

**THE EFFECT OF THE ENVIRONMENTAL,
ORGANIZATION CULTURE FACTORS ON JOB
SATISFACTION STUDY OF ROYAL MALAYSIAN
POLICE**



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**MASTER OF SCIENCE (MANAGEMENT)
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By
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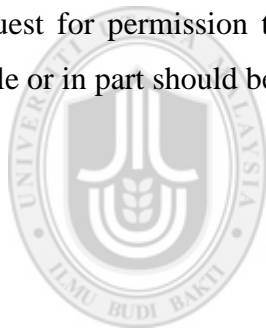
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Abstrak

Terdapat banyak faktor yang membawa kepada prestasi kerja yang rendah terhadap pegawai polis. Organisasi tidak boleh mencapai tahap daya saing yang tinggi dan kualiti perkhidmatan pelanggan yang bagus jika pekerja mereka tidak berasa puas hati. Dengan kata lain, bagi sesebuah organisasi untuk mempunyai pelanggan yang berpuas hati, ia mesti mempunyai pekerja berpuas hati. Oleh itu, mengekalkan dan meningkatkan kepuasan kerja adalah penting dalam usaha untuk mewujudkan pekerja berkualiti, tempat kerja dan kerja itu sendiri. Oleh itu, tujuan kajian ini adalah untuk mengkaji hubungan antara budaya organisasi (kesetiaan, cabaran kerja, kerjasama rakyat dan perpaduan sosial) dan kepuasan kerja; untuk menganalisis hubungan antara faktor persekitaran (penyeliaan, gaji dan insentif, persepsi awam, dasar organisasi dan strategi dan peluang kenaikan pangkat) dan kepuasan kerja. Model kesesuaian digunakan, telah diilhamkan dengan menggabungkan teori-teori, untuk mengkaji kesan kebudayaan dan alam sekitar terhadap kepuasan kerja. Data untuk kajian ini diperolehi dengan menggunakan borang soal selidik daripada pegawai 350 polis di Malaysia, dan dianalisis dengan menggunakan SPSS 17.0. Deskriptif, Kebolehpercayaan, Ujian-T, Korelasi dan Regresi Analisis telah dijalankan untuk menguji hipotesis ini. Kajian mendapati bahawa kesetiaan, cabaran kerja, gaji dan insentif, dasar organisasi dan strategi dan peluang kenaikan pangkat mempunyai hubungan dan tugas yang penting kepuasan secara langsung. Pelaksanaan teori, praktikal dan pengurusan juga dibincangkan, bersama-sama dengan cadangan untuk menjalankan penyelidikan pada masa hadapan.

Kata kunci : Kepuasan Kerja, Faktor Alam Sekitar, Faktor Budaya Organisasi, dan Polis Diraja Malaysia (PDRM)

Abstract

There are many factors that led to low performance of police work. Organizations cannot achieve high competitive levels of customer service quality if their employees do not feel satisfied. In other words, for an organization to have satisfied customers, it must first have satisfied employees. Therefore, maintaining and enhancing job satisfaction is important in order to establish quality worker, workplace and the work itself. The purpose of this study is to investigate the relationship between organizational culture (loyalty, job challenges, citizen cooperation and social cohesion) and job satisfaction; to analyze the relationship between environmental factors (supervision, salary and incentives, public perception, organization policy and strategy and promotion opportunity) and job satisfaction. The congruence model used, was inspired by combining the theories, in order to study the effects of culture and environment on job satisfaction. The data for this study were collected, using questionnaires from 350 police officers in Malaysia, and was analyzed, using SPSS 17. Descriptive, reliability, T-test, correlation and regression analyses were run to test these hypotheses. The study found that loyalty, job challenges, salary and incentives, organization policy and strategy and promotion opportunity has a direct significant relationship and job satisfaction. Theoretical, practical and managerial implementations are also discussed, along with suggestions for future research avenues.

Keywords: Job Satisfaction, Environment Factors, Organizational Culture Factors, and Royal Police Malaysian (RMP)

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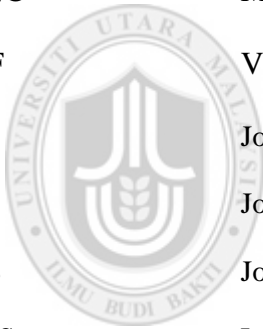
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List of Abbreviations

RMP	Royal Malaysian Police
GTP	Government Transformation Programme.
NKRA	National Key Results Areas
NKPI	National Key Performance Indicators
SPSS	Statistical Package for the Social Sciences
BP	Police Station
MNC	Multinational Company
VIF	Variance Inflation Factor
JSS	Job Satisfaction Survey
JDI	Job Descriptive Index
JDS	Job Diagnostic Survey
LJSS	Level of Job Satisfaction Survey



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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter introduces and focus on the background of this study, problem statement and the issues within the Royal Malaysian Police (RMP) in Malaysia, research objectives, research questions. Further elaborations will be made on the scope of the study followss by the purpose and significance of the study.

1.2 Background of This Study

One significant aspect of public sector organizations that has been addressed in recent years is job satisfaction (Ercikti *et al.*, 2011). It has drawn this interest because of the complex issues that face governmental agencies in the 21st. Century due to the changing in Malaysian demand not only for the quality of the services but they also need for efficiency and effectiveness of the service delivery. As defined by Greenberg (2011), job satisfaction as a “positive or negative attitudes held by individuals toward their job”. Job satisfaction has an influence on productivity in different ways. For instance, positive changes in working groups, supervision, incentives, and the work itself can increase the productivity and the quality of services in organizations (Argyle, 1972).

However, job dissatisfaction can lead to lower productivity, efficiency, effectiveness and poor employee morale (More *et al.*, 2006). Although the concept of job satisfaction has been extensively investigated in other professions, empirical research conducted on job satisfaction among police officers has been limited (Buzawa *et al.*, 1994), and especially in Malaysia country. To date, no published articles about job satisfaction among Royal Malaysian Police (RMP) officers has been found and no study has been carried out to measure the level of job satisfaction among police officers in Malaysia.

In Malaysia the crime rate has been increasing rapidly in the last few years. According to the Government Transformation Programme (GTP) Annual Report (2010) the total index of crimes for 2006, 2007, 2008 & 2009 were 196,780 cases, 209,582 cases, 211,645 cases and 209,817 respectively. This statistics shows that index crimes increased from 2006 to 2007 is 12,802 or 6.5% of cases while it increased crime index for the years 2007 to 2008 was 2,063 cases, or 1%. The overall Index Crime rate increased from 746 reported crimes per 100,000 population in 2006 to 767 in 2007 and 2008 – a rise of nearly 3%. 3% increment in index crimes rate dramatically is an “Indicator” that shows the level of police ability as well as government services one poor which level lead to public dissatisfaction. Figure 1.1 shows index crime in Malaysia from 2006 to 2009.

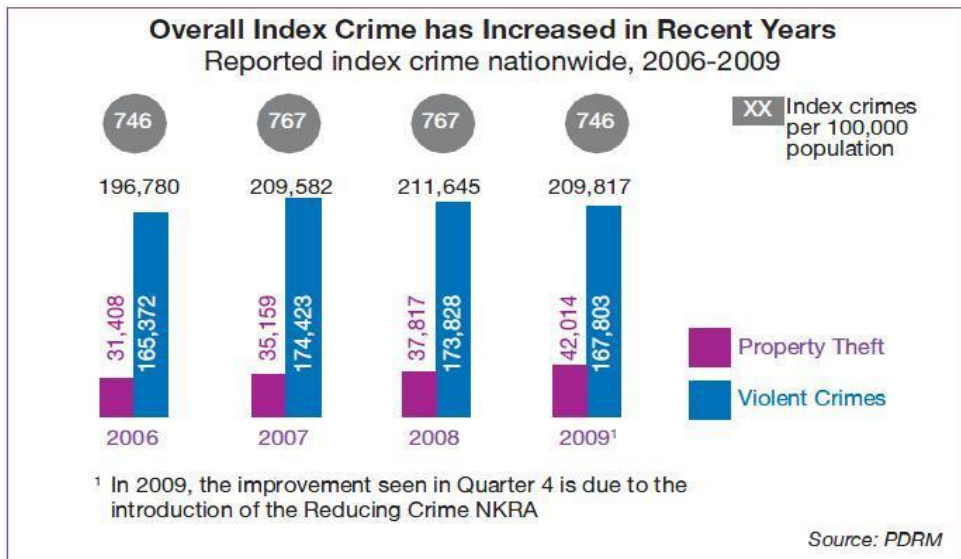


Figure 1.1:
Crime rates Statistic (2006, 2007, 2008 and 2009)
Source : GTP Annual Report 2010

In order to increase the efficiency of public services, to improve the quality, and to make government more transparent, on 3 April 2009, the Prime Minister Dato' Seri Mohd Najib launched the Government Transformation Programme (GTP). The main objective is to improve the government delivery of services to the people and move Malaysia forward to achieve the aspirations of Vision 2020. Under GTP roadmap, there are six pillars or National Key Result Areas (NKRAs) based on the rakyat's most pressing concerns (Mohd Najib, 2009).

One of these NKRAs is Reducing Crime Rates were led by the RMP. There is, five National Key Performance Indicators (NKPIs) was set by the government for RMP to achieve these NKRAs. There are (1) to reducing index crime by 5% by the end of 2010, (2) reducing street crime by 20% by the end of 2010, (3) reducing fear of victims criminals as much as 58.5% by the end of 2010, (4) enhancement violent crime offenders to trial by 200 cases by the end of 2010, and (5) public perception on

police performance improved by 35.8% by the end of 2010. In the first horizon (2010 – 2012), 50 crime hotspots in four states include Kuala Lumpur, Selangor, Pulau Pinang and Johor were identified (GTP Annual Report, 2010). These programs involve additional budget for RMP include financial budget, manpower, logistic facilities etc. According to Datuk Wira Abu Seman (2010), a total of RM249.85 million additional budgets were given to the RMP for implementation of NKRA programs.

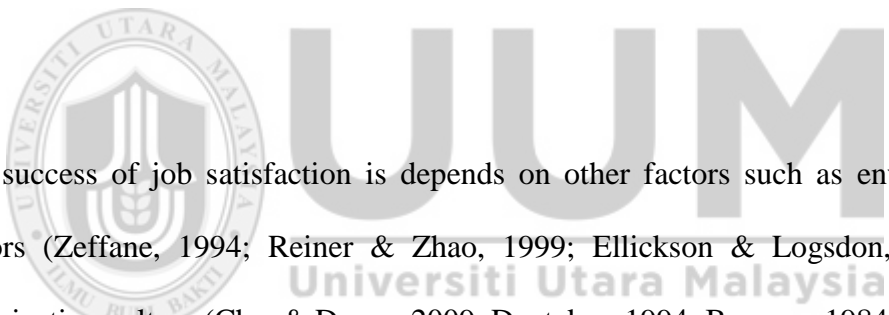
According to George (2012), he says “some Malaysian feel unsafe, even though the crime index down”. However, according to Tan Sri Robert Phang (2012), the majority of Malaysians is still not truly convinced that the country is safe, despite the GTP Annual Report 2011 NKRA: Reducing Crime had shown that the crime index is down. Datuk Seri Mohd Bakri (2010), admitted there was the perception of insecurity among the people although the crime rate can be reduced during 2010. However, there are few indicators to support why public feel unsatisfactory with the police performance.

1.3 Problem Statement

There are many factors that led to low performance of police work. According to Garcia *et al.*, (2005), organizations cannot achieve high competitive levels of customer service quality if their employees do not feel satisfied. In other words, for an organization to have satisfied customers, it must first have satisfied employees.

Therefore, maintaining and enhancing job satisfaction is important in order to establish quality worker, workplace and work itself.

Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer. While this is a well-known fact in management practices, economic downturns like the current one seem to cause employers to ignore it. Therefore, this study aims to contribute to the existing body of knowledge by examining Job satisfaction to validate the real practices of Job satisfaction in Malaysian police department.



The success of job satisfaction is depends on other factors such as environmental factors (Zeffane, 1994; Reiner & Zhao, 1999; Ellickson & Logsdon, 2001) and organization culture (Chan& Doran, 2009, Dantzker, 1994; Buzawa, 1984).

However, there is a lack of studies that investigate the factors in a comprehensive framework that may affect the employees' job satisfaction. Furthermore, Carlan, (2007), Abdulla *et al.* (2011), and Sharma & Bajpai (2011) suggested that the inclusion of the environmental factors and organization culture factors is needed in the study to examine which factors that's may affect the employees' job satisfaction. Thus, it is important to investigate whether the same evidence can be found in the Malaysian police department for environmental factors and organization culture factors which may affect the job satisfaction. If the findings of this study are

consistent with the previous studies, then it would be possible to identify the relationship structure in the Royal Malaysian Police (RMP).

Thus, this study will attempt to investigate whether the factors of environmental factors (e.g. salary and incentives, supervision, public perception, promotion opportunity and organization policy and strategy) and organization culture factors (e.g. job challenges, loyalty, social cohesion and citizen cooperation) affect job satisfaction in a comprehensive framework. The results will confirm whether those variables (e.g. salary and incentives, supervision, public perception, promotion opportunity, organization policy and strategy, job challenges, loyalty, social cohesion and citizen cooperation) may play important role that may affect the employees' to be satisfied with their work especially in the Royal Malaysian Police.

Moreover, there is a lack of empirical research to explain how the environmental and work culture factors will affect Royal Malaysian Police (RMP) satisfaction. While different factors have been investigated in connection with the execution of the job satisfaction of employees around the world, there is little attention to cultural factors and environmental organizations in most of the research organization (Zeff, 1994; Reiner & Zhao, 1999; Ellickson & Logsdon, 2001; Chan & Doran, 2009).

1.4 Research Questions

This study has two research questions, the questions are:

- a. Do organizational culture factor (e.g. loyalty, job challenges, citizen cooperation and social cohesion) affect job satisfaction?
- b. Do environmental factors (e.g. supervision, salary and incentives, public perception, organization policy and strategy and promotion opportunity) affect job satisfaction?

1.5 Research Objectives

This study has two objectives. The objectives are:

- a. To investigate the relationship between organization culture factors (e.g. loyalty, job challenges, citizen cooperation and social cohesion) and job satisfaction
- b. To analyse the relationship between environmental factors (e.g. supervision, salary and incentives, public perception, organization policy and strategy and promotion opportunity) and job satisfaction.

1.6 Scope of the Study

The scope of this study will be in Peninsular Malaysia. There are three level of organization in police hierarchy which is Contingent level, District level and Police Station level. The targeted respondents are police officers working in this organization. There are 12 contingents in Peninsular Malaysia. The justification for

the selection of the study area is due to the high crime rate index and the high population density. Due to this justification, Selangor Police Contingent (Contingent level), Gombak district (District Level) and three main police stations in Gombak which is Selayang Police Station (BP), Gombak Police Station (BP) and Rawang Police Station (BP) (Police Station level) district is chosen in this study. The focus of this study to investigate the relationship between organization culture factors (e.g. job challenges, loyalty, social cohesion and citizen cooperation) and job satisfaction, and to examine the relationship between environmental factors (e.g. salary and incentives, supervision, public perception, promotion opportunity and organization policy and strategy) and job satisfaction among police officers and the outcomes of job satisfaction.

1.7 Purpose and Significance of the Study

The purpose of this study is to identify the determinants of job satisfaction among the police officers in Malaysia, one of the largest public sector organizations in the Malaysia, by emphasizing on the environmental and organization culture factors.

First, the review on literature revealed that there is a limited empirical research work conducted to examine the relationship between organizational culture factors, environmental factors and job satisfaction (Carlan, (2007); Abdulla *et al.* (2011); Sharma & Bajpai (2011)). In addition, most of the work related to this has been far from empirical-based research work. Therefore, this study adds to the existing limited empirical research stream by studying the factors that may affect job satisfaction in

Malaysia. In recognition of the need, Carlan, (2007) suggested that factors such as environment and organization culture factors could affect job satisfaction and explain better the importance of job satisfaction which can lead to better employees' performance. Thus, this study contributes to the very limited existing literature by testing the relationship between environmental factors, organization culture factors, and job satisfaction in a comprehensive relationship in a single framework, which may be valuable in directing towards factors that could enhance higher level of job satisfaction in Royal Malaysian Police (RMP).

Second, one significant contribution of this study is that it tests the hypothesized relationship in comparison to previous research which focused on service and manufacturing sectors on other sectors or companies. It has been widely emphasized in the literature that for sectors to be able to create value for customers and employees, a close coordination between environmental factors, organization culture factors and job satisfaction has to be established (Abdulla *et al.*, 2011). Also, there have been many studies investigating the effects of environmental factors, organization culture factors on job satisfaction, but to the best of the researcher's knowledge, there is no empirical research examining the effects of environmental factors, organization culture factors on job satisfaction in Malaysia. Therefore, this study is one of the first attempts to identify the effects of environmental factors, organization culture factors on job satisfaction in the police department in Malaysia. Thus, it is considered to be one of very few researches focusing on Asian countries around the world.

Third, it has been emphasized that most job satisfaction studies were conducted in the Western countries and few studies were conducted in the Asian countries including the Middle East (Abdulla *et al.*, 2011). Thus, this study compiles basic data for future research on how environmental factors and organization culture factors stimulate the job satisfaction in police department in the Asian and developing countries' setting.

The findings of this research may provide invaluable information for police top management or policy makers to better manage or guide their employees in an effort to improve employee's satisfaction. Further, they can implement necessary changes to increase officers' job satisfaction levels, which in turn provide better services for citizens.



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On the other hand, this finding can be used to guide top management or an alternative to create a better work environment; in turn job satisfaction among police officers in Malaysia that could be increased. The impact of low performance basically from the low score on job satisfaction will jeopardize and tarnished the integrity and image of the force. Thus this study could assist police top management to create and to find the utmost solution to lessen the problems in maintaining the glory and relevancy of the force.

Finally, the findings of the study also could assist police top management in formulating policies and strategies that would help to improve overall job satisfaction

by removing organizational obstacles to optimize organizational performance and policeman attitudes.

1.8 Structure of the Research

This thesis comprises of five chapters. The following is a summary of each chapter.

Chapter One gives a brief introduction to the background and the research problem for this study, and justification of the study. It then outlines the research questions, objectives of this study, significance of the study, scope of the study, and then presents the structure and process of this research.

Chapter Two will contain a literature review with a focus on previous research.

Chapter Three will present the research methodology and justifies the methods will be used in this study. This is followed by a discussion of the research design including the development of the instrument, population, sample and data collection. It also covers methods used for data analysis management.

Chapter Four will present the analysis of data associated with the research framework.

Chapter Five will present the discussions, suggestions and concluding remarks.

This chapter presented the background of the research, problem, objectives, significance, and definitions of important terms, as well as the overall structure of the five chapters in this study.



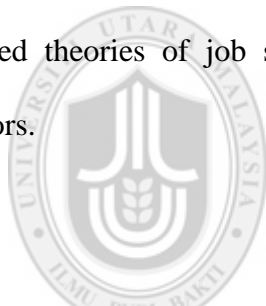
CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter reviews the related literature on the concept, theory, model and assessment of job satisfaction in order to understand these concepts in policing setting as a foundation for developing a theoretical framework to be tested in this research.

This chapter is organizing will explain all the variables namely job satisfaction, related theories of job satisfaction, organization culture factors and environment factors.



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2.2 Concept of Job Satisfaction

In literature, researchers have not reached a consensus to date of a single definition that describes the totality of what job satisfaction really is. However, several attempts have been carried out to define the concept; for instance, Spector (1997) defined job satisfaction as the level to which people like their jobs while Greenberg (1997) defined it as a positive or negative attitudes harboured by individuals towards their jobs. Cranny *et al.* (1992) also defined job satisfaction and stated that it is a contribution of cognitive and affective responses to the differential perceptions of employee's inclination to receive in comparison to what he/she actually receives. Added to this, the concept has been utilized to reflect a mixture of employee feelings

towards the varying aspects of job satisfaction like the work nature, level of pay, opportunities for promotion and satisfaction with co-workers (Schermerhorn, *et al.*, 2005). The significance of examining job satisfaction as a concept comes from two streams of findings; first, job satisfaction is related with maximized productivity and organizational commitment, minimized absenteeism and turnover, and eventually, optimum effectiveness (Ellickson & Logsdon, 2001). In relation to this, Wright & Davis (2003) stated that the benefits obtained by employees from their firm's impact them in terms of their effort, skill, creativity and productivity that they are inclined to reciprocate. The focus on job satisfaction is also urged by humanitarian reasons – the premise that employees deserve respectable treatment and they deserve to have their well being taken into consideration (both psychological and physical) (Spector, 1997; Ellickson & Logsdon, 2001).

Another significant finding is that low job satisfaction has adverse outcomes including withdrawal behaviour, increased costs, decreased profits and consequently, customer dissatisfaction (Zeffane *et al.*, 2008). In this regard, dissatisfied employees may display disruptive behaviours that negatively affect upon their productivity, performance and those around them (Spector, 1997). Dissatisfaction or low job satisfaction may be indicators of counterproductive employee behaviour and can lead to absenteeism (Spector, 1985), and intentions of turnover (Spector, 1985; Dupre & Day, 2007).

There are quite many reasons behind the importance of job satisfaction in the context of police organizations. First, adverse attitudes towards work can negatively impact

job performance in the quantity and quality of services offered. In other words, poor performance can affect police-community relationships by negatively affecting public perceptions of the police force (Buzawa *et al.*, 1994). Additionally, Hoath *et al.* (1998) stated that job satisfaction presents a moral obligation to show concern for employees and facilitate positive work-related attitudes – it lessens stress levels and eventually, workers show less stress symptoms like absenteeism, burnout and alcoholism.

Moreover, police officers can display great levels of employee turnover owing to low job satisfaction (Zhao *et al.*, 1999). Similarly, in Loo's (2004) study, he revealed that a significant proportion of respondents meet the high burnout profile of police managers that required organizational intervention. As a consequence of high employee turnover, heightened recruitment and training expenses for the new police applicants may harm the limited appropriated budget for law enforcement agencies and hence putting the public safety at stake. As a result, job satisfaction among police officers may explain how police service quality can be enhanced.

In this regard, Herzberg (1959) demonstrated that various factors combine to develop job satisfaction and dissatisfaction among employees and identified them into two categories namely motivators or hygiene factors. The former promotes job satisfaction and covers achievement, responsibility, the work itself, recognition, and promotions or advancement. Such hygiene factors do not directly result to job satisfaction of employees but the absence of such factors may result in job dissatisfaction in terms of organizational policies, supervision and leadership, pay or salary, working ambiance,

communication with supervisors/colleagues. According to Herzberg, employees need to achieve an acceptable degree of hygiene factors in order to perceive neutrality in their jobs. Hence, they look for ways to eliminate dissatisfaction felt as a result of their absence and they concentrate on enhancing the work environment motivators to heighten job satisfaction. Meanwhile, Zhao *et al.* (1999) claimed that Herzberg's (1959) proposed two-factor theory of job satisfaction offers an invaluable theoretical framework for the empirical assessment of the police officers' job satisfaction. They also added that an extensive investigation of job satisfaction should include organizational variables along with job characteristics and demographic characteristics of employees. Furthermore, next section will discuss the determinate of job satisfaction.

2.3 Determinants of Job Satisfaction

For many years, several studies have tried to categorize and identify factors that impact job satisfaction. For instance, literature dedicated to job satisfaction determinants can be categorized into two types – the content perspective that considers job satisfaction from the needs fulfilment perspective, and the process perspective that stresses on the cognitive process resulting in job satisfaction (Foster, 2000; Spector, 1997). The former posits that all individuals have the same group of needs and hence recommends the characteristics that must exist in jobs. Several theories in this calibre include Maslow's (1954) hierarchy theory and Herzberg *et al.*'s (1959) motivator-hygiene theory.

On the other hand, scholars that proposed the process theories de-stressed on the role of needs and instead focused on the processes that lead to job satisfaction/dissatisfaction. These include Vroom's (1964) expectancy theory, and Adam's (1963) equity theory. In the current literature, Rollinson (2008) contended that the above two perspectives complement rather than go against each other and that scholars need to include both in their study of job satisfaction determinants.

Moreover, studies dedicated to both perspectives have revealed a range of factors when it comes to job satisfaction and such factors can be categorized into two namely demographic factors (individual attributes and characteristics such as gender, age and job level) and environmental factors (factors related with work or environment such as salary, promotion and supervision) (Zeffane, 1994; Reiner & Zhao, 1999; Ellickson & Logsdon, 2001). Studies dedicated on environment factors are based on the notion that job satisfaction positively relate to the level to which individual's work satisfy his/her needs (Ellickson & Logsdon, 2001). In this regard, Zhao *et al.* (1999) stated that only limited research has been conducted on the work environment-job satisfaction relationship in the context of police force.

2.4 Environmental Factors

Prior studies (e.g. Zeffane, 1994; Reiner & Zhao, 1999; Ellickson & Logsdon, 2001) stated that environmental factors refer to factors related with the work or with the environment like salary, promotion and supervision. In addition, Herzberg (1968) and Spector (2008) claimed that work environment significantly affects the level of

employee's satisfaction and dissatisfaction. In the context of police officers, Abdulla *et al.* (2011) revealed that environmental factors significantly and positively relate with job satisfaction and they determined several significant environmental factors that constitute the highest impact on job satisfaction including salary and incentives, a positive work perception, public perception, organizational policy and strategy, supervision, satisfaction with colleagues and opportunities for promotion.

Considering the fact that current studies revealed that the work environment better predicts job satisfaction (e.g. Abdulla *et al.*, 2011; Reiner & Zhao, 1999; Carlan, 2007; Ellicskson & Logsdon, 2001)

2.4.1 Salary and Incentives

Salary and incentives is one of the extrinsic rewards. According to Daft (2010), extrinsic rewards defined as a reward given by another person, typically manager and include basic pay, pay increase, allowances, bonuses, fringe benefits and other forms of incentive that have monetary value. Salary refers to a form of payment given periodically by an employer to an employee, which is included in the employment contract. It is different from piece wages where every job, hour or unit is separately paid, as opposed to every period. Pay has been deemed to be a significant reward that motivates employees' behaviour (Taylor & Vest, 1992).

It can be considered by a worker as symbolizing his/her achievement, recognition and other work aspects (Locke, 1976) while for another, it could represent security as in

the case of third world countries, Al-Saadi (1996). In this regard, Aksu & Aktas (2005) revealed that employees are quite concerned about issues pertaining to salary owing to their impact on living standards and significance towards security provision.

Several researchers have dedicated their work to the salary concept and to exploring its impact on job satisfaction owing to the notion that in order to realize workers' satisfaction, it is important that they are paid more. Added to this salary is a tool that achieves lower and higher needs of workers (Luthan, 2005). According to Herzberg *et al.* (1959), salary can be considered as the hygiene factor that prevents satisfaction among employees as there appears to be a relationship between salary and satisfaction in cases where the employee feels that his/her salary is just compared to others (Rollinson, 2008). Prior studies revealed the relationship between salary and job satisfaction when employees are convinced that their salary they receive is equitable (Ting, 1997; Ellickson & Logsdon, 2001). In this regard, Williams *et al.* (2006) stated that both fairness and equity are significant determinants of pay satisfaction more than the actual pay level. In a related meta-analysis conducted by Cohen-Charash & Spector (2001), they found justice to be significantly related with pay satisfaction.

In a related factor, fringe benefits refer to those benefits provided by employers to their employees in addition to the salary. They are monetary and/or non-monetary benefits like health insurance, vehicle, travel tickets, accommodation and retirement benefits (Aswathappa, 2005). Some studies dedicated to job satisfaction deemed fringe benefits as significant determinants of job satisfaction. For example, Ellickson & Logsdon (2001) showed that fringe benefits along with pay determine job

satisfaction. They added that employees who are highly educated are highly concerned about fringe benefits and facilities although they are already recipients of a good salary.

Along the same line of discussion, rewards and recognitions are also important elements covered under salary. Recognition programs form one of the several categories of non-financial benefits (Dessler, 2011) whereas recognition is a contingent reward that is not often financial in form (Spector, 1997). Such rewards are often provided based on good performance. Recognition can be given monthly and or annually in the form of official letters, recognition through thanks or gifts. According to another study (Peterson & Luthans, 2006), recognition positively affects performance alone or combined with financial rewards. Majority of employers combine both financial and non-financial rewards. In a survey involving 235 managers, the most-used rewards that motivate employees in order of their effects are employee recognition, gift certificates, special events, cash rewards, merchandise incentives, e-mail/print communication, training programs, work/life benefits, variable pay, group travel, individual travel and sweepstakes (Mitchell, 2000). According to prior studies (Herzberg *et al.*, 1959; Spector, 1997), recognition is one of the satisfied factors and it positively affects job satisfaction.

On the contrary, lack of proper recognition for a successful job achievement by an employee appears to be a big issue in many organizations (Mitchell, 2000); for instance, employees experiencing little recognition have a higher tendency to feel dissatisfaction and frustration.

Moreover, the issue surrounding financial rewards is among the sources of employee job satisfaction at work (Lambert *et al.*, 2001). Financial rewards are generally viewed as a tool upon which firms can increase their employees' performance as well as their productivity (Al-Fadley, 1996). For instance, financial rewards like annual bonuses, merit pay, commission plan among others would contribute to the satisfaction of employees and hence, their lack thereof will promote negative feelings among workers. In Al-Fadley's (1996) study in the Cairo police force context, lack of financial rewards was found to determine job dissatisfaction.

Moreover, benefits are also included under salary and incentives – where it is defined as indirect financial and non-financial payments given to employees for maintaining their employment at the company (Dessler, 2011). Such benefits include health and life insurance, pensions, time off with pay and child-care. Time off with pay periods include holidays leave, annual leave, vacations, funeral leave, sick leave and maternity leave. According to Abdulla *et al.* (2011), a significant positive association exists between salary, incentives and job satisfaction.

2.4.2 Supervision

A supervisor is a front-line manager who holds the responsibility of supervising the employees (Heery & Noon, 2001). A direct supervisor/line manager plays a crucial role in creating and completing the development plan of an employee (Aguinis, 2009) and this will assist the supervisor in understanding the process from the perspective of the employee and it will facilitate the anticipation of potential barriers and adverse

attitudes and create an effective plan (Dunning, 2004). In this regard, supervisor roles were enumerated by Aguinis (2009) – according to him, it is important for a supervisor to explain what is required to be done to the employee in order to realize the desired performance with the inclusion of the steps to be taken to enhance such performance. The supervisor’s main role is to refer the employee to suitable developmental activities that can help in goal achievement, where the former reviews and suggests some developmental objectives. Moreover, the supervisor is also responsible to check the progress of the employee towards the achievement of the goals and it is pertinent that reinforcements are also provided to motivate the employee. Such reinforcements can be either extrinsic (e.g. bonuses, additional benefits) or it can include a challenging and interesting assignment that leverages new skills obtained (Aguinis, 2009).

Prior studies that revealed workers’ enjoyment of a supportive relationship with their supervisor also revealed greater job satisfaction levels (Ting, 1997). On the contrary, if the leader commands low trust and lacks communication then employees may experience stress, which could lead to their feelings of dissatisfaction (Wech, 2002). Abdulla (2009) stated that the supervision fact comprise many significant elements that positively impacts the job satisfaction level of employees. Such elements include the involvement of employees in the process of decision making (Miller & Monge, 1986), providing useful feedback to employees (Hackman & Oldham, 1980; Riley, 1996; Robbins, 2003) and carrying out an equitable performance appraisal system. According to recent study (Abdulla, 2009; Abdulla *et al.*, 2011), supervision positively relates to job satisfaction.

2.4.3 Public Perception

Public is described as the community of organizational users (e.g. customers/clients). There has been a noted increase in the measurement of public satisfaction concerning the services offered by the organization. Organizations leverage public satisfaction to realize service quality and as such, many studies have investigated the role of customer satisfaction in the framework of service quality (e.g. Parasuraman *et al.*, 1988; Adcock, 2000).

The achievement of great employee satisfaction levels have also been revealed to be the most optimum way to care for customers for whom an organization is desirous of providing the best service quality (Adcock, 2000). To this end, Rust *et al.* (2004) stated that satisfied customers tend to lead to satisfied employees and this is especially true in organizations whose employees are directly in contact with customers (e.g. police force). Also, Fosam *et al.* (1998) claimed that employee satisfaction with regards to jobs and work environment make proud and motivated employees who are inclined to provide high quality services to customers comprising the public as a whole.

Studies dedicated to the examining the phenomenon in the context of the police force such as Fosam *et al.* (1998) and Lim *et al.* (2000) reached to the conclusion that public perception impacts job satisfaction. Specifically, Fosam *et al.* (1998) elaborated that the perceived public view and the perceived service quality of the

public, their involvement in quality improvement and issues of staffing resource are all predict job satisfaction.

This contention is supported by Yim and Schafer (2008) who stated that the perception of police officers of what the public think of them is a complex issue and needs extensive research. They added that police officers are convinced of their negative perception by the public. In Singapore, Lim *et al.* (2000) revealed that police officers are convinced that they were negatively viewed. They showed that the lack of knowledge of police work possessed by the public may add to their public image. In another related study, Abdulla *et al.* (2011) found a significant and positive relationship between perception of the public and job satisfaction.

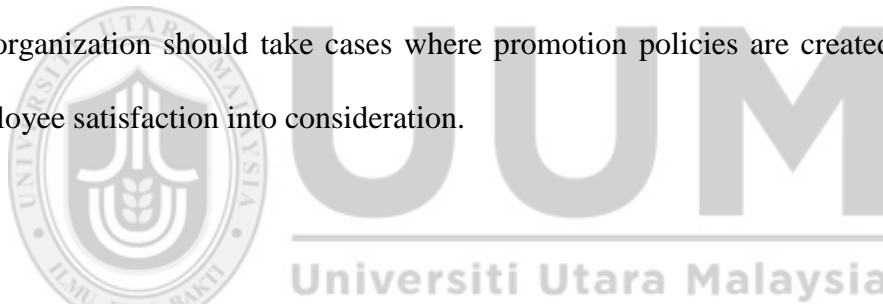


2.4.4 Promotion Opportunity

Promotion is described as the act of moving an employee to a higher organization hierarchy and this often leads to increased responsibility and status and a more superior package of remuneration. In this regard, Vroom (1964) stated that people are often motivated if they can expect some benefit from a specific situation, with the converse also holding true. Vroom (1964) stated that promotional opportunity is the aim among workers and that individually, their performance is linked to the level to which they believe that being promoted is linked to job performance and the strength of their desires to achieve the promotion. Related studies (Ting, 1997; Fosam *et al.*, 1998; Ellickson & Logsdon, 2001) highlighted promotional opportunity as an environmental antecedent of job satisfaction. Similarly, Schneider *et al.* (1992)

claimed that employees who view few advancement opportunities harbour negative attitudes towards their job and the organization they work in.

Moreover, prior studies (e.g. Abdulla, 2009; Abdulla *et al.*, 2011) revealed a positive relationship between promotion opportunity and job satisfaction. This contention was supported by Kreitner and Kinicki (2006) but in the latter study showed that such relationship hinges on the perception of fairness and equity that employees hold. Hence, if employees are recipients of unfair and unequal promotional opportunities compared to other workplace workers who are of the same calibre in terms of qualifications and experience years, then this could predict job dissatisfaction. Hence, the organization should take cases where promotion policies are created to improve employee satisfaction into consideration.



2.4.5 Organizational Policy and Strategy

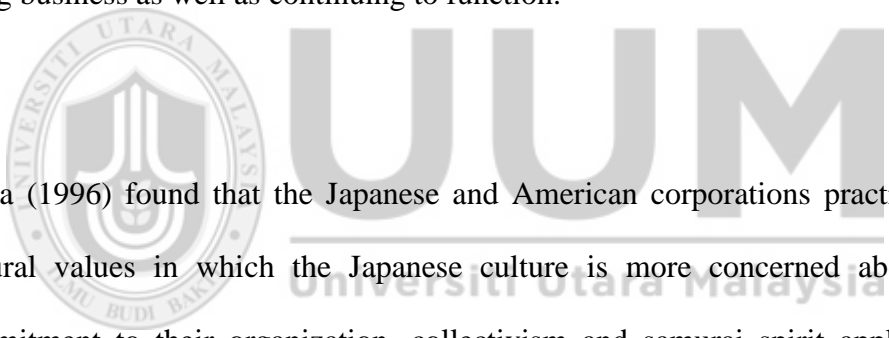
Organizational policy is described as a guide or principle upon which management and supervision are based on to achieve objectives through broad behavioural patterns. According to Locke (1976), organizational policy identifies the entire work aspects like promotion, pay and fairness and as such, its significant lies in its influence on other factors that have been evidenced to impact job satisfaction. The policies and procedures of an organization can be viewed as a source of frustration for employees if they are ambiguous or unnecessary or if not everyone is mandated to follow them. This will significantly affect the sense of satisfaction of employees. Added to this, some organizational and administration elements have been highlighted

to influence job satisfaction level. The first element is decentralization. According to Abdulla (2009), decentralization is the authority to make decision that resides in a group of people or departments rather than just in one or a few. Meanwhile, Willem *et al.* (2005) stated that centralization policy negatively impacts nursing staff job satisfaction. The second element is moral value, which is the ability to do things that do not go against one's conscience (Weiss *et al.*, 1967). The third element is job security, where Herzberg (1968) described the concept as the level to which an organization is viewed to provide steady employment for workers. It is evident that people are much happier in a workplace that provides them with amenities and benefits including healthcare, employment stability, insurance and pensions. The fourth and last element is organizational constraints. Organizational constraints refer to the work environment aspects interfering with or barring good job performance. Individuals have a tendency to prefer organizations that adopt effective precautions to guarantee a safe and productive workplace. Organizational policy and strategy significantly and positively links to job satisfaction (Abdulla, 2009; Abdulla *et al.*, 2011).

2.5 Organizational Culture

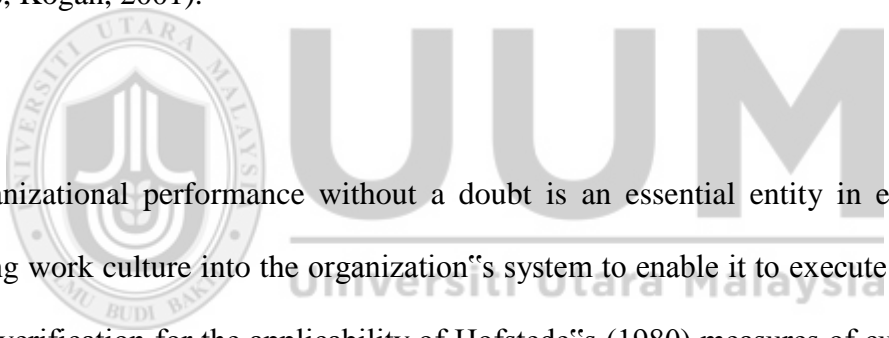
One of the most important factors to influence job satisfaction is organizational culture. Organizational culture educates the members to feel, learn and set the principles, expectation, patterns, behaviour and norms that promote high levels of achievements by facilitating the acceptable solution in knowing the problems (Schein, 1992; Armstrong, 2004).

Consciously and unconsciously business-oriented values derived from the culture of its founder have been experimented in many foreign-based organizations (Asma, 1996). The bringing of own national cultures to the workplaces by the expatriates' managers may cause the culture of an organization to be varied based on the role, the capability to manage organization, and power structure as stated by Harrison (1994) in relation to the similar issues that address organizational culture. For example, Exxon Mobil, IBM and Dupont are affected by the American cultural values, while Hitachi, Sony, Mitsui and Nissan are influenced by the Japanese cultural values. Within these organizations the assimilation of cultural values derives in the form of systems, techniques and procedures that mirror the origin of the culture in ways of doing business as well as continuing to function.



Asma (1996) found that the Japanese and American corporations practise different cultural values in which the Japanese culture is more concerned about lifelong commitment to their organization, collectivism and samurai spirit applied in their workplace, while the American corporations practice appreciativeness to an individual rather than group. In surviving the globalization challenges, many multinational companies (MNCs) expand their business in foreign countries through direct foreign investment and with the purpose of maximizing the value of shareholders' equity through aggressively establishing subsidiaries. Foreign direct investments from countries such as Japan, Europe, United States, Germany and Korea have been brought through the efforts of developing countries. However, there are also MNCs from the developing countries that have set up operations abroad, for example, MNCs from Malaysia such as OYL, FCS system, PETRONAS and Panasonic.

Being managed or headed by expatriate managers from the home country is a common practice of foreign companies in developing countries. According to Poon, Evangelista and Albaum, (2005), the expatriate managers' style of management are in accordance with their home country's culture. In relations to the culture of MNCs that are equivalent of their countries, it would be an interesting discovery to identify the extent of performance improvement when operating in another country with multitude of cultural orientations. Due to the nature of cultural values being observable and measureable, the study of organizational culture and performance has been considered as advantageous in which comparing across organizations and relating directly to individual and organizational performance can be made possible (Siehl & Martin, 1998, Kogan, 2001).



Organizational performance without a doubt is an essential entity in embedding a strong work culture into the organization's system to enable it to execute its routines. The verification for the applicability of Hofstede's (1980) measures of culture can be considered as interesting wherein initially the design was to evaluate culture at the national level in measuring organizational masculinity, uncertainty avoidance, power distance, and individualism (Pratt & Beaulieu, 1992) and is fully recommended by Pratt, Mohrweis, and Beaulieu (1993), who stated that future research could usefully benefit from using the measure of organizational culture recently developed by Hofstede *et al.* (1980) and Malden *et al.*, (2000).

Furthermore, over the period of time, Hofstede's cultural framework has been validated and replicated by many studies around the world (Chow, Shields, & Wu,

1999; Harrison & McKinnon, 1999). Deciding whether both financial and nonfinancial measures should be used to determine the organizational performances has been argued relentlessly by scholars and practitioners (Kaplan & Norton, 1996; Fletcher & Smith, 2004; Garg & Ma, 2005).

Quality, productivity, consistency and so forth are indicators of performance within a wider scope. Performance measures, on the other hand, can be inclusive of results, relative (normative) measures and behaviours (criterion-based), education and training concept as well as instruments, leadership training and management development for developing necessary attitudes and skills of performance management (Collins & Porras (2004); Hoy & Miskel, (2008).

Moreover, Kotter and Haskett (1992) identified a strong link between “adaptive values” practised by companies with superior performance over a long period of time as compared to just short-term performance. Collins and Porras (2004) and De Geus (1997) supported the notion by stating that financially successful companies have long-term plans.

Explaining the behaviour of organization as well shaping the beliefs of a firm’s employees in relations to segregating important and unimportant matters can be assisted by organizational culture (Gray & Balmer, 1998). In addition, organizational culture is also believed to have influence over a firm’s degree in considering itself to be productive. A well-developed and implemented socially responsible policies and

philosophies by a firm can be made possible if the shared values and belief of the employees of the organization are morally oriented as well as ethically oriented considering the demands of its stakeholders (Kandula, 2008).

Previous research conducted on corporate social performance did not acknowledge to the fullest the extent the factors that can encourage organizational decision-makers to actively meet their social responsibility (Kenny & Reedy, 2007).

Organizational culture is “the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration” (Schein, 1984). According to the definition, the way managers choose to address the responsibility that their company faced can be guided by organizational culture. Reynolds (1986) identified fourteen dimensions characterizing organizational culture. These dimensions are organizational expectations, loyalty, procedure, simple and complex organization, innovation, planning, individual and collective decision-making, centralized and decentralized decision-making, rewards, safety and risk, social focus, competitive orientation, humanistic orientation and finally market orientation. Only five components were considered in the study in order to keep the scope of the research convenient and based on Poolthong & Mandhachitara (2009), who suggested for further research to find which factors that may affect job satisfaction, namely management support, job challenges, loyalty, social cohesion and citizen cooperation. These factors were chosen as one of the study focus.

2.5.1 Organizational Culture and Job Satisfaction

According to Herzberg (1968), there are several factors contributing to job satisfaction and besides the importance of the work itself, other attributes like the responsibility attached with the job and the recognition provided as a result of performance significantly impacts job satisfaction. In light of this perspective, researchers created a more extensive way to comprehend work environments via the study of organizational culture and its effect on human relations and conditions at the workplace. Organizational culture refers to a socially constructed phenomenon comprising of a set of values, beliefs and patterns of behaviour (Denison, 1983) that establishes the members' identity (Willmott, 1993) and shared by them (Weick, 1979), and affects their commitment to the organization (Willmott, 1993). Organizational culture comprises of information rules (Deal & Kennedy, 1982), along with a group of symbols, ceremonies and myths communicating the pervading values and beliefs of the organization to the workers (Ouchi, 1981; Urphy & Cleveland, 2008).

It is important to understand culture in order to shed a light on both formal and informal behaviours of employees. Moreover, organizational culture impacts employees in a direct and indirect manner. According to research dedicated to business organizations, organizational climate impacts performance, productivity and performance (e.g. Denison, 1990; Denison & Mishra, 1995; O'Reilly, 1989), job satisfaction (e.g. Jackofsky & Slocum, 1987), innovativeness (Lorsch, 1985), and leadership and decision-making (Sapienza, 1985). Larger organizations sub-cultures are formed via conditions like differential interaction on the basis of structure, size,

location and division of work, and shared experiences that lead to similar personal characteristics and social belongingness (Louis, 1985; Trice & Beyer, 1993; Nwagwu, 2008).

2.5.2 Police Organizational Culture

In the context of the U.S. and other developed nations, police organizational culture has been the topic of examination for over four decades (Paoline, 2004). The culture concept in police literature basically stems from the field of anthropology and sociology (Chan, 1997). Police culture is in essence, a set of ideas, customs, accepted norms, information and rules establishing conduct, and skills defining effective police work that contributes to the police work significance (Manning, 1977, 1989; Kingshott *et al.*, 2004). Majority of studies addressed the police culture-police employment of force, corruption, deviant behaviour, discretion and management relationship (Harrison, 1998).

The concept of police culture encapsulates the combination of two primary elements namely the image of the objective and professional crime fighters, and a system of information behaviours and beliefs (McDonald, Gaffigan & Greenberg, 1997). In this regard, Skolnick (1966) explained that police form a working personality as a result of their work environment, particularly because of the required elements of their work conditions riddled with danger, authority and efficiency. He added that the potential risks and dangers linked with routine police work consequently results in the development of officers' suspicion towards, and separation from the public. Skolnick

(1966) also stated police exertion of authority that confines citizens' liberty and the consequential resisting of citizens' of police authority adds to the danger of police work.

To this end, several factors (individual, organizational and environmental) impact the understanding of officer's organizational culture, which forms police orientation towards police work and as a result, their satisfaction with their work. Majority of studies addressing police officers' job satisfaction addressed individual factors but largely ignored the role of organizational culture and environmental factors. On the basis of Herzberg's (1968) theory positing that work environment is a crucial variable explaining job satisfaction, literature taken from organizational studies that demonstrate the link between organizational support and job satisfaction are also mentioned in the present study. This is because of their relevance to examining the determinants comprising of individual and organizational factors among Malaysian police officers.

2.5.3 Job Challenge or Stress

Stress refers to the pattern of emotional and physiological responses that occur to counteract demands external or internal to the organizations (Greenberg, 2011). Stated differently, in the context of job satisfaction, stress is the failure to cope with the pressure on the job (Ganster & Schaubroeck, 1991; Sehein, 2009) that is related with impaired individual functioning in the place of work (Fairbrother & Warn, 2003). Stress may stem from several factors; for instance, it may be triggered by personal

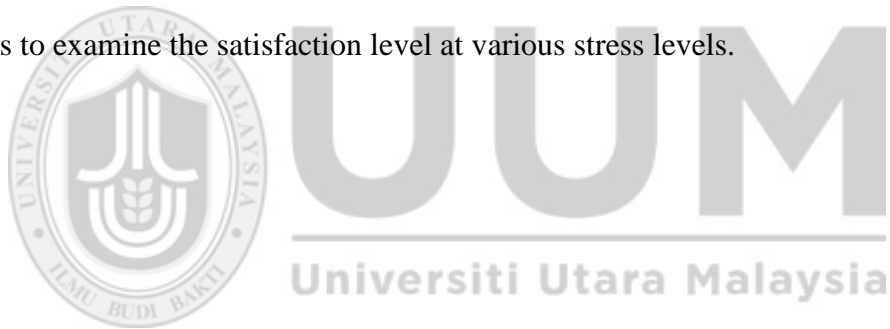
factors like family members, financial problems, and illness. Societal factors may also have a hand in triggering stress in terms of crime, terrorism, and economic downturn (Greenberg, 2011). Nevertheless, in the workplace setting, stress is brought about by many factors like occupational demands, work-non work conflict, sexual harassment, role ambiguity, overload and underload, and lack of social support (Greenberg, 2011).

Stress has been evidenced to significantly impact individuals, groups and organizations. Specifically, Djebarni (1996) stated that the effect of stress or the stressors does not only manifest on the stress but it permeates every level of living systems like organizations, communities and societies. Prior studies like those conducted by Djebarni (1996) and Cooper and Cartwright (1994) showed that stress conditions can influence the health and performance of employees and as such, it may lead to serious losses in the organization when it comes to human resources and even financial resources.

Prior findings concerning the relationship between job stress and job satisfaction are mixed. On one hand, the findings revealed by Deborah *et al.* (1993), and Fairbrother and Warn (2003) highlighted work stress relationship with low levels of job satisfaction. This finding is mirrored by Kreitner *et al.* (2002) whose meta-analysis involved seven studies and 2,659 individuals – they found that perceived stress significantly and negatively related with job satisfaction. On the other hand, other researchers like Abdulla (2009) and Abdulla *et al.* (2011) reported that job stress significantly and positively correlated with job satisfaction. Meanwhile, Greenberg and Baron (1997) and Matteson and Ivancevich (1982) explained that job stress

negatively impacts the workplace in many ways; minimized efficiency of performance, decreased capacity to achieve job performance, decreased initiative and interest towards work, lack of organizational and co-workers concern, and loss of responsibility.

However, not all stress is harmful as a limited level of stress can act as an impetus to make work more challenging, interesting and satisfying, and worth the hassle (Abdulla, 2009). Stress can have a negative impact on the social, emotional and work life of an individual only when it is of high degrees and prolonged. In this regard, the measurement of job stress should entail the quantification of amount and duration of stress to examine the satisfaction level at various stress levels.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter will discuss the research model, research design as well as the methodology adopted to conduct the research. Theoretical framework and the development of hypotheses of this study will also be discussed, including the research instrument and measures, sampling design, data collection procedures and followed by data analysis techniques used in the study.

3.2 Theoretical Framework

Based on the theories, literature review and discussion in Chapters Two, a theoretical framework is proposed for this research. In general, a research framework has been proposed combining several theoretical concepts and job satisfaction scale which include the Herzberg's Motivator-Hygiene Theory (Herzberg, 1959), Vroom's Expectancy Theory (Vroom's, 1964), and Job Characteristics Model (Hackman and Oldham, 1975), Job Satisfaction Survey (JSS) (Spector, 1985), Job Descriptive Index (JDI) (Smith *et al.*, 1969), Job Diagnostic Survey (JDS) (Hackman & Oldham, 1980), MOAQ-JSS (Cammann *et al.*, 1979), Level of Job Satisfaction Survey (LJSS) (Dantzker's, 1993) and Dubai Job Satisfaction Survey (DJSS) (Abdulla, 2009).

In general, the research framework was applicable from Abdulla (2009). This framework suggested that environmental factors such as salary and incentives, supervision, public perception, promotion opportunity, organizational policy and strategy, and organization culture factors namely: management support, job challenges, loyalty, social cohesion and citizen cooperation are the factors that influence employee job satisfaction.

The research framework, as shown in Figure 3.1 was proposed in this study include environmental factors, organization culture factors are the independent variables, while job satisfaction is the dependent variable.

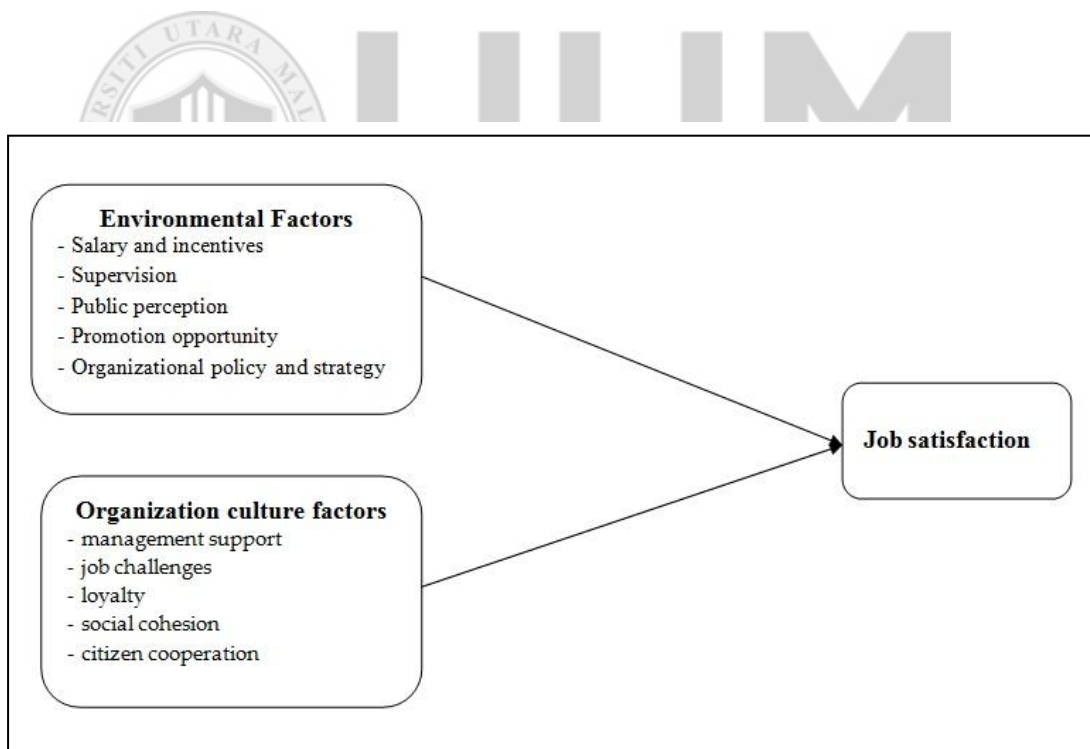


Figure 3.1:
Theoretical framework of environment factors, organization culture factors and employee job satisfaction.

3.3 Development of Hypotheses

Based on literature reviews and the above framework, two main hypotheses and ten sub-hypotheses have been developed to examine the relationship between the variables. The followings are the ten hypotheses:

H1: There is a significant relationship between salary and incentives and job satisfaction

H2: There is a significant relationship between supervision and job satisfaction

H3: There is a significant relationship between public perception and job satisfaction

H4: There is a significant relationship between promotion opportunity and job satisfaction

H5: There is a significant relationship between organization policy and strategy and job satisfaction

H6: There is a significant relationship between management support and job satisfaction

H7: There is a significant relationship between job challenges and job satisfaction

H8: There is a significant relationship between loyalty and job satisfaction

H9: There is a significant relationship between social cohesion and job satisfaction

H10: There is a significant relationship between citizen cooperation and job satisfaction

3.4 Research Design

This study applied the quantitative method to achieve the research objectives. A survey, defined by Babbie (2001) as the distribution of questionnaires, was carried out on a chosen sample of respondents. According to Stacks (2002), “a survey is a method of gathering relatively in-depth information about respondent’s attitudes and beliefs”. In particular, a survey was used as the main research design. Survey is a sample of many respondents giving answers to the same questions to measure various variables and test multiple hypotheses (Neuman, 2007).

The use of survey is appropriate in this research because it enables the researcher to get snapshot views and attitudes of the respondents with respect to the social phenomenon under study (Sekaran & Bougie, 2003). Furthermore, a survey is a common research design employed in many social science studies (Neuman, 2007). The survey method is widely used in Malaysia, hence the respondents are familiar with it. The unit of analysis for this study is individual unit. This study dealt with each response as an individual data source.

This research design focused on a quantitative approach. The researcher used the quantitative approach because of a personal preference for unbiased approach, and the employment of statistical procedures in quantitative studies (Creswell, 1994). Quantitative methods deal with measuring the respondents’ behavioural, opinion and personal characteristics. It focuses on measuring and describing concepts or variables on a certain scale. Normally, the conceptual approaches to problem-solving are

explicit and fixed, using established tools to measure concept. The main objective of a quantitative research is to test whether a hypothesis is true for the sample, hence for the population.

For this purpose, statistical tests are used to indicate if a hypothesis is supported or refuted. Moreover, quantitative research focuses on generalizing findings to a wider population. Thus, it involves the design of a highly structured questionnaire, which is then circulated it to a larger group of respondents. The advantage of quantitative methods is that it is always associated with high validity and reliability (Creswell, 1994).

3.5 Sampling Methods

This section provides a discussion on the population, sampling frame, sample size and distribution of questionnaire to respondents as follows:

3.5.1 Population

According to Nation (1997) a population consists of the entire relevant experiment cases. Similar to any group of individuals, a population has one or more characteristics in common that is of interest to the study (Best & Kahn, 2003). Added to this the population may consist of individuals of a specific type or it may show only a specific part of a group. Generally, it refers to an entire group of people, events or

things that the researcher is focused on investigating (Sekaran, 1992). In the context of this study, 350 questionnaires are distributed to the entire study population.

3.5.2 Sample Size

The sample selection phase of the study is very important as the sample quality is what determines the results generalizability (Gay & Diehl, 1992).

Carrying out a study generally needs investment of time and energy, in order to ensure that the results are generalizable to be invaluable. If the results are accurate for the study sample upon which they are based, it would be possible to replicate every study for infinite number of times and managers would never find other's work beneficial. Stated differently, if every scientist were to reconfirm Newton's law, then the wheel of scientific progress will proceed slowly.

In a related study, Best and Kahn (2003) stated highlighted the lack of a fixed number of subjects to be used for the determination of a sufficient sample size. According to them, this may depend on the nature of the population under study or the data that has to be gathered and analyzed. To this end, Roscoe (1974) and Peduzzi, Concato, Kemper, Holford & Feinstein (1996) claimed that the sample size for every variable should have around ten cases in order to be stable. On this basis, the researcher employed this rule of thumb to compute the number of respondents required. Accordingly, Variables $X \times 10 = n$, and on the basis of the sample size $11 \times 10 = 110$ and because this study employed SPSS, it included additional cases in order to achieve the statistical conditions.

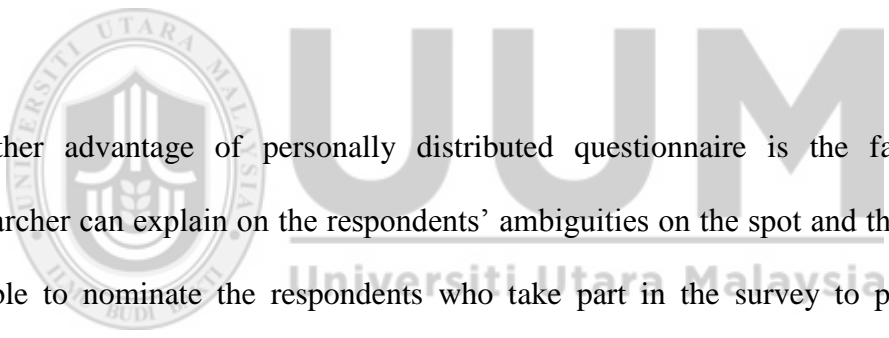
Added to this, in an effort to lessen sampling error and to handle the non-response rate issue, the sample size is multiplied into two as recommended by Hair, Wolfinbarger & Ortinall (2008). Moreover, a greater sample size makes for greater accuracy of results (Alrech & Settle, 1995). On the basis of the formula the number of respondents for this study is $110 \times 2 = 220$ and accordingly, the researcher selected 350 police officers to ensure acceptable response rate.

3.5.3 Sampling Technique

The issue attributed to handling large information can be resolved through sampling (Nation, 1997). Sampling is described as the process where the researcher selects a subset of the population. It is generally conducted via a sampling method (Hurlburt *et al.*, 1996). In random sampling, the population events are selected at random until a required sampling size is achieved. This kind of sampling ensures that each and every population unit has an equal possibility of selection for the distribution of sample (Hurlburt *et al.*, 1996). In order to guarantee that the sample chosen represents the population, the sampling procedure employed in the present study is a systematic sampling technique. The researcher chose a sample of 350 people among the Malaysian police force and this involved the following steps – the researcher randomly selected a number from 1-10 with the first participant and selected every seventh participant on the list following this. In other words, the researcher started off with number 7 by chance and added the sampling interval of 7, making the next number 14 and the third one 21 and so on and so forth.

3.5.4 Distribution of Questionnaire to Respondents

In data collection, the most extensively employed method, particularly in the field of social sciences is the questionnaire (Sekaran & Bougie, 2003). Thus, the present study employs the questionnaire as the researcher is convinced that it is the most appropriate method that complements the study objectives. There are different ways in which questionnaires can be distributed, among which is mailing of the questionnaires to the selected population's addresses. However, in the present study, personal administration of the questionnaires was conducted and the biggest benefit of this method is that the researcher can retrieve the completed questionnaires without hassle.



Another advantage of personally distributed questionnaire is the fact that the researcher can explain on the respondents' ambiguities on the spot and the researcher is able to nominate the respondents who take part in the survey to provide their feedback (Sekaran & Bougie, 2003). The data collection entailed the attachment of a cover letter with the questionnaire that explains the aim behind the study involving 350 Malaysian police officers.

In this research activity, the researcher identified the desired sample size based on the systematic stratified sampling technique. The researcher, will distribute the questionnaires to the respondents based on the systematic sampling technique which select the every seventh police officer in the list for example, 7, 14, 21 and so on until all desired sample size were selected.

The researcher will give the questionnaires to every seventh respondent. The questionnaire will take around 50 minutes to be completed.

3.6 Questionnaire Design

The questions used in the questionnaire were based upon literature survey and incorporated all the variables discussed in Chapter Two. The questionnaire was structured into four sections.

a. Section One

Was designed to probe the demographic profiles among the police officers. This section was placed at the beginning.



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b. Section Two

Was developed to measure the factors associated with organizational culture. The sequence of the questions in this section followed the most important organizational culture factors. Responses to each question were measured on a five-point Likert scale.

c. Section Three

Was designed to extract information of the environment factors Malaysia based on five dimensions. A five-point Likert scale was adopted for this section.

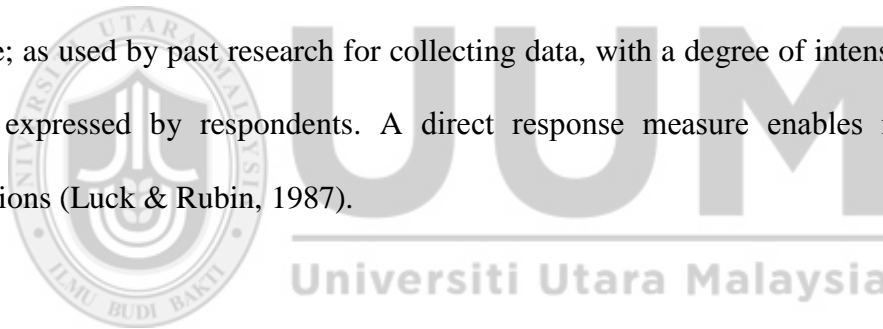
d. Section Four

Was designed to collect information related to Job satisfaction. A five-point Likert was adopted for this section.

For more information, please refer to Appendix A.

3.7 Measurement Scale

In this study, common rating scales measuring latent construct in social science are used (Churchill & Peter, 1984). The entire relevant constructs (Independent and dependent variables) in this instrument are measured through a 5-point Likert type scale; as used by past research for collecting data, with a degree of intensity provided and expressed by respondents. A direct response measure enables respondents' opinions (Luck & Rubin, 1987).



The scale below shows the Likert scale designated instrument with scores from 1 to 5 (Sekaran, 2010). According to Goldberg & Velicer (2006), using a rating scale of five choices increases the likelihood that the participants will carefully review rating scales and will be less likely to rush through the items. Each score is shown as follows:

Table 3.1
Five-Point Likert Scale

1	2	3	4	5
Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree

3.7.1 Environment factors

The environmental variables consisted of five dimensions: salary and incentives, supervision, public perception, promotion opportunity and organizational policy and strategy were accepted by the Abdulla (2009) and Abdulla *et al.* (2011). The original instrument was developed by the researchers to assess the employee job satisfaction within the policing in the Dubai Police Force, UAE. The instrument used had proven to have good reliability by the author. The internal consistency of coefficient alpha values for DJSS scales ranges from 0.61 to 0.92 and 0.89 for the entire scale. Therefore, DJSS instruments have adequate internal consistency with sub-scales above the conventional standard of ≥ 0.60 (Field, 2005). A five-point Likert scale that ranged from “1”- “strongly disagree” to “5”- “strongly agree” was used to measure all the items.

Table 3.2
Salary and Incentives

1	My salary is adequate for my living expenses.
2	I feel unappreciated by the organization when I think about the salary they pay me. (R)
3	My organization has an appropriate salary scale.
4	I feel satisfied with the fringe benefits provided in my organization such as housing loan, leave, accommodation, allowances etc.
5	When I do a good job, I receive the recognition for it that I should receive such as recognition letter.
6	I feel my efforts are rewarded the way they should have such as promotion,

	Anugerah Perkhidmatan Cemerlang (APC) , etc.
7	Regarding salary, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.
8	Regarding fringe benefits, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.
9	Regarding recognition and rewards, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.

Table 3.3

Supervision scale

1	My supervisor is available when needed.
2	My supervisor shows too little interest in the feelings of subordinates. (R)
3	My supervisor gives me the opportunity to participate in important decision-making.
4	Communication between me and my immediate supervisor is good.
5	I receive regular feedback about my performance.
6	The feedback I receive from my supervisor is useful.

Table 3.4

Public Perception scale

1	Crime prevention.
2	The presence of police officers in public places (Police omnipresence).
3	Traffic control.
4	Community educational programs.
5	Response time.
6	Communication skills such as attitude, concern and follow-up.
7	Professionalism such as solving criminal case.

Table 3.5

Promotion Opportunity scale

1	My organization has a clear career path (that is, the defined track a person follows in the pursuit of professional goals).
2	Promotion opportunities are limited in this organization. (R)
3	My organization has a clear and fair promotion policy and strategy that takes efficiency, performance and experience into account.
4	Those who do well on the job stand a fair chance of being promoted.

5	Regarding promotion, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.
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Table 3.6

Organizational Policy and Strategy scale

1	Many of our rules and procedures make doing a good job difficult. (R)
2	This department is doing a good job in providing steady employment.
3	The organization takes proper precautions to ensure a safe and healthy workplace.
4	The working conditions such as air conditioning, lighting and workplace are comfortable.
5	My organization provides the quality of equipment such as walkie-talkie, weapons, computers, vehicles etc.
6	The availability of equipment.
7	My organization gives proper attention to complaints by the public.
8	My organization has a clear strategy to improve public service quality.

3.7.2 Organization and Culture Factors

This study followed the recommendation provided by Cooke and Rousseau (1988) regarding organizational culture conceptualization as a multidimensional construct where every dimension is essential and a significant element of the organization. Added to this, Zeitz *et al.* (1997) organizational culture index comprising several different dimensions relating to police work was employed. The scales reliability and validity were tested extensively by Zeitz *et al.* (1997) and this study conducted additional factor and reliability tests on them.

Moreover, other studies were also conducted to examine organizational culture dimensions in prior literature (e.g. Berry, 1991; Carr & Littman, 1990; Crosby, 1979; Dean & Evans, 1994; Denison, 1996; Gordon & DiTomaso, 1992; Hunt, 1992; Juran,

1995; Lawler, Mohrman, and Ledford, 1995; McMillan, 1989; O'Reilly, Chatman & Caldwell, 1991; Payne & Mansfield, 1973; Payne, Nielsen & Tyran, 2002; Ross, 1993, Rousseau, 1990; Schmidt & Finnegan, 1992; Scholtes, 1988; and Xenikou & Furnham, 1996). In the present study, five organizational culture dimensions are employed for the measurement of police officers' self perceptions and their linkage to their job satisfaction. These dimensions include management support, job challenges, loyalty, social cohesion and citizen cooperation. The entire items in the questionnaire were gauged through a five-point Liker scale ranging from 1 depicting strongly disagree to 5 depicting strongly agree.

Table 3.7
Management Support scale

1	There is a strong commitment to quality at all levels of this organization
2	Members of this organization show concern for the need for quality.
3	Continuous quality improvement is an important goal of this organization
4	Top police managers in this organization follow up on suggestions for improvement
5	Our top management tries to make this organization a good place to work
6	Top police managers in my department set clear goals for quality improvement.
7	Police managers here try to plan ahead for changes that might affect our performance.
8	People in this organization are aware of its overall mission

Table 3.8
Job Challenges scale

1	I am never bored at work since I have many different things to do
2	The job requires me to use a number of complex or high-level skills
3	I have new and interesting things to do in my work
4	My work challenges me
5	The job is simple and repetitive (R)

Table 3.9

Loyalty scale

1	If my fellow officer makes a mistake at work, it is my responsibility to protect him.
2	I will never report against my fellow officer even if he has violated rules
3	If I violate a rule, I expect my fellow officer to protect me.

Table 3.10

Citizen Cooperation scale

1	Citizens would often call the police if they saw something suspicious
2	Citizens would often provide information about a crime if they knew something and were asked by police
3	Citizens are willing to work with the police and try to solve neighborhood problems.

Table 3.11

Social Cohesion scale

1	Officers in my work unit enjoy their co-workers
2	Co-workers in my work unit are like a family
3	Problems exist here between co-workers. (R)
4	I trust my fellow officers to do what is in the best interests of the organization.

3.7.3 Job satisfaction

Job satisfaction was measured with using eight questions comprised a combination of items adopted from Michigan Organizational Assessment Questionnaire Subscale (MOAQ-JSS) Cammann *et al.*, (1979), Ercikti *et al.*, (2011), Boke & Nalla (2009), Nalla *et al.* (2011) and Abdulla *et al.*, (2011). A five-point Likert scale that ranged from “1” (strongly disagree) to “5” (strongly agree) was used to measure all the items.

Table 3.12

Job satisfaction Scale

1	I am satisfied with being a police officer.
2	If I had the opportunity to go back to the day I have to decide to become a

	police officer, I would not choose to become a police officer again. (R)
3	Overall, I like working here.
4	I am never bored at work since I have many different things to do.
5	If I were to transfer to other police departments without losing my seniority, I would. (R)
6	If I received an offer for a better salary outside of policing, I would immediately accept it. (R)
7	If I received an offer for a better position outside of policing with slightly equal salary what I earn now, I would immediately accept it. (R)
8	Overall, I am satisfied with my job.

3.7.4 Demographics Items of the Respondents

The demographic information captured in this research was gender, age, ethnic group, experience and educational level. The information is described in Table 3.13

Table 3.13
Demographics Items of the Respondents

Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Ethnic group	<input type="checkbox"/> Malay <input type="checkbox"/> Chinese <input type="checkbox"/> Indian <input type="checkbox"/> Others
Educational level	<input type="checkbox"/> Primary / Secondary <input type="checkbox"/> Professional <input type="checkbox"/> University Degree <input type="checkbox"/> Postgraduate
Age	<input type="checkbox"/> less than 25 years <input type="checkbox"/> 25-30 years <input type="checkbox"/> 31-35 years <input type="checkbox"/> more than 36 years
Experience	<input type="checkbox"/> Less than 5 years <input type="checkbox"/> Between 6 to 10 years <input type="checkbox"/> Between 11 to 15 years <input type="checkbox"/> More than 15

3.8 Data Analysis Procedure

For data analysis, steps like response coding, data screening and selection of appropriate data analysis strategy are involved (Sekaran, 2000). Screening of data was carried out to determine the errors of data entry and to investigate the appropriateness

between data and statistical assumptions – this involves descriptive statistics of variables, missing data, outlier treatment, response bias, normality, homoscedasticity, multicollinearity and reliability.

Several statistical tools and methods were used from the SPSS software version 17 for the data analysis and hypotheses testing. SPSS is an extensively known and used Predictive Analytics Software (PASW).

3.8.1 Data Editing and Coding

Following the data collection, coding is needed for the systematic storage of data (Zikmund, 2003). This was carried out through SPSS software version 17 where character symbols were assigned to the data and it was edited prior to entering into SPSS.

3.8.2 Data Screening

The assumptions of outliers, normality and multicollinearity were evaluated to ensure the validity of the results. All these assumptions were examined through outputs of regression analysis.

3.8.2.1 Missing Data

Previous studies presented a number of ways of treating missing data and they include deletion, distribution and replacement (Kline, 1998; Tsiriktsis, 2005). The initial step to be taken in data screening process is the identification of missing data. Respondents may opt not to answer personal questions relating to their ethnic, age, etc. Similarly, some of them may not be knowledgeable enough to respond to a particular topic.

3.8.2.2 Assessment of Outliers

After the treatment of missing responses, the outliers were examined. The outliers presence stems from a number of reasons including incorrect data entry.

3.8.2.3 Descriptive Statistics

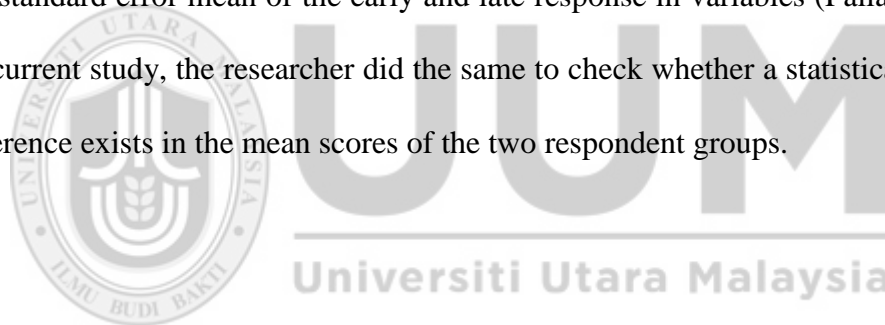
Descriptive statistics offer a description of the core summary statistics in an abstract manner. This analysis is primarily utilized to find out the managements characteristics; those working in the public listed companies in Malaysia. Descriptive analysis is considered as the transformation of raw data into a format that is able to provide a description of a set of factors in a situation which makes them easily understandable and interpretable (Sekaran, 2000).

The analysis provides a clarified meaning of data through the use of frequency distribution, mean and standard deviation, which are processes that are invaluable in

identifying the differences among the groups of the variables of interest. The primary descriptive statistics for the police officer comprised the mean and standard deviation.

3.8.2.4 Test of Non-Response Bias

Existing facts from previous literatures have established that the non-response sometimes differ systematically from the respondents both in motivations, behaviours, attitudes, demographics, and personalities, in which any or all that might affect the result of the study (Malhotra, Hall, Shaw & Oppenheim, 2006). For this detection, the T-test is conducted to compare the similarities between the mean, standard deviation and standard error mean of the early and late response in variables (Pallant, 2001). In the current study, the researcher did the same to check whether a statistical significant difference exists in the mean scores of the two respondent groups.



3.8.2.5 Assessment of Normality

In this stage, data has to follow a normal distribution for the majority of analyses proper working; in other words, normality results in a superior assessment (Hair *et al.*, 2006). Following the test for outliers, normality assessment was conducted. For this, skewness and kurtosis were utilized. Based on the study by Tabachnick & Fidell (2001), skewness is considered as the distribution irregularity; a variable with a mean located not in the centre of distribution while kurtosis is the distribution peakedness. A normal distribution is characterized by zero values of skewness and kurtosis (Tabachnick & Fidell, 2001). There are some strict guidelines on the level of nonnormality issue. Authors including Hu *et al.* (1992) and Chou and Bentler (1995)

stated that the absolute values of univariate skewness indices that is higher than 3.0 is extremely skewed.

The items that were not normal were detected using z-skewness through descriptive function which standardized values as variables. Following the detection of nonnormality in every observed variable, the CdfNorm function of values $\geq \pm 3$ was used to conduct transformation (Hair *et al.*, 2006). This was carried out by the selection of “transform” and then “compute” after which the variables were computed using the CdfNorm function.

3.8.2.6 Linearity and Homoscedasticity Tests

Linearity testing was conducted for the verification of the correlation value representing only the linear relationship between variables without the nonlinear effects (Hair *et al.*, 2006). The representation between two metric variable’s relation was done with the help of a scatter plot, which depicted the joint value of each observation in two dimensional groups. Hence, a scatter plot should show the dotted line as a linear line.

Based on the study by Ghozali *et al.* (2005), the data collected is considered as homoscedasticity if the error terms variance (e) shows constancy across various predictor variables, hence it focuses on the dependent variables whether they present equal variance in a transverse level in the range of predictor variables. The depicted diagram is a cloud of dots and in cases of nonhomoscedasticity, the diagram is

presented by a funnel shape pattern which implies higher error with the increase in dependent variables.

3.8.2.7 Multicollinearity

Multicollinearity is the condition where the dependent variables are highly correlated (Pallant, 2001). Hair *et al.* (2006) stated that a research's correlation values have to be lower than the recommended value of < 0.80 ; anything more than this is considered as multicollinearity.

In the context of service research, there are two main measures for multicollinearity testing; the first one is by tolerance (R^2) value as well as the variance inflation factor (VIF) value where the recommended value of tolerance is registered at 0.10 for R^2 and 10 for VIF.

3.8.2.8 Correlation

According to Pallant (2001), correlation analysis is referred to as a statistical method utilized to shed a light on both the strength and direction of the linear relationship between two variables. The level of correlation reveals the assessment of the strength and significance of the two variables' relationship. An ideal correlation is 1 or -1 and it implies that it is possible to accurately determine the value of one variable through the other variable. In addition, a value of 0 implies the lack of relationship between

the two variables. Cohen (1988) provided the rule of strength clarification of the relationship between two variables (r).

3.9 Reliability of Constructs

Reliability is defined by Nunnally (1978) as the “consistency of your measurement or the degree to which an instrument measures in the same way each time it is used under the same condition with the same subjects”. The present study made use of the SPSS 17 software to determine internal consistency.

For the achievement of instrument reliability, the researcher proceeded to test it through the Cronbach’s alpha by using SPSS 17. According to Hair *et al.* (2006) the acceptable level of the reliability should be over 0.60, which is an acceptable range. The researcher also utilized the same model to check the internal consistency of the instrument and find out the reliability level (Hair *et al.*, 2006).

3.10 Multiple Regression

Multiple regression analysis will be used to test the relationship between one dependent variable and a couple of independent variables (Pallant, 2007). Multiple regressions were based on correlation but it will describe more sophisticated examination of the relationship among a set of variables. The purpose of this analysis is to explore the factors that influence the environment and organization culture factors toward job satisfaction in policing organization. Multiple regression analysis

also identified each of the independent variables that significant or insignificant to dependent variables. Besides indicating the relationship and significant or insignificant between independent variables and dependent variables, it also shows the result of the predictive power of the determinants.

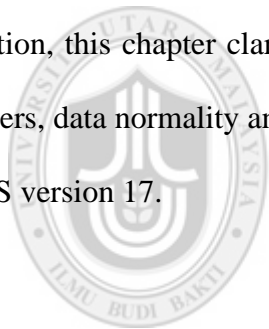


CHAPTER FOUR

RESEARCH FINDINGS

4.1 Introduction

This chapter outlines the research results based on the analysis of collected data using the SPSS. This chapter explains the data from the main questionnaire survey and the findings of the hypotheses testing. This chapter is structured as follows. It begins by presenting the general demographic data and statistical analysis of the samples. In addition, this chapter clarifies the general data examinations such as missing values, outliers, data normality and the assumptions of multivariate analysis done by applying SPSS version 17.



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4.2 Response Rate

In social science, even if the sample size selected is fully representative of the whole population, the pattern of actual respondents is unlikely to reflect the whole population, as those who do not respond may show different characteristics than those who choose to respond. Furthermore, previous research has found that gender, age, ethnic, education level, experience and position status in social activities influence the response rate. The main reason behind this high response rate achieved for this study is due to the mechanism of the self-administration method followed by friends who worked at the police station.

Also, the researcher explained any incomprehensible questions to the respondents. He assured the respondents that the language of the questionnaire remained neutral.

In the process of conducting the main study, 350 questionnaires were distributed to the police stations. Out of this number, 70 were undelivered and 15 questionnaires were incomplete (missing responses). The researcher obtained the achieved response rate through tremendous effort, hard work and extra financial cost. Thus, a total of 265 responses were usable for subsequent analysis, giving a response rate of 76% (Table 4.1).

The sample size appeared to be sufficient and the response rate obtained was comparable to several studies in the same area such as 70% (Karami, 2006), 34% (Kemperman *et al.*, 2009). Table 4.1 provides a summary of the response rates.

Table 4.1
Summary of Response Rates

Questionnaire administrated	Percentage
Undelivered	70
Uncompleted	15
Number of responses	265
Response rate (265/350)	76%

4.3 Profiles of the Companies and Respondents

The sample's characteristics analysed demographic information to provide information about the respondents including five major items: (1) gender, (2) ethnic, (3) education level, (4) experience, (5) age. The results were obtained after analyses the demographic variables. The frequency and percentage for each variable were listed according to the survey categories as shown in Appendix B.

Table 4.2
Demographic Variables

Variable	Coding	Frequency	Percent
Gender	Male	172	65%
	Female	93	35%
	Total	265	100%
Ethnic group	Malay	195	73.6%
	Chinese	38	14.3%
	Indian	25	9.2%
	Others	7	2.6%
	Total	265	100%
Experience	Less than 5	61	23%
	6-10	63	23.8%
	11-15	84	31.7%
	More than 15	57	21.5%
	Total	265	100%
Age	Less 25 years	10	3.8%
	25-30	91	34.4%
	31-35	113	42.6%
	More than 35	51	19.2%
	Total	265	100%
Education level	Primary/secondary	57	21.5%
	Professional	88	33.2%
	University degree	114	43%
	Postgraduate	6	2.3%
	Total	265	100%

Table 4.2 shows that in the final sample, the collected demographic information confirmed the dominance of males in managerial positions in Malaysian police stations. More specifically, the descriptive results exhibited that 65% of the respondents were males compared to only 35% females. It is realized that the majority of sample recorded (65%) were male, and the majority of the respondents aged more than 31-35 years (42.6%), between 25-30 years old (34.3%), more than 35 years (19.2%) and less than 25 years old (3.8%).

The largest ethnic group of the top management was Malay (73.6%) and the smallest ethnic group was others (2.6%). Looking at the educational level for the top management in the police stations, the majority of respondents had a university degree (42.6%). Furthermore, concerning the respondents' experience, Table 4.2 exhibits that while around 31.7% of the respondents had experience between 11-15 years, around 23.8% had experience between 6 and 10 years. Table 4.3 also shows that only 21.5% of the respondents had experience of more than 15 years see Appendix E.

4.4 Test of Nonresponse Bias

According to Pallant (2001), independent sample t-test should be employed while comparing the mean scores of continuous variables for two varying groups of subjects. Testing the characteristics of non-respondents and late respondents entails the researcher's categorization of the sample into two namely early responders and later responders. The former refers to those who return the questionnaire within a month of distribution, while the latter refers to those who return them after the full month. An independent sample t-test was conducted on continuous variables such as job satisfaction, environmental factors and culture factors. According to Malhortra *et al.* (2006) argued that for late response, to standardize this procedure, the study sample has to be divided into two (namely: early responses those that who returned the questionnaires within two months after the date of distribution (group 1) and the late responses those that who returned the questionnaire after two months from the date of distribution (group 2). Based on the response time (early and late response) discussed, 170 respondents were classified as early responses or group 1 and 30

respondents as late responses or group 2. Tables 4.3 and 4.5 provide the results of the non-response test.

Table 4.3
Group statistics

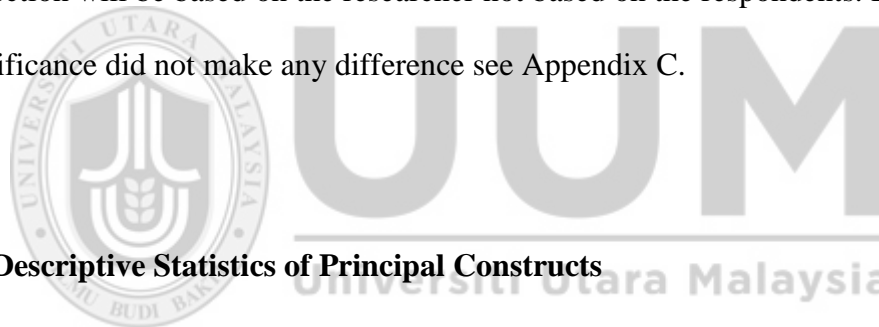
	split	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction	1.00	224	3.4961	.60168	.04020
	2.00	41	2.7470	.58862	.09193
Culture Factors	1.00	224	3.6001	.46298	.03093
	2.00	41	3.2270	.21640	.03380
Environment factors	1.00	224	3.5959	.45751	.03057
	2.00	41	3.5487	.17551	.02741

Table 4.4
Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Satisfaction1	Equal variances assumed	.150	.698	7.354	263	.000	.74914	.10187	.54856	.94973
	Equal variances not assumed			7.467	56.393	.000	.74914	.10033	.54818	.95010
CultureFactors11	Equal variances assumed	6.848	.009	5.054	263	.000	.37312	.07382	.22776	.51848
	Equal variances not assumed			8.144	119.998	.000	.37312	.04582	.28241	.46383
Environment11	Equal variances assumed	25.628	.000	.651	263	.516	.04721	.07250	-.09555	.18996
	Equal variances not assumed			1.150	157.639	.252	.04721	.04106	-.03389	.12830

According to Table 4.4, the p -values of the analysis revealed no statistically significant difference between the two groups (significant $p > 0.01$). According to Pallant (2001), if the significance level of the Levene's test is above .01 ($p > .01$), then this means that the assumption of equal variances between the early response and late

response has not been violated. In order to find if there is a significant difference between the two groups, significant “2 tailed” ($p > .01$) was used. Table 4.4 shows the significance level of the Levene’s test for satisfaction factors ($p = .000$, and culture factors ($p = .000$), which indicated that the p -value for both of the groups was larger than .01. This shows that the assumption of equal variances has not been violated. Besides, the significance levels for environment factors ($p = .252$), further confirmed that there was only a significant difference between the two groups in comparison. Furthermore, job satisfaction and culture factors ($p=.000$) confirmed that there was only not significant the reason for that according to (Lineback & Thompson, 2010) if the researcher employed self administration approach the early and late response collection will be based on the researcher not based on the respondents. However, this significance did not make any difference see Appendix C.



4.5 Descriptive Statistics of Principal Constructs

Descriptive analysis was conducted in subsequent stages to establish the validity and reliability processes to ascertain the main score and standard deviation for the constructs. Table 4.5 provides a discussion on the descriptive statistics of all the principal constructs.

Table 4.5
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Culture Factors	265	2.70	7.14	3.5423	.45435
Environment	265	2.51	5.56	3.5886	.42634
Satisfaction	265	1.88	5.00	3.3802	.65724
Valid N (listwise)	265				

As presented in Table 4.5, the minimum value of most constructs was 2.6 and the maximum value of most constructs was 5.00, which are the minimum and maximum levels in the Likert scale used in this study. In addition, the same data revealed that reputation had the maximum mean value among other constructs with the third highest standard deviation. These results indicate that reputation highly emphasized the importance of environment in achieving better performance.

Next in importance are satisfactions, and culture factors. The means of these constructs were 3.5423, 3.9045 and 4.0322, 3.3802 with standard deviations of .45435, and .65724 respectively see Appendix D.

4.6 Reliability Analysis

Cronbach's alpha has been widely used to test the internal consistency of variables measuring the construct in a summated scale (Hair *et al.*, 2006). Table 4.6 shows the reliability results after the transformation. Each construct shows the Cronbach's alpha reading of acceptable values above .60 (Hair *et al.*, 2006). The reliability values for all the constructs ranged from .74 to .87 which showed that all constructs had acceptable internal consistency, overall the items were .902. see Appendix G.

Table 4.6
Reliability Results of Study Constructs after Transformation

Variable Name	Original Items	Cronbach's Alpha
Job satisfaction	8	.791
Culture factor	23	.745
Environment	35	.87
Total items	66	.902

4.7 Hypotheses Testing Procedures

Before performing the regression analysis technique, the current study executed the Pearson correlation analysis due to its procedures for testing the hypotheses in order to achieve the research objectives. The purpose of using Pearson correlation analysis is to obtain a preliminary image of the involvement relationships between the elements of environment factors, culture factors and job satisfaction. The multiple regression analysis technique was employed to check the direct hypotheses in the current study. In the following paragraphs, the results of Pearson correlation analysis and regression analysis technique are discussed.

4.7.1 Correlations

The Pearson correlation coefficients were calculated to check the correlations and directions among the examined variables. Moreover, this analysis was also performed in order to ascertain the interdependency of the investigated variables. In verifying the intensity of the relationship between the independent and the dependent variable, according to Green *et al.*, (1997), the correlation coefficients of 0.10, 0.30, 0.50, irrespective of the symbol, are normally decoded as small, medium and large coefficients, respectively, especially for the behavioral sciences.

Hair *et al.* (2010) argued that a correlation coefficient of 0 shows that there is no relationship and a correlation of ± 1.0 specifies the existence of absolute relationship. In addition, Hair *et al.* (1998) pointed out that high correlation coefficients of 0.90 imply the existence of multicollinearity. Cohen (1988) stated that if the correlation is

between ± 0.1 and ± 0.29 , the relationship is considered to be small, when the correlation is between ± 0.30 and ± 0.49 , the relationship is considered as medium and if the correlation is above 0.50, the relationship is said to be strong. Table 4.7 below shows the intercorrelations of the variables in the current study, see Appendix F.

Table 4.7
Correlation

		CultureFactors11	Environment11	Satisfaction1
CultureFactors	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	265		
Environment factors	Pearson Correlation	.521**	1	
	Sig. (2-tailed)	.000		
	N	265	265	
Job Satisfaction	Pearson Correlation	.542**	.395**	1
	Sig. (2-tailed)	.000	.000	
	N	265	265	265

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

As shown in Table 4.7 above, all the three Pearson correlations coefficients were found to be statistically significant at the 0.01 levels of significance. In other words, the data of this study supported the existence of significant relationships between culture factors, environment factors aspects and job satisfaction within police station in Malaysia, ranging from $r = 0.521$ ($p < 0.01$) to $r = 0.542$ ($p < 0.01$). Similarly, the findings also supported the existence of significant relationships between culture factors, environment factors and job satisfaction within police station in Malaysia.

In general, the findings of the Pearson correlation analysis recommended that if employees have higher positive perceptions of implemented culture factors by their

police station, they tend to have higher job satisfaction level. Accordingly, the findings also showed that a higher environment factors and culture factors, would normally contribute to the higher level of job satisfaction.

4.7.2 Checking the Requirements or Procedures before Performing Regression

Analysis

Hair *et al.* (2010) stressed that regression analysis is one of the most commonly practiced statistical techniques for a multiplicity of purposes, especially in the science disciplines. Hence, multiple regression analysis is a multivariate statistical technique that could be employed to investigate the relationship between a group of independent variables and a single dependent variable.

The data for the current study were checked first before performing the multiple regression analysis in order to meet the diversity of multivariate assumptions to guarantee the reliability of the conclusions drawn. The major assumptions that were tested before performing the regression analysis included linearity, normality, homoscedasticity and independence of the error terms. However, before performing the assumptions' test, the researcher examined the outliers and the multicollinearity.

Basically, based on the discussion below, it is suggested that all the statistical assumptions needed for multivariate statistical techniques were fulfilled. The gratification of the assumptions' test and successive findings of the regression analysis are described in the following paragraphs.

Hair *et al.* (2010) proposed that the ratio between the numbers of observations and the numbers of variables incorporated in the research are supposed to be at least 5:1 and preferably 20:1. In addition, Greenet *al.*, (1997) recommended the formula to calculate the suitable number of observations such as $N \geq 50 + 8m$, where m = the number of independent variables. Therefore, the minimum required number of observations for the current study as recommended by Hair *et al.* (2010) and Green *et al.* (1997) were 100 and 82, respectively. However, 265 samples were obtained for this study which is higher than the minimum number of observations required. Consequently, the current study had a suitable number of observations in order to perform multiple linear regression analysis.

The researcher tested the presence of outliers and multicollinearity before conducting the multiple linear regression analysis. However, it was proven that the data had no critical problems relating to the outliers and multicollinearity. In line with this, the conducted examinations disclosed that all the required conditions to perform the regression analysis were fulfilled. The procedures used in the study are reported in the following paragraphs.

4.7.3 Detecting Outliers

According to Hair *et al.* (2010), outliers can be identified as observations that have rare traits and vary definitively from the others. Outliers can be discovered using univariate bivariate and multivariate techniques based on the number of variables. The most popular technique is the Mahalanobis distance measure, which is used to

measure the distance of each observation from the mean centre of all observations in multidimensional space (Hair *et al.*, 2010). The Mahalanobis distance values were tested and compared to the critical values in the Chi-square distribution table in order to trace the outlier observation. For the current study, only five observations were found to have Mahalanobis distance values such as 93.79, 25.55, 100.76, 75.25 and 74.52 which are less than the Chi-square value with 4 degrees of freedom and at 0.001 levels of significant 330.5197. Since the Cook's values all less than 0.1, therefore, the potential outliers are deemed not influential and retained for further analysis. Furthermore, the threshold values of standard scores of 3.0 or greater were regarded as outliers (Hair *et al.*, 1998). In the current study, the outliers did not cause any substantial problems.

4.7.4 Checking the Multicollinearity

Hair *et al.* (2010) argued that multicollinearity is identified as the point at which the consequence of any variable is described by other variables. As a result, the growth of multicollinearity increases the complexity of explanation of different variables' consequences. The current study employed the tolerance value and Variance Inflation Factor to observe the existence of multicollinearity among the variables of the study. According to Hair *et al.* (2010), the tolerance can be identified as the inconsistency in a variable, which is not described by other variables. Furthermore, the variance inflation factor value is the mutual of the tolerance variable.

Table 4.8 below illustrates that the tolerance values of all the variables ranged between .595 and .711. In line with this, the values of variance inflation factor for all the variables were found to range between 1.407 and 1.682. The results revealed that the tolerance values of all the variables of the current study were more than 0.1 and accordingly, the variance inflation factor values were below the threshold value of 10 as proposed by Hair *et al.* (2010). Briefly, the tolerance values and variance inflation factor values of the variables incorporated in the study were within the suggested threshold values, therefore, it was decided that the issue of multicollinearity did not exist in the current study.

Table 4.8:
Multicollinearity

Coefficients ^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	satisfaction1	.689	1.452
	CultureFactors11	.595	1.682
	eneronment11	.711	1.407

^a Dependent Variable: Gender

4.7.5 Normality Testing

The normality assumption was inspected through the normal probability plots of the residuals. The histogram and the normal probability plot (P-P Plots) of the regressed standardised residual were the means by which the normality was verified. As shown in Figures 4.1 and 4.2, the data disclosed that the behaviour of the data distribution did not differ significantly from the normal curve included. As a result, it can be

assumed that the data roughly pursues a normal distribution. The full SPSS output is given in Appendix 3.

Figure 4.1
Histogram

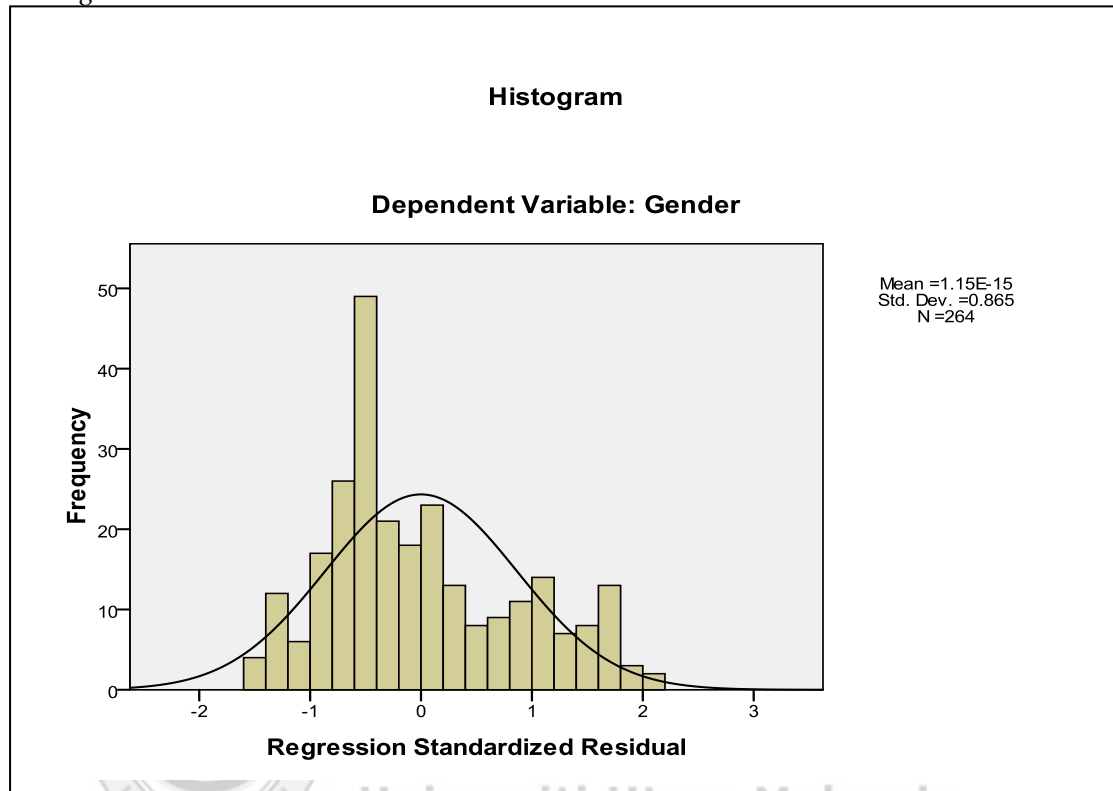
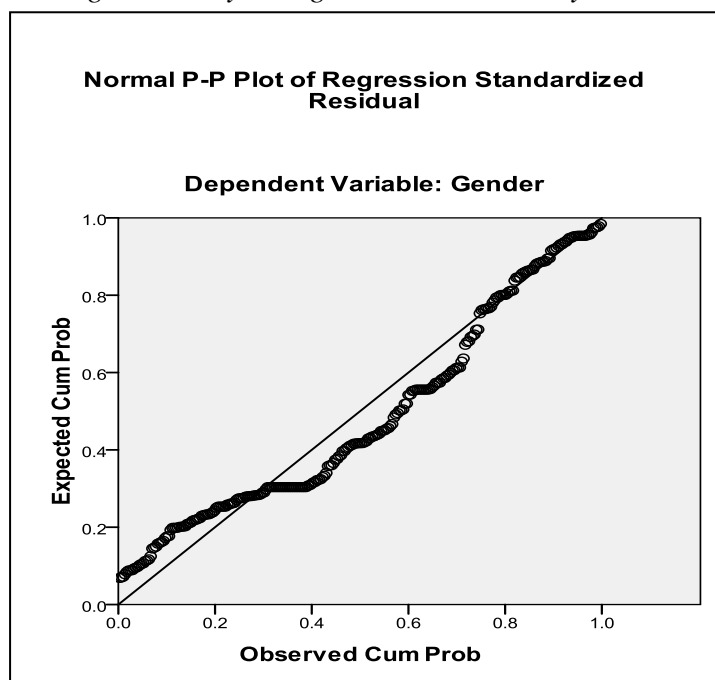


Figure 4.2
Testing Normality Using Normal Probability Plot



The skewness and kurtosis values were testified to be -.160 and -.831 with standard errors 0.150 and 0.298, respectively as shown in Table 4.9 below. The findings showed that both skewness and kurtosis fell in the range-1.0 and 1.0 showing an appropriate normality of the residuals as suggested by Hair *et al.* (2010). The full SPSS output is given in Appendix B.

Table 4.9
Skewness and Kurtosis

Descriptive Statistics				
	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
satisfaction1	-.160	.150	-.831	.298
Valid N (listwise)				

4.8 Hypotheses Testing and Regression Analysis Power

After examining all the regression assumptions, which were found to be satisfied, the current study performed the regression analysis using SPSS to check the predictive power of the different aspects of culture factors, environment factors and job satisfaction. The most important function of the multiple regression analysis was to clarify the predictive power of each independent variable with respect to the dependent variable. In addition, it was important to recognize and compare the predictive power of the aspects of culture factors, environment factors and job satisfaction.

4.8.1 Environment factors and Job satisfaction

The researcher conducted a regression analysis to test the hypotheses of the study. In particular, the current study expected to assess how well the respondents' insights of environment factors predicted their levels of job satisfaction in their police station. The predictors contained the different aspects of environment factors (salary, supervision, public participation, promotion, and organization policy). The variable criterion was employees' organizational commitment. Therefore, to investigate the relationship between the different aspects of environment factors and job satisfaction, six hypotheses were developed. These hypotheses are Hypothesis 1 (H1), Hypothesis 2 (H2), Hypothesis 3 (H3), Hypothesis 4 (4) and Hypothesis 5 (H5).

H1: There is a significant relationship between salary and incentives and job satisfaction

H2: There is a significant relationship between supervision and job satisfaction

H3: There is a significant relationship between public perception and job satisfaction

H4: There is a significant relationship between promotion opportunity and job satisfaction

H5: There is a significant relationship between organization policy and strategy and job satisfaction.

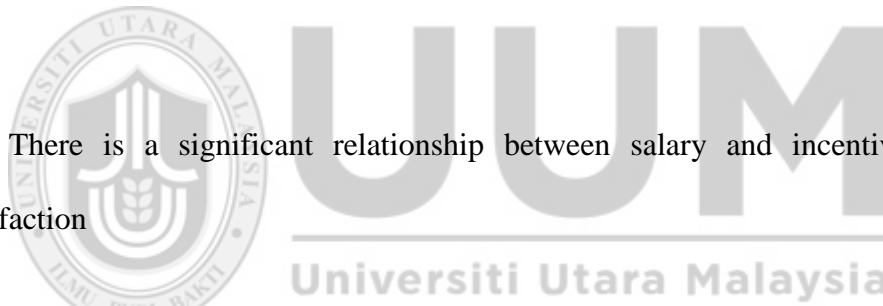


Table 4.10

Regression Result of the Different Aspects of environment factors and job satisfaction

	Standardized Beta	T-Value	P-value
(H1) Salary and incentives	0.240***	3.136	.002
(H2) Supervision	0.206***	3.289	.001
(H3) Public participations	0.009*	0.148	.883
(H4) Promotion opportunity	-0.218***	-0.3245	.001
(H5) Organization policy	0.289***	3.889	.000
R Square		0.274	
Adjusted R square		0.260	
F value		19.593	
Significance of F value		0.000	

Note: ***: $p < 0.001$;

Table 4.10 above summarized the findings of the analysis. The full SPSS output is given in Appendix. As shown in Table 4.10, all the five aspects of environment factors (salary, supervision, public participation, promotion, and organization policy) were positive and significantly contribute to the prediction of job satisfactions at the 0.001 significant level ($\beta=0.240$, $t=3.136$, $p < 0.001$; $\beta=0.206$, $t=3.289$, $p < 0.001$; $\beta=0.009$, $t=0.883$, $p > 0.05$; $\beta=-0.218$, $t=-3.245$, $p < 0.001$; $\beta=0.289$, $t=3.889$, $p < 0.001$) respectively. In other words, Hypotheses 1, 2, and 5 are supported see Appendix H.

4.8.2 Culture factors and Job satisfaction

The researcher conducted a regression analysis to test the hypotheses of the study. In particular, the current study expected to assess how well the respondents' insights of environment factors predicted their levels of job satisfaction in their police station. The predictors contained the different aspects of culture factors (management support, job challenge, loyalty, social cohesion, and citizen cooperation). The criterion variable was employees' organizational commitment. Therefore, to investigate the relationship

between the different aspects of environment factors and job satisfaction, six hypotheses were developed. These hypotheses are Hypothesis 6 (H6), Hypothesis 7 (H7), Hypothesis 8 (H8), Hypothesis 9 (H9), Hypothesis 10 (H10) see Appendix H.

H6: There is a significant relationship between management support and job satisfaction

H7: There is a significant relationship between job challenges and job satisfaction

H8: There is a significant relationship between loyalty and job satisfaction

H9: There is a significant relationship between social cohesion and job satisfaction

H10: There is a significant relationship between citizen cooperation and job satisfaction

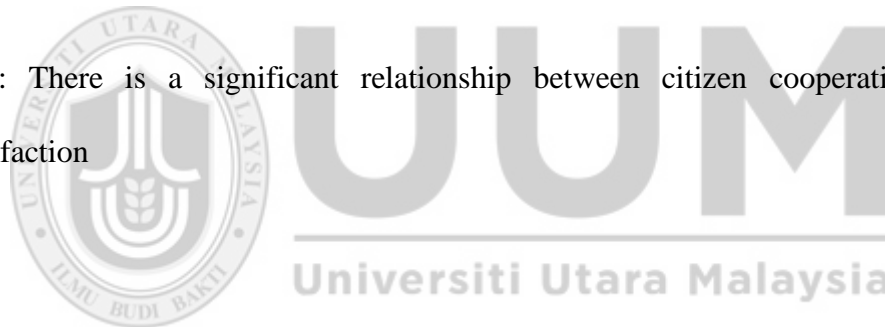


Table 4.11
Regression Result of the Different Aspects of culture factors on job satisfaction

	Standardised Beta	T-Value	P-value
(H6) Management Support	0.212***	3.392	.001
(H7) Job Challenge	0.596***	9.857	.000
(H8) Loyalty	0.004*	0.107	.915
(H9) Social Cohesion	-0.047*	-1.039	.300
(H10) Citizen Cooperation	0.087**	0.087	.035
R Square		0.575	
Adjusted R square		0.567	
F value		70108	
Significance of F value		0.000	

Note: ***: $p < 0.001$; **: $p < 0.01$; *: $p < 0.05$

Table 4.11 above summarized the findings of the analysis. The full SPSS output is given in Appendix. As shown in Table 4.11, all the five aspects of environment factors (management support, job challenge, loyalty, social cohesion, and citizen cooperation) were positive and significantly contribute to the prediction of job satisfactions at the 0.001 significant level ($\beta=0.212$, $t=3.392$, $p<0.001$; $\beta=0.596$, $t=9.857$, $p<0.001$; $\beta=-0.004$, $t=0.107$, $p>0.05$; $\beta=-0.049$, $t=-1.039$, $p>0.05$; $\beta=0.087$, $t=0.087$, $p<0.01$) respectively. In other words, Hypotheses 6 and 7 are supported.

4.9 Summary of the Findings

This chapter testified the findings of the current study. Originally, the current study allocated the respondents based on some attributes as shown in the demographic section. The next step was to ascertain the construct validity of the measure using SPSS version 19. Additionally, a detailed discussion on the construct validity was presented to ensure the quality of the model that was subsequently used to test the hypotheses.

Furthermore, the researcher used multiple linear regressions in order to analyse the hypotheses of the study. The findings of the current study supported five hypotheses. Discussion, tables and figures were applied to evaluate the findings of the statistical techniques outputs. Table 4.12 below shows the review of the results from the testing of the hypotheses.

Table 4.12
Summary of the Hypotheses Testing Results

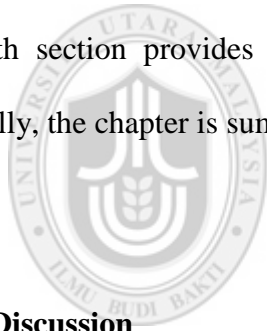
Hypothesis No.	Hypothesis	Result
Environmental Culture		
H1	There is a significant relationship between salary and incentives and job satisfaction	Supported
H2	There is a significant relationship between supervision and job satisfaction	Supported
H3	There is a significant relationship between public perception and job satisfaction	Not Supported
H4	There is a significant relationship between promotion opportunity and job satisfaction	Not Supported
H5	There is a significant relationship between organization policy and strategy and job satisfaction.	Supported
Organization Culture		
H6	There is a significant relationship between management support and job satisfaction	Supported
H7	There is a significant relationship between job challenges and job satisfaction	Supported
H8	There is a significant relationship between loyalty and job satisfaction	Not Supported
H9	There is a significant relationship between social cohesion and job satisfaction	Not Supported
H10	There is a significant relationship between citizen cooperation and job satisfaction	Not Supported

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter comprises the results of the regression analysis from the earlier chapter, and discusses the findings of the research. The first section explains the findings according to the objectives of the study. The second section emphasizes the contributions of the current study. The third section specifies the limitations, and the fourth section provides suggestions for future research based on the limitations. Finally, the chapter is summarized and concluded.



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5.2 Discussion

Specifically, the discussion is based on the research objectives of the study as listed below.

1. To investigate the relationship between organization culture factors (job challenges, loyalty, social cohesion and citizen cooperation) and Job satisfaction.
2. To analyze the relationship between environmental factors (salary and incentives, supervision, public perception, promotion opportunity and organization policy and strategy) and Job satisfaction.

5.2.1 Organization culture factors and Job satisfaction

The first research objective was to investigate whether the different aspects of organization culture factors have relationships with job satisfaction. Therefore, hypotheses 6,7,8,9 and 10 were formulated to test whether there are relationships between the different aspects of organization culture factors (job challenges, loyalty, social cohesion and citizen cooperation) and job satisfaction. The findings disclosed that two aspects of organization culture factors have positive and significant relationships with job satisfaction in the Royal Malaysian police.

The first hypothesis was formulated to examine the relationship between organization culture factors and job satisfaction. The finding shows that in the police station setting, if the supervisors/managers of the police stations have a good awareness of the organization culture factors, job challenges, loyalty, social cohesion and citizen cooperation, competition within the police stations, they will try to fulfill their employees' wants and needs in order to make sure the employees satisfy and they will remain in that police stations. In other words, the police station employees have a high level of job satisfactions towards their police stations since the supervisors/managers of the police stations are aware about the important aspects related to the organizations culture factors it will lead to satisfy their employees and get better performance.

Different factors combine to facilitate job satisfaction and dissatisfaction among employees and these are identified into motivators and hygiene factors (Herzberg,

1959). The former factors promotes job satisfaction and covers achievement, responsibility, the work itself, recognition and advancement while the latter do not directly result in job satisfaction but their absence may lead to job dissatisfaction. These cover organizational polices, supervision and leadership, salary and pay, work conditions, and communication with supervisors and colleague. According to Herzberg, employees have to achieve an appropriate degree of hygiene factors to feel comfortable in their jobs.

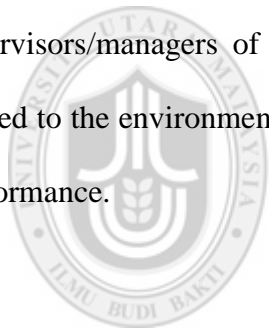
Furthermore, different factors (individual, organizational and environmental) influence the understanding of police officers of their organizational culture, which assists in the formation of their orientation towards their job and eventually, their satisfaction of the job. Majority of studies dedicated to job satisfaction among police officers addressed individual factors while the role of organizational culture and environmental factors has largely been ignored.

5.2.2 Environmental factors and Job satisfaction.

The second research objective was to investigate whether the different aspects of environment factors have relationships with job satisfaction. Therefore, hypotheses 1, 2, 3 ,4 and 5 were formulated to test whether there are relationships between the different aspects of environment factors (salary and incentives, supervision, public perception, promotion opportunity and organization policy and strategy) and Job satisfaction. The findings disclosed that three aspects of environmental factors have

positive and significant relationships with job satisfaction in the Malaysian police stations.

The finding shows that in the police station setting, if the supervisors/managers of the police stations have a good awareness of the environment factors, salary and incentives, supervision, public perception, promotion opportunity and organization policy and strategy within the police stations environment, they will try to fulfill their employees' wants and needs in order to make sure the employees satisfy and they will remain in that police stations. In other words, the police station employees have a high level of job satisfactions towards their police stations since the supervisors/managers of the police stations are aware about the important aspects related to the environment factors it will lead to satisfy their employees and get better performance.



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Environmental factors positively relates to general job satisfaction experienced by police officers (Abdulla *et al.*, 2011). Several important environmental factors that have the greatest influence on job satisfaction include salary and incentives, positive perception of the work nature, public perception, organizational policy and strategy, supervision, satisfaction with colleagues, and opportunities for promotion (Abdulla *et al.*, 2011). Specifically, Ting (1997) and Ellickson and Logsdon (2001) reported that salary is correlated with job satisfaction when employees are convinced of the equitability of their salary.

Moreover, according to Lambert *et al.* (2001), the issue of financial rewards is another source of employee job satisfaction. Financial rewards are deemed to be among the tools that organizations employ to maximize employees' performance and productivity (Al-Fadley, 1996).

Prior studies also reported that employees who are recipient of a supported relationship with their immediate supervisor perceive greater degrees of job satisfaction compared to their non-recipient co-workers (Ting, 1997). On the contrary, when leader trust and communication are lacking, employees may experience stress, which would consequently result in dissatisfaction (Wech, 2002). In relation to this, Abdulla (2009) stated that the supervisory factor comprises many significant elements that positively impact the job satisfaction level of employees.

5.3 Contributions of the Study

Throughout this study, many insights regarding the issues related to job satisfaction within police stations have arisen. To date, this study is one of the very few empirical studies conducted in the Malaysian police stations to investigate the effect of the different aspects of organization culture factors and environment factors on job satisfaction. Therefore, the current study integrates the effect of the different aspects of organization culture factors and environment factors on job satisfaction. This study has several contributions to the theoretical and practical literature, as discussed in the paragraphs below.

5.3.1 Theoretical Contributions

The findings of the current study show that all the theoretical relationships conceived in the theoretical framework are empirically supported. Specifically, the current study proves the relationship between the different aspects of organization culture factors (job challenges, loyalty, social cohesion and citizen cooperation) and environment factors (salary and incentives, supervision, public perception, promotion opportunity and organization policy and strategy) on job satisfaction. In other words, the study contributes further knowledge concerning the importance of the different aspects of organization culture and environment factors of employees' job satisfaction. Basically, many of the past studies discussed the findings of organization culture factors as uni-dimensional compared to the current study which investigates and discusses the findings of organization culture factors and environment factors as multi-dimensional (which consist of five aspects for each variables, as mentioned above) with job satisfaction.

The study also provides empirical support for the proposed relationship between the different aspects of organization culture factors and environment factors, and employee job satisfaction. In other words, the results indicate the importance and interdependent relationship between the predictor variables and criterion variable. From the Malaysian perspective, this study increases the knowledge of the role of employee job satisfaction and organization culture factors and environment factors on police stations. In particular, to the researcher's knowledge, based on the literature review, to date, this is considered as one of the very few local studies that observed

the relationships between organization culture factors and environment factors and employee job satisfaction among police station officers in Malaysia.

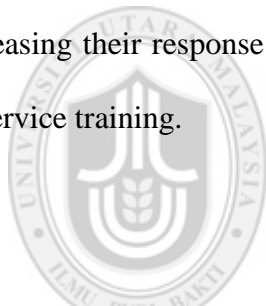
Most importantly, the study provides evidence concerning the mediating impacts of employee job satisfaction concerning the relationship between the different aspects of organization culture factors and environment factors. In other words, the current study tries to develop the boundary of the current literature as it examines the ten factors effects of overall employee job satisfaction concerning the relationship between the different aspects of organization culture factors and environment factors (salary and incentives, supervision, public perception, promotion opportunity and organization policy and strategy, job challenges, loyalty, social cohesion and citizen cooperation) and employee job satisfaction acts as a mitigator of the different aspects of organization culture factors and environment factors which contribute to increasing employees' job satisfactions in the police station.

5.3.2 Practical Contributions

From a practical viewpoint, the findings of this study provide important contributions and implications for practitioners and policy-makers. Additionally, the current study provides a valuable approach to how the different aspects of organization culture factors and environment factors could improve job satisfaction which leads to better performance among Malaysian police stations. Some of the contributions and implications are discussed in the following paragraphs. Specifically, the supervisors/managers of the police stations should apply the findings from this study

to enhance the level of employees' satisfaction among the police and the officers which, as a result, can improve their performance.

First, the results of this study could increase the understanding of the supervisors/managers of the police station concerning the significance of implementing organization culture factors and environment factors in the police stations in order to enhance job satisfaction. Therefore, the supervisors/managers of the police stations should pursue effective plans to develop all the different aspects of organization culture factors and environment factors by increasing their awareness about the salary, promotion, loyalty, social cohesion and citizen cooperation and increasing their response to salary and incentives, supervision, by providing adequate in-service training.



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Second, the results of this study suggest that the childcare supervisors/managers of the police station should take the necessary action to build a supportive employee job satisfaction environment prior to implementing any strategy, in order to improve the level of employee job satisfaction among their employees. For example, the supervisors/managers of the police stations should encourage and highlight the importance of what the employees need and want in their work, encourage good internal communication with the employees by providing regular meetings in order to make sure they know what the employees need and want in their work, and then try to fulfill them. In addition, the supervisors/managers of the police stations should continuously respond to organizations culture factors activity by providing in-service training for their employees in order to enhance level of employee job satisfaction.

Finally, the supervisors/managers of the police stations should recognize that the different aspects of organizations culture factors and environment factors have significant direct and indirect effects on job satisfaction. In other words, the findings indicate that to have committed employees to satisfy them based on the organization culture factors and the environment factors within the police station in Malaysia.

In brief, if the police station wants to increase the employee job satisfaction levels among their employees, they should make efforts to execute the different aspects of organization cultures factors and environment factors, which are viewed by the employees as important in influencing their job satisfaction level.

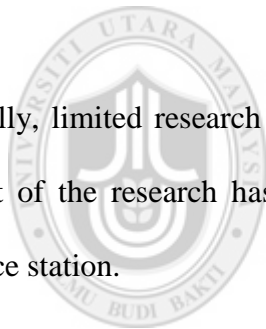
5.4 Limitations of the Study

The current study has a few limitations, even though it provides good insights and contributions as discussed above.

First the researcher executed a survey questionnaire research design, which used cross-sectional data collection at a specific point of time in order to test the hypotheses. Therefore, the information gained only demonstrates the degree of association between variables. As a result, the causal relationships which were assumed based on the results attained cannot be accurately determined.

Second, some limitations relating to the generalisability occurred since the researcher had no control over certain factors. The results of the study reveal that 73.6 % of the respondents were Malays compared to the other races, such as Chinese (14.3%), Indians (9.2%) and others (2.6%). Accordingly, the findings might be different if the percentage of the respondents from the other ethnic groups is similar. Additionally, the findings of the study were based on the data collected from the childcare centre representatives at one point in time. Consequently, the study does not reflect the continuous changes in the psychological human aspects that could have taken place in the organizations due to the continuous experience. This is because the data were based on the cross-sectional approach and no follow-up data were gathered.

Finally, limited research in this area in Asian countries and especially in Malaysia, most of the research has been done in western and American countries about the police station.



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5.5 Suggestions for Future Research

The researcher suggests future research opportunities based on this findings of the study. First, as discussed earlier, the current study is based on the questionnaire research design in order to obtain the data. Consequently, the feature of cross-sectional data, which were collected at the one point of time, restricted the researcher from observing, and, consequently, examining the dynamic features of the effects of organization culture factors and environment factors and employee job satisfaction level of the police station employees. Therefore, a case study approach might be a

better potential choice to examine the relationships among organization culture factors, environment factors and employee job satisfaction levels among the police station employees in Malaysia.

Second, a longitudinal research is highly recommended since it would help the researchers to validate the findings attained from the cross-sectional method regarding the change in human views, behavior and attitudes. This is because a longitudinal approach could explain the complex relationships among organization culture and environment factors and employee job satisfaction level over a longer period of time.

Finally, as the organization culture and environment factors was based on the continuing marketing focus by organizations, which was intended for the employees, the possibility of reciprocal causation should be recognized. Therefore, future studies might need to develop other analytical methods, for example, Structural Equation Modeling, in order to ascertain the reciprocal relationships among the study variables.

5.6 Conclusion

The main objective of the current study is to examine the relationship between the organization culture factors, environment factors and job satisfaction. The findings of the current study validate the significant effects of organization culture factors, environment factors on job satisfaction. Specifically, this study investigates the relationship among organization culture factors, environment factors and job satisfaction in Malaysian police station.

Therefore, it could be concluded that the managers of the police station should implement organization culture factors and environment factors in order to improve the intensity of employee job satisfaction, which would lead to higher and better performance.



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