RELATIONSHIP BETWEEN SELF EFFICACY, JOB INVOLVEMENT, ORGANIZATIONAL COMMITMENT AND WORK FULFILLMENT AMONG COMMUNITY POLICE OFFICERS

By

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ABSTRAK

Kajian ini bertujuan untuk mengenalpasti hubungan antara faktor efikasi kendiri, penglibatan kerja, komitmen organisasi dan kepuasan kerja. Kajian ini dilakukan kerana pengkaji merasakan tahap kepuasan kerja Pegawai Polis Komuniti di tahap kurang memberansangkan berdasarkan pemerhatian. Bagi tujuan tersebut seramai 120 orang Pegawai Polis Komuniti dari Balai Polis Putrajaya dan IPD Kajang telah dipilih sebagai responden bagi kajian ini. Instrumen kajian ini diambil dari soal selidik yang telah dibangunkan oleh pangkaji terdahulu.

Analisis data yang digunakan adalah analisis deskriptif (min, frekuensi, kekerapan dan sisihan piawai) dan inferensi iaitu Korelasi Pearson dan analisis Regresi berganda. Hasil dapatan kajian menunjukkan tahap kepuasan kerja adalah tinggi. Hasil analisis korelasi antara pemboleh ubah kajian mendapati terdapat hubungan yang signifikan antara faktor efikasi kendiri, penglibatan kerja, komitmen organisasi dan kepuasan kerja. Hasil analisis regresi berganda menunjukkan penglibatan kerja merupakan penyumbang terbesar kepada kepuasan kerja.

Kajian ini turut memberi implikasi dari segi praktis di mana pihak pengurusan sumber manusia organisasi ini perlu mengambil kira faktor penglibatan kerja sebagai salah satu sumber yang dapat meningkatkan kepuasan kerja. Beberapa cadangan kepada penambahbaikan dari segi praktis turut dibincangkan, antaranya ialah organisasi perlu meningkatkan autonomi tugas Pegawai Polis Komuniti.

ABSTRACT

This study aimed to identify the relationship between self-efficacy, job involvement, organizational commitment and job satisfaction. The study was conducted because researchers felt the level of job satisfaction of Community Police Officer is not very encouraging, this is based on observations. For this purpose a total of 120 Community Police Officer in Putrajaya Polis Station dan IPD Kajang were selected as respondents for this study. The instrument is taken from a questionnaire that was developed by the previous researchers.

Data analysis used descriptive analysis (mean, frequency, mode and standard deviation) and the inference statistic that Pearson correlation and multiple regression analysis. The result shows that the level of job satisfaction is high. The result of correlational analysis between the variables showed a significant relationship between self-efficacy, job involvement, organizational commitment and job satisfaction. The result of multiple regression analysis showed that job involvement is the largest contribution to job satisfaction.

This study has also implications in terms of practice in which the human resource development of this organization must take into account that the job involvement as a resource to improve job satisfaction. Some suggestions for improvement in terms of practice are also discussed, such as organizations need to increase job autonomy of Community Police Officer.

DECLARATION

I declare that the project paper is my original work except for the quotation and citation which have been duly acknowledged. I also declare that it is not been previously, and is not concurrently, submitted for any other degree at Universiti Utara Malaysia or other institution.

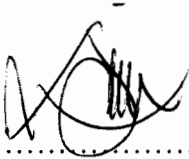
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APPROVAL

This is to certify that we have read and reviewed this project paper entitled "Relationship between Self-Efficacy, Job Involvement, Organizational Commitment and Work Fulfillment among Community Police Officer". It is hereby declared that the project paper acceptable for the fulfillment of the degree of Master of Human Resource Management in Othman Yoep Abdullah (OYA) at the College of Business (COB) Universiti Utara Malaysia.

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CONTENTS

CHAPTER 1 INTRODUCTION

CHAPTER 2 LITERATURE REVIEW

CHAPTER 3 METHODOLOGY

CHAPTER 4 RESULTS AND DISCUSSIONS

CHAPTER 5 CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

FIGURE LIST

xii

TABLE LIST

CHAPTER I

INTRODUCTION

1.1   Background of the study

Several reasons contributed to why work fulfilment is important to police organizations. Firstly, passive behaviour toward work can severely affect job performance in both qualitative and quantum of services provided. So, poor performance can resulted in police-community relations by severely affecting public perception toward the police (Buzawa, Austin & Bannon, 1994). In addition to a moral obliged in demonstrating concern for its employees and promote positive behaviour and attitude, work fulfilment promotes lower less stress levels and, accordingly, fewer symptoms related to stress (e.g., absenteeism, burnout, and alcoholism) (Hoath et al., 1998).

Police profession can be in an area of high rates of employee turnover resulting from their low work fulfilment (Zhao et al. 1999). Loo's (2004: 162) study of 135 male Canadian police mangers revealed substantially portion of the respondents (34.1%) suiting to high burnout "distressed police managers" that called for organizational intervention. Resulting from high employee turnover, increased expenses on recruitment and training for new police applicants may de limit budgets of law enforcement agencies, affecting the effectiveness of public safety. Nevertheless, research on work fulfilment among police officers can provide in valuable information thus improving the quality of police services.

Organizational psychologists have investigated work fulfilment and its influence on different organizational factors, such as absenteeism, employee turnover, productivity, pay, skill variety, task identity, autonomy, supervision, and promotion. Commonly used organizational variables to measure work fulfilment perceptions among police officers: a) equipment, b) pay, c) promotion, d) work environment (skill variety, task identity, task significance, autonomy, and feedback), e) supervisor relations, f) work-family conflict, g) stress, and h) management policies (Dantzker, 1994).

Though the idea of work fulfilment has been widely studied in other fields in depth research conducted on work fulfilment among police officers has been a few (Bennett, 1997; Dantzker, 1994; Zhao et al., 1999). As Bennett stated, work fulfilment is a "sidelined but important and at the right time topic in police studies" (1997, p. 296). Buzawa et al. (1994) stated that research on work fulfilment in policing is an infancy research involving other professions: only about 20 published articles referring work fulfilment as a dependent variable pertain directly to policing."

Dantzker (1994) argued that police work fulfilment area if studies are limited. Griffin, Dunbar, and McGill noted that "work fulfilment, which has long since been recognized in private industry as a requirements for successful job performance, has been mere words in police organizations (1978, p. 77). Even a decade later, most criminal justice researchers agree that research on work fulfilment among police officers need further extended studies.

According to Herzberg (1959), different factors combine to create work fulfilment and dissatisfaction among employee. He identified these as either motivators or hygiene factors. Motivators promote work fulfilment. They include: (a) achievement, (b) responsibility, (c) the work itself, (d) recognition, and (e) advancement/promotion. Hygiene factors do not directly lead to work fulfilment among employees. However, their absence may lead to job dissatisfaction. They consist of: (a) organizational policies, (b) supervision and leadership, (c) pay or salary, (d) work conditions, (e) communication with supervisors/work partners.

Herzberg contended that employees need to reach an acceptable level of hygiene factors to feel neutral about their jobs. Therefore, employers should seek ways of eliminating dissatisfaction resulting from hygiene factors and focus on improving the motivators in the work environment to increase work fulfilment. Zhao and his colleagues (1999: 154) stated that Herzberg's (1968) two-factor theory of work fulfilment "provides a useful theoretical framework for empirically assessing officers' work fulfilment." They further suggested that among police officers (Dantzker, 1992; Carlan, 1999). Lefkowitz (1974) reported a negative relationship between work fulfilment and education level of police officers.

Other researchers reported that education level did not have a significant effect on work fulfilment among police officers (Griffin, Dunbar, & McGill, 1978). The same inconsistent pattern was present for rank and length of service. Some researchers reported a negative relationship between rank and length of service and work fulfilment

among police officers (Buzawa et al., 1994; Dantzker, 1992, 1994; Hoath, Schneider & Starr, 1998; Brunetto & Farr-Wharton, 2003) while others reported the opposite (Burke, 1989) or no relationship (Bennett, 1997).

1.2   Problem Statement

Work fulfilment of employees is a topic that has received considerable attention by researchers and practitioners alike. Employee satisfaction or work fulfilment is multi-dimensional comprising constructs such as satisfaction with supervision at work, work itself, pay and conditions, appraisal, promotion practices and co-workers (Smith, Kendall & Hulin, 1969).

Spector (1997) states that work fulfilment influences people's attitude towards their jobs and various aspects of their jobs. According to Spector (2008) there are three main reasons why work fulfilment is very important to an organization. First being that an organization can be directed by humanitarian values. With these values they will be able to treat their employees honorably and with respect. It can then serve as an indicator of the extent to which employees are dealt with effectively. Apart from that, high levels of work fulfilment can also be a sign of emotional wellness or mental fitness.

Second, organizations can take on a utilitarian approach where its employees' behavior would be expected to influence organizational operations according to the employees' degree of work fulfilment/dissatisfaction. Work fulfilment and dissatisfaction can thus

be expressed either through positive and negative behaviors. Third, work fulfilment can be an indicator for the operations. Through an assessment of work fulfilment one may be able to identify various levels of satisfaction within the departments. Therefore, it can be helpful in pinning down areas in need of improvement. Spector (2008) believed that each one of the reasons is validation enough of the significance of work fulfilment and that the combination of the reasons provides an understanding of the focus on work fulfilment.

In relation to what Spector (2008) stated on the importance of work fulfilment in the organization, work fulfilment becomes much more crucial in the organization such as the police force. This is because; an organization such as police force deals with a lot of critical situations and involves public and their personal life. The negative behavior based on low work fulfilment can affect the police force operations (Yahaya, Hashim & Ismail, 2012). The impact of low satisfaction in the public enforcement and safety organizations such as the police force is very essential to the society and the country. In the context of Police force in Malaysia, study by Yahaya et al. (2012) found only 13.8 % of the PDRM officers' were very satisfied with their job. This indicate that the level of work fulfilment among police officer still at low level.

In addition, Vlosky and Aguilar (2009) also argued that work fulfilment has deep impact on organization and the individual. Other researchers also suggested that the work fulfilment can affect the work outcome like job performance (Reilly, Nyberg, Maltarich & Weller, 2014), turnover decision (Medina, 2012), physical and mental health (Arslan,

5

Acar & Suleyman, 2013) and stress (Lu & Kao, 2013). These findings indicated that the work fulfilment as an area of study is important for the organization and individual improvement.

In this study, job involvement, self-efficacy, organization commitment and work fulfilment are put forward here as indicators of police officer's sense of their professional identity. They are the representation of the more tacit construct that professional identity appears to be. Therefore, it is important to understand how these constructs relate to each other. They have been investigated separately and in diverse combinations in various studies (e.g. Cooper-Hakim and Viswesvaran 2005), but no research has been done which relates them all to one another nor to provide, as argued in this study, an impression of police officers' perceptions of their own professional identity.

Griffin (2010) found that job involvement which employees engaged in and enthusiastic about performing their work, increased employees' work fulfilment. Kaplan, Ogut, Kaplan and Aksay (2012) reported that organizational commitment was a strong predictor of different aspects of employees' work fulfilment. Meanwhile, self-efficacy which enhances employees' willingness to exert effort and master a challenge plays an important role in increasing work fulfilment (Skaalvik & Skaalvik, 2014). Therefore, this study develops research objectives as follows:

1.3   Research Objective

The purpose of this study was to investigate the determinants of work fulfilment among police officers. The main research objectives were:

1. To determine the level of work fulfilment among community police officer.

2. To determine the relationship between self-efficacy, job involvement, organizational commitment and the work fulfilment perceptions community police officers.

3. To determine the independent variable of self-efficacy, job involvement and organizational commitment either this contributes towards the work fulfilment perceptions community police officers.

1.4   Significant of the study

At the end of the research, the finding could strengthen the understanding of work fulfilment among community police officers. This would help provide a greater understanding of the process by which self-efficacy, job involvement; organizational commitment is linked to the work fulfilment. Finally, the study would also contribute to knowledge through the use of self-efficacy theory and Job Characteristics Model in explaining the relationship between self-efficacy, job involvement, organizational commitment and work fulfilment.

At the end of the research, the finding could provide some useful information pertaining on the how organization variables studied in this research contributes to the PDRM especially to the unit of community based policing. It is important to identify the level of work fulfilment of community police officers since this police are still new to the research area.

It is important to have a better understanding of the situation faced to enable human recourse practitioners to take proactive steps in increasing work fulfilment among community police officers. Literature on work fulfilment and attitude has suggested that enhancing and maintaining employee's satisfaction should become a major focus of an organization.

1.5   Operational Definition

An operational definition is a result of the process of operationalization and is used to define something (e.g. a variable, term, or object) in terms of a process (or set of validation tests) needed to determine its existence, duration, and quantity (Adanza, 1995; Sevilla, 1992). Since the degree of operationalization can vary itself, it can result in a more or less operational definition (Shoemaker et al., 2004).

1.5.1   Self-Efficacy

Self-efficacy is the extent or strength of community based police officers belief in their own ability to complete tasks and reach goals.

1.5.2 Job Involvement

The degree to which a community based police officer's is engaged in and enthusiastic about performing their work.

1.5.3 Organizational Commitment

Organizational commitment is defined a community based police officer's positive emotional attachment to the organization.

1.5.4 Work fulfilment

Work fulfilment has been defined as community based police officer's believe whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

LITERATURE REVIEW

2.1   Introduction

Although many researchers have studied and defined work fulfilment, currently no universally accepted definition of work fulfilment has been agreed upon. Prior researchers like Smith, Kendall, and Hulin (1969) defined work fulfilment as "feelings or affective responses to facets of the situation" and according to Spector, "work fulfilment is simply how people feel about their jobs and different aspects of their jobs" (1997, p. 2).

Earlier researcher Argyle (1972) have stated that social problem in industry caused by alienation and low work fulfilment but increase of productivity due to positive changes in working groups, supervision, incentives, and the work itself. Locke (1976) claimed that work fulfilment has been one of the most studied areas in Industrial/Organizational Psychology since the 1930's. This study clearly showed that the problem of low work fulfilment still exist even 84 years past. Therefore, it may be reasonable to make in depth research on work fulfilment.

Work fulfilment studies used to be correlated with social psychology factors such as self, attitudes, and perceptions affect behaviour, sociologists mostly focus on social collectivises such as families, organizations, and social institutions (Delamater,2006).

According to Delamter (2006) the impact of work fulfilment can be classified into 4 areas which:-

- The impact of one individual on another

- The impact of a group on its individual members

- The impact of individuals on the groups in which they participate, and

- The impact of one group on another. (Delamater, 2006, p.xi)

The work fulfilment perceptions of police officers may have either positive or negative influences on a group of people during their daily duties. Likewise, a group of people may have either positive or negative influences on the work fulfilment perceptions of police officers. Therefore, research on work fulfilment among police officers may provide invaluable information for city managers, police chiefs, police educators, and police officers. Based on this research, city managers and police managers can identify and understand the major determinants of work fulfilment among police officers. Further, they can implement necessary changes to increase officers' work fulfilment.

2.2   Work fulfilment

The perception of work fulfilment in various professions has been an important research area for a long time. Investigators from different disciplines have used work fulfilment as an independent variable, a control variable, and a dependent variable for years. Many researchers form different industries had used various concepts to examine the factors

correlated with work fulfilment. However, an extensive review of the work fulfilment literature revealed two major groups of variables that have been commonly used to explore work fulfilment in different areas: demographic variables and organizational variables.

According Dantzker (1994) organizational factors which correlated with work fulfilment are such as absenteeism, employee turnover, productivity, pay, skill variety, task identity, autonomy, supervision, and promotion. The most commonly used demographic variables in police work fulfilment are: age, gender, race, educational attainment, rank, and length of service (Zhao et al., 1999).

However, a review of previous studies established that no consensus has been reached about which demographic variables significantly predict work fulfilment. For example, while some researchers maintained that age is significantly correlated with work fulfilment among police officers (Dantzker, 1994), other researchers offered mixed findings (Buzawa et al., 1994). Similarly, researchers reported inconsistent findings with gender (Aremu & Adeyoju, 2003; Bennett, 1997; Burke & Mikkelsen, 2004; Buzawa et al., 1994; Dantzker, 1994; Grant, Garrison & McCormick, 1990).

2.3   Relationship between Variables

2.3.1   Relationship between Self-Efficacy and Work fulfilment

Self-efficacy refers to individuals' viewpoint about their capability to carry out a particular course of action successfully (Bandura, 1997). Extensive research supports the claim that self-efficacy is an important influence on human achievement in a variety of settings, including education, health, sports, and business (Bandura, 1997). Self-efficacy is also an assess of an employee's self-belief in his or her abilities to marshal personal resources and deploy a suitable response strategy to address job situations (Schaubroeck and Merritt 1997). Thus, individuals with higher levels of self-efficacy are more likely to experience higher work fulfilment. This is because employees with high levels of self-efficacy enhances employees' motivation to exert effort and master a face up to and, thus, plays an key role in increasing work fulfilment (Bandura 2008).

Self-efficacy is one of the factors influencing work fulfilment. Self-efficacy means confidence in one's potential in implementing a certain behavior effectively and that the expected results are obtained. Bandura (2008) believe that the sense of self-efficacy is formed in people as a result of withstanding challenges and step by step and regularly practice of a behavior (Marilyn, 2008).

Gountas, Gountas and Mavondo (2014) examined the effects of organisational and individual factors of real estate agents on work fulfilment. The organisational factors included are principles for service delivery (culture), supervisor support and co-worker

13

support. The individual factor examined was self-efficacy. The sample comprises 108 employees in the real estate industry. This study found that the individual self-efficacy considerably contribute to work fulfilment.

Skaalvik and Skaalvik, (2014) found that self-efficacy was associated with work fulfilment among 2,569 Norwegian teachers in elementary school and middle school (719 men, 1,850 women; M age = 45.0 yr., SD = 11.5). The analysis revealed that self-efficacy was independent predictors of work fulfilment. In the light of these findings, the following hypothesis will be tested:

H1: There is a positive relationship between self-efficacy and work fulfilment

2.3.2 Relationship between Job Involvement and Work fulfilment

Involved employees can use their insights to improve their jobs directly. Satisfaction can come from learning, problem-solving, inter-group cooperation, and doing a good job. All of these relationships imply that jobs with a high degree of employee involvement might increase satisfaction (Mohr & Zoghi 2008). The existing literature also recognizes, however, that even if a positive association between the characteristics of work and the evaluative judgment that individuals make about their jobs exists, the direction of causality may not run entirely in one direction (Mohr & Zoghi 2008).

Satisfied workers may participate in high involvement practices more frequently, or establishments with satisfied workers may be more likely to adopt new programs. Even if the participation choice can be controlled for, satisfied workers might also perceive

their jobs differently and therefore be more likely to report participation. Such differences in perception also imply that satisfaction may predict reported participation, rather than the other way around. However, in this study, job involvement may contribute to employees' work fulfilment. Based on previous studies, it has found that the job involvement have significant relationship with work fulfilment.

Zatzick and Iverson (2011) had examined the relationship between employee involvement and work fulfilment. Using multilevel data (8454 employees from 1429 workplaces), they found that employee involvement was positively related to employee work fulfilment. Earlier, Mohr and Zoghi (2008) used data from the 1999-2002 Canadian Workplace and Employee Survey. They investigated the relationship between work fulfilment and high-involvement work practices such as quality circles, feedback, suggestion programs, and task teams. They find that satisfaction was positively associated with high-involvement practices, a result that held across different specifications of the empirical model and different subsets of data. Based on above argument, this study develop hypothesis as follows:

H2: There is a positive relationship between job involvement and work fulfilment

2.3.3 Relationship between Organization Commitment and Work fulfilment

According to the investigation, carried out by Aydogdu and Asikgil (2011), on the employees working in the service and production industry, a significant relationship is discovered between organization commitment and internal and external work fulfilment. Similar to this finding, it is realized that there is also a significant relationship between

organization commitment and external and internal work fulfilment. Whereas a negative relationship was found out between internal work fulfilment and normative commitment; contrary to the expected findings, they found out a significant and positive relationship between external work fulfilment and continuance commitment.

Dirani and Kuchinke (2011) investigated the relationship between work fulfilment and organization commitment in five Lebanese banks. Results of the research showed that satisfaction and commitment were significantly correlated and satisfaction was a good predictor of commitment.

Ahmad and Oranya (2010) aimed to examine the relationship between nurses' work fulfilment and organizational commitment in culturally and developmentally different societies, Malaysia and England. According to results, there was a positive and significant correlation between work fulfilment and total organizational commitment for both countries. With regard to the three dimensions of organizational commitment, the result showed no significant correlation between continuance commitment and work fulfilment in the Malaysian hospital, whereas in the English hospital continuous commitment had a significant negative correlation with work fulfilment. Markovits et al. (2010), found out that extrinsic satisfaction and intrinsic satisfaction were more strongly related to affective commitment and normative commitment for public sector employees than for private sector ones.

On the other hand, a study conducted by Tsai, Cheng and Chang (2010) showed that work fulfilment positively influenced organizational commitment on hospitality industry employees" in Taipei city, Taiwan. Likewise, Silva (2006) investigated the relationship between the work fulfilment and organizational commitment on hospitality employees. The results showed that significant positive relationship between work fulfilment and organizational commitment was found. Kaplan, Ogut, Kaplan and Aksay (2012) investigated the relationship between the work fulfilment and organizational commitment in hospitals in Konya city, Turkey. According to the result, there was positive and significant correlation between five dimensions of work fulfilment and organizational commitment. Similarly, Azeem (2010) found out positive relationship between work fulfilment and organizational commitment in the research on human service workers in human service industry. In the light of these findings, the following hypothesis will be tested:

H3: There is a positive relationship between organization commitment and work fulfilment

2.4 Police Work fulfilment

Zhao et al. (1999) stated that research on work fulfilment among police officers is crucial because lower satisfied police officer may harm the relations between the community members and the police while they are implementing their daily services. Police officers who experience low work fulfilment levels may continuously seek to quit, transfer, or retire from their jobs. In longer term, such dissatisfaction will lead to

17

high rates of employee turnover which resulting high recruitment and training expenses of new police officers incurred form the limited budgets of law enforcement agencies.

Hoath et al. (1998) listed the reasons why police work fulfilment is important for police organizations:

    i.   Job performance of police officers can be affected by negative working behaviour such work fulfilment

    ii.   Public image on police could be tarnished police displays negative attitude due to dissatisfaction factor.

    iii.   Police organization should encourage any steps taken towards developing positive working climate

    iv.   Work fulfilment promotes lower stress levels and, accordingly, fewer symptoms of stress (e.g., absenteeism, burnout, and alcoholism)

Although the concept of work fulfilment has been extensively investigated in other professions, there has been limited empirical research conducted on work fulfilment among police officers (Serhan Ercikti, 2005). According to Bennett (1997), work fulfilment is a "neglected but important and timely topic in police studies" (p. 296). Zhao et al. (1999) cited Buzawa et al.(1994) and stated "research on work fulfilment in policing is newer than similar research involving other professions: only about 20 published articles treating work fulfilment as a dependent variable pertain directly to policing" (p. 154).

Research findings on work fulfilment among police officers vary widely with regard to the specific demographic variables of the participants who were studied. However, age, gender, race, education, and tenure are the demographic variables that have been seen to have the most significant impact on police officer work fulfilment (Buzawa et al, 1994; Zhao et al., 1999). The most commonly used demographic variables in police work fulfilment are age, gender, race, educational attainment, rank and length of service (Zhao et al., 1999). The research exploring police work fulfilment by demographic variables report mixed results. While some studies revealed associations between work fulfilment and some demographic variables, other studies found no associations with the same variables.

2.4.1 Age

One of the most commonly used demographic variables in work fulfilment research among police officers is their age. Some studies found that 'age' is positively correlated with work fulfilment among police officers (Dantzker, 1994). On the other hand, other studies reported mixed findings between age and work fulfilment in policing (Buzawa et al., 1994).

Buzawa (1984) conducted a study to examine the relationship between various demographic and job specific attitudes of police officers and their work fulfilment perceptions. The participants in the Buzawa study were a randomly selected group of male and female patrol officers (N = 170) from two large cities (Detroit, Michigan, and

Oakland, California). The researcher developed a survey questionnaire and pretested it with fifty police officers in another department. The author also implemented structured interviews with the police officers, their immediate supervisors, and command officials. The instrument included demographic information about police officers, such as age, gender, race, marital status, religion, years of policing, spousal employment, and pre-service and in-service education. Also, the researcher included questions (indexes) which covered seven areas: (a) adequacy of benefits, (b) perceived occupational prestige, (c) quality of supervision, (d) amount of job stress, (e) effect upon family relations, (f) self-fulfilment, and (g) overall work fulfilment. Work fulfilment was the dependent variable of the study.

Study findings indicated that the work fulfilment levels of patrol officers did not significantly differ in the 1984 and 1994 studies. The police officers did not have high dissatisfaction related to occupational characteristics, such as stress, their prestige within the department, or pressures on their family. On the other hand, they had higher levels of dissatisfaction within the supervision and advancement areas.

The researchers did find a general decrease in the work fulfilment levels of the police officers compared to Buzawa's earlier study. Age, race, marital status, and tenure in policing had significant relation to work fulfilment, consistent with Buzawa's earlier study. Older officers were less satisfied (35 years or above) than younger officers (34 years or below). Black police officers reported lower work fulfilment levels than did their white colleagues. Moreover, experienced police officers (over ten years) indicated

lower work fulfilment levels than did their less experienced colleagues (less than 10 years). Married patrol officers were less satisfied with their jobs than were their single colleagues.

2.4.2 Gender

Another commonly investigated demographic variable in work fulfilment by criminal justice researchers is "gender". Previous studies demonstrated inconsistent findings with this variable. For example, some studies found no significant relationship (Bennett, 1997; Fry & Greenfeld, 1980) or that female police officers were less satisfied with their jobs compared to their male counterparts (Burke & Mikkelsen, 2004; Dantzker, 1994).

Previous research findings indicated that policing was a male occupation and policewomen faced certain difficulties on the job, such as a lack of support from male colleagues, sex discrimination, and loneliness. However, very few studies looked at the attitudinal differences between male and female officers. Therefore, Fry and Greenfeld (1980) examined attitudinal differences (work fulfilment, organizational commitment, job-related stress, role conflict, and ambiguity) between policemen and policewomen in a large Midwestern police department. The researchers postulated that the police officers' perceptions of work fulfilment, organizational commitment, job-related stress, role conflict, and ambiguity would be a result of differences in their jobs in the police department rather than their gender. The participants of the study were 529 policemen and 21 policewomen who worked in patrol units ($/V = 550$).

21

Grant, Garrison, and McCormick (1990) assessed policewomen's perceptions of the utilization of their professional skills by their department and work fulfilment. The researchers postulated that there was a correlation between utilization and work fulfilment. The participants were female police officers who were members of the International Association of Women Police (N = 180). The participants completed a self-report questionnaire. The researchers used two questions, each rated with a 5- point Likert-type scale (1 = low utilization, 5 = high utilization) to measure the policewomen's perceived utilization levels. They also constructed and measured the policewomen's perceived satisfaction with their careers by asking two questions on a three point scale (1 = not recommending police work as a career and considering changing their career, 3 = not considering changing career and recommending policing as a career). The researchers assessed the correlation among the perceived utilization and other variables (work fulfilment, age, rank, number of tactical units, number of assignments, and preferred assignments) by using Spearman's nonparametric correlation.

In a cross-cultural study, Aremu and Adeyoju (2003) examined the relationship among perceptions of work fulfilment, job commitment, gender issues, and mentoring in the Nigerian Police. Previous research had demonstrated that mentoring has a positive impact on work fulfilment, job commitment and gender issues, but few empirical studies have been implemented on these issues in Nigeria. Aremu and Adeyoju postulated that (a) mentoring would not have an impact on the job commitment levels of mentored female and male police officers; (b) mentoring would not have an impact on the work fulfilment levels of mentored female and male police officers. They wanted to test the

22

construct in a different cultural setting, using instruments that had already been used in research in Western cultural law enforcement settings. The participants in the study were male and female police officers, randomly selected using quota sampling from four different areas in Nigeria (N= 1,297).

Aremu and Adeyoju (2003) used mentoring as the independent variable and applied the Police Mentoring Scale (PMS) to gather data for this variable. The dependent variables of the study were: (a) job commitment, (b) work fulfilment, and (c) gender. Their instrument also included the Police Job Commitment Scale (PJCS) and the Police Work fulfilment Scale (PJSC) that included 5- point Likert-type scales.The researchers used a multiple regression analysis and Z-score tactics to analyze the data. The analyses revealed some unexpected findings: the results indicated that mentoring did, in fact, have a significant relationship with both job commitment and gender of Nigerian police officers; however, as the researchers had hypothesized, it did not have a significant impact on their work fulfilment levels.

In other cross-cultural research, Burke and Mikkelsen (2004) explored the nature of the differences in the ways male and female police officers perceive gender issues in policing. They examined whether female officers' views of gender issues related to their work satisfaction and well-being. Prior research demonstrated that these issues had not been investigated adequately; findings were inconclusive. The participants were male and female police officers who completed survey questionnaires in Norway (N - 766). Most of the participants were male (84%), had children (88%) were police constables

(62%), and had long policing experience (21 years or more 39%). The researchers considered three gender issues (equal opportunity perceptions, reasons for career differences, sexual harassment) and constructed their own measures/scales/instruments /inventories for their study.

Burke and Mikkelsen (2004) found that police officers, regardless of gender, who worked continuous shifts experienced less work fulfilment. Female officers reporting sexual harassment had less work fulfilment. They also found that female officers reported less equal opportunity perceptions and were less job satisfied than their male counterparts. Finally, female officers reporting more reasons for career differences had less work fulfilment

2.5   Theories of Work fulfilment

2.5.1   Social-Cognitive Theory

Self-efficacy is the core concept of Bandura's social-cognitive theory and refers to one's perceived abilities in dealing with a problem and performing an appropriate action. The concept of self-efficacy suggests that the cognitive, motivational, emotional, and functional processes are controlled and managed by the personal beliefs (Bandura, 1991; Lent, Brown, & Hackett, 1994; Karademas et al., 2008). Evidences obtained by different analytical and methodological strategies as well as intercultural studies have shown that high self-efficacy is positively related to positive thoughts, self-esteem and higher goals, high motivation, high level of mental wellbeing, positive emotions and good physical

condition, while low self-efficacy is associated with anxiety, depression and low level of mental wellbeing (Giltay et al., 2004).

Self-efficacy can positively affect all aspects of life. For example, studies show that the higher the level of self-efficacy is, the greater the range of employment opportunities and job interests are (Kashdan, Roberts & Cogn, 2004). People with strong sense of self-efficacy believe that they are able to effectively control the outcome of events in their lives. This perception gives them a different perspective than those with weak sense of self-efficacy because this feeling has a direct effect on their behavior. Thus, self-efficacy can be a crucial factor in the success or failure throughout the life (Luszczynska, Gutiérrez-Doña & Schwarzer 2005).

Self-efficacy is also a measure of an employee's confidence in his or her abilities to marshal personal resources and deploy an appropriate response strategy to address job situations (Schaubroeck & Merritt 1997). Thus, individuals with higher levels of self-efficacy are more likely to experience work fulfilment. This is because employees with high levels of self-efficacy approach a difficult job situation as a challenge to be mastered rather than as a threat (Bandura 1994; 1997). Confidence in their abilities makes these employees believe they can control job situations and handle them well, which ultimately results in increased confidence, reduced vulnerability perceptions, and ultimately higher work fulfilment (Schaubroeck, Xie & Lam 2000) (refer Figure 1)

People with higher self-efficacy believe in their ability to handle their work well (Sujan, Weitz, & Kumar 1994) and are more likely to become successful in their careers (Sherer et al. 1982). Self-efficacy enhances employees' willingness to exert effort and master a challenge and, thus, plays an important role in increasing work effectiveness and work fulfilment (Staples, Hulland & Higgins 1999).

2.5.2 Job Characteristics Model

Job Characteristics Model (JCM) by Hackman and Oldham's (1975) is one of the most well-known and often cited work fulfilment theories. This theory contended that changes in intrinsic work environments such as a high degree of employee involvement lead to higher levels of motivation and satisfaction among employees. This theory included three constructs: (1) core job characteristics, (2) critical psychological states, and (3) outcomes. Core job characteristics include: (a) skill variety, (b) task identity, (c) task significance, (d) autonomy, and (e) feedback (Hackman & Oldham, 1975). If employers adequately provide these five job characteristics, employees feel three critical psychological states. These are: (1) experienced meaningfulness of the job, (2) experienced responsibility of outcomes of work activities, and (3) experienced knowledge of work outcomes.

Hackman and Oldham maintained that these three critical psychological states then lead to outcomes. These outcomes include: (a) higher internal motivation, (b) higher growth work fulfilment, (c) higher general work fulfilment and d) increased productivity and less absenteeism and turnover. The authors argued that employees are satisfied when

they have involvement with their job and discretion for their job activities. According to this theory, employees with higher job involvement have higher motivation and thus have experience work fulfilment.

In sum, this theory proposed that core job characteristics such as job involvement lead to motivation and these motivation leads to positive outcomes, such as increased work fulfilment (Refer Figure 1).

2.6   Investment Model of Commitment

Rusbult and Bunk (1993) defined commitment as a subjective psychological state that influences a variety of behaviors in a relationship, and Rusbult's (1980) Investment Model of commitment has generated a large amount of research (Le & Agnew, 2003). This model is based, in part, on interdependence theory (Kelley & Thibaut, 1978; Thibaut & Kelley, 1959) and its notion that a person's satisfaction with and attraction to an association is a function of the discrepancy between the value of the outcomes of the relationship and the person's expectations. The Investment Model states that commitment is affected not just by the outcome values of the current relationship and alternatives, but also by the amount of investment a person has made in a relationship. The amount of investment in terms of commitment to organization will lead to work fulfilment (refer Figure 2.1).

Figure 2.1

Investment Framework
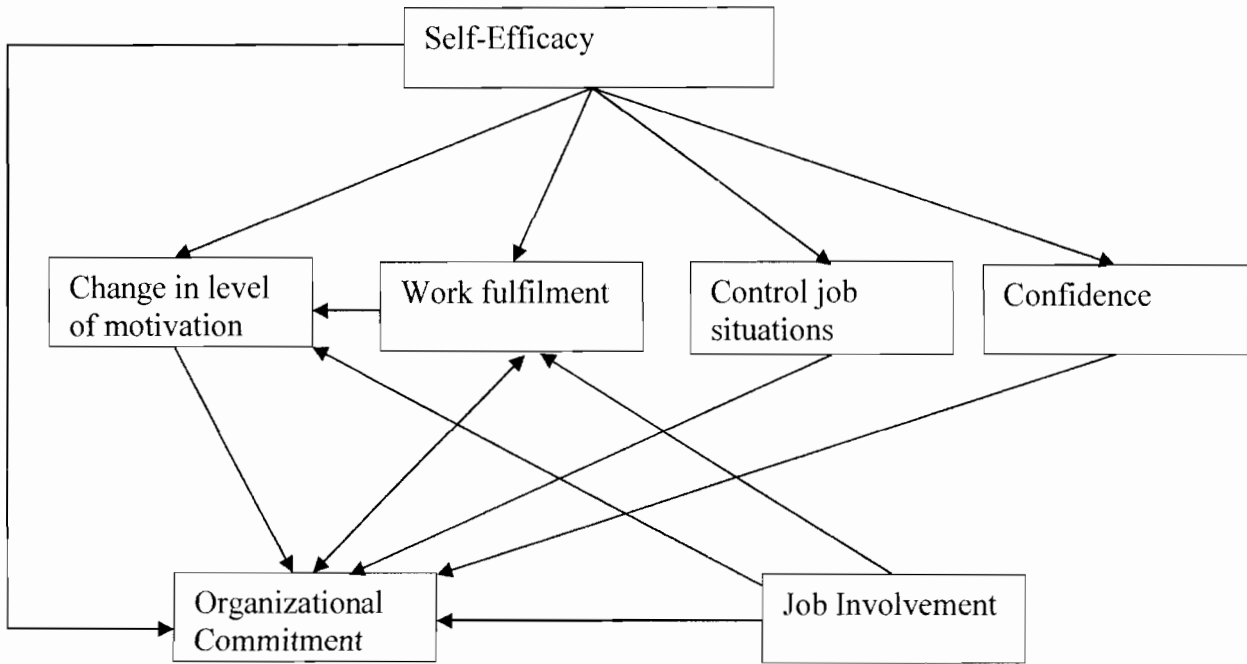
2.7   Research Framework

As it has already been indicated in the review of literature, this study is based on the Herzberg's (1968) Two-Factor (Motivation-Hygiene) Model and Hackman and Oldham's (1975) Job Characteristics Model (JCM), as well as, previous empirical research. This study examines the relationship between self-efficacy, job involvement, organizational commitment and work fulfilment as shown in (Figure 2.2).

Figure 2.2

Research Framework

<u>INDEPENDENT VARIABLES</u>   <u>DEPENDENT VARIABLE</u>

```
+----------------+
| SELF-          |
| EFFICACY       |
+----------------+
                                    +------------------+
+----------------------+            |  WORK            |
| ORGANIZATIONAL       |----------->|  FULFILMENT      |
| COMMITMENT           |            +------------------+
+----------------------+

+----------------------+
| JOB INVOLVEMENT      |
+----------------------+
```
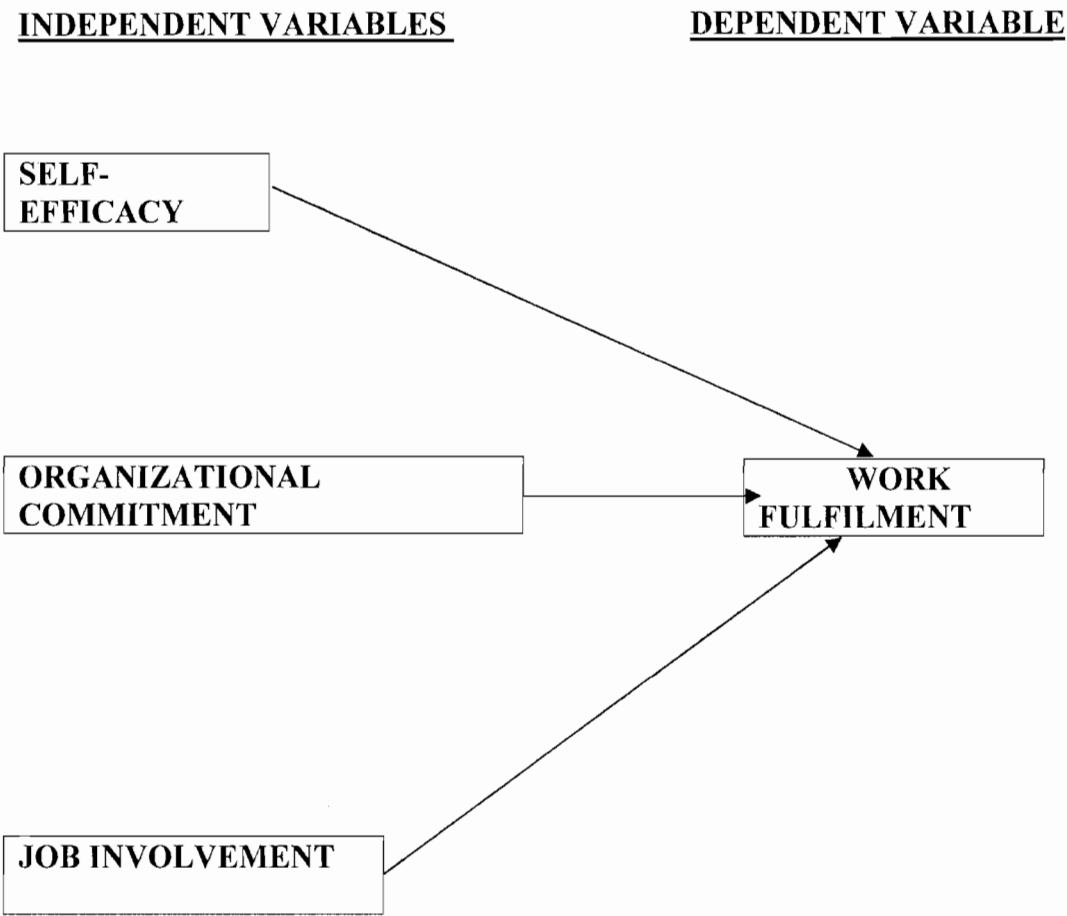
2.8   Research Hypothesis

Based on previous studies and work fulfilment theories, this study develops research hypotheses as follows:

H_1: There is a positive relationship between self-efficacy and work fulfilment.

H_2: There is a positive relationship between job involvement and work fulfilment

H_3: There is a positive relationship between organizational commitment and work fulfilment

CHAPTER III

METHODOLOGY

3.1 Introduction

This chapter reveals the mechanism in studying the relationships between the independent variables and dependent variables. This chapter describes the research format, the sources data, and unit of analysis, the population frame, the sample and sampling methods, the measurement, the collection and administration of data and finally the technique of analyzing data

3.2 Research Design

This study consisted of three independent variables, namely self-efficacy, job involvement and organizational commitment. The dependent variable in this study is community based police officer's work fulfilment.

This is a survey study using questionnaires to examine the relationships between self-efficacy, job involvement and organizational commitment and work fulfilment. This is also a quantitative study that uses various statistical tests and Statistical Package for Social Science (SPSS) version 20.0 to interpret the results of data.

Quantitative data is most often collected in the form of a questionnaire or survey. The research process typically involves the development of questions as well as scales that are used to measure feelings, satisfaction and other important factors on a numerical level. In this study, there are four variables that have been identified. Researcher has chosen work fulfilment as a dependent variable, while independent variables include self-efficacy, organizational commitment and job involvement. These variables have been studied by several researchers for instance Tai (2004), Judge and Bonom (2001), Carlson (2000) and Mathieu (1997).

3.3   Population and Sampling

The population of the study will be 1200 personnel involved in police and community program. The sample was taken from Putrajaya and IPD Kajang. Specifically, 30 respondents were selected from Putrajaya Polis Station and 90 respondents were selected from IPD (Ibupejabat Daerah) Kajang. Putrajaya Polis Station and IPD Kajang were selected because of accessibility and approachability to the respondents. The individual (policemen) are easily available through a list called "SENARAI ANGGOTA JABATAN". The size of the sample will be decided based upon (Cohen, Manion dan Marrison, 2001) guidelines, which stated the rules of the thumb decided the sample size should be 120 for population 1200 respondents. Simple random sampling will be used since every respondent will have the equal opportunity to be chosen.

3.4   Research Instrument

The instrument for the study is questionnaire which is intended to identify variable of self-efficacy, job involvement and organizational commitment influence work fulfilment in Putrajaya Polis Station and IPD Kajang. The questionnaire will be adapted and modified to suit the context of employees at Putrajaya Polis Station and IPD Kajang as illustrated in the Table 3.1 below.

Table 3.1

Instrument, Items, Scale and Sources

Variable	Items	Scale	Sources
Self-Efficacy	10	Five-point likert scale	Scholz, Don, Sud, Schwarze (2002)
Job Involvement	6	Five-point likert scale	Cheng & Ho (2001)
Organizational Commitment	9	Five-point likert scale	Porter, Steers, Mowday, & Boulian (1974)
Work fulfilment	20	Five-point likert scale	Spector (1997)

Measurement of each variables require researcher use five point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Five point likert scale is designed to examine how strongly respondents agree or disagree with the questionnaires. There are five section in the questionnaires will be measured using likert scale except in section F which contains demographic and be measured using nominal scale.

33

Nominal scale allows the researcher to assign respondents to certain category or groups. Nominal scale frequently used to obtain personal data such as gender, department that respondents work for and others.

The questionnaire consists of 5 sections in (Table 3.2). Section A, B, C and D sought to measure items that are related to self-efficacy, job involvement, organizational commitment and work fulfilment. Section E consists of the questions to gather the information about the profile of the respondent.

Table 3.2

Layout of the questionnaires

Section	Variables	Number of item:
A	Self-efficacy	10
B	Job involvement	6
C	Organizational commitment	10
D	Work fulfilment	20
E	Respondent background: • Age • Gender • Race • Length of service • Educational background • Marital status	6

3.4.1 Self-efficacy

The 10-item self-efficacy scale developed by Scholz, Don, Sud, Schwarze (2002) was used. Response options, ranged from strongly disagree (1) to strongly agree (5) was used. This developed scale, measure the degree of self-efficacy is the extent or strength of community based police officers belief in their own ability to complete tasks and reach goals.

3.4.2 Job involvement

Job involvement was measured using six items developed by Cheng & Ho (2001). This scale measures the degree to which a community based police officer's is engaged in and enthusiastic about performing their work. This measure requires participants to rate on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.4.3 Organizational commitment

Organizational commitment was measured using 9-items developed by Porter, Steers, Mowday & Boulian (1974). The response options ranged from strongly disagree (1) to strongly agree (5). This scale measures the degree to which the community based police officers have positive emotional attachment to the organization.

3.4.4 Work fulfilment

Work fulfilment was measured using the 20 work fulfilment items from Spector (1997). Participants were asked to rate on 1 (strongly disagree) to 5 (strongly agree), indicating their agreement with the statements. This scale measures the degree to which the

community based police officer's believe whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

3.5   Content Validity

Content validity refers to the validity of the research instrument, for example, the content must be intended, used and interpreted in accordance with the purposes set for the research. Here this study, contented strength was used to review items for clearness and exactness, and to guarantee that constructs was translated to items on the amount tool properly. In order to ensure the contented strength, committee members who are subject-matter experts in the field of human resource development examined the instrument, definitions, and questions for validity, and also based on literature review, all the instruments were valid.

3.6   Reliability Test

The pilot test was conducted on community based police officers at Putrajaya Polis Station. Selection of respondent based on random sampling. Questionnaires were distributed to employees using the drop and collect method. A total of 20 questionnaires were distributed for this purpose. The purpose of the pilot test was to further validate the instrument for content and clarify of instructions and items, and to determine the reliability coefficients of the items. The results of the reliabilities for pre and post-test of

36

the variables and items are shown in (Table 3.3). In social science, the widely-accepted

cut-off is that alpha should be .60 or higher (Hair et al., 2010).

Table 3.3

Reliability Coefficients of the Variables (pre and posttest)

No	Name of Variables	Reliability Pre-test	Reliability Post-test
1	Self-Efficacy	.84	.76
2	Job Involvement	.78	.86
3	Organizational Commitment	.89	.89
4	Work fulfilment	.91	.91

3.7   Sampling Technique

The study population consisted of 320 police officers who worked in Putrajaya and IPD

Kajang. The sample size is determined using the formula of Tabachnick and Fidell

(2001). From formula Tabachnick and Fidell (2001) the number of samples required is

at least 74 people. This formula is based on the number of independent variables was

tested using the following formula:

Formula Tabachnick and Fidell (2001):

$N \geq 50 + 8m$ (where m is the number of IV)

$N \geq 50 + 8(3)$

$N \geq 50 + 24$

$N \geq 74$

Police officers of diverse backgrounds and support positions will be selected randomly to represent the population. Simple random sampling method was chosen to give equal opportunity to all employees. Researcher gets a list of police officers from the Division of Human Resource Management. A researcher puts all the names into a box and takes names at random. The names selected are identified prior to the questionnaire being distributed. A total of 120 questionnaires were distributed to the respondents. This is because the minimum amount required in this study according to the formula is 74 people, but researchers have obtained more than 74 respondents for the purpose of regression analysis.

3.8   Data Collection and Administration

The primary data pertaining to the work fulfilment preferences collected through a set of questionnaires. Secondary data for this study gathered and analyzed from the relevant books, literature reviews and researchers to verify the research objective.

In this study, data collected using a structured questionnaire which consists of 41 items in total involving all population. A total of 120 questionnaires were distributed to

community police officers at Putrajaya Polis Station and IPD Kajang with the help of an officer in charge in the organization. First, researchers get a list of employee names from Putrajaya Polis Station and IPD Kajang. Data collection techniques in this study was Drop and Collect method. Respondents were given a week to complete and return the questionnaire. The researchers collected the questionnaires of 120 or 100 percent of the total questionnaires. According to Ary et al. (2006) rate of return of a good questionnaire is as much as 75% of the circulating form. This means that the number of questionnaires obtained can be used for this research.

3.9   Data Analysis

This study adopts a correlation design, which is often employed in research studies in social science. Besides descriptive statistics, a combination of correlation and multiple regression analyses were conducted in this study. The statistics that express the linear relationships between variables is the product-moment correlation coefficient; it is also called the bivariate correlation coefficient, zero-order correlation coefficient, or simply r (Creswell, 2008). The correlation statistic has been used to test the relationships between the variables.

Upon collecting the data from the questionnaires, all the information has been coded to enable analysis using Statistical Package for the Social Science (SPSS). Thereafter, a few procedures such as data validation will be carried out for accuracy.

Analysis of data starts with sustainability test for the scales through Cronbach's Alpha. The Cronbach Alpha testing being for used for its most well accepted sustainability test tool used by social researcher (Sekaran, 2005). In Cronbach's Alpha sustainability analysis, the closer Cronbach's Alpha to 1.0, the higher the internal consistency sustainability. (Cronbach's Alpha; Cronbach, 1946).

In order to determine whether there is significant relationship between the independent variables and dependent variable, Pearson Correlation Coefficient analysis were carried out. According to Pallant (2007) stated that the relationship between the independent variables and dependent variable as presented in (Table 3.4).

Table 3.4

Level relationships among two variables

No.	Correlation (r)	Megnitude
	$\pm$ 0.70-1.00	High
	$\pm$ 0.30-0.69	Moderate
	$\pm$ 0.00-0.29	Low

Source: Pallant, J. (2007). *Research Methods and Statistics. A Critical Thinking Approach.* Belmont: Thomson Higher Education US.

Finally, the multiple regression analysis was conducted to examine whether there is a statistically contribute of independent variable (self-efficacy, job involvement and organizational commitment) towards work fulfilment.

CHAPTER IV

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter discusses the finding of this study which describes the relationship between self-efficacy, job involvement, organizational commitment and work fulfilment. This chapter presents:-

1) Demographic information about the respondents.

2) Descriptive statistics about the variables.

3) Relationships between self-efficacy, job involvement, organizational commitment and work fulfilment.

4) Effect of self-efficacy, job involvement, organizational commitment towards work fulfilment

4.2 Demographic Information of the Respondents

This section presents the demographic information of the respondents in terms of gender, age, gender, race, Length of service, education background, and marital status.

4.2.1 Gender

Table 4.1 shows the descriptive analysis of the respondents' gender. Out of 120 respondents, 108 (90%) of the respondents participated in this study were male while the rest, 12 (10%) were female. This finding indicating that there were more male respondents than female respondents in this study

Table 4.1
Frequency and Percentage of Demographics

Gender	Frequency	Percent
Male	108	90.0
Female	12	10.0
Race		
Malay	88	73.3
Chinese	5	4.2
Indian	27	22.5
Others	-	-
Length of service		
1-5	85	70.8
More than 6	35	29.2
Education		
SPM	75	62.5
Certificate /Diploma	24	20.0
Bachelor Degree	19	15.8
Master	2	1.7
Marital Status		
Single/widow/widower	9	7.5
Married	111	92.5
Age		
less 25	36	30.0
26-35	26	21.7
36-45	38	31.7
more 46	20	16.7
Total	120	100.0

4.2.2 Race

Table 4.1 depicts that in term of race, the majority of the respondents were Malay, which is 73.3% (n = 88) out of 120 respondents participated in this study. Meanwhile, 27 respondent or 25.5 % were Indian, finally, only 4.2% (n = 27) were Chinese respondents. This indicated that the Malay respondents represent the majority of the sample size.

4.2.3 Length of service

Table 4.1 illustrated that the respondents' length of service, with 70% (n = 85) respondents have serve as policeman between 1 to 5 years. The rest, or 29.2% or 35 respondents have serve policeman more than 6 years.

4.2.4 Education Background

Table 4.1 showed that 62.5% (n = 75) respondents have SPM, follow by 20% (n = 24) of sample size were certificate/diploma holder. Meanwhile 15.8% (n = 19) respondents were those who have the Bachelor Degree. Finally 1.7% (n = 2) respondents have Master level of education.

4.2.5 Marital Status

Table 4.1 shows the frequency and percentage of respondent marital status. Out of entire 120 valid responses from the final sample, 92.5% (n = 111) were married and 7.5% (n = 9) respondents were single/widow/widower. This finding indicated that most of respondents were married.

4.2.6   Age

Table 4.1 illustrated that the age of the respondents with 31.7% (n = 38) age between 36 – 46 years old, which represented the majority of respondents. Thirty-six (30%) came from age group less than 25 years old. Meanwhile, 21.7% (n = 26) respondents were from 26 to 35 years old category, and finally, 20 respondents or 16.7% age above then 46 years old. This revealed that most of respondent were aged between 25 to 35 years old.

4.3   Descriptive Statistics of the Variables

In this study, there are three independent variables namely self-efficacy, job involvement and organizational commitment, and work fulfilment is an independent variable. This section will describe all the variables through descriptive analysis in order to identify the level of each variable.

To achive the variables, this study used Davies (1971) recomendation. The study used a five-point scale ranging from, 1 (Totally un accepted) to 5 (Totally accepted). According to Davies (1971) recommendation, to identify the three level namely low, medium and high, the highest score need to be described to the lowest score (5-1 = 4), and the result (4) divided into three (3 – levels) (1.33). The levels is achive based on the mean score, as shown in (Table 4.2).

Table 4.2

Level of Variables

Levels	Mean score
Low	(1.00 – 2.33)
Moderate	(2.34 – 3.67)
High	(3.68 – 5.00)

4.4   Correlation Analysis

The objectives of this study are to determine the relationship between self-efficacy, job involvement and organizational commitment, work fulfilment. To achieve the objectives, the Pearson correlation's statistical analysis has been used to test the relationships. Pearson correlation's statistical analysis determines the direction and strength of the relationship between the independent and dependent variables.

Table 4.3
Correlations between Independent Variables and Work fulfilment

Variables	1	2	3	4
Self-Efficacy	1			
Job Involvement	.374**	1		
Organizational Commitment	.274**	.157	1	
Work fulfilment	.428**	.502**	.369**	1

*.Correlation at is significant at the 0.05
**. Correlation is significant at the 0.01 level

Table 4.3 displays the correlation analysis results. This study found that the positively significant relationship between self-efficacy and work fulfilment (r = .428, p < 0.01). According to Pallant (2007), the magnitude of relationship between the self-efficacy and work fulfilment is at moderate level. It indicates that the respondent who has a high level of self-efficacy also have high work fulfilment. The finding support the first hypothesis of this study.

Table 4.3 also displays the correlation analysis between job involvement and work fulfilment. This study found that the positively significant relationship between job involvement and work fulfilment (r = .502, p < 0.01). According to Pallant (2007), the magnitude of relationship between the job involvement and work fulfilment is at moderate level. It indicates that the respondent who has a high level of job involvement may also experience high level work fulfilment. This finding supports the second hypothesis.

The last hypothesis suggests that there is a significant relationship between organizational commitment and work fulfilment. This study supported the hypothesis when it found that is a significant relationship between organizational commitment to work fulfilment and which, employees felt more satisfied with their job when they have commitment to their organization ($r = .369$, $p < 0.01$). According to Pallant (2007), the magnitude of relationship between the organizational commitment and work fulfilment is at moderate level. This result indicates that high organizational commitment will also influence level of work fulfilment.

4.5   Regression Analysis

A predictor multiple linear regression models were proposed to explain the variation of work fulfilment (Y). The predictor variables proposed are self-efficacy (X_1) job involvement (X_2) and organizational commitment (X_3). Therefore, the equation of the proposed multiple linear regression models are as follows:

$$Y = b_0 + b_1 (X_1) + b_2 (X_2) + b_3 (X_3) + e$$

Where:

Y = Work fulfilment
b_0 = Constant
b_1 = *Estimates (regression coefficients)*
X_1 = Self-efficacy
X_2 = Job involvement
X_3 = Organizational commitment
e = error

To determine to what extent the research data fit the proposed multiple linear regression model, enter regression method was used. Enter regression method means that each independent variable was entered in usual fashion. In this study, the independent and dependent variables were entered into the regression analysis. Based on the enter method used, all predictor variables namely self-efficacy (X_1) job involvement (X_2) and organizational commitment (X_3) were significance in explaining work fulfilment (Y). As depicted in the coefficients table (see Table 4.4), the estimates of the model coefficients for b_0 is 1.660, b_1 is 136, b_2 is .233 and b_3 is .199. Therefore, the estimated model is as below:

Y (Work fulfilment) = $1.660 + .136 (X_1) + .233 (X_2) + .199 (X_3) + e*$

Table 4.4
Regression Analysis (ANOVA Table)

Dependent variable	Independent variable	β	BETA	t	Sig.
Work fulfilment (Y)	(Constant)	1.660		5.994	.000
	Self-Efficacy	.136	.217	2.668	.009
	Job Involvement	.233	.382	4.824	.000
	Organizational Commitment	.199	.250	3.269	.001
R^2	= .377	F =	23.390		.000

49

The R-squared of 0.377 implies that the self-efficacy (X_1), job involvement (X_2) and organizational commitment (X_3) explained about 37.7% of the variation in the work fulfilment. This is quite a good and respectable result. The ANOVA table revealed that the F-statistics (F = 23.390) is quite large and the corresponding p-value is significant (p = 0.000) or lower than the alpha value of 0.05. This indicates that the slope of the estimated linear regression model line is not equal to zero confirming that the research data fit the proposed linear regression model of the study. This finding suggested that the self-efficacy, job involvement and organizational commitment are significantly influenced work fulfilment.

As depicted in Table 4.4, the beta coefficient obtained was .136 for self-efficacy (X_1) and this corresponds with t-statistic of 2.668. This means that this variable made the unique contribution in explaining the dependent variables, which in this study is work fulfilment. It suggests that once the standard deviation increases in job involvement which is followed by .233 the standard deviation increases in work fulfilment. This study also suggests that once the standard deviation increases in organizational commitment which is followed by .199 the standard deviation increases in work fulfilment. Thus, this study proposed that the job involvement is an important factor in influencing on work fulfilment. This study found that the job involvement is the bigger contributor to work fulfilment for the community based police officers.

CHAPTER V

CONCLUSIONS, DISCUSSION, IMPLICATIONS, AND
RECOMMENDATIONS

5.1   Discussion

Level of work fulfilment, self-efficacy, job involvement and organization commitment were high. The level of work fulfilment showed police officers feel enjoy working in this organization. This also means that the police have been carrying out a great responsibility on the employee to ensure that the police find their jobs rewarding. The study also found that a level of policemen self-efficacy is high. This means that police officers have the strength and confidence in their ability to complete tasks and achieve goals.

Further, the study found that police officers have a high degree of job involvement. This means that the police were involved in the execution of their work with gusto. This is also indicated that the police officers are very dedicated in performing their duties and always be aware of their responsibilities. Finally, this study showed that the level of organizational commitment among police officer is high. It can be concluded that the police have a high level of loyalty to the organization. Even they are also seen responsible for implementing the tasks and perform duties in accordance with the job description that was given.

Next, the correlation test results demonstrate a significant relationship between self-efficacy, job Involvement, organization commitment and work fulfilment. Significant relationship can be concluded that all the independent variables have a high potential to influence work fulfilment. In fact, high self-efficacy, which is a person's ability to perform its duties well, is able to influence work fulfilment. Police officer who are engage with tasks perceived to have high spirits on the job, also increase work fulfilment. Employees who are committed to the job are also seen to have a high level of work fulfilment.

This study supported all the developed hypotheses and also supports previous research. It has been proven that there is significant relationship between self-efficacy, job involvement, organization commitment and work fulfilment.

Based on regression test results, the study concluded that the factor of job involvement is the strongest factor contributing to work fulfilment. The study suggested that the police officer should be given the opportunity to engage with the work because they will feel valued if the organization provides opportunities in performing tasks.

This chapter discusses the conclusion of the study that was carried out and the implications of the results, then this study provide recommend for improvements. This study was to determine the relationship between the three independent variables namely self-efficacy, job Involvement and organizational commitment. A dependent variable is

work fulfilment. This chapter will also look at the implications and further proposed improvements to the organization (PDRM) involved in this study. Recommendation of research to be done in the future also reviewed in this chapter.

The study was conducted on 120 community police officers in Putrajaya Police Station and IPD Kajang. The instrument chosen was a questionnaire that was developed by earlier researchers, using self-administered questionnaire methods. Before the actual instruments used, pre-test was conducted to determine the reliability. The result showed that all instruments have a high level of reliability.

The actual data collection is to collect information on demographic characteristics of respondents and the four variables studied in this research, namely self-efficacy, job involvement and organizational commitment and a dependent variable, work fulfilment. The scale of five options were used to measure these variables. Descriptive and frequency analysis were used to look at the percentage, mean, mode and standard deviation to determine the level of the variable. Pearson correlation analysis was used to examine the relationship between self-efficacy, job involvement, organizational commitment and work fulfilment. The multiple regression analysis was employed to determine the influence of self-efficacy, job involvement and organizational commitment towards work fulfilment.

5.2   Conclusion

The first objective is to determine the level of work fulfilment. The results showed that the level of work fulfilment was high. The level of work fulfilment of employees in the organization based on experience the excitement of a good work derived from the work done by the individual. It involves a positive attitude that exists when a job is done. While the level of self-efficacy and job Involvement is also high. Higher self efficacy indecated that the police officials have strength based on their believe that they can complete tasks and achieve the organization goals. Similarly, high levels of job involvement shows a community police officer have spirit in order to execution their work. However, the level of organizational commitment was moderate. Organizational commitment is defined as positive emotional relationship of a community police officer in the organization. This result shows thet the community police officers have quite good emotional feelings towards the organization.

The second objective is to determine the relationship between self-efficacy, job involvement, organizational commitment and work fulfilment. The correlation analysis showed that all the independent variables of self-efficacy, job involvement and organizational commitment has a significant positive correlation with work fulfilment. Results showed that self-efficacy, job organizational involvement and commitment are factors that have a relationship with employee work fulfilment and can be tested in this study. These findings also support the hypothesis thus have H_1 to H_3

The third objective of the study is to determine the impact or influence of self-efficacy, job involvement and organizational commitment towards work fulfilment. The findings from the multiple regression analysis showed that the factor of self-efficacy, job involvement and organizational commitment contributed 33.7 percent of the work fulfilment of employees in the organization. While job Involvement is the largest contributor to work fulfilment in this study. This shows job involvement careers significant to the improvement of work fulfilment in the organization.

5.3   Implication

Several implications can be drawn based on the findings:

1. The work fulfilment of employees in the organization of this review is to be at a high level. This means that the assumption of a low level of work fulfilment based on observations of the behavior of employees in the organization is not accurate. But it can be assumed there might be some employees who feel dissatisfied with their jobs because 38.3 percentage of respondents still at the modest level of work fulfilment. This shows the importance of this study is to identify the factors that lead to work fulfilment.

2. The three factors are self-efficacy, job involvement and organizational commitment has a significant relationship with work fulfilment. The significance of the relationship between self-efficacy, job involvement, organizational

55

commitment and work fulfilment be an indication that it is appropriate that these factors are taken into account in establishing the level of work fulfilment of employees in the organization.

3. Job Involvement refers to the extent to which a community-based police officers involved and passionate about the work they perform, is a boost to work fulfilment. This is evident from the results of the study found that the factors job involvement is the strongest factor influencing the increase work fulfilment. In this regard, the efforts increase employee work fulfilment should be based on an in-depth evaluation of selected factors in order of priority interest influence.

4. This study involves the assessment made by its own employees of its own evaluate of their work fulfilment. Although judging by themselves, some disadvantages such as a tendency to give high marks for work fulfilment experienced by themselves. However this is considered as an effective method to enhance the personal development and develop employee satisfaction.

5.4   Recommendation

Based on the results of this research, the number of recommendation have be proposed. The proposals included the:

1. The management of this organization should seek to maintain and increase the level of employee work fulfilment by improving the factors of self-efficacy, job

involvement and organizational commitment. The human resource management should provide motivational courses to improve self efficacy. Self-efficacy is the strength of one's belief in his own ability to complete tasks and achieve goals.

2. This also can be seen as the ability to persist and one's ability to succeed in the task. For example, self-efficacy is directly related to how long a person will stick to their assignments. High self-efficacy and low determine whether or not a person will choose to take a challenging task or it appears to be impossible.

3. Organization also recommended providing the opportunity of involvement in carrying out the task. Job involvement refers to the extent to which psychological and emotional employees to participate in their work, perform these tasks. Efforts to improve employee engagement is to empower employees, involving them in decision-making and give them autonomy tasks. Employee involvement programs can increase work fulfilment, employee morale and commitment to the organization, as well as increase productivity, reduce absenteeism and quit your job and improve the quality of products and services

4. Other efforts that can be done by involving employees in the organization in a meaningful way, efforts to involve employees in meaningful ways include: Self-managed work teams; Employee committees or task forces; Continuous improvement teams; Participative decision making and Employee suggestion forums, such as a suggestion box and monthly meetings.

5. The organization, in particular the organization's human resources necessary to create a working environment that is attractive in terms of arrangement of equipment, workplace environment and comfort in the organization. This is to ensure the comfort of the employees in performing their duties. Good office layout will give comfort to the employees. All equipment for the needs and safety should be sufficient so that employees feel safe to work. Although the findings indicated that the work environment at a high level, Namu there are still some parts of the organization need to improvement.

6. Employees in this organization are recommended for further cooperation between employees. Employees must have a feeling for help with understanding what needs to be done in support of a colleague. This will not only simplify the process of the job but also improve relations between employees

5.5 Proposed future research

To improve work fulfilment, studies need to look at the wider factors and comprehansif. This study is only looking at a number of factors as motivating factors to work fulfilment, future research is recommended to see a broader factors such as individual personality traits, organizational climate, organizational justice and organizational culture. Apart from the measurement of work fulfilment should be reformed so that it is appropriate to change the current organization today. With the changing demographics of workers, researchers believe workers today need something new to increase work fulfilment.

From the standpoint of methodology, equipment future research should include a form questionnaires open to other dimensions, resulting in increased work fulfilment can be obtained. Qualitative methods may also be able to support the study because workers will be able to reflect the real situation and put forward the problems faced by them. If the organization managed to raise the level of work fulfilment, problems of discipline, skipping work and stop working employees entering and leaving the service organization can be planned and controlled in a systematic manner. In addition, this study can also be extended to other public and private organizations with a greater amount of gain clearer and comprehensive view.

Future research are also proposed to compare the level of work fulfilment among employees who worked in the public and private sectors. The study also does not take into account demographic factors as variables, the study, it is suggested that further research be conducted to determine the factors, age, gender, income, job, educational background, marital status and work fulfilment. This is to get the information more clear and comprehensive.

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UUM
Universiti Utara Malaysia

Dear Sir/Madam,

It is with great pleasure to inform you that I am currently conducting a research project entitled **RELATIONSHIP BETWEEN SELF EFFICACY, JOB INVOLVEMENT, ORGANIZATIONAL COMMITMENT AND WORK FULFILMENT AMONG COMMUNITY POLICE OFFICER.** This research is in fulfilment of the requirement for the Degree of Master's in Human Resources Management from Universiti Utara Malaysia. Therefore, I am seeking your cooperation in completing a questionnaire that will take about 30 minutes of your time.

Since the quality of the research depends on the number of responses to this questionnaire, your response will be greatly appreciated. I will keep your response completely confidential.

Please answer all questions as best as you can. The questions in the survey simply require you to circle **(0)** the appropriate answers. If you have any query about this research, do not hesitate to contact me.

Thank you very much for your cooperation.

Salam sejahtera,

Dengan sukacitanya ingin memaklumkan bahawa saya sedang menjalankan penyelidikan terhadap **HUBUNGAN ANTARA KEBERKESANAN KERJA, PENGLIBATAN KERJA, KOMITMEN ORGANISASI DAN KEPUASAN KERJA DI KALANGAN POLIS KOMUNITI.** Kajian ini adalah sebagai memenuhi syarat untuk Ijazah Sarjana dalam Pengurusan Sumber Manusia dari Universiti Utara Malaysia. Oleh itu, saya memerlukan kerjasama tuan/puan melengkapkan soal selidik yang akan mengambil kira-kira 30 minit masa tuan/puan.

Kualiti penyelidikan ini adalah bergantung kepada jumlah anggota terlibat, kerjasama dari tuan/puan amatlah dihargaai. Segala maklumat akan dirahsiakan.

Sila jawab semua soalan yang terbaik yang tuan/puan boleh. Tuan/puan hanya perlu membulatkan (O) jawapan yang sesuai bagi setiap soalan yang terdapat di dalam kajian ini. Jika terdapat sebarang persoalan berkaitan soal selidik ini, sila hubungi saya.

Terima kasih di atas kerjasama yang diberikan

Yang Benar,
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Universiti Utara Malaysia

Ref #:

A QUESTIONNAIRE FOR RESEARCH ENTITLED:

RELATIONSHIP BETWEEN SELF EFFICACY, JOB INVOLVEMENT, ORGANIZATIONAL COMMITMENT AND WORK FULFILMENT AMONG COMMUNITY POLICE OFFICER

KAJIAN BERTAJUK:
HUBUNGAN ANTARA KEBERKESANAN KERJA,PENGLIBATAN KERJA, KOMITMEN ORGANISASI DAN KEPUASAN KERJA DI KALANGAN POLIS KOMUNITI

All information will be treated as strictly confidential
(2014)

Semua maklumat akan dirahsiakan
(2014)

SECTION A: SOCIO-DEMOGAPHIC PROFILES
This section contains questions about your socio-demographic profile. Please answer **all** the questions by **circling the appropriate answer** OR by **filling the blanks**.

BAHAGIAN A: MAKLUMAT PERIBADI

Bulatkan jawapan yang betul

1. Age (umur)	1. Less than 20 (bawah 20)
	2. Between 21 and 30 (di antara 21 dan 30)
	3. Between 31 and 40 (di antara 31 dan 40)
	4. Between 41 and 50 (di antara 41 dan 50)
	5. More than 51 (51 ke atas)
2. Gender (jantina)	1. Male (lelaki)
	2. Female (perempuan)
3. Marital status (status perkahwinan)	1. Single (bujang)
	2. Married (berkahwin)
	3. Divorced (bercerai)

4.	Working experience (pengalaman bekerja)	1.	Less than 5 years (kurang dari 5 tahun)
		2.	Between 6 and 10 years (di antara 6 dan 10 tahun)
		3.	Between 11 and 15 years (di antara 11 and 15 tah
		4.	More than 15 years (lebih 15 tahun)
5.	Academic qualification (pendidikan)	1.	SRP/PMR
		2.	SPM
		3.	STPM
		4.	Diploma
		5.	Master's
6.	Job position / level (tangga jawatan)	1.	Constable (Konstabel)
		2.	Lance Corporal (Lans Koperal)
		3.	Corporal (Koperal)
		4.	Sergeant (Sarjan)
		5.	Sergeant Major (Sarjan Major)
		6.	Other (Lain-lain) _____

SECTION B: SELF EFFICACY
BAHAGIAN B: KEBERKESANAN DIRI

This section contains questions about self-efficacy towards your work. Please answer **all** the questions by **circling the appropriate answer** OR by **filling the blanks**.

Pada bahagian ini mengandungi soalan-soalan berkaitan keberkesanan diri terhadap perkejaan, sila jawap dengan membulatkan jawapan yang betul atau isi tempat kosong

(Sangat tidak setuju)Strongly Disagree ◄────────────────────► Strongly agree (Sangat setuju)

       1   2   3   4   5

1.	I wish I had changed jobs more often Saya berharap agar saya sentiasa tukar pekerjaan saya	1 2 3 4 5
2.	I wish I had gone back to school and restarted another career path that was better suited to me Saya berharap agar saya dapat pergi kembali ke sekolah dan memulakan semula laluan kerjaya yang lain, yang lebih sesuai untuk saya	1 2 3 4 5

67

3.	When I am confronted with a problem I can usually find several solution	1	2	3	4	5
	Apabila saya berhadapan dengan masalah, saya sentiasa boleh menemui beberapa penyelesaian					
4.	I am confident that I could deal efficiently with unexpected events	1	2	3	4	5
	Saya yakin saya boleh menangani dengan cekap kejadian yang tidak diduga					
5.	I have skills that help me to be successful	1	2	3	4	5
	Saya mempunyai kemahiran di mana ia membantu saya untuk saya berjaya					
6.	I believe I make good choices in my life	1	2	3	4	5
	Saya percaya bahawa saya membuat keputusan yang baik untuk kehidupan saya					
7.	I believe that I am strong person	1	2	3	4	5
	Saya percaya bahawa saya seorang yang kuat					
8.	I am hopeful about future	1	2	3	4	5
	Saya berharap tentang masa depan saya					
9.	It is easy for me to stick to my aims and accomplish my goals	1	2	3	4	5
	Ia adalah mudah bagi saya untuk berpegang kepada matlamat saya dan mencapai matlamat saya					
10.	I was taught to believe in the value of remaining loyal to one organization	1	2	3	4	5
	Saya telah diajar untuk mempercayai nilai setia kepada satu organisasi					

SECTION C: JOB INVOLVEMENT
BAHAGIAN C: PENGLIBATAN KERJA

Read the following statements and indicate your agreement or disagreement by circling the numbers given, based on the scale below:
Baca pernyataan di bawah dan bulatkan jawapan anda samaada setuju atau tidak, jawapan adalah berbentuk skala:

(Sangat tidak setuju) Strongly Disagree ◄─────────────────► Strongly agree (Sangat setuju)

1   2   3   4   5

The statements below is related to your job involvement

Pernyataan di bawah adalah berkaitan dengan penglibatan kerja anda sekarang

1.	My supervisor trust me in carrying out my work	1	2	3	4	5
	Penyelia saya mempercayaai saya dalam menjalankan kerja saya					
2.	The company always encourages me to offer ideas about workplace improvement	1	2	3	4	5

	Organisasi sentiasa menggalakkan saya untuk menawarkan idea-idea tentang penambahbaikan tempat kerja						
3.	I can decide the best way to do my work Saya boleh memutuskan cara terbaik untuk melakukan kerja saya	1	2	3	4	5	
4.	Top managers deligates their authority to employees in decision making process Pengurus atasan mewakilkan kuasa mereka kepada pekerja-pekerja dalam proses membuat keputusan	1	2	3	4	5	
5.	I am fully responsible for the work that I have been assigned to Saya bertanggungjawab sepenuhnya untuk kerja-kerja saya yang telah ditugaskan	1	2	3	4	5	
6.	I can easily get the cooperation from my superior when it is needed Saya dengan mudah boleh mendapatkan kerjasama daripada pegawai atasan saya apabila ia diperlukan	1	2	3	4	5	

SECTION D: ORGANIZATIONAL COMMITMENT

BAHAGIAN D: TANGGUNGJAWAB ORGANISASI

Read the following statements and indicate your agreement or disagreement by circling the numbers given, based on the scale below:
Baca pernyataan di bawah dan bulatkan jawapan anda samaada setuju atau tidak, jawapan adalah berbentuk skala:

(Sangat tidak setuju) Strongly Disagree ◄─────────────────────────► Strongly agree (Sangat setuju)

                1   2   3   4   5

The statements below is related to your organizational commitment

Pernyataan di bawah adalah berkaitan dengan tanggungjawab organisasi anda sekarang

1.	Am willing to put in a great deal of effort beyond that expected in order to help this organization be successful Saya bersedia untuk berusaha lebih dan diluar jangkaan untuk membantu organisasi ini Berjaya	1	2	3	4	5
2.	Talk up my organization to my friends as a great organization to work for Memberi tahu rakan-rakan saya bahawa organisasi ini adalah sebuah organisasi yang hebat untuk bekerja	1	2	3	4	5
3.	Would accept almost any type of job assignment in order to keep working for this organization Menerima hampir semua jenis tugasan kerja untuk memastikan bekerja untuk organisasi ini	1	2	3	4	5

		1	2	3	4	5
4.	Find that my values and the organization's values are very similar	1	2	3	4	5
	Mengetahui bahawa nilai-nilai saya dan nilai-nilai organisasi yang hampir sama					
5.	Am proud to tell others that I am part of this organization	1	2	3	4	5
	Saya amat berbangga memberi tahu rakan yang lain bahawa saya merupakan salah seorang ahli organisasi ini					
6.	Feel this organization really inspires the very best in me in the way of job performance	1	2	3	4	5
	Organisasi ini benar-benar memberi inspirasi yang terbaik kepada saya untukmeningkatkan prestasi kerja					
7.	Am extremely glad that I chose this organization to work for over others I was considering at the time I joined	1	2	3	4	5
	Saya amat gembira kerana saya memilih organisasi ini untuk bekerja walaupun ketika itu saya masih mempertimbangkan pekerjaan ini.					
8.	Really care about the fate of this organization	1	2	3	4	5
	Saya amat mengambil berat terhadap nasib organisasi ini					
9.	Feel, for me, this is the best of all possible organizations for which to work	1	2	3	4	5
	Pendapat saya, organisasi ini merupakan organisasi yang terbaik untuk bekerja					

SECTION E: WORK FULFILMENT

BAHAGIAN E: KEPUASAN BEKERJA

Read the following statements and indicate your agreement or disagreement by circling the numbers given, based on the scale below:
Baca pernyataan di bawah dan bulatkan jawapan anda samaada setuju atau tidak, jawapan adalah berbentuk skala:

(Sangat tidak setuju) Strongly Disagree ⟵—————————————————⟶ Strongly agree (Sangat setuju)

1   2   3   4   5

This statements below is related to your current job function

Pernyataan di bawah adalah berkaitan dengan pekerjaan anda sekarang

		1	2	3	4	5
1.	My present job is fun and I like it very much	1	2	3	4	5
	Pekerjaan saya sekarang adalah seronok dan saya sukakannya					
2.	My present job is satisfying	1	2	3	4	5
	Pekerjaan saya sekarang memuaskan					

3.	I am not bored with my present job Saya tidak bosan dengan pekerjaan saya sekarang	1	2	3	4	5
4.	My present job is good, and respected by others especially my colleagues and customer Pekerjaan saya sekarang adalah bagus dan dihormati rakan sekerja dan juga dihormati orang awam	1	2	3	4	5
5.	I am comfortable with my current job function Saya berasa selesa dengan fungsi pekerjaan saya sekarang	1	2	3	4	5
6.	I like my present job because it is challenging Saya sukakan pekerjaan saya sekarang kerana ia mencabar	1	2	3	4	5
7.	I feel that my current job suites me very much Saya merasakan pekerjaan saya sekarang adalah sesuai dengan saya	1	2	3	4	5
8.	My present job gives me a sense of achievement Pekerjaan saya sekarang membantu saya mencapai kejayaan	1	2	3	4	5

(Sangat tidak setuju) Strongly Disagree ←——————————————→ Strongly agree (Sangat setuju)

               1   2   3   4   5

The following statements are regarding the coaching and guiding from your supervisor

Pernyataan di bawah adalah berkaitan latihan dan bimbingan dari penyelia

1.	My supervisor should take more responsibility on my performance Penyelia saya harus lebih bertanggungjawab terhadap pencapaian kerjaya saya	1	2	3	4	5
2.	My supervisor needs to praise more on good performance Penyelia saya harus lebih memuji terhadap pencapaian kerja saya yang lebih baik	1	2	3	4	5
3.	My supervisor should spend more time to provide assistance to me Penyelia saya harus lebih meluangkan masanya untuk memberi bantuan terhadap pekerjaan saya	1	2	3	4	5
4.	I need more supervision from my supervisor Saya memerlukan perhatian yang lebih dari penyelia	1	2	3	4	5
5.	My supervisor respect my job very much Penyelia saya sangat menghormati pekerjaan saya	1	2	3	4	5
6.	My supervisor encourages me to extend my abilities Penyelia saya menggalakkan saya untuk mengembangkan bakat saya	1	2	3	4	5

The following statements are regarding your compensation and pay

Berikut adalah pernyataan berkaitan gaji dan pampasan

1.	I feel that I am adequately paid as compare . to others in the organization and in similar industry Saya merasakan gaji yang diterima adalah mencukupi jika dibandingkan dengan organisasi lain	1　2　3　4　5
2.	I am satisfied with the salary and incentives that I received for the job done Saya berasa puas hati dengan gaji dan insentif yang saya terima	1　2　3　4　5
3.	In my job, my only concern is the incentive Di dalam pekerjaan , saya lebih menitikberat terhadap insentif	1　2　3　4　5
4.	The pay that I received is commensurate with my contribution to the organization Gaji yang saya terima adalah setimpal dengan sumbangan yang saya berikan kepada organisasi	1　2　3　4　5
5.	I feel good to remain in this position because it pays (incentive) based on how well did perform Saya berasa baik untuk mengekalkan pekerjaan saya kerana gaji (insentif) yang diterima adalah setimpal dengan sumbangan kerja saya.	1　2　3　4　5
6.	I feel that I will be more satisfied if I can sell more and get more pay (incentive) Saya merasakan lebih berpuas hati sekiranya saya boleh lebih berproduktif dan mendapat gaji dan insentif yang juga lebih	1　2　3　4　5

~~~~ Thank you very much for completing the questionnaire ~~~~

Terima kasih di atas kerjasama anda

Frequency Table

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Melayu	88	73.3	73.3	73.3
	Cina	5	4.2	4.2	77.5
	India	27	22.5	22.5	100.0
	Total	120	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lelaki	108	90.0	90.0	90.0
	Perempuan	12	10.0	10.0	100.0
	Total	120	100.0	100.0	

Marital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	9	7.5	7.5	7.5
	2.00	111	92.5	92.5	100.0
	Total	120	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	75	62.5	62.5	62.5
	Certificate /Diploma	24	20.0	20.0	82.5
	Bachelor Degree	19	15.8	15.8	98.3
	Master	2	1.7	1.7	100.0
	Total	120	100.0	100.0	

C_age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less 25	36	30.0	30.0	30.0
	26-35	26	21.7	21.7	51.7
	36-45	38	31.7	31.7	83.3
	more 46	20	16.7	16.7	100.0
	Total	120	100.0	100.0	

C_length

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	85	70.8	70.8	70.8
	>6	35	29.2	29.2	100.0
	Total	120	100.0	100.0	

c_JS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	46	38.3	38.3	38.3
	3.00	74	61.7	61.7	100.0
	Total	120	100.0	100.0	

c_SE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	1.7	1.7	1.7
	2.00	43	35.8	35.8	37.5
	3.00	75	62.5	62.5	100.0
	Total	120	100.0	100.0	

c_JI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	1.7	1.7	1.7
	2.00	31	25.8	25.8	27.5
	3.00	87	72.5	72.5	100.0
	Total	120	100.0	100.0	

C_oc9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	47	39.2	39.2	39.2
	3.00	73	60.8	60.8	100.0
	Total	120	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JS	120	2.80	4.75	3.8692	.40771
SE	120	1.60	4.70	3.8392	.65199
JI	120	1.17	5.00	4.0097	.66782
OC	120	2.78	5.00	3.7769	.51019
Valid N (listwise)	120				

Correlations

Correlations

		SE	JI	OC9	JSNew
SE	Pearson Correlation	1	.374**	.274**	.428**
	Sig. (2-tailed)		.000	.002	.000
	N	120	120	120	120
JI	Pearson Correlation	.374**	1	.157	.502**
	Sig. (2-tailed)	.000		.087	.000
	N	120	120	120	120
OC9	Pearson Correlation	.274**	.157	1	.369**
	Sig. (2-tailed)	.002	.087		.000
	N	120	120	120	120
JSNew	Pearson Correlation	.428**	.502**	.369**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	120	120	120	120

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	OC9, JI, SE[b]		Enter

a. Dependent Variable: JSNew

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.614[a]	.377	.361	32596

a. Predictors: (Constant), OC9, JI, SE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.456	3	2.485	23.390	.000[b]
	Residual	12.325	116	.106		
	Total	19.781	119			

a. Dependent Variable: JSNew

b. Predictors: (Constant), OC9, JI, SE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.660	.277		5.994	.000
	SE	.136	.051	.217	2.668	.009
	JI	233	.048	.382	4.824	.000
	OC9	.199	.061	.250	3.269	.001

a. Dependent Variable: JSNew

77