisfaction ( $r=.13$ ,  $p<0.01$  and  $r=.12$ ,  $p<0.01$ , respectively). Brush, Moch, and Pooyan (1987) and Glisson and Durick (1988) demonstrated that workers' educational background correlated negatively with organizational commitment ( $r=-.19$ ,  $p<0.001$  and  $r=-.05$ , n.s.). Organizational tenure did not correlate significantly with job satisfaction (Glisson & Durick, 1988; Kirchmeyer, 1992; Parasuraman, Greenhaus & Granrose, 1992), organizational commitment (Glisson & Durick, 1988; Kirchmeyer, 1992), or job involvement (Kirchmeyer, 1992).

Consequences of work attitudes that have received much attention include job performance, productivity, absenteeism, turnover and job-seeking behaviour, as well as factors affecting the individual worker such as physical and mental health, on-the-job accidents, and report of grievances. Hendrix, Ovalle, and Troxler (1985), Jamal and Baba (1992), and Jex and Gudanowski (1992) found that job satisfaction significantly and negatively correlated with turnover intent ( $r=-.44$ ,  $p<0.05$ ;  $r=-.22$  and  $r=-.69$ ,  $p<0.05$ , respectively). A significant and negative correlation ( $r=-.37$ ) was also demonstrated between organizational commitment and turnover intent (Jamal & Baba, 1992).

In this study, work attitudes were examined in terms of work satisfaction, job involvement, job commitment, organizational support, and personal

characteristics of workers, specifically their psychological well-being. In the study, work satisfaction refers to the positive feelings resulting from an employee's view of his/her job or job experience i.e., Locke's classic definition (Luthans, 1989). Job involvement refers "... to the degree to which employees immerse themselves in their jobs, invest time and energy in them, and view work as a central part of their overall lives" (Newstrom & Davis, 1993: 197-198). Job commitment is defined as "... the degree to which an employee identifies with the organization and wants to continue actively participating in it" (Newstrom & Davis, 1993: 198). Organizational support refers to the employees' perception and judgment of the organization's commitment to, concern about, and treatment of them as important members of the organization. Personal well-being refers to the level of psychological strain experienced by employees as it relates to their job performance.

The objective of this paper is to present the results of a study on the attitudes of police personnel towards their job. The study discussed here is part of a larger study on stress, satisfaction, and coping with work life and family life among employees in selected occupations in the human service sector.

## METHOD

### *Subjects*

The subjects in this study consisted of 182 police personnel attached to various divisions in four Police Stations in Wilayah Persekutuan, namely Jalan Bandar, Cheras, Brickfields, and Sentul. The distribution of subjects, according to the Police Station where they were attached, their rank in the organizational structure, and the division to which they were assigned is presented in Table 1.

The majority of the subjects were males (92.9 per cent), of Malay racial origin (90.1 per cent), and married (99.4 per cent). The highest educational level attained by 65.9 per cent of the subjects was the Sijil Pelajaran Malaysia, with 25.3 per cent reporting educational attainments other than Sijil Pelajaran Malaysia and Sijil Tinggi Pelajaran.

The minimum and maximum age of the subjects were 24 years and 54 years, respectively, with a mean age of 37.82 years. In terms of their work background, the minimum and maximum length of service in the police force were 2.25 years and 33.17 years, respectively, with a mean duration of 17.42 years. Subjects have been in the present position for a minimum duration of 1 year and maximum duration of 33.17 years, with a mean duration of 6.94 years. The distribution of subjects according to length of service, duration in the present division, age group, and monthly income is given in Table 2.

**Table 1**  
Distribution of Subjects According to  
Police Station, Rank, and Division

| Variable               | Frequency  | Percentage   |
|------------------------|------------|--------------|
| <b>Police Station:</b> |            |              |
| Brickfields            | 43         | 23.6         |
| Cheras                 | 46         | 25.3         |
| Jalan Bandar           | 30         | 16.5         |
| Sentul                 | 63         | 34.6         |
|                        | <u>182</u> | <u>100.0</u> |
| <b>Rank:</b>           |            |              |
| Constable              | 7          | 3.8          |
| Lance Corporal         | 86         | 47.3         |
| Corporal               | 46         | 25.3         |
| Sergeant               | 25         | 13.7         |
| Sergeant Major         | 6          | 3.3          |
| Inspector              | 7          | 3.8          |
| Others/No Answer       | 5          | 2.8          |
|                        | <u>182</u> | <u>100.0</u> |
| <b>Division:</b>       |            |              |
| General Administration | 68         | 37.4         |
| Anti Narcotic          | 15         | 8.2          |
| Transportation         | 19         | 10.4         |
| Patrol                 | 11         | 6.1          |
| Crime                  | 33         | 18.1         |
| Special Branch         | 17         | 9.3          |
| Signal                 | 8          | 4.4          |
| Others/No Answer       | 11         | 6.1          |
|                        | <u>182</u> | <u>100.0</u> |

### ***Instrument***

Data for this study were obtained from relevant sections of a questionnaire developed for a larger study on stress, satisfaction, and coping with work life and family life among workers in selected human service occupations. The main variables examined were the three key employee attitudes, namely work satisfaction, job involvement, and job commitment. Other relevant data were those that were related to various demographic and job-

**Table 2**  
**Distribution of Subjects According to Length of Service, Duration in the Present Division, Age Group, and Monthly Income**

| Variable                             | Frequency  | Percentage   |
|--------------------------------------|------------|--------------|
| <b>Length of Service:</b>            |            |              |
| Less than 5 years                    | 5          | 2.8          |
| 5 - 9 years                          | 23         | 13.0         |
| 10 - 14 years                        | 48         | 27.1         |
| 15 - 19 years                        | 40         | 22.6         |
| 20 - 24 years                        | 15         | 8.5          |
| 25 - 29 years                        | 36         | 20.3         |
| 30 years and above                   | 10         | 5.7          |
|                                      | <u>177</u> | <u>100.0</u> |
| <b>Duration in Present Division:</b> |            |              |
| Less than 5 years                    | 83         | 46.7         |
| 5 - 9 years                          | 47         | 26.4         |
| 10 - 14 years                        | 29         | 16.3         |
| 15 - 19 years                        | 10         | 5.6          |
| 20 - 24 years                        | 4          | 2.2          |
| 25 - 29 years                        | 2          | 1.1          |
| 30 years and above                   | 3          | 1.7          |
|                                      | <u>178</u> | <u>100.0</u> |
| <b>Age:</b>                          |            |              |
| 20 - 24 years                        | 1          | 0.6          |
| 25 - 29 years                        | 16         | 8.9          |
| 30 - 34 years                        | 47         | 26.3         |
| 35 - 39 years                        | 43         | 24.0         |
| 40 - 44 years                        | 29         | 16.2         |
| 45 - 49 years                        | 36         | 20.1         |
| 50 years and above                   | 7          | 3.9          |
|                                      | <u>179</u> | <u>100.0</u> |
| <b>Monthly Income:</b>               |            |              |
| RM500 and less                       | 1          | 0.5          |
| RM501 - RM750                        | 22         | 12.1         |
| RM751 - RM1000                       | 118        | 64.9         |
| RM1001 - RM1500                      | 38         | 20.9         |
| More than RM1500                     | 2          | 1.1          |
| No Answer                            | 1          | 0.5          |
|                                      | <u>182</u> | <u>100.0</u> |

related characteristics, perception of organizational support, and status of personal well-being.

### *Demographic Information*

Demographic information on the subjects included variables such as age, sex, ethnicity, education, and marital status. Background characteristics relating to their work included variables such as number of years in the police force, their rank, and the police station and division they were attached to at the time of the study.

### *Work Satisfaction*

Work satisfaction was measured by a series of items taken from Steffy and Jones (1990), which consisted of five sub-scales measuring job satisfaction (4 items), satisfaction with management (4 items), group satisfaction (4 items), satisfaction with pay (1 item), and satisfaction with advancement (1 item). Cronbach's alpha reliability for work satisfaction was 0.88. Since work satisfaction was a composite measure variable, the reliabilities of its subscales were also calculated. The reliability estimates were: job satisfaction,  $\alpha=0.85$ ; satisfaction with management,  $\alpha=0.84$ ; and satisfaction with group,  $\alpha=0.72$ . A 5-point Likert-type scale was used to measure all the work satisfaction items, with a low score (1) indicating high satisfaction, and a high score (5) indicating low satisfaction.

### *Job Involvement*

Job involvement was measured by six items combined from the five items used by Kirchmeyer (1992), four items used by Frone and Rice (1987), and three items used by Karambayya and Reilly (1992). A five-point response format was used ranging from Strongly Agree to Strongly Disagree. Cronbach's alpha reliability was 0.72.

### *Job Commitment*

Job commitment was measured using the three items used by Schaubroeck, Cotton, and Jennings (1989) which were believed to indicate attachment to, identification with, and loyalty to the organization. A similar five-point Likert scale format was used. A low score (1) indicated high commitment and a high score (5) indicated low commitment. Cronbach's alpha reliability was 0.33.

### *Organizational Support*

The organizational support measure was derived from 17 items which represented the short version of the 36-item Survey of Perceived Organizational Support (SPOS) developed by Eisenberger, Huntington, Hutchinson, and Sowa (1986). Items included refer to factors such as employees' perceptions of the organization's appreciation of the extra effort that they put into their job, consideration of their goals and opinions, concern about job enrichment and job satisfaction, and regard for their personal well-being. Subjects indicated their agreement or disagreement to each of the items by responding to a 5-point Likert-type scale ranging from Strongly Disagree (1) indicating unfavourable perception, to Strongly Agree (5) indicating favourable perception of support from the organization. The reliability coefficient (Cronbach's alpha) for organizational support items was 0.94.

### *Personal Well-Being*

Personal well-being was measured by nine items which were believed to reflect subjects' psychological well-being, based on the extent to which they reported a variety of feelings categorized as that of anxiety, depression, and exhaustion. These items were taken from the Mental Strain Questionnaire developed by Wang (1987) which was oriented more towards measuring an individual's current psychological state in relation to his/her job. Using a 5-point Likert-scale format, subjects indicated how often they experienced the different feelings expressed through each of the nine items. Scales ranged from Never (1), indicating no mental strain, to Often (5), indicating high mental strain. The reliability coefficient (Cronbach's alpha) for the mental strain items was 0.81.

### *Data Collection Procedure*

Data collection was carried out after obtaining approval from the Police Headquarters at Bukit Aman. Subject selection was based on convenience sampling, specifically from among police personnel who reported for duty at the respective Police Stations. The administration of the questionnaire was initially planned (and consented by the Police) to be conducted in a group and held in one session. However, this was only possible for subjects at the Sentul and Brickfields Police Stations. Police personnel who responded to the questionnaire were identified and asked by the Assistant OCPD to report to the Operations Room where they answered the questions in groups, following a briefing by one of the researchers. All questionnaires,



distributed and administered on two different days at the two stations, were collected on the day of administration.

The same procedure was carried out at the Jalan Bandar and Cheras Police Stations, but there was a very poor turnout on the day of the questionnaire administration. Following a discussion with the authorities, it was agreed that a follow-up was necessary. However, due to the involvement of all police personnel in the preparation for the upcoming General Elections, it was decided that group sessions could not be carried out. Instead, the questionnaires would be distributed to subjects through appointed "agents" or "contact persons". A session was set up where these agents or contact persons met with, and were given a briefing by, one of the researchers regarding the study. They were then asked to personally fill in the questionnaire to ensure that they were familiar with the content. This was necessary so that they would be able to provide clarification and assistance if problems should arise when subjects responded to the questionnaire. Questionnaires from subjects at the Jalan Bandar and Cheras Police Stations were collected through the agents within a period of two weeks.

## RESULTS

### *Descriptive Analyses*

Descriptive statistics and internal consistency reliabilities (Cronbach's coefficient alpha), where applicable, for all variables in the study are presented in Table 3. As seen from the mean responses for work satisfaction (2.483), job involvement (2.394), and the three components of job commitment (2.402, 2.235, and 2.100), subjects showed fairly positive attitudes towards their job. Similarly, their perceptions of organizational support were also fairly positive (Mean=3.226). A closer examination of the subcomponents of the work satisfaction variable revealed that subjects were fairly satisfied with all aspects of their work. Scores were highest for job satisfaction (Mean=2.004), followed by satisfaction with group (Mean=2.511) and satisfaction with management (Mean=2.522). The only exception was that there was some amount of dissatisfaction with pay (Mean=3.448). In terms of psychological well-being, subjects generally reported experiencing a moderate level of mental strain (Mean=2.408), giving the highest scores for exhaustion (Mean=2.588), followed by anxiety (Mean=2.396) and depression (Mean=2.303).

All but one of the reliability coefficients (Cronbach's alpha) obtained acceptable levels of internal consistencies, i.e.,  $\alpha > .70$  (Jamal & Baba, 1992). A possible explanation for the low reliability coefficient for job commitment ( $\alpha=0.33$ ) could be the small number of items contained in

**Table 3**  
 Mean, Standard Deviations, and Reliability Coefficients of Study Variables

| Variables                     | N   | Number of Items | Item Range | Means | S.D.  | Reliability |
|-------------------------------|-----|-----------------|------------|-------|-------|-------------|
| Work satisfaction             | 174 | 13              | 1-5        | 2.483 | 0.540 | 0.88        |
| Job Satisfaction              | 174 | 3               | 1-5        | 2.004 | 0.598 | 0.85        |
| Satisfaction with Management  | 174 | 4               | 1-5        | 2.522 | 0.737 | 0.84        |
| Satisfaction with Group       | 174 | 4               | 1-5        | 2.511 | 0.608 | 0.72        |
| Satisfaction with Pay         | 174 | 1               | 1-5        | 3.448 | 0.983 | -           |
| Satisfaction with Advancement | 174 | 1               | 1-5        | 2.690 | 0.871 | -           |
| Job Involvement               | 174 | 6               | 1-5        | 2.394 | 0.535 | 0.72        |
| Job Commitment                |     |                 |            |       |       |             |
| Job Attachment                | 174 | 1               | 1-5        | 2.402 | 0.790 | -           |
| Job Identity                  | 174 | 1               | 1-5        | 2.385 | 1.029 | -           |
| Job Loyalty                   | 174 | 1               | 1-5        | 2.100 | 0.651 | -           |
| Organizational Support        | 173 | 17              | 1-5        | 3.226 | 0.669 | 0.94        |
| Personal Well-Being           | 165 | 9               | 1-5        | 2.408 | 0.666 | 0.81        |

that variable. However, using the same measure in their study, Schaubroeck, Cotton, and Jennings (1989) obtained a reliability coefficient of greater than  $\alpha = .70$ . It appeared that subjects in this study did not agree with subjects in Schaubroeck et al.'s study that the items used in the measure represented the job commitment construct. As such, analyses relating to job commitment would not be discussed. However, where necessary, the job commitment variable was examined in terms of its subcomponents, i.e., job attachment, job identity, and job loyalty, according to the definitions used by Schaubroeck et al. (1989).

### *Correlational Analyses*

Correlations among the three major work attitude variables in this study, namely the work satisfaction, job involvement, and job commitment components, are presented in Table 4. The work satisfaction variable was further analyzed according to its five subscales: satisfaction with the job, satisfaction with management, satisfaction with the work group, satisfaction with pay, and satisfaction with the potential for advancement. Although there were many significant correlations among the study variables, the magnitude of the relationships was generally weak to moderate. As seen in the table, all but four of the correlations were statistically significant, with correlation coefficients ranging from  $r = 0.17$  ( $p < .05$ ) for pay satisfaction with job satisfaction as well as with group satisfaction, to  $r = 0.93$  ( $p < .001$ ) for work satisfaction with satisfaction with management.

As expected, many of the moderate to strong correlations were found among the subcomponent variables of work satisfaction with the exception of satisfaction with pay. Of the four correlation coefficients that did not reach significant levels, three of them were related to job commitment. Among the significant correlations relating to job commitment, a moderate positive correlation coefficient ( $r = 0.45$ ,  $p < 0.001$ ) was obtained for job commitment and job involvement, and a moderate to weak correlation for job commitment and job satisfaction ( $r = 0.31$ ,  $p < 0.001$ ). Work satisfaction was weakly correlated with job commitment ( $r = 0.19$ ,  $p < 0.05$ ), but moderately correlated with job involvement ( $r = 0.40$ ,  $p < 0.001$ ). Intercorrelations between work attitude variables and personal, demographic, and work-related characteristics are presented in Table 5. Age was found to have significant positive correlations with work satisfaction in general ( $r = 0.27$ ,  $p < 0.001$ ) and organizational support ( $r = 0.31$ ,  $p < 0.001$ ), although the correlations were weak to moderate. It appeared that the older the subjects, the more satisfied they were with their work as a whole, and the more positive their perceptions of the police force. A closer examination of the work satisfaction subcomponents revealed no significant correlations between subjects' ages and their satisfaction with pay and career advancement. A

**Table 4**  
Intercorrelations Among Study Variables

| Variables                        | 1       | 2       | 3       | 4       | 5       | 6       | 7       | 8 | 9       | 10 |
|----------------------------------|---------|---------|---------|---------|---------|---------|---------|---|---------|----|
| 1. Work Satisfaction             | -       |         |         |         |         |         |         |   |         |    |
| 2. Job Satisfaction              | 0.73*** | -       |         |         |         |         |         |   |         |    |
| 3. Satisfaction with Management  | 0.93*** | 0.59*** | -       |         |         |         |         |   |         |    |
| 4. Satisfaction with Group       | 0.87*** | 0.47**  | 0.76*** | -       |         |         |         |   |         |    |
| 5. Satisfaction with Pay         | 0.39*** | 0.17*   | 0.27*** | 0.17*   | -       |         |         |   |         |    |
| 6. Satisfaction with Advancement | 0.57*** | 0.29*** | 0.45*** | 0.44*** | 0.24*** | -       |         |   |         |    |
| 7. Job Involvement               | 0.40*** | 0.51*** | 0.34*** | 0.26*** | 0.10    | 0.20**  | -       |   |         |    |
| 8. Job Commitment                | 0.19*   | 0.31*   | 0.18*   | 0.10    | -0.05   | 0.08    | 0.45*** | - |         |    |
| Job Attachment                   | 0.28*** | 0.36*** | 0.27*** | 0.14    | 0.08    | 0.12    | 0.46*** | - |         |    |
| Job Identity                     | 0.00    | 0.06    | 0.03    | 0.02    | 0.17*   | 0.00    | 0.15    | - |         |    |
| Job Loyalty                      | 0.15*   | 0.24*   | 0.08    | 0.11    | 0.03    | 0.07    | 0.33*** | - |         |    |
| 9. Organizational Support+       | 0.73*** | 0.45*** | 0.72*** | 0.66*** | 0.27*** | 0.38*** | 0.32*** | - |         |    |
| 10. Personal Well-Being          | 0.39*** | 0.16*   | 0.40*** | 0.39*** | 0.22**  | 0.13    | 0.18*   | - | 0.40*** | -  |

N=174; +N=170

\*p<0.05; \*\*p<0.01; \*\*\*p<0.001

**Table 5**  
**Intercorrelations Among Work Attitude Variables and**  
**Personal, Demographic, and Work-related Characteristics**

| Attitude Measures             | Age     | Length of Service | Duration in Position | Personal Well-Being |
|-------------------------------|---------|-------------------|----------------------|---------------------|
| Work Satisfaction             | 0.27*** | 0.33***           | 0.06                 | 0.39***             |
| Job Satisfaction              | 0.17*   | 0.20**            | 0.05                 | 0.16*               |
| Satisfaction with Management  | 0.31*** | 0.36***           | 0.10                 | 0.40***             |
| Satisfaction with Group       | 0.23**  | 0.32***           | 0.04                 | 0.40***             |
| Satisfaction with Pay         | 0.04    | 0.04              | 0.05                 | 0.22**              |
| Satisfaction with Advancement | 0.10    | 0.13              | 0.14                 | 0.13                |
| Job Involvement               | 0.14    | 0.15*             | 0.02                 | 0.18*               |
| Job Commitment                |         |                   |                      |                     |
| Job Attachment                | 0.17*   | 0.13              | 0.05                 | 0.10                |
| Job Identity                  | 0.14    | 0.10              | 0.04                 | 0.07                |
| Job Loyalty                   | 0.00    | 0.01              | 0.05                 | 0.20*               |
| Organizational Support        | 0.31*** | 0.35**            | 0.10                 | 0.40***             |

\*p<0.05; \*\*p<0.01; \*\*\*p<0.001

moderate level of correlation was found between age and satisfaction with management ( $r=0.31$ ,  $p<0.001$ ).

There appeared to be a similar pattern of correlations between work attitudes and the length of time subjects have been with the police force. Work attitudes and perceptions of the police force appeared to be the more positive the longer the subjects had served on the police force. The only exception found was that there was a weak correlation between duration in service and job involvement ( $r=0.15$ ,  $p<0.05$ ), which was not found for age. Generally, correlation coefficients for the work satisfaction subcomponents were higher in magnitude, with scores around the moderate range of  $r=0.30$ , with the exception of the job satisfaction variable ( $r=0.20$ ,  $p<0.05$ ).

No significant correlations were found for work attitudes with the length of time subjects had been in the current rank.

In terms of the relationship between work attitude and subjects' level of mental strain, with the exception of satisfaction with advancement, all other variables showed significant positive correlations with subjects' report of personal well-being. Correlation coefficients for personal well-being were found to be moderate with overall work satisfaction and organizational support, but weak with job involvement and job commitment. For the subcomponents of work satisfaction, moderate correlations were found for satisfaction with management and satisfaction with group with personal well-being; however, weak correlations were found for job satisfaction and satisfaction with pay.

### *Analyses of Variance*

A series of General Linear Model analyses were carried out to determine if subjects' attitudes towards work differed with regard to work-related characteristics such as the police station where subjects worked, subjects' rank within the police force and their responsibilities at the station, and the division in which subjects were assigned to at the time of the study. Demographic variables such as sex, ethnicity, educational background, and marital status were not examined to determine if there were differences in worker attitudes in relation to these factors because subjects were fairly homogenous with regard to these factors. As can be seen in Table 6, significant differences were found in subjects' report of general work satisfaction in terms of the police station where they were serving ( $F(3,170)=2.72$ ,  $p<0.05$ ), their rank ( $F(6,167)=4.42$ ,  $p<0.001$ ), and the division in which they were assigned to ( $F(8,165)=4.19$ ,  $p<0.001$ ). In terms of police station, employees at the Cheras Police Station reported the highest level of work satisfaction (Mean=2.290). Post-hoc comparisons (Scheffe,  $p=.15$ ) revealed that employees at the Cheras Police Station were significantly

different from those at the Brickfields Police Station (Mean=2.574). Among the three ranks in which the majority of subjects belonged to, i.e., Lance Corporal, Corporal, and Sergeant, work satisfaction was reported to be highest for Sergeants, followed by Corporals and Lance Corporals (Means=2.255, 2.337, and 2.612, respectively). Scheffe tests showed a significant contrast ( $p=.20$ ) between Sergeants and Lance Corporals. Police personnel attached to the Transportation Division appeared to experience the highest level of work satisfaction (Mean=2.000); and the Scheffe test ( $p=.05$ ) revealed that they were significantly different from those in the General Administration Division (Mean=2.668).

**Table 6**  
Summary of GLM Analyses of Work Attitude Variables  
with Selected Organizational Variables@

| Work Attitude                 | Police Station | Position | Division |
|-------------------------------|----------------|----------|----------|
| Work Satisfaction             | 2.72*          | 4.42***  | 4.19***  |
| Job Satisfaction              | 1.55           | 1.62     | 2.46*    |
| Satisfaction with Management  | 4.28**         | 4.90***  | 3.93***  |
| Satisfaction with Group       | 3.13*          | 4.19***  | 3.91***  |
| Satisfaction with Pay         | 0.62           | 2.17*    | 1.57     |
| Satisfaction with Advancement | 1.15           | 1.42     | 1.74     |
| Job Involvement               | 1.74           | 2.39*    | 2.47*    |
| Organizational Support        | 1.77           | 5.24***  | 4.29***  |
| Personal Well-Being           | 0.87           | 2.37*    | 2.77**   |

@ Entries in columns are F-values  
\* $p<0.05$ ; \*\* $p<0.01$ ; \*\*\* $p<0.001$

Nevertheless, when the subcomponents of work satisfaction were examined further, subjects' level of satisfaction with management ( $F(3,170)=4.28, p<.01$ ) and with group ( $F(3,170)=3.13, p<.05$ ) differed significantly for all three aspects related to their work characteristics. For both variables, police personnel at the Cheras Police Station demonstrated highest satisfaction (Means=2.210 and 2.284, respectively); and were significantly different from those at the Brickfields Police Station (Mean=2.738) for satisfaction with management, and from those at the Sentul Police Station (Mean=2.633) for satisfaction with group. Both of these post hoc contrasts were significant at  $p=.05$ , according to Scheffe tests.

Similarly, in terms of rank, Sergeants (Means=2.180 and 2.250, respectively) reported the highest level of satisfaction with management ( $F(6,167)=4.90, p<.001$ ) and with group ( $F(6,167)=4.19, p<.001$ ). Post hoc comparisons revealed that Sergeants were significantly different from Lance Corporals (Mean=2.726) for satisfaction with management (Scheffe,  $p=.10$ ) and from Corporals (Mean=2.324) for satisfaction with group (Scheffe,  $p=.15$ ). In terms of the divisions they were attached to, satisfaction with management ( $F(8,165)=3.93, p<.001$ ) and with group ( $F(8,165)=3.91, p<.001$ ) were highest among those in the Transportation Division (Means=1.934 and 2.079, respectively); and were significantly different from those in the General Administration Division (Means=2.750 and 2.754, respectively). Scheffe post hoc contrasts were significant at  $p=.05$ .

No significant differences were found for satisfaction with advancement. For job satisfaction and satisfaction with pay, subjects showed significant differences with regard to the division ( $F(8,165)=2.46, p<.05$ ) in which they were assigned to and their rank ( $F(6,167)=2.17, p<.05$ ), respectively. Police personnel in the Transportation Division reported the highest level of job satisfaction (Mean=1.579), and were significantly different (Scheffe,  $p=.15$ ) from those in the General Administration Division (Mean=2.121) and those in the Anti Narcotic Division (Mean=2.310). Satisfaction with pay was highest among Corporals (Mean=3.182), followed by Lance Corporals and Sergeants (Means=3.434 and 3.800, respectively); however, post hoc comparisons at  $p=.05$  did not reveal significant contrasts among groups.

In terms of their job involvement, subjects differed significantly in their responses with regard to their rank ( $F(6,167)=2.39, p<.05$ ) and the division they were assigned to ( $F(8,165)=2.47, p<.05$ ). Sergeants reported the highest level of job involvement (Mean=2.273), followed by Corporals and Lance Corporals (Means=2.362 and 2.492, respectively), but Scheffe tests did not show significant post hoc contrasts among the three ranks. With regard to divisions, job involvement was highest for those in the Crime Division (Mean=2.146). These personnel were also significantly different from those in the General Administration Division (Mean=2.583), according to Scheffe tests ( $p=.10$ ).



As for organizational support, subjects' perceptions differed significantly according to their rank ( $F(6,160)=5.24, p<.001$ ) and the division they were attached to at the time of the study ( $F(8,158)=4.29, p<.001$ ). Perceptions of organizational support were most positive for police personnel with the rank of Corporal (Mean=3.496), followed by Sergeants and Lance Corporals (Means=3.447 and 3.049, respectively). With regard to the Division to which they were attached, those in the Transportation Division reported the most positive organizational support (Mean=3.777), followed by the Patrol Division (Mean=3.178). Post hoc comparison tests (Scheffe,  $p=.05$ ) revealed significant contrasts between Lance Corporals and Corporals in terms of rank, and between those attached to the Transportation Division and General Administration Division.

In terms of personal well-being, there were no significant differences in the level of mental strain reported by subjects in the different police stations. However, there were significant differences in subjects' report of personal well-being in terms of their rank ( $F(6,158)=2.37, p<.05$ ) and also in terms of the divisions where they were assigned. Corporals reported the lowest level of mental strain (Mean=2.233), followed by Sergeants (Mean=2.280) and Lance Corporals (Mean=2.479). However, Scheffe tests ( $p=.05$ ) did not reveal significant contrasts among the three ranks. As to the division in which they worked ( $F(8,156)=2.77, p<.01$ ), those in the Transportation Division reported the lowest level of mental strain (Mean=1.928), followed by those in the Special Branch, Crime Division, and Anti Narcotic Division (Means=2.180, 2.347, and 2.359, respectively), while those in the General Administration Division reported the highest level of mental strain (Mean=2.589). Scheffe post hoc tests ( $p=.05$ ) showed significant contrasts between those in the Transportation Division and the General Administration Division.

## CONCLUSIONS AND RECOMMENDATIONS

The results have revealed that, generally, the police personnel involved in this study reported fairly positive attitudes toward their job. This was evidenced from their report of moderate levels of work satisfaction, job involvement, and various aspects of job commitment. They also reported fairly positive perceptions of the support they received from the police force in carrying out their responsibilities. Subjects also did not experience great mental strain as a result of their job. Results such as these are consistent with previous studies on employee attitudes which revealed that the majority of workers were generally satisfied with their jobs (Luthans, 1989; Vecchio, 1991; Ivancevich & Matteson, 1992; Newstrom & Davis, 1993). It would appear that work attitudes of employees in the police force were not very much different from employees in other occupations.

The significant positive relationship between workers' age and work satisfaction in general supported findings by Romzek (1989) and Steffy and Jones (1990) and the conclusions made by Luthans (1985), Steers (1988), and Newstrom and Davis (1993) from their review of past studies. The positive correlations between length of service and work satisfaction in general and various aspects of job involvement were, however, not in agreement with the findings of Glisson and Durick (1988), Kirchmeyer (1992), and Parasuraman, Greenhaus, and Granrose (1992). However, from his review of previous studies, Steers (1988) concluded that tenure has been shown to correlate positively with favourable job attitudes. Positive work attitudes were also found among police personnel who reported favourable personal well-being. Vecchio (1991) made similar observations from his review of studies that examined workers' physical and mental well-being with job satisfaction. Wolpin et al. (1991) found that job satisfaction correlated negatively with exhaustion, which was one of the aspects of personal well-being measured among the police personnel, and which was found to have the highest mean score in comparison with anxiety and depression. Nevertheless, differences were found in many aspects of work attitudes and perceptions of police personnel, particularly in relation to characteristics associated with the job/organization, such as the Police Station where they were attached to, the divisions within the structure of the police organization, and their ranks within the police force hierarchy. These findings also supported the results of earlier studies showing the influence of organizational characteristics on employee attitudes. Newstrom and Davis (1993) and Vecchio (1991) in summarizing their reviews of previous studies identified occupational level and organizational size as correlates of job satisfaction.

Further studies should be conducted to examine factors that could have contributed to the differences in the attitude and perception of police personnel towards their job and organization, especially those relating to characteristics of the Police Station, the Division within the police organizational structure, and job responsibilities associated with their rank/position.

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