Universiti Utara Malaysia

THE RELATIONSHIP OF PERSONALITY TRAITS, GENDER, OCCUPATIONAL STRESS AND JOB SATISFACTION AMONG POLICE OFFICERS IN PUNJAB, PAKISTAN

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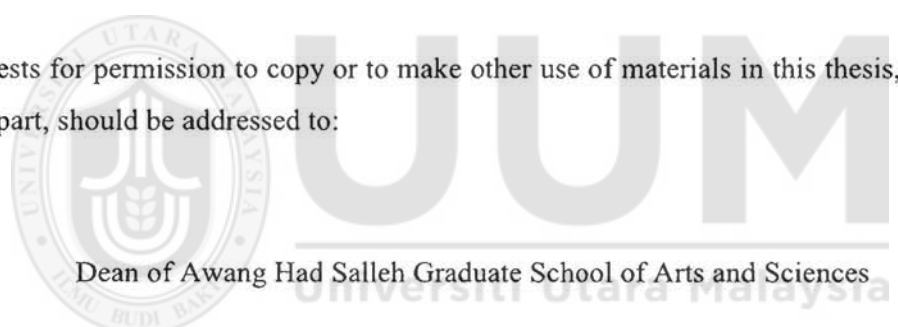|		
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Abstrak

Matlamat kajian ini adalah untuk menyiasat hubungan ciri-ciri personaliti (neuroticisme, exstraversion, keterbukaan kepada pengalaman, keserasian, ketelitian), tekanan kerja dan kepuasan pekerjaan dalam kalangan pegawai-pegawai polis di Punjab, Pakistan. Kajian juga bermatlamat untuk mengkaji perbezaan ciri-ciri personaliti, tekanan kerja, dan kepuasan pekerjaan dalam kalangan pegawai-pegawai polis mengikut jantina. Selain itu, kajian ini juga mengkaji perihal di antara ciri-ciri personaliti yang mempunyai pengaruh lebih kuat ke atas kepuasan pekerjaan. Responden terdiri daripada 300 orang pegawai polis kanan dari Punjab, Pakistan. Kaedah persampelan berperingkat yang merangkumi teknik persampelan bertingkat dan teknik persampelan rawak mudah telah digunakan. Instrumen kajian termasuklah Inventori Neo Lima Faktor (NEO-FFI), Soal Selidik Tekanan Polis (PSQ), dan Tinjauan Kepuasan Pekerjaan (JSS). Pakej Statistik untuk Sains Sosial digunakan untuk membuat analisis statistik penerangan dan inferensi. Hasil kajian menunjukkan wujudnya korelasi yang signifikan antara pemboleh ubah-pemboleh ubah dalam kajian ini. Kajian ini menemui korelasi positif antara ciri-ciri personaliti exstraversion, keserasian dan ketelitian dengan kepuasan perkerjaan. Di samping itu, korelasi yang negatif didapati wujud antara neuroticisme dan tiada korelasi keterbukaan kepada pengalaman dengan kepuasan pekerjaan. Korelasi negatif ditemui antara tekanan kerja dengan kepuasan pekerjaan. Kajian ini turut memaparkan wujudnya perbezaan yang signifikan antara pegawai-pegawai polis lelaki dan wanita dalam ciri-ciri personaliti. Dapatan-dapatan kajian lain yang berkaitan dengan jantina adalah perihal mengenai pegawai-pegawai polis wanita yang didapati mempunyai tekanan kerja yang lebih tinggi berbanding dengan pegawai-pegawai polis lelaki. Sementara itu, pegawai-pegawai polis lelaki pula memaparkan tahap kepuasan pekerjaan yang lebih tinggi berbanding dengan pegawai-pegawai polis wanita. Hasil kajian menunjukkan keserasian memberi kesan yang lebih signifikan ke atas kepuasan pekerjaan berbanding dengan ciri-ciri personaliti yang lain.

Kata kunci: Ciri-ciri personaliti, Jantina, Tekanan Kerja, Kepuasan pekerjaan.

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Abstract

The aim of this research was to investigate the relationship between personality traits (neuroticism, extraversion, openness to experience, agreeableness, conscientiousness), occupational stress and job satisfaction among police officers in Punjab, Pakistan. Another aim was to examine the differences in police officers' personality traits, occupational stress and job satisfaction according to their gender. This study also examined which personality trait has more effect on job satisfaction. The respondents were 300 senior police officers from Punjab, Pakistan. The multistage sampling method consisting the stratified sampling technique and the simple random sampling technique was used. The research instruments consisted of the Neo Five Factor Inventory (NEO-FFI), the Police Stress Questionnaire (PSQ) and the Job Satisfaction Survey (JSS). The Statistical Package for Social Sciences was utilized to perform descriptive and inferential statistical analysis. The results of this research indicated that a significant correlation exists among the variables in this research. This study found a positive correlation between extraversion, agreeableness and conscientiousness personality traits and job satisfaction, while neuroticism has a negative correlation, but there is no correlation between openness to experience and job satisfaction. There is a negative correlation between occupational stress and job satisfaction. This study also revealed significant differences in male and female police officers' personality traits. The other findings related to gender are that female police officers have higher occupational stress than male police officers, while job satisfaction level is higher among male police officers compared to females. The results of the study showed that agreeableness has a more significant effect on job satisfaction compared to other personality traits.

Keywords: Personality traits, Gender, Occupational stress, Job satisfaction.

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CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

Job satisfaction concerns each worker in the whole world. Human factor assumes a critical part in the advancement and progression of any country. Job satisfaction is essential for the individuals, the association and the country so it stays one of the well known points for researchers. Having an organization of employees high employment fulfillment implies more noteworthy participation, low non-appearance, high maintenance, more noteworthy representative exertion, less interpersonal clash, less grievances, and more. Dissatisfied employee will generally spread negative impression of organization among workmates (Ghazi & Shahzada, 2012).

Job is an identification of a person. It satisfies desires, creates a sense of pride and emotional well being. Many researchers have been interested in factors associated with job satisfaction. Organizational and environmental factors have been emphasized as important predictors of job satisfaction. Some researchers have found that organizational factors are important in job satisfaction (Opkara, 2002). Others concluded environmental factors to be more influential (Balci, 2011).

One of the areas that need to investigate on job satisfaction, is the work of police officers because police officers are constantly facing challenges and pressure due to several work related and non-work related factors. Police officers face issues either with the institutional or governmental facet, that have negative effects on their effectiveness. The official issues include; poor administration, excessive work hours, inflexible organizational strategies, serious work, poor relationships with colleagues, poor operating conditions that embody decreasing resources, lack of incentive, and role vagueness. On the other facet, the legislative issues incorporate; always showing signs of change higher reforms and strategies, less spending plan for police part and inside control. Meanwhile, personality of police officers influences their performance and job satisfaction. Due to this influence it is necessary to consider occupational stress and personality so that we would be able to maintain adequate levels of productivity as well as their job satisfaction level.

Reports of police cruelty, corruption and unfair treatment of citizens are common in newspapers, magazines, and popular books. Reiss and Bordua (1967) in their study of police-citizen encounters, conclude that police tend to become over-authoritative in socially confusing situations; securing obedience at the cost of excessive levels of aggression. As a result, much of the police-community relationship is marked by some degree of mutual hostility, resentment and distrust. Yet, this territory has not been empirically discovered to discuss the reason behind this puzzling mystery. There are more complaints against police officers, but less acknowledgment of their sacrifices and no concern whether they are satisfied with their jobs or not. The civil society blames

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them for bad situation of law and order. The government also blames them for poor performance. The role of the police as an alien force that must discourage crime and preserve individual liberty, at the same time gives the general public a wrong perception of the police. The police officers are to be seen as individuals, subject to the same social influences as others. How they feel about their work environment has deep effects both on the officer's life and on the society as a whole (Wilson, 1973).

The police officer is a uniformed individual charged with the peace keeping or order maintenance of a community. Police officers play an important role to maintain law and order in a country. The quality of their services may be impacted by level of job satisfaction they experience. Their motivation level will be higher when they are satisfied with their job. If police officers attain adequate job satisfaction, they will be in a position to cope with personal and social objectives as successful contributors. On the other hand, production can decrease and high absenteeism may occur due to job dissatisfaction.

The primary mission of a police force is to maintain law and order as demanded by the society. They often see the worst society in handling crime. They also have to face the inhumanity, brutality, and indifference to the safety of people. Police officers have to face very negative work environments. This negative office environment can raise uncertainty, low determination, and less job satisfaction (Blum, 2000; Crank, 1998). In Pakistan, Police officers have challenging task of fulfillment of conflicting demands from the public, and at the same time they also face internal politics of administration and an unkind attitude of management within their own organizations. They are fighting with the

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worst situation of terrorism in limited resources. In the current atmosphere together with pockets of act of terrorism, cops play out their obligation inside the substance of popularity and expanding at-danger things. Gershon (2000) concurs that working beneath unpleasant conditions ends up in the discontentedness and fatigue of police officers. On the other side police officer's personality traits also affect their performance and job satisfaction. Because of increases and greater sophistication in crimes committed, it's necessary that police officers must be satisfied with their jobs. In order to gain efficient performance, it is essential to consider the personality traits and occupational stress among police officers in Pakistan.

1.1.1 Overview of Job Satisfaction

Recently as a scholarly idea, job satisfaction has stirred wide considerations from administration and social fields of psychology. Point of fact, in the enhanced scholastic field, there is a long history of examining on job satisfaction. This notion has many definitions in brilliant and advance scholarly domains. Initial definition of job satisfaction was given by Robert Hoppock's (1935) is still a recognized one. He states job satisfaction as any mix of mental, physical, and ecological conditions that would result in an individual to declare that he is satisfied with his job. Normally, job satisfaction has been seen as the inverse of employment disappointment (Steers & Porter, 1975).

Job Satisfaction is viewed as identified with essential organizational and employee results, going from job performance to health and life span. Literature recommends that,

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"many variables motivate individuals at work, few of them are substantial, such as cash, and others are immaterial, for example, a feeling of accomplishment" (Spector, 2003). Job satisfaction incorporates the individual's positive and negative emotions and approaches about their profession, and that these rely on many occupation correlated traits, additionally on individual qualities, for example, sex, age, wellbeing and social connections (Schultz & Schultz, 1998).

Bowditch and Buono (2001), state that if an association's objectives, qualities, or specific work assignments are seen as a component of an individual's self-concept, as a method for development and advancement, or as a method for attesting and testing individual abilities, undertaking achievement turns into an end in itself. It is a worker's attitude about their job and is based on different components, both inborn and extraneous to the one individual. According to Ross and Emily (2001), Job satisfaction is essential from the perspective of keeping up and holding the proper representatives inside the association; it is about fitting the right individual to the right occupation in the right culture and keeping them fulfilled.

Job satisfaction is the error between individuals' desires and needs related to the job, and what is truly offered to them. Job satisfaction is essential for workers as well as for the accomplishment of the organization (Lim, 2008) on the grounds that if a worker is not satisfied with his occupation, then loyalty level with the organization will be low and job dissatisfaction or lack of faithfulness to the organization, may search for other jobs. Job satisfaction is vital for physical and mental prosperity of employees. Psychologists in the

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field of industry directed an exhibit of studies on industry laborers trying to study worker's conduct at job and to focus the degree of job satisfaction.

Subsequently, the discoveries from these studies delivered information applicable to particular job elements and to the employee's impression of these components. Within organizations is that this variable impacts employee's attitude toward their task and satisfaction of a job. Specialists hold that job satisfaction is higher when personality and job are in understanding, not really, when employees get to be disappointed and their disappointment involves negative impacts and results to any organization. Therefore, job satisfaction is of exceptional importance in its own place, the purpose behind which is apparent (Ghazi & Shahzada, 2012).

The job satisfaction study is a point of broad attention to both employees and researchers. There is a relationship of job satisfaction with numerous authoritative facts such as inspiration, execution, administration, mentality, clash, moral etc. Researchers have strived to identify the various elements of job satisfaction, measure the relative hugeness of each fragment of and assess what affects these portions have on the output of workers. In recent years, the evaluation of employee's attitude, for example, job satisfaction has transformed into a typical movement in organizations in which administration is concerned with the mental and physical prosperity of individuals (Spector, 1997).

It has been found that some factors, for example, salary, the work itself, supervisor, relationships with colleagues and promotion chances have contribution in job satisfaction

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(Opkara, 2002). Different studies have demonstrated that employees' attitudes are affected by individual qualities and job characteristics and thus influence their work performance (Sokoya, 2000). At the individual level, low level of job satisfaction and an abnormal state of nervousness are dangers to mental and physical wellbeing, personal satisfaction, goal accomplishment and self-awareness. At the working environment, these situations can decrease the quality and amount of work and lead to increased absenteeism and turnover (Khuwaja, 2004).

1.1.2 Overview of Personality

Larsen and Buss (2005) define personality as the set of mental abilities and frameworks inside the individual that are made and moderately continuing and that affect his cooperation with, and conformity to the intrapsychic, physical and social circumstances. According to Funder (2004), personality is a singular's trademark example of thought, emotions, and behavior, together with the psychological components —concealed or not — behind those patterns.

Davison, Neal and Kring (2003) stated that the personality of each of us grows through the years demonstrates a constant strategy for overseeing life challenges, a specific style of relating to different people. One individual is dependent and another is trying and mighty, another is shy and maintain a strategic distance from social contact and still another is concerned more with appearance and supporting his or her feeble sentiment self than with relating truly and on a significant level with others. Gordon Allport

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characterized personality as "the dynamic association within the person of those psychophysical frameworks that focus his trademark conduct and thought". He likewise said "a trait is a neuropsychic structure being able to render numerous stimuli practically identical, and to start and aide equal (seriously steady) indications of versatile and expressive conduct" (Allport, 1961).

Cattell (1946) noted thirty five trait variables and utilized sixteen personality factor questionnaires (16 PF.) to measure 16 of the most powerful aspects. Despite the fact that the 16 PF turned into a significant instrument for personality measurement, few psychologists have proposed different options, generally due to the limited right to use the instruments of measurement that are particular to appraisals around them. Taking after the improvement of personality attributes, numerous specialists examined this complex framework of personality, and they additionally arrived at a beginning and common understanding. Costa and McCrae (1992) built up the NEO-PI-R personality trait inventory that incorporates five factors: Neuroticism; Extraversion; Openness; Agreeableness; and Conscientiousness. The inception of Costa and McCrae's (1976) research was Cattle's 16 personality elements, extracted to the three areas of Neuroticism, Extraversion, and Openness. This was the original model called the NEO.

Personality describes those qualities of a person that record for reliable examples of feelings, thinking, and behaving (Pervin, Cervone & John, 2005). Of the option predictive variables examined, personality traits specifically have gotten impressive consideration due to their demonstrated significance in expecting efficient performance in

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different jobs (Cherniss, 2001; Boudreau, Boswell, & Judge, 2001). From among the personality variables, those in perspective of the Five Factor Model have pulled attention from most researchers in both routine and meta-analytic studies in the United States and the European Community (Salgado, 1998; Boudreau et al., 2001; Ng et al., 2005). The affiliation known as "the big-five salary link" demonstrates that representatives with some specific personality traits are hardworking individuals and gain a higher pay (Ng et al., 2005; Gelissen & De Graaf, 2006; Hülsheger, Specht, & Spinath, 2006; Dilchert & Ones, 2008).

Understanding someone's personality is important to administrators because this learning is additionally helpful for putting individuals into employments and it gives them clues about how that individual is prone to act and feel in a mixture of circumstances. The dispositional elements continually allude to the five-factor model of personality (Kumar & Bakhshi, 2010). Big Five is a dominant model in contemporary psychology to define the most eminent fragments of personality (Goldberg, 1990; John & Srivastava, 1999). The Big Five standards are extensively perceived as an important perspective for the definition of personality. The Big Five achievements occurred exactly in light of the fact that the five-dimensional structure in descriptive word evaluations was recovered in personality questionnaires, which constitutes the basis of the experimental conception of personality (Amelang & Borkenaue, 1982).

As per the rising agreement, the five major dimensions of personality are neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness (e.g., Costa

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& McCrae, 1985; Mount & Barrick, 1995). Neuroticism demonstrates adjustment versus enthusiastic steadiness. People with high neuroticism are portrayed by high levels of nervousness, threatening vibe, depression, and hesitance. High levels of extraversion demonstrate friendliness, kindness, confidence and action, while people low on extraversion are reserved, calm, goal-oriented, and shy. Openness to experience is characterized regarding interest and tendency for looking for and acknowledging new encounters and novel ideas. People with low openness are described as customary, inartistic, and narrow in interests. Agreeableness is one's interpersonal introduction, running from considerate, genial, trusting, and the person with low level of agreeableness is inconsiderate, suspicious, and manipulative at the other. At last, conscientiousness exhibits the singular's level of association, inventiveness, and inspiration in objective directed behavior. Accomplishment introduction and constancy or congruity have been discovered to be essential features of conscientiousness (Hogan & Ones, 1997).

1.1.3 Overview of Occupational Stress

Occupational stress is thought as anxiety at work and considered one in all the main sources of work related wellbeing issues in many occupations around the realm. It's delineated as a blend of elevated amounts of employment demands and low levels of administration over one's occupation (Rosenthal & Alter, 2012). Occupational stress has gotten to be a standout amongst the most prevalent themes for applied research in psychology, and in the more extensive regions of social and medical sciences. Occupational stress, also known as job stress, has been characterized by Kyriacou (2001)

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as the involvement of negative enthusiastic situations, for example, dissatisfaction, anxiety, tension and sorrow ascribed to work related elements. Topper (2007) defines occupational stress as the impression of an inconsistency between natural requests (stressors) and specific abilities to satisfy these requests.

The unpredictable operating conditions, increasing competition and fast technological changes at numerous workplaces have intensified. In such an operational setting the mind of workers needs to adopt the burden that ends up in restlessness and stress. Ali (2008) mentioned that jobs associated careers are a crucial part of an individual's life. Together with providing a supply of financial gain, it helps to satisfy personal aims, build social networks and serve communities. They are additionally a serious supply of emotional stress. As indicated by Jahanzeb (2010), the work environment has become a supplier of utmost stress as an aftereffect of innovative changes, mass conservation, data over-burden, and interest for more prominent profitability, wild revelry and unsure future. In order to keep pace with this economical world, representatives in the workplace, invest the vast majority of their energy endeavoring to meet their occupation commitments henceforth overlooking the "stressors" that have negative effects on their individual and social life. Requests on the work spot may demonstrate unsafe to the workers, both rationally and physically.

Many researches concluded that occupational stress will result in numerous negative results for the person and also the work. Stress in the work will at last deny representatives of their soul and vitality for the obligation, prompting weakened

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individual working, low enthusiasm and decreased determination (Oginska, 2006). As well, hosed activity, lessened enthusiasm for working, high nonappearance rates, diminished ability to perform, poor occupation execution, decreased strength, poor inner control, mediocrity stock and administrations, and poor physical and mental satisfaction (Fako, 2010).

As per Santillan (2010), every occupation bare to burden, tension and activity challenges. Police occupation is often referred to as the foremost disagreeable career. There are numerous elements that can bring about stress in policing. Operating setting of policing generates physical and mental stress for workers. Shane (2008) mentioned that law enforcement officials are at high risk of stress because of structural and operational job burdens as persistent activities, crisis calls, touring, crime cases and court problems.

Dempsey and Forst (2005) describe differing kinds of stress that are common in police as external, personal, organizational and operational stress. External stress is owing to specific dangers that face by officers within the line of duty. They're invariably in danger. Organizational stress is made by the facility arrangement of the sector of local government as operating hours, occasions and the utilization of strict control. This kind of stress influences their private and domestic life. Personal stress is due to the social features that are identified by association, enclosed examples are poor job coaching, apprehension of occupation, ability if there should be an occurrence of advancement, less level of job satisfaction and communication gap with alternative officers. This kind will

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produce a crucial situational reaction on the job, play a task as stressors for alternative officers and decrease their productivity as a law officer.

Operational stress is inferable from confronting unpleasant situations of daily routine life. Like adapting to culprits, drug subordinate people, and the satisfaction of the desire of the general population. This anxiety come about the execution of the police. In the event that higher power is not welcoming the officer who are confronting stressful circumstance lost his enthusiasm for individuals' welfare subsequently, acts aggressively with associates (Constant, 2005).

1.1.4   Relationship between Personality Traits and Job Satisfaction

Personality is dependably of more noteworthy enthusiasm to know why men work and at which level and how he/she fulfilled by the occupation. Judge and his partners (2001) concluded that a key personality attribute, core self-evaluation is associated with job satisfaction in workers. They additionally noted that one of the main drivers of the relationship was through the impression of the job itself (Judge, Heller, & Mount, 2002). Various elements have been recognized by the researchers as critical however, the majority of them agree on the center components of salary, work, supervision, advancement, workplace, and coworkers (Ellickson & Logsdon, 2001; DeVaney & Sandy, 2003; Saari & Judge, 2004).

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Ayan and Kocacik (2010) analyze the relationship between level of job satisfaction and personality types in high school teachers and found that 62% of the teachers who took an interest in the research show extrovert personality qualities, and 32% show introvert personality attributes. It is found that teachers with extrovert personality qualities have an obvious high job satisfaction than faculty members who have introvert personality qualities.

In the latest 20 years, understanding has added to that a five factor model of personality, frequently termed the Big Five (Goldberg, 1990), can be utilized to portray the most striking parts of personality. The five-factor framework has summed up crosswise over the measures, societies, and wellsprings of appraisals (McCrae & John, 1992). Barrick and Mount (1991) mentioned that despite the fact that the five-factor model has been investigated in numerous regions of industrial-organizational psychology, most eminently concerning occupation execution, the relationship of the five-factor model of job satisfaction is significantly less considered. Many researchers have examined the correlation between a single aspect of the five-factor model (particularly Neuroticism) and job satisfaction. Though, there is a practical deficiency of research that has connected the whole scientific classification to job satisfaction.

According to DeNeve and Cooper (1998), emotional stability (low neuroticism) and extraversion are basic features of the "happy personality". It can suppose that the elements that cause emotionally stable and extroverted people to be content in life would also cause happiness with their jobs. As in a qualitative review, it was noted that greater

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job satisfaction is identified with lower neuroticism and its variations and additionally to higher extraversion and related traits (Tokar, Fischer & Subich, 1998). During the time of examination five variables of job satisfaction have been distinguished as the most critical attributes of a job which get an acknowledgement from the employees are work, salary, promotion, supervision and collaborators (Luthans, 2005). Greenberg and Baron (1993) pointed out, "there is a wide range of personality variables which could have been connected with job satisfaction." Conscientiousness is a solid indicator of job performance in work related groups (Barrick & Mount, 1991).

1.1.5   Relationship between Occupational Stress and Job Satisfaction

Occupational stress presents when employees' learning, aptitudes, capacities and attitudes can't adapt to or don't match to their work requests and weights in organizations. It usually happens once people's physical and emotional abilities don't coordinate or can't deal with their employment demands, imperatives and/or opportunities (Ugoji, 2003; Leka et al., 2004; Ugoji & Isele, 2009). Ellison (2004) outlined occupational stress as feature of a job that needs workers to connect seriously with others. Such stretch shows up as individuals interface with each other, or manages hierarchical arrangements and environmental circumstances (Stinchcomb, 2004; Miller, 2005). As per Kohan and O'Connor (2002) police stress has consequences of behavioral issues: brutality towards associates and relatives, and extreme alcohol utilization or compulsion.

D'souza et al., (2005) argued that the particular stress veteran by individuals usually depends on the character and demands of the setting during which individuals live. During this trendy life, occupations of the individuals govern these settings. Thus, individuals in varied professions, expertise differing kinds of stress to completing different degrees. Asad and Khan (2003) taken that job stress is the result of tension on a worker by the task pressures to satisfy a job assignment and to retort to deadlines. Salik and Kamal (2007) mentioned that the majority individuals pay a substantial quantity of their lives at work. It is a dynamic connection, and ought to further to a strong feeling of reason and fulfillment, or to a decent assortment of negative wellbeing results following from unpleasant experiences. Work stress has been represented as an incompatibility between the individual and his/her work atmosphere. There is little doubt that stress at work is a vital issue conducive to health problem and ends up in social prices and productivity losses.

Numerous researches demonstrated that occupational stress will create many negative situations for the person in the place of work (Oginska-Bulik, 2006). Bhatti et al., (2011) concluded that excessive occupational stress can prompt diminished efficiency and a general negative effect on the association itself. Individuals with high occupational stress might not be happy with their job and so they are going to not feel happy operating within the organization. Thus, it is crucial for leader and staff to understand the anxiety and the stressor that creates all the negative impacts.

Numerous researches conducted by Karadal, Ay, & Cuhadar, 2008; Nilufar et al., 2009; Usman, Ahmed, Ahmed, & Akbar, 2011, demonstrated that the employee's overall performance and job satisfaction in their work is influenced by occupational stress. This is often as a result of most of the administrations are demanding for employees' better occupation result. Stress will carry unwanted effect on staff through job disappointment (Leather, Beale & Sullivan, 2003). Representatives with high occupational stress stated less job satisfaction than those with low occupational stress (Johnson et al., 2005; Sveinsdottir, Biering, & Ramel, 2006; Lambert et al., 2009; Sweeney & Quirin, 2009).

As indicated by a few studies (Johnson et al., 2005), staff with low occupational stress have the additional job satisfaction than staff with high occupational stress. The consequence of a few studies demonstrated that there is a solid negative relationship between occupational stress and occupational satisfaction (Lambert et al., 2009; Sweeney & Quirin, 2009). Stress can bring undesirable effects on representatives through making low hierarchical responsibility and employment discontentment (Leather et al., 2003). Antoniou, Davidson and Cooper (2003) believed that once sources of stress increase in job setting, job satisfaction reduces. So, job satisfaction has an imperative part in enhancing the execution of staff. Thus, if there are inconsistencies between people's needs and desires and state of their present occupations, negative thoughts and disappointment emerge at work. Individuals with higher rate of occupational stress may feel annoyed when they are having issues with associates or society, and this could result in the negative impact to the organization. They may not feel glad working and in this way may not be satisfied with their job (Nilufar et al., 2009).

The present study examined the police personnel, whose occupation is usually perceived as extremely disagreeable. The subjective stress caused by daily living or operating things might cause varied minor mental state issues and subsequent changes in job performance, job satisfaction and quality of life. Hence, this study was undertaken to assess the extent of stress among police personnel. Stress will then be seen as responses or stimuli to any kind of a pressure or agent (Mujtaba & McCartney, 2010). Massive scale studies conducted in Western and Eastern countries recommend that strain caused by job stress is universal (Liu, Spector & Shi, 2007). Individuals living and dealing in third-world and developing countries will even feel additional monetary pressures in an exceedingly fastness economy.

1.2 Problem Statement

Police plays a role as a backbone in any country. Police officers in Pakistan suffer from criticism for weak prosecution of criminals and their corruption. There is a noteworthy separation between police and civilian society. Therefore, administration and execution of police powers have been dissatisfactory. Police officers are at the frontline of war against terrorists and criminals so they have long duty hours and high risk. Research on police officers is considered a challenging research because getting permission from administration to collect data is a difficult task and most of the police officers do not respond to researchers due to confidentiality issues.

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Unfortunately, as observed, police officers in Pakistan are in the situation of war against terrorists who are a big threat to the safety of the country. At the same time, their own personal characteristics also influence their performance. Regardless of this hard situation of terrorism, however, some police officers feel more occupational stress than other associates. Their job satisfaction level is also different from one another. As noted, among the causes of this difference are their own personality traits and level of occupational stress. On the other hand, the government opens vacancies for females in police departments in every recruitment, but nothing is being done to measure the impact of gender. To researcher's knowledge, research on personality traits, occupational stress and job satisfaction of police officers has not yet been done in Pakistan. With a better understanding of relationship of personality traits, gender, occupational stress and job satisfaction can aid further research, pinpoint better strategies for retention of police officers.

Police officers have a much bigger role in a country so their job satisfaction is necessary for social development. It increases their productivity. Zhao, Thurman, and He, (1999) pointed out that there is a lack of research on predictors of job satisfaction among police officer. This data is fundamental so that policing researchers and police officials can better comprehend the effect of the total police job situations on job satisfaction of officers. Crime ratio as mobile snatching and robbery cases are increasing which shows poor performance of police officers. Corruption in police organization is increasing day by day. Corruption becomes the culture from top to bottom and police organization is considered most corrupt institution in Pakistan. Turnover ratio is also high in police

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organization as compared to other organizations in Pakistan. Less job satisfaction may be the cause of poor performance and corruption as mostly less satisfied employees indulge themselves in those activities which are against the honor of their profession.

Job satisfaction is the degree to which one likes the job. Like almost all other organizations, individual is an important element in police organization. Therefore, the idea, happy worker is a better worker, got the consideration of the researchers, and the importance of job satisfaction has pulled the consideration than ever before. Researches on job satisfaction started in the early 1900's in the United States. While there have been various studies on job satisfaction, only a few concentrated on job satisfaction among police officers. The vast majority of past studies was conducted in the UK and US. An individual with high job satisfaction holds inspirational disposition towards the job, while a negative attitude toward job is demonstrated by a dissatisfied employee (Marion, 2001).

Despite the fact that the idea of job satisfaction has been widely explored in different occupations, experimental exploration conducted on job satisfaction among police officers has been limited. As Bennett maintained, job satisfaction is a "neglected, but essential and timely topic in police studies" (1997). Low level of job satisfaction can cause high turnover of Police officers (Zhao et al. 1999). Although much of experimental exploration has inspected the associates of job satisfaction among industrial and professional employees, a few researchers considered the effect of demographic aspects of a person on the job satisfaction, particularly based on gender and race or traditional values.

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With the rising concern over the danger of terrorism and to maintain law and order situation in Pakistan, it is necessary to retain the current police officers by increasing the level of job satisfaction. Police officers give many sacrifices for a country so it is important to acknowledge their sacrifices. This study emphasized on job satisfaction of police officers because if they are satisfied with their job they can contribute in developing the nation as a whole. In the study of job satisfaction, the factors that effects or impact on job satisfaction were necessary to be focused before next study can be done. Police job is considered most challenging job in Pakistan because officers have to face the threat of terrorism and conflicting demands from both public and administration. This demanding job requires specific personality attributes to handle specific working situations. Police officers are depending on their personality characteristics to react during stressful job situations. Personality plays an important role for adaptive responses of police officers. To manage highly stressful and challenging job situations, personality is an essential weapon for police officers (Judge & Bono, 2001).

An evidence exists about the effects of personality on job satisfaction. Particularly, extraverts are prone to high job satisfaction and neurotics are less likely to report job satisfaction (Brief et al.,1995; Tokar & Subich, 1997). Conscientiousness was also a stable indicator of worldwide genuine job satisfaction, an outcome that echoes discoveries from Judge et al. (1999). Salgado (1997) noted that about all met examinations amassing over diverse samples in different countries with diverse result criteria demonstrate that Conscientiousness is likely the best trait in prediction of job-related behavior. Rus and Sandu (2013) worked on military staff and found that

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personality variables assume the part in stressing the level of job satisfaction. Military workers feel this satisfaction as per their personality. Another research conducted on the correlation between job satisfaction and personality components of the person and expressed an effect of personality components on job satisfaction (Avolio & Bass, 2014). Holland (1985a) expressed that professional satisfaction relies on the consistency between personality of an individual and the environment in which he or she works. It was noted by Greenberg and Baron (1993) that a wide range of personality factors has an association with job satisfaction. In the study of harmoniousness and personality in prediction of job satisfaction, the only prominent prediction was provided by personality factors. The relations of high extraversion and higher job satisfaction was noted in this exploration, and lesser neuroticism and more noteworthy job satisfaction appear to be logically stable (Toker & Subich, 1997).

In 2010, Ayan and Kocacik investigated the correlation between the level of job satisfaction and types of personality. The sample consisted of high school teachers in the central district of Sivas, Turkey. Researchers examine the differences of the level of job satisfaction in compliance with the personality characteristics of teachers. They found the satisfaction of teachers with their jobs near to an intermediary level. Extraversion personality factor was found among more than half (62%) of the teachers and report higher levels of job satisfaction as compared to teachers with introvert personality characteristics. Moreover, different factors such as liking proficiency, being motivated in the social relations and carrier, angry behavior, feelings of unrest and to hide emotions significantly affect job satisfaction.

Many researchers have recognized different elements affecting job satisfaction. Among them is the big five personality attributes of the workers are recognized as important variables which shape the job satisfaction of employees. In this study personality of police officers was an important factor that was investigated due to its capability to influence the job satisfaction of police officers. Personality is one of the forerunners of job satisfaction. However, the degree of the relationship has not been examined completely in the context of police officers in Pakistan. Therefore, The problem approached in this research was to investigate the personality traits, occupational stress and job satisfaction of police officers. Gauging job satisfaction level through personality as a thing is a new aspect in visualizing organizational behavior. This study expanded the knowledge on personality of police officers in Punjab, Pakistan and psychology study in Pakistan.

Policing is taken into account one in all the stressful occupations, exposing workers to activity, organization and private stressors. Previous studies recommend that the structure dynamics of police organizations and also the nature of investigation contribute to enforcement stress, that successively reduces job satisfaction and will increase burnout (Anshel, 2000). Chapman (2009) stated that the way of policing in peace keeping of a country empowers the operations of police officers very requesting and vital for the improvement of any country. Sunderam and Kumaran (2012) stated that amongst the occupations that the employees experience severe stress is that of policing. The way of overseeing, adapting, and mental regulation of stress of employees has impact on their

satisfaction of a job. The current study examines whether or not, and to what degree organizational and operational stresses in police job are related to job satisfaction.

Various studies were completed in various parts of the world for comprehension nature of stress among Police Personnel. According to McCarthy, Zhao and Garland (2007), negative operating settings; long operating hours, unpredictable dietary patterns, restless evenings, needs to take extreme choices, poor living conditions, torture by seniors, absence of time for family, disturbed personal life and also the waning open trust in the police power are the reasons for stress. Stress among policemen would show as weariness, failure to focus, dejection, touchiness and rash behavior. These risk signs are very normal among the policemen. Policemen are usually seen as inconsiderate and oppressive.

Police officers move with criminals; they have numerous associations with other group individuals; and they should have shared correspondence with other different enforcement professionals. Despite the fact that individuals working in law implementation organizations are prepared to achieve collaborations with various types of individuals, the requirement of creating selections underneath time constraints for particular conditions creates imperative stress for enforcement personnel (Miller, 2005). There is a correlation between high levels of stress and low levels of job satisfaction (which speaks to the delight segment of business related prosperity) (Terry, Nielson & Perchard, 1993). In terms of gender difference and stress, conclusions with mixed outcomes were summarized within the police occupation (Dowler & Arai, 2008).

Whereas some researchers as Bartol et al., (1992) and Wertsch (1998) concluded a high stress among female officers as compared to male officers.

As one of the most critical demographic variables, the correlation between gender and job satisfaction has been investigated much of the time. However, the outcomes have a contradiction. Several studies show an effect of the employee's gender on job satisfaction. The findings of Clark (1997) and Kim (2005) researches recommend that females have more satisfaction with their occupations than males while Shapiro and Stern (1975) concluded that males have more satisfaction with their occupations than females. Then again, other researchers by Murray and Atkinson (1981), Smith, Smits and Hoy (1998), Oshagbemi (2000) have demonstrated that there is no noteworthy association between the gender of the employees and job satisfaction. Donohue and Heywood (2004) also were not successful in demonstrating sex based alterations in job satisfaction among young British and American workers.

Although, there are researches in Pakistan conducted on relationship of job satisfaction with some factors as demographic variables, motivation, job experience and work environment in different business and social sectors, but the research on personality traits, gender, occupational stress and job satisfaction of police officers particularly in Pakistan was missing in the literature. The current study made a noteworthy step toward filling this breach by analyzing the relationship of personality traits, gender, occupational stress and job satisfaction among police officers in Punjab, Pakistan.

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1.3 Research Questions

Related to the problem statement, there was a need to examine the personality traits, gender, occupational stress, and job satisfaction of police officers in Pakistan. Hence there have been no reconciled studies currently on personality traits and occupational stress of police officers in Pakistan. Therefore, this leads to address the following research questions:

i. To what extent personality traits (Neuroticism, Extraversion, Openness to experience, Agreeableness, and Conscientiousness) relate to the job satisfaction of police officers?

ii. Are there differences in police officer's personality traits according to their gender?

iii. Is there any difference of job satisfaction between male and female police officers?

iv. Are there differences in police officer's level of occupational stress according to their gender?

v. Is there any relationship of occupational stress and job satisfaction among police officers?

vi. Which trait of personality has more influence on job satisfaction than other traits?

1.4 Research Objectives

This study was an effort to know about the personality traits, gender, occupational stress, and job satisfaction of police officers in Pakistan. In order to achieve this aim, few research objectives were formulated as below:

i. To investigate the correlation of personality traits (Neuroticism, Extraversion, Openness to experience, Agreeableness, Conscientiousness) with job satisfaction of police officers in Punjab, Pakistan.

ii. To determine differences in police officer's personality traits according to their gender.

iii. To identify the difference of job satisfaction between male and female police officers.

iv. To explore the relationship of occupational stress and job satisfaction among police officers.

v. To indicate the differences in police officer's level of occupational stress according to their gender.

vi. To identify which trait of personality has more influence on job satisfaction than other traits.

1.5 Research Hypotheses

To achieve the above mentioned research objectives, following research hypotheses were formulated:

H1: Neuroticism would be negatively correlated with job satisfaction.

H2: Extraversion would be positively correlated with job satisfaction.

H3: Openness would be positively correlated with job satisfaction.

H4: Agreeableness would be positively correlated with job satisfaction.

H5: Conscientiousness would be positively correlated with job satisfaction.

H6: There would be a difference of neuroticism between male and female police officers.

H7: There would be a difference of extraversion between male and female police officers.

H8: There would be a difference of openness to experience between male and female police officers.

H9: There would be a difference of agreeableness between male and female police officers.

H10: There would be a difference of conscientiousness between male and female police officers.

H11: There would be a difference of job satisfaction between male and female police officers.

H12: There would be a difference of occupational stress between male and female police officers.

H13: Occupational stress would be negatively correlated with job satisfaction.

H14: Personality traits, gender and occupational stress significantly influence the job satisfaction of police officers.

1.6 Significance of Study

Looking towards all research studies completed in Punjab, Pakistan, it was observed that there is limited research work done in Pakistan and it has created a wide gap, which needs to be filled up by the present and the near future research scholars. There are only few researches on job satisfaction in Pakistan, especially no research was conducted on job satisfaction of police officers in Punjab, Pakistan so this study was about the job satisfaction and will contribute to a larger body of literature.

This study highlighted the importance of personality test in the recruitment and training session of police officers and may assist the ministry or administrators in policy making to increase job satisfaction. This research also highlighted another issue that males and female police officers can differ in terms of job satisfaction. The results of gender differences in personality and job satisfaction can help the authority in recruiting the right individual for the right job. For example, male police officers are suitable for dealing the matters outside the office and female police officers are suitable for office jobs.

This research is the pioneering research that investigated the personality, occupational stress and gender differences in police department of Pakistan and the organization can get help to retain the valuable employees and minimize the turnover. This study will help

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the organization to be more aware about the importance of personality traits, occupational stress and job satisfaction of police officers and a progressive working environment can be provided to achieve individual and organizational goals.

This study makes major contributions to the literature on occupational stress among police officers, in addition, proposing significant inferences for Pakistani police officers to increase their job satisfaction and decrease the occupational stress. In Pakistan, the relationship of personality traits, gender, occupational stress and job satisfaction among police officers has not been inspected academically. Theoretical contribution is that this study confirms that personality traits, gender and occupational stress have significant impact on job satisfaction. As far as practical contributions, the discoveries of this study can be utilized as a rule by the administration to overcome occupational stress issues in police personnel.

The significance of this study gave advantages to higher authority to understand more and even better toward the employees' needs and expectation as well as how the ministry can address the issue in a constructive manner. The current analysis can provide a sign of the necessity to improve the structure climate, effecting police officers with the read of enhancing their job satisfaction. Policing and therefore the stress related to the role of the officers has not received abundant attention within the literature and looks neglected. This neglect has created an absence of literature and a data gap in the analysis into policing and job satisfaction in Pakistan. The findings, ensuing from this study, can thus function a supply of information for future researchers on the relevancy of effective

stress management and what goes to confirm a healthy policing ensuing from job satisfaction of the officers. The findings also will be helpful for the study of the relationship between stress that the officers bear and the satisfaction derived from policing at different parts of the world.

1.7 Scope of Study

Police officers play a major role to maintain law and order in a country. Their job satisfaction is crucial to attain individual and social goals. Many factors can influence job satisfaction of police officers. The scope of study is to investigate the relationship of personality traits, gender, occupational stress and job satisfaction among police officers in Punjab, Pakistan. Therefore, Punjab province was selected because the majority of the total population of Pakistan is found to in Punjab province. The study is confined to senior police officers and researcher collected data from different police stations located in Punjab. There are 714 police stations in Punjab. The researcher target occupational stress and job satisfaction as these are most significant geographic point attitudes. At the individual level, job satisfaction is closely associated with employees' wellbeing and mental health; at the organizational level, it contributes to rising performance and reducing price related to negative structure behaviors like turnover, burnout, and absence (Yang & Kassekert, 2010). Thus, finding out factors affecting job satisfaction is of explicit importance as a result of it will contribute to putting together a satisfying geographic point and enhancing productivity. The investigation of worker personality and occupational stress are deliberately and strategically imperative for the organization to

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pick up employee devotion and in accomplishing high efficiency and competitive edge. The researcher believes that the outcome of the present study can be utilized to increase the level of job satisfaction of police officers.

1.8 Conclusion

The present study examined the relationship of personality traits, gender, occupational stress and job satisfaction among police officers in Punjab, Pakistan. It was hypothesized that neuroticism will be negatively correlated with job satisfaction and extraversion, openness to experience, agreeableness, conscientiousness will be positively correlated with job satisfaction. It was also hypothesized that female police officers will have higher job satisfaction than male police officers. Another hypothesis was that female police officers will have higher occupational stress than male police officers. A hypothesis related to occupational stress was that there will be a negative correlation of occupational stress and job satisfaction among police officers in Punjab, Pakistan.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this section the related literature is looked into to gain a superior comprehension of the significance of elements influencing job satisfaction. This chapter will review the literature related to job satisfaction and its relationship to gender, personality traits and occupational stress.

2.2 Job Satisfaction

A fundamental element of the study was the notion that level of job satisfaction among police officers was correlated with gender, occupational stress as well as their personality. To fully understand or begin a discussion on job satisfaction, and what the motives are required to make an employee more efficient, one might logically begin with a definition and its importance among workers must be determined. Job satisfaction is defined all the more particularly in the literature, and a few scholars have created their individual practical descriptions.

Job satisfaction refers to an employee's positive perception of a specific job. He is satisfied with his job if the difference between desired and actual results is minimized. According to Chruden, and Sherman (1976), Incentives, Wage Secrecy, Pay Ranges, Pay Raise Policy, Ranking Method, Fringe Benefits, and Retirement are key elements in increasing and maintaining productivity and morale. A latest definition of job satisfaction is that it incorporates multidimensional mental responses to a person's profession, and that these distinct responses have psychological, emotional and behavioral elements (Hulin & Judge, 2003). Falkenburg and Schyns (2007) point out that job satisfaction is measured as a satisfaction with several components of the job and work conditions. It can be portrayed as the result of behavioral cycle, reason to conduct, a part of a direction framework where the result of the assessment marks in choices with reference to whether variations are to be made or not.

The more noteworthy the level of desires will be fulfilled, job satisfaction level will be higher. For instance, Gibson, Ivancevich, and Donnelly (1985) state, satisfaction and morale are similar terms depend on the degree of fulfillment of needs of employees by the organization. A close relationship exists between job satisfaction and the rewards people receive from their work. If the job provides workers with what they want, they experience job satisfaction and they perform effectively and their effective performance leads to the attainment of organizational goals" (Vroom, 1964). Behavioral and social science research suggests a positive correlation between job satisfaction and job performance (Bowran & Todd, 1999). If the managers understand factors associated with job satisfaction, they can lead the workers towards achieving the desired goals. The

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efficiency of an organization depends on the morale of employees (Chaudhary & Banerjee, 2004). Thus, it is useful to say that job satisfaction is valuable for all managers, employers, employees, and people in general. They are concerned with the level of improvement of job satisfaction (Cranny et al, 1992).

Job satisfaction is defined by C.R. Reilly (1991) as the employee's attitude or perception of job and this perception affects the job performance. Job satisfaction is an emotional reaction towards different features of an employee's work. It is a general attitude toward the employment (Schermerhorn, 1993). A person with a high level of job satisfaction embraces positive approaches towards the work, while negative attitudes are held by an individual who has dissatisfaction with his or her job (Robbins et al. 1995). Moreover, Hayyat (1998) stated that fulfillment of different needs such as food, health, safety and other social needs brings satisfaction. The determination of job satisfaction depends on salary, sense of affiliation with the organization and its local norms and values. This is very true, if all expectations and needs of employees are fulfilled, then they will experience a sense of achievement that will increase the satisfaction.

The major factors for job satisfaction and maximum production in employees are both social and psychological in nature (Robbins, 2002). Job satisfaction is an important element that influence whether a person will join and carry on in a specific profession. Job satisfaction is related to the extent to which workers like their job (Ellickson & Logsdon, 2002). Weiss (2002) described job satisfaction as an emotional response to one's occupation or the approach one has toward their job. If the reaction or attitude one

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has to his or her job is favorable, then that individual is said to have a sense of satisfaction with their job. Simply put, job satisfaction is the extent to which an individual enjoys his job because happy employees are productive while unhappy ones are not.

Another definition by Phillips and Connell (2003) is that job satisfaction can be referred as "the degrees to which employees are content with the job that they perform". They explained that five factors determine the job satisfaction, which are satisfaction with the work itself, pay, advancement and relationship with supervisors and coworkers. Satisfied employees are happy and thus productive. The satisfaction of employees determines the overall success of the organization because if they are happy and satisfied with their job, they will work efficiently to increase the production of the organization as a whole (Saari & Judge, 2004; Dessler, 2005).

By understanding of the review of literature in job satisfaction, it appears that many researchers define job satisfaction. Some theorists also generated their own workable definitions. Job satisfaction is one of the most important studied topics. As for the employees, job satisfaction is important for their mental and physical health (Saari & Judge, 2004). Level of job satisfaction is determined by how well expectations are being fully filled by the organization. If there is an unfair attitude of boss and employees have to work hard, but receive less reward, it will increase dissatisfaction and they will have a negative attitude toward their work, supervisor and colleagues. Ivancevich et al. (1997) stated that job satisfaction depends on how the employee perceives his job and organization. More customers are attracted by happy and welcoming employees. On the

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other hand, employees not satisfied with the job cannot attract customer due to their unhappiness (Hanif & Kamal, 2009).

There are numerous vital reasons why front-runners of police associations ought to likewise be worried with officer satisfaction. Hoath et al. (1998) give four of those reasons: First, job performance is adversely affected by negative attitudes of workers, as well as unsatisfied officers. Second, views and attitudes of community about police organization and its officers are also adversely affected by the negative attitude of the police, consequently, destabilization of the relationship between police and public occurs. Third, to show apprehension for its employees and to support positive occupational attitudes among them is the moral duty of a police organization. Fourth, Job satisfaction indorses lesser stress and therefore less indications of stress, for example, burnout, drunkenness and nonappearance.

2.2.1 Previous Studies on Job Satisfaction

During the past few decades, job satisfaction has become a heated topic in police job performance studies. While much of the research on police work and job satisfaction has been limited to testing the explanatory power of employees' demographic characteristics, others have focused on personality factors (Biggam & Power, 1996). Studying the effect of interaction between personality and organizational factors has become a new trend (Chen, 2005).

After detailed study of literature, it becomes clear that most of the researchers conducted researches in US/Western and developed countries (Deci et al., 2001). However, few researches appear on the impact of job dimensions of job satisfaction which have been conducted on Asian culture, but no research was found to examine personality aspects of job satisfaction in the organizations based in Pakistan. Terpstra and Honoree (2004) investigated "job satisfaction and pay satisfaction level of university faculty", and survey research method was used. Sample was consisted of almost 500 participants from different disciplines of colleges and universities in the U.S.A. Results found that the job satisfaction is an important element. The obvious correlation is noted between job satisfaction and salary, and between salary, position and geographical area.

In the context of UK advanced education establishments, Oshagbemi (2003) conducted a research at university level and attempted to figure out the correlation in job satisfaction among distinctive job positions. The research concluded a direct positive relationship of job satisfaction with rank and occupational level. Kaul (2002) in his study of police job satisfaction revealed that the more opportunities an organization offers an officer for personal growth and advancement, the highest quality employees will remain with the organization.

In organizational research, Job satisfaction is an important topic because it affects the success of the organization. It has received much attention in the workplace due to its correlation with many employee behaviors and attitudes. Job satisfaction is closely associated with job performance (Buitendach & De Witte, 2005; Christen, Lyer &

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Soberman, 2006), employee motivation and performance, absenteeism and turnover intension (Buck & Watson, 2002), organizational citizenship behavior, organizational commitment (Certin, 2006).

A major reason of wide research on job satisfaction is that most of the employees have to spend most of the time of their life at a job. Therefore, a comprehensive understanding of job satisfaction is crucial as it is an important factor to increase the overall success and welfare of a large number of employees (Gruneberg, 1979). Job satisfaction has been an important research topic for many years (Donohue & Heywood, 2004) because it affects the wellbeing of employees both physically and emotionally. It is closely related to income, working environment and conditions, chance for promotions, capability to achieve goals and more (Bender, Donohue, & Heywood, 2005).

Some psychologists maintain that the differences between the genuine results an individual gets and some other result level determine the satisfaction level (Lawler, 1973). Studies using retrospective ratings of job satisfaction, personality inventories and mood at work have firmly established a correlation of personality and mood constructs to job satisfaction (Spector, 1997; Watson, 2000). Low level of job satisfaction, reduces the affiliation of employees with job and leads towards poor performance, in turn; organization cannot meet the desired level of success. Farrell and Stamm (1988) conclude that absenteeism and employee stress can be reduced by improving employee job satisfaction and thus production and profits can be increased.

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Likewise, many surveys are being conducted to examine the attitude of the employees towards the different aspects of job satisfaction, the happiness of employees with their job. For example, the researchers investigated "correlates of job satisfaction among Malaysian managers" (Saiyadain, 1996). The job satisfaction is determined by job-facets like, work, salary, administration, promotion chances, coworkers and the demographic factors of the workers and the organization collectively (Shah & Jalees, 2004). Similarly, other important factors in determining of job satisfaction are age, sex, level of education, payment, task, promotion chances, favorable working environment, supervision, achieving reward, the organization size and success through abilities (Saiyadain, 1996; Sokoya, 2000; Ellickson & Logsdon, 2001; DeVaney & Sandy, 2003; Tellaet al., 2007).

Dantzker's (1994) conducted a survey to measure job satisfaction of twelve police departments in six states (N = 552) and concluded low level of job satisfaction among police officer participants. The least dissatisfaction come from the support of a supervisor while greatest dissatisfaction with the pay. Police officers between the ages of 20 and 25 were more satisfied than other age groups. The higher job satisfaction was found in male police officers than female police officers. The police departments were most liked by men, while the women preferred job offer different from policing. Police officers to the position of sergeant showed low level of job satisfaction than other police officers. While no significant impact of education level on job satisfaction was found among police officers, the findings revealed a weak relationship between education and job satisfaction. Finally, the police officers' perception of job satisfaction was greatly influenced by ethnicity/race and age. Black officers showed higher satisfaction as compared to white

coworkers. Other studies found an effect of education on job satisfaction of police officers. Some researchers found a positive correlation between level of education and job satisfaction among police officers (Dantzker, 1992; Carlan, 1999).

Again, in 2005, Mire surveyed 87 police officers from Lafayette, Louisiana to examine correlates of their job satisfaction. He considered demographic variables, organizational and personality variables. The organizational variables were task identity, skill variety, and significance of work, authority, and feedback. Personality variables such as neuroticism, extraversion, and openness were under consideration. He concluded a significant correlation of Age, service years, and rank with job satisfaction. Also, all of the five organizational variables were positively correlated with job satisfaction. These variables explain 13% of the distinction, while Personality variables could explain only 10% of the variance in police job satisfaction.

Later in 2007, Martinussen et al. conducted a survey of 223 Norwegian police officers and concluded that job satisfaction of police officers had a significant relationship with their organizational behaviors. In detail, the Norwegian officers' level of job satisfaction had a positive relation to the level of social support, organizational commitment and professional effectiveness, but a negative correlation with fatigue, mistrust, psychosomatic complaints and job burnout. In a study by ShamimaTasnim (2006), it was found that one of the major purposes of job is to get the pay or salary and it is a reality that a handsome pay will bring job satisfaction. As in a previous research by Aiken, et al (2002) on 43,329 nurses working in adult acute hospital, it was found that the nurses in

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Germany were more satisfied with the promotion opportunities as compared to the nurses in the US and Canada. Whereas they were less satisfied with their salaries.

Wright and Davis (2003) examined a positive effect of job satisfaction on the ability, motivation and effort of the employees, however, dissatisfaction of employees may lead towards turnover intentions, increasing costs, decreasing production and ultimately unhappiness of customer with the organization (Zeffane, Ibrahim & Mehairi, 2008). Additionally, obvious differences noted between the qualifications, job attributes, experience, gender and job satisfaction (Ahmed et al., 2010). Ali and Ahmed (2009) found that changes in the reward or appraisal programs can cause consistent changes in motivation and satisfaction of work, this means that greater focus on reward and recognition can positively affect the motivation of employees and results in a good job performance. Moreover, job satisfaction and management are to be found as positively associated with practices such as autonomy, teamwork and leadership positions (Hunjra et al., 2010).

Another research on the banking industry in Pakistan by Bhatti and Shah (2012) showed a significant positive correlation between job satisfaction and high internal work motivation. In the meanwhile in educational settings of Pakistan Ghazi and Shahzada (2012) conducted a research on the job experience and job satisfaction among head teachers at the elementary level and concluded that head teachers with minimum experience were less satisfied than head teachers with maximum experience. Another research on job satisfaction of university teachers in Pakistan found an obvious difference

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in level of job satisfaction among visiting, contract and permanent faculty members (Qayyum, 2013).

A research was conducted in Malaysia to investigate the factors affecting job satisfaction at fast food restaurants. The study showed that organizational factors such as work environment, salary, fairness, and advancement have remarkable influence over job satisfaction of employees in fast food restaurants. However, no significant influence of individual factors such as age and gender found in employee job satisfaction (Wubuli, 2009). Yet conclusions of this study are only applicable for fast food restaurants. Another research investigates the effects of some factors on job satisfaction. Those factors were working conditions, pay and advancement opportunities, job security, and relationships with supervisors and colleagues. The sample was the employees in different pharmaceutical companies. The researchers found that salary, work efficiency, supervisor behavior, and relations with coworkers are the important elements to determine job satisfaction (Mahamud & Nurul, 2011).

In the meanwhile, Abdulla et al. (2011) also investigate the correlation between job satisfaction and environmental and demographic factors. He concluded that environmental factors (such as pay, promotion and management) good determinants of job satisfaction than demographic factors (for example, gender, age, education and some factors of work experience, such as job rank, working hours, and duration of work experience). Communications and job stress was identified as important in determining of job satisfaction.

In educational settings of Pakistan, Nadeem (2011) investigated levels of job satisfaction among faculty members of University of Balochistan, Pakistan. Sample was consisted of 120 teachers. The teachers were generally satisfied with their jobs. However, female faculty members were more satisfied as compared to male teachers. Although this study has contributed in understanding of job satisfaction of university staff, but there could be other elements that need to be pointed out or analyzed. And then research on job satisfaction of university teachers in Punjab, Pakistan found an obvious difference in level of job satisfaction among visiting, contract and permanent faculty members (Qayyum, 2013).

Another interesting study by Ghazi and Shahzada (2012) on the job experience and job satisfaction among head teachers at the elementary level in Pakistan concluded that head teachers with minimum experience were less satisfied than head teachers with maximum experience. Saba and Sadia (2013) found that hiring and selection process, organizational policies, the nature of work, job stress, personality and communication have a significant relation to job satisfaction.

In addition to job satisfaction studies, another significant research in Pakistan was done by Qayyum (2013). He measures the job satisfaction level based on grades, job nature, and experience of job of university teachers. The sample was consisted of 500 faculty members of universities in three big cities of Punjab. The results showed that the increase of experience causes decrease of job satisfaction. The same results were concluded about the ranks. The results also conclude that contract and visiting faculty were more satisfied

than permanent teachers. This study, however, failed to detect personality factors and some other demographic variables that can affect job satisfaction. A recent study on job satisfaction in Bangladesh showed that organizational factors such as job environment, salary, equality, and promotion have significant influence over employee job satisfaction in the bank. However, individual factors such as age and gender did not significantly affect job satisfaction in Bank employees (Shamim, 2014).

2.2.2 Gender and Job Satisfaction

Job satisfaction is considered as a dependent variable in many studies due to its massive importance in the organizations. Several researches established the correlation of job satisfaction with demographic variables, for example, age, gender, education and marital status. It has been well recognized that gender has an effect on individual performance. Some researchers describe an important role of genes in the fundamental, direct experiences of job satisfaction. Many studies have been done and are being done on the job satisfaction difference on the basis of gender, but no definite indication has been noted about the job satisfaction among male and female employees. Gender was well known independent variable in research on prediction of job satisfaction. Few researches concluded high job satisfaction among male employees as compared to females (Lee, 1999). An obvious correlation between education level and job satisfaction was also noted (Lee, 1999).

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There is a considerable research on gender differences in job satisfaction and no conclusion has been found concerning the job satisfaction level among males and females. However, few researchers, Bilgic (1998) and Oshagbemi (2000b) have demonstrated a correlation between gender and job satisfaction. A study conducted on Asian versus western managers concluded lower level of job satisfaction in female managers as compared to male managers (Ilies & Judge, 2002).

A former exploration in regards to the significant predictors (demographic and organizational factors) on job satisfaction among police officers is contradictory. Agreement has not been arrived at about which demographic variable has an obvious role in prediction of job satisfaction. Zhao et al. (1999) noted that only a very narrow investigation exists on the correlation the workplace has on the police and their level of job satisfaction. The most common demographic factors that have been utilized in police job satisfaction are: age, sex, race, achievements in education, position and duration of job experience. While a few researchers kept up that there is a significant relationship between age and job satisfaction among police officers (Dantzker, 1994), other studies showed blended discoveries (Buzawa, Austin & Bannon, 1994). In the same way, contradictory results with gender were found by researchers (Aremu & Adeyoju, 2003; Bennett, 1997; Burke & Mikkelsen, 2004; Buzawa, Austin & Bannon, 1994).

The results from several studies showed a correlation between gender and job satisfaction. For example, Hulin and Smith (1964) conducted a study to measure employee satisfaction with the job. The sample consisted of 295 male employees and 163

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female employees. It was found that male employees have high job satisfaction as compared to females. This study, however, neglected to distinguish noteworthy contrasts between the genders with respect to the difficulties, comfort, money related prizes, promotion and role conflict.

Gender is important demographic variable that is often used by researchers to examine its relation with different dimensions of job satisfaction. The studies by Bilimoria et al., (2006) and Callister (2006) have noted high job satisfaction among male faculty members as compared to female faculty members, mainly in terms of profits and wages received. However, no obvious difference was found by Ward and Sloane (2000) between male and female faculty members in overall satisfaction with the job. Donohue and Heywood (2004) have conclusions that are consistent with these findings. Rashed (2006) also shared the view that no significancant variance of job satisfaction exists among male and female civil servants.

It is widely known that policing is and has been a male dominated occupation. Therefore, the relationship between gender and satisfaction with police job is unclear in the current literature. Miller, Mire and Kim (2009) found no significant relationship of gender with police job satisfaction. Conversely, Sloane and Williams, (2000) and Long, (2005) demonstrated a higher job satisfaction in women than men. A number of theories exist to explain high job satisfaction in females. These include the opportunities, difference in job 'assessments' and female hiring into a profession. Sloane and Williams (2000) noted that

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females have high job satisfaction than males, despite receiving lower wages. They also pointed out that reason of this difference could be the lower expectations of females.

Long (2005) used cross-sectional 2001 Australian data to examine gender differences in job satisfaction. She suggested that females have more job satisfaction than males by her statistical and econometric analysis. Women may expand different psychological agreements with administrations than men. When women find a consistency between organizational rules and their family role, they serve with more devotion and are satisfied with job than men. Women may get assistance from elastic working hours to keep balance between the contradictory demands of job and family roles (Frone, Bielby & Bielby, 1988). Hence, the organizational commitment can be increased by the support of the organization to manage both their family and job responsibilities (Rousseau, 1995).

Many researches on job satisfaction concluded more happiness in females than males (Bender & Heywood 2006; Kaiser 2007; Long 2005). According to Clark (1997), the reason for high job satisfaction in females is due to their lower expectations from the job which is because females hold a lower rank in the labor market. There is a great focus on gender differences in studies of job satisfaction, but no conclusion exists about men and women differences in job satisfaction. Herzberg et al. (1957) reviewed some researches and noted that males have more job satisfaction, while others show more satisfaction in females. One possible reason for this contradiction is difference in preferences and burdens that men and women place on their jobs. Researches showed that while male employees prefer jobs with high profits, accountability, and leadership opportunities;

female employees like jobs with helping colleagues, good supervisors, and the opportunity to help others (Konrad, Corrigall, Lieb & Ritchie, 2000).

Bender et al., (2005) stated that with extra salary the satisfaction of males with the job can be increased while female's job satisfaction cannot be increased. Female workers want flexible working hours to fulfill their domestic responsibilities, the importance of specific flexibility factor is different in males and females. Sadegh and Azadeh (2012) measure the job satisfaction level of employees and to examine the influence of gender difference in job satisfaction. Important factors such as management, relationship with colleagues, present salary, work dimensions, and promotion chances were considered to have an effect on job satisfaction. Employees of three private airline companies in Iran were the respondents for data collection. Results showed a moderate job satisfaction level and no obvious difference in job satisfaction was found between male and female employees.

2.2.3 Theories of Job Satisfaction

Maslow's Hierarchy of Needs (Maslow, 1954) and Herzberg's Motivator/Hygiene Theory (Herzberg et al., 1959) are the most cited in research that focuses on job satisfaction among workers.

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2.2.3.1 Maslow's Hierarchy of Needs

Maslow's hierarchy of needs (Maslow, 1954) is "the most widely mentioned theory of motivation and satisfaction. The founding father of humanistic psychology, Abraham Maslow argued that human behavior is motivated by a number of competing needs that can be arranged in a hierarchy. After satisfaction of one level of needs, it no longer motivates a person. Thus, to motivate the individual next level of need has to be activated (Luthans, 2005). Abraham Maslow (1954) is an American psychologist. He is famous for his theory of motivation. Needs are arranged in a hierarchy (Pride et al., 2005 & Smoke, 2005). Cambridge Advanced Learners Dictionary (2007) defined "need" as "to have or to want something very much".

Abraham Maslow (1954) recommended that individual needs from a five-level chain of importance extending from physiological needs, safety, belongingness and love, esteem to self-actualization. In view of Maslow's hypothesis, few specialists addressed job satisfaction from the viewpoint of satisfaction of need. According to Maslow (1954), human needs are exist in a hierarchy. Physiological needs are at the first level of this hierarchy, then safety, love and belongingness, esteem and self-actualization need is at last. Maslow suggested that these needs must be satisfied accordingly. According to theory, there are some important implications for management. Employees may have opportunities for motivation. Job satisfaction can be increased through better management, job conditions, organizational events, and compensation packages.

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Maslow's hierarchy of needs (1954) shows that physiological needs are basic human needs; follows by safety needs; social need; esteem needs; and self-actualization needs. Basic needs are physiological or survival in nature such as air, hunger, thrust, sleep, sex and so on (smoke, 2005). For example, if a worker is hungry, he or she will feel discomfort and will not be able to do his or her work with concentration. Thus, he or she will struggle to satisfy this need. If these needs are not fulfilled, higher level needs cannot be activated. However, Kreitner (2006) noted that nowadays, it's little difficult for the employees to satisfy basic needs. After satisfaction of these needs, the next level of needs will activated, which is safety needs.

Safety needs are explained by Smoke (2005) that the security of home and family is important for stability. Man is a social animal and cannot leave a secure life without a family. Therefore, to live a secure life, human beings need home and family. If a person is working in a high crime rate area, (e.g. robbery) he or she will definitely leave that location and will move in a safe area so that he can work with comfort. Kreitner (2006) stated that some researchers found that employees have a strong urge to be safe at work. Feeling safe at work is a very important factor for employees. After satisfaction of safety needs, the next level of needs activates, which are love, affection and belongingness needs, also called social needs.

Social needs can be fulfilled by getting the affiliation of a person with the members of the same society in a meaningful way (Carducci, 2009). Everyone wants to have a good relation with his co-workers because any individual cannot survive alone. For example,

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wearing the same dress generates a sense of affiliation among all employees. Besides, human have the need that their co-workers appreciate them. According to Madura (2006), some firms arrange some social events to help their employees in achieving social needs. Apart from that, to be loved and supported by a partner is human nature. Failure to satisfy social needs can lead a person towards loneliness and ultimately depression. When social needs are fulfilled, the next level of needs will be activated, which are esteem needs.

Carducci (2009) explained esteem needs are those which motivate a person to gain respects from others as well as the need to have self-respect. According to Pastorino et al. (2008), esteem needs are related to approval and appreciation from others because every individual has the desire to have a good reputation and status. Madura (2006) explained that promotion and special recognition from the organization can help an employee to achieve esteem needs. Therefore, once these needs are satisfied, self-actualization needs become dominant motivators.

Lastly, self-actualization needs are at the very top and get satisfaction when an individual execute his all capabilities (Pastrino et al., 2008). For example, if a person is good at dancing, to achieve maximum potential he or she will carry on practicing on this skill. When this maximum potential is achieved, self-actualization need is fulfilled. From this, one can obtain self-fulfillment and becomes the best person he or she can be (Smoke, 2005). Moreover, Kreitner (2006) explained that employees will become more productive, efficient and will achieve the desired goals of the organization by satisfaction of self-actualizing need. Maslow's theory has been very influential both in research and

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in practical application. In the world of business, it has given an insight into the motivation of employees and has been used as a tool to decrease turnover and to increase production and job satisfaction. Applications in the consumer economics, education and management are also very common (Seeley, 1992).

2.2.3.2 Herzberg's Two Factor Theory

Another important theory regarding job satisfaction is Herzberg's Two-Factor theory (Herzberg et al., 1959). In Two-factor theory (also known as Motivator Hygiene Theory) Frederick Herzberg (1959) explained satisfaction and motivation in the workplace. Herzberg, Mausner, Peterson, and Capwell (1957) developed the Two-factor theory. The theory states that job satisfaction and dissatisfaction are not opposite to each other, but independent and separate.

This theory states the two basic factors which lead to satisfaction and dissatisfaction named as motivation and hygiene factors, respectively. Motivation is an inner force with which an employee feels strong urge to achieve personal and organizational goals. Motivating force drives a worker to be productive, and make them able to be satisfied, for example work achievement, appreciation, chances for promotion. These motivating factors are considered to be intrinsic to the job. Hygiene factors are related to work dimensions such as salary, organizational strategy, management, and other job requirements (Hackman & Oldham, 1976).

According to Jepson and Hung-Bin (2003), job satisfaction is an impression of success of the personal which is associated with the task. Hertzberg has done research which is determined the expectations of the employees from their jobs. They had to explain the work conditions as good or bad. The responds received were classified into the satisfaction and dissatisfaction. Included characteristics Hertzberg referred to those characteristics as motivators which relate to job satisfaction such as responsibilities, work itself, respect, achievement and reward. He pointed working conditions, relationships with co-workers and management factors as hygiene factors (Robbins, 2001).

Madura (2006) stated that a study on 200 accountants and engineers was conducted by Frederick Herzberg to identify factors that may cause job dissatisfaction. He listed job requirements, management, payment, security of job and status as factors associated with job dissatisfaction and are known as hygiene factors. On the other side, satisfied employees have the common factors such as responsibility, advancement, respect and reward and are known as motivational factors (Mukherjee, 2009). A research conducted on job satisfaction in the private banking sector of Pakistan concluded a moderate satisfaction level among the employees of private banks with their jobs positions and administration capacities. This research also highlights the issue that employees are highly concerned with some elements as professional stability, authoritative operations, motivating forces, working conditions and rewards (Hassan et al, 2011).

The presence of some factors encourages job satisfaction, but in their absence feelings of dissatisfaction occurs. Herzberg's study suggested that to reduce the chances of job

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dissatisfaction hygiene factors such as working conditions and pay should not be ignored. In other words, to prevent job dissatisfaction among the employee hygiene factors is important (Mukherjee, 2009; Pattanayak, 2005). However, these components may not so much turn into the contributing components towards job satisfaction. This means that job dissatisfaction can be prevented with suitable working conditions and a handsome salary (Madura, 2006). Researchers pointed out that the hygiene factors may not be important to improve the job performance, but the performance of employees will become worse if these factors are not fulfilled (Fallon & Zgodzinski, 2008).

On the contrary, motivation factors, also known as job content factor (Mukherjee, 2009) for example, appreciation and growth can increase job satisfaction. The motivation factors encourage the employees to become more efficient and put their best performance. Therefore, motivation factors are energizers (Pattanayak, 2005). Sapru (2006) added that motivation factors originate from a human beings' need of self-actualization. If these factors are absent, dissatisfaction will not occur, however, yet the positive fulfillment will not exist.

The most significant contribution in Herzberg's two-factor theory of job satisfaction is that it established an objective link between an employee's work and environment and one's job satisfaction. Unlike the traditional observation that job satisfaction was the opposite of job dissatisfaction, Herzberg argued that the two sets of factors are not the opposite of each other, but rather each operates in its own dimension. Khalifa and Truong (2010) selected a sample of 80 by the teaching staff at the Egyptian private universities.

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The findings provide support to Herzberg's findings that, with the improvement of hygiene factors job satisfaction of employees would not be improved.

Maslow's Hierarchy of Needs and Herzberg's Motivator-Hygiene Theory can be interrelated. For example, the top two levels of the Maslow's need hierarchy, esteem and self-actualization correlate to Herzberg's motivators. On the other side of a same coin Maslow's physiological, safety, and belongings needs correlate to Herzberg's hygiene factors. Researchers who have tested Herzberg's Motivation-Hygiene theory in the business, education, and industry fields have dominated in the literature. In 1980, Holden employed Herzberg's theory to police field. According to Holden's research, the hygiene needs were the area rated as being the most poorly met in the police organization. For the most part, motivators received higher scores.

2.3 Personality

Personality is the set of organized and relatively consistent psychological traits and systems inside of the person that impact his or her communications with, and adjustments to, the intra psychic, physical, and social circumstances (Larsen & Buss, 2005). Personality is the sorted out, creating framework inside the person that is the representation of major psychological subsystems of that single person (Mayer, 2007). Traits are enduring patterns of thoughts, feelings, or behavior that differentiate one person from others. Traits are basis tendencies that stay stable over the life span. A trait is an inner trademark that relates to a compelling position on a behavioral measurement.

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Each individual has a unique personality which is formed by the interaction of various traits. The fundamental center of trait theory is to recognize and measure these individual personality qualities (Feldman, 2005).

Freud argued that human behavior is the result of the interaction of various aspects of personality and unconscious forces act as determinants of personality. Behaviorists describe the importance of external factors in the development of personality. For Skinner, behavior is actually controlled by the environment. He believes that every action of an individual is the ultimate result of his or her past and present rewards and punishments. Personality is the sum of learned reactions to the outside situation. It can be best assumed by observing the environmental factors of an individual. Personality, like other is a learned behavior (Coon & Dennis, 1989).

Heredity and life experiences (nature and nurture) are considered as basic determinants of personality. Nature and nurture are important in shaping the personality of an individual (Pierce, Gardner & Dunham, 2001). Personality traits was asserted to make two bases of conventions, firstly, traits are constant eventually, secondly, behavior is directly influenced by personality traits. However, the behavior of an individual may be different in different conditions, they may stay with the nature act because of stability center of genuine nature (Matthews, Deary & Whiteman, 2003). Researchers trusted that personality is about the inclination of the mental presumption of a person to have a specific attribute based on how the individual detect and act within a specific environment (Houston, 2005).

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Personality speaks to those qualities of the individual that record for steady examples of feeling, thinking and carrying on. Personality may speak to a man's quality judgment. An individual may have a decent personality or immoral personality as indicated by his or her conviction, culture and encompassing surroundings (Pervin & John, 2001). As expressed by Robbins (2005), a singular thought on certain issue depends on their personality which established by heredity (for instance sex and muscle reflexes), environment (for instance culture) and circumstance.

Perception, the work evaluation and environment of the individual is affected by his personality. The continuous interaction between an individual's environment and other individuals in the environment shape his behavior. The environment of the individual affects his personality, in turn this environment is affected by the personality of the person. In other words a conforming link of the personality characteristics with the work is vital element that affects the job satisfaction. It is shown by the researches on the relationship of the personality structures of employees and job satisfaction that employees with flexible, intent and bold personalities have higher job satisfaction and those workers who are unrealistic when selecting their goals, inefficient, unable to handle the work related problems and have rigid personality structures have job dissatisfaction (Jackson, 2006; Loveland et al., 2005).

Meta-analyses performed by various researchers gave recognition to personality type or traits, with significant work done by Barrick and Mount (1991). Basically, personality described how an individual typically thought, felt and related to others. Personality

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focused on the individual's attitudes, inclinations and preferences. In addition, consistency in personality trait or characteristics also played an important role. Verbal style and non-verbal cues also guide the personality of an individual, such as speech fluency, selection of words, expressions while speaking, sentence structure and reference to other person while communication. Meanwhile, non-verbal cues are inclusive of posture and the way the individual moves his/her body when interacting with others (Isbister & Nass, 2000).

The relationship between personality traits and both job satisfaction and career satisfaction gained recognition in recent years. A meta-analysis of 163 samples was performed by Judge, Heller, and Mount (2002). It was concluded that continuous predictors of job satisfaction were Neuroticism and Extraversion and personality traits explained 17% variation in job satisfaction. Also, Lounsbury et al., (2003) with a sample of nearly 6000 individuals going through career transition, found that some personality traits of a person have a relationship with career satisfaction.

A person would find a job that enhances his personality. It can in this manner be seen that personality is a vital marker for an individual to select career in any organization because best personality traits are necessary to achieve success. Several researchers argued that those employees provide better services that possess good personality. Employees with high dimension of personality are required to produce high quality work, increase job satisfaction and to obtain a cooperative job environment because they can adapt themselves easily to new working environment.

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Personality ideally outlines and illustrates the development and growth phenomena of an individual's psychological system. It explains as to how human being influence each other through their appearance and actions. Overall, personality is a composed of key characteristics that can influence individual behavior that dictate elements like awareness, organization, assessment, and appearance behaviors. Importantly, five factors based personality inventory has been empirically tested and hence recommended as the most significant model for assessing personality traits. The model includes openness, agreeableness, extraversion, neuroticism, and conscientiousness. Personality traits play a noteworthy role in shaping individual thinking, behaving and feeling patterns to such an extent that they could influence individual's occupational aspects, work, satisfaction, effectiveness and job performance.

Personality assessment was used in competency development, team building, stress management, professional development, leadership style, culture fit, enhancing selling or customer service and many other areas of activity. Additionally, there was evidence that personality traits were related to various occupational behaviors. Tett, Jackson and Rothstein (1991) suggested that, through using personality profiling to assess performance prediction; the results proved to be higher for professional staff compared to non-professional. These findings were also appropriate for individuals from managerial versus non-managerial positions (Barrick & Mount, 1991). Tett, Jackson and Rothstein (1991) indicated towards the use of personality measures to assess job performance and now the five factors of personality are actively used to assess personality across the globe. Organizations are using the personality model to evaluate what personality traits

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the employees have and how they influence their overall behavior, attitude towards things at work and job performance.

2.3.1 Gender and Personality

Women's and men's behavior varies in a few noteworthy aspects. The impact of the male's example is to convey power and predominance, though the females' example is related more with collaboration. Gender differences in personality are frequently analyzed in terms of the Big Five. Costa et al., (2001) found a higher score on neuroticism among females than males as investigated at the Big Five trait level, and additionally on most features of neuroticism incorporated into a typical measure of the Big Five, the NEO-PI-R. Women score to some degree higher than men on a few features of Conscientiousness, for example, request, loyalty, and self-discipline (Costa et al., 2001). Culturally diverse exploration from 26 countries and again in 55 countries has demonstrated a widespread example of sex contrasts on reactions to the Big Five Inventory. Men frequently report higher Extraversion and Conscientiousness, and women consistently report higher Neuroticism and Agreeableness (Schmitt, Realo, Voracek, & Allik, 2008).

Gender contrasts in personality traits are regularly described as far as sexual orientation, which has higher scores on that trait, on average. For instance, Costa et al., (2001) concluded that females are often perceived to have high agreeableness as compared to males. This shows that normally females are more supporting, delicate minded, and

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charitable more frequently and to a more prominent degree than males. Though, such a conclusion does not block the way that males might likewise encounter sustaining, delicate minded, and unselfish states, and that a few males might even score higher in these characteristics than a few females.

According to Martin (1991) Numerous viewers have expectation that males and females acquire to policing contrasts state of mind, qualities and perceptions that impact the approach of performing their job. Female police officers have been expected to have a more noteworthy responsibility to open administration, additionally comforting and supportive behavior, and less rough experiences with people and others have contended that consideration of ladies in policing is especially significant to the present emphasis on community policing. Women confronted discriminating behavior, not just inside their area of expertise, by their colloquies. They confront segregation by society also. This separation can be seen in all spots. It could be watched either by concentrating on establishments of prominence, or in a little police headquarters in the creating nation.

Women police officers, even in only female stations, can't enroll a case without freedom from their male bosses and have no forces of examination. As our general public has been male ruling, ladies were impacted in every assortment of work, and the same circumstance has been found in the police profession also. As in contrasting and different social orders, Pakistani society is more strict with respect to the ladies, so in this connection, it is extremely fundamental for them, how they can work in such a testing environment, where they need to confront this circumstance consistently.

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Research has demonstrated that ladies in policing are not effectively acknowledged by their male companions, their administrators, or their own police department. Gilligan (1977) maintains that varying socialization encounters of males and females slant men and ladies to embrace contrasting viewpoints of justice for men, dominatingly a profound quality of equity, and for ladies, prevalently an ethical quality of consideration. For some, this viewpoint has turned into a beginning stage for a great part of the civil argument on criminal equity organization including policing. Extrapolations from this theory have prompted the presumption that men and ladies contrast in their origination of the police part, with men focusing on law authorization and ladies prone to see the part all the more comprehensively as administration and group arranged. It has likewise been proposed that men may more quiet than females with the principles, chain of command and train of police associations (Worden 1993).

Differences emerged between males and females by they way they saw men's and females' purposes behind joining. Males are more probable than females to see men joining in the excitement, glory and power of policing, and from a desire to fight crime. Females will probably judge themselves as joining for prestige than are males, and they see ladies as a great deal all the more profoundly energetic by the power and control connected with the employment than do males. These are characteristically male thought processes.

As per Niazi (2013), there is a lot of criticism from the society on police department in Pakistan, due to different reasons. The police framework in Pakistan is as yet working

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with a charge and control model where the men are ruling the general structure. Valenius (2007) suggested that strategy creators need to look out in contradiction of gender essentialism in advancing feminized policing and break even with circumstance ought to remain the essential proportion beer for elevating police vocations to the ladies. In the meantime, Natarajan (2008) mentioned that there is a solid contention that woman sufferers of crime, specifically, should have contact to woman officers. The investigation indication by Corsianos (2011) is also fairly robust in demonstrating that expanded female interest in policing will prompt decreased complaints and diminished unfortunate behavior, including less dependence on the utilization of power. There is likewise prospective for female police to make a noteworthy commitment to enhancing safety and success in developing countries through investment in peacekeeping duties and as a major aspect of the professionalization of Indigenous policing.

2.3.2 Theories of Personality

2.3.2.1 Trait Theories

A model of personality that looks to recognize the fundamental characteristics important to portray personality. According to the Diagnostic and Statistical Manual of the American Psychiatric Association, personality traits are " persisting examples of seeing, identifying with, and considering nature and oneself that are shown in an extensive variety of social and individual connections." The most recognized trait theory today is five factor theory named as "Big Five". These five traits lie at the core of personality. The

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research on these traits started with the research of Fiske (1949) and later Norman (1967); Smith (1967); Goldberg (1981) and McCrae and Costa (1987) expand this research.

A considerable research has been done on Both Cattell's and Eysenck's theory, some theorists pointed out that too many traits were focused by Cattell, while Eysenck focused on too few. As a result, a new trait theory emerged, named as "Big Five" theory. This five-factor model of personality describe major traits and human personality is the result of interaction of these traits (McCrae & Costa, 1997). All the research findings and theory can be integrated with a conceptual framework of these five traits in personality psychology. The Big Five traits are also known as the "Five Factor Model" or FFM. McCrae and his associates also concluded that the big five traits are also globally distinctive. A research conducted on a sample from more than 50 different cultures concluded that the personality can be perfectly described by big five traits (McCrae, 2005).

Matthews et al., (1998) stated that neuroticism is related to coping with unpleasant events such as worry and dejection. It is the inclination to experience negative feelings, for example, resentment and depression. Neurotic people always remain under negative feelings. The vulnerability to stress and frustration is high. They can't get freedom from their emotional instability. They effectively get anxious and never get life satisfaction. They have less ability to cope with anxiety provoking situations. They are usually reactive. There is much confirmation that neuroticism is a center highlight of personality

disorders and as levels of neuroticism increases, levels of frustration and distress also increases.

Extraversion is related to positive sensations. Extraverts are energetic and motivated. They find social gatherings. They take active participation in the social world. They enjoy company with others due to their friendly nature. They prefer to become part of social events rather than to be alone. They feel great in discussion with others. They want consideration from other people (Wikipedia, 2014).

Santrock (2008) described that openness to experience. Individuals with openness to experience have unusual ideas and thoughts. They accept change because change is necessary for social evolution. They appreciate art, adventure and imagination. They are curious and sensitive to beauty. They love variety of experience, revolt and can deal with composite circumstances.

Agreeableness is an ability to cooperate with others. People with Agreeableness are soft hearted and kind. They accept that individuals are essentially genuine and dependable. They are helpful and tolerant. They give importance to the needs of others. They hide their feelings and pay more attention towards the welfare of others. Their approachable and friendly behavior makes them trustworthy. They are concerned with the opinions of other people.

Conscientiousness is related to responsibility and self-discipline. Individuals with high conscientiousness are planned, dutiful and focused. They attain their targets timely due to their planned behavior. They like to work in order and do not ignore work details. Conscientiousness is the tendency to be confident and reliable (Santrock, 2008).

2.4 Personality and Job Satisfaction

An explanation of previous research is missing that why individuals experience different level of job satisfaction in the same work environment (Harrell & Stahl, 1984). One conceivable clarification for contrasts in job satisfaction is personality. That is, past examination demonstrates that some personality traits have connection with the employment decision, and employees who don't have these qualities are more prone to report low level of job satisfaction.

There is a significant body of research demonstrating that individuals perform best teamwork, and are happiest when there is a "solid match between their personality type and the environmental characteristics" (Holland, 1996). Both an article from Kirkcaldy, Cooper and Furnham (1999) and an article by Al-Mashaan (2003) that demonstrated that high job satisfaction is found among people with internal type A personality. However, an article by Bulboltz and Winkelspecht (2004) discovered results that did not support the discoveries about the correlation of personality with job satisfaction. A second study by Kirkcaldy, Shephard, and Furnham (2002) focused at type of personality, job satisfaction and occupational health, and locus of control which viewed at hidden conviction of a

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person about their control of diverse results. This research concluded that people with personality Type A joined with an external locus of control had lower job satisfaction.

Holland's central thesis is that "individuals prosper in their workplace when a solid match exists between their personality type and the environmental characteristics. Absence of compatibility between personality and environment may cause dissatisfaction". Some researchers found a relationship between the trait and measures of professional satisfaction (e.g., Holland, Gottfredson, & Baker, 1990). Many researchers believe that there is a relationship between personality characteristics and job satisfaction (Hoppock, 1935; Judge, Locke, & Durham, 1997). Evidence exists about effects of personality on job satisfaction. In particular, Tokar, Fisher and Subich (1998) found that the role of neuroticism and extraversion is important in job satisfaction. The other three of the Big Five personality measurements has got less consideration and their impacts on job satisfaction are generally indistinct.

Furnham and Zacherl (1986) stated that a positive relationship occurs between extraversion and job satisfaction. Furthermore, high levels of extraversion is positively correlated to all sub dimensions of job satisfaction. People who are Extrovert tend to receive more out of social interactions and have a positive impression upon others. Therefore, they have more capability to achieve higher levels of job satisfaction. They also identified that neuroticism correlated negatively with job satisfaction. Employees who are neurotic have less satisfaction with the amount of work, their colleagues and their salary.

Furthermore, Greenberg and Baron (1993) noted "there are various personality variables which could have been related to job satisfaction." Barrick and Mount (1991) pointed out that in occupational group's job performance can be predicted by conscientiousness. It was pointed out by Organ and Lingl (1995) that a positive relationship occurs between conscientiousness and job satisfaction. As the employees with high conscientiousness have a tendency of effective participation in work and get more opportunities of job incentives, both formal (e.g., wages, advancement) and informal (e.g. Appraisal, achievement).

Personality is an important factor in prediction of job satisfaction. Employees with determined and flexible personality characteristics put their efforts to achieve organizational goals. As in a study, Toker and Subich (1997) examined the personality as a primary predictor of job satisfaction. They surveyed the job satisfaction of 395 diversely employed adults from a large metropolitan region in the Midwest and investigated whether there is any contribution of personality characteristics explained in the big five model of personality in indication of job satisfaction. The contribution of Big-Five personality traits was obvious to predict the job satisfaction; extraversion and low neuroticism were rare indicators.

Various researchers have conducted studies to determine the effects of personality traits on job satisfaction. For example, Van den Berg and Feij (2003) concluded that extraversion predicts both work self-efficacy and job satisfaction in a positive direction. Rhodes & Hammer (2000) describe that agreeableness is an important predictor of job

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satisfaction, and relationships of those people arc better who have personality similarities. Furthermore, they measured the similarity of directors and assistants using agreeableness. They compared these similarities to job satisfaction and found that when the supervisor and juniors have agreeableness similarity, job satisfaction tends to increase. However, this study ignored the other factors of personality which are equally important.

Afterwards, in 2001, Carol and Richard used a modified meta-analysis to check the relationships between personality, turnover intentions and job satisfaction and the moderating variables were also included to examine their impact on these relationships. Ethnicity, sex, professional setting, and decision power were included as moderating variables. Questionnaires were used as research instruments for collecting the information on the variables. Demographic information was also requested on each questionnaire from the respondents and addressed the issues of type A-B personality, job satisfaction and turnover intentions. The result did not show an overall significant correlation between personality and job satisfaction or turnover intentions, but the researchers found that job satisfaction and turnover plans are negatively correlated. Two moderating variables gender and ethnicity did not affect the correlation between the primary variables; however, an obvious influence of both professional setting and decision power were found in the correlation between the primary variables.

Some exploration recommends a relationship between personality and job satisfaction. Specifically, few researches describe the role of positive affectivity and negative affectivity. Negative affectivity is connected strongly to the personality trait of

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neuroticism. Employees high in negative affectivity usually report less job satisfaction. Positive affectivity has a correlation with the personality trait of extraversion. Individuals high in positive affectivity get more job satisfaction. Perception of job settings like pay and working conditions is affected by differences in affectivity of workers, thus affecting their job satisfaction. Another personality factor associated with job satisfaction is locus of control. An internal locus of control and less isolation may cause high level of job satisfaction, job participation and organizational commitment (Judge, Heller, & Mount, 2002; Brief & Weiss, 2002).

Police work involves a persistent relationship between contradictory goals (Lipsky, 1980). These contradictory goals of police work are protection of the property of civilians and grasp property as proof, or maintain law and order through the application of power. The contradiction in police goals confuses efforts to give officers' leadership on the best way to perform their employments.. A study on police officers was conducted by Mire (2005). He studied 235 sworn police officers of the Lafayette, Louisiana Police Department and found that neuroticism and extraversion were both significantly correlated to perceived levels of job satisfaction.

Another research on police officers was done by When Ho (2006). The correlation between job stress, personality traits, and organizational commitment among police officers was scanned. A negative impact of job stress on officer's health was detected, thus resulting in low job satisfaction. Finally, Wang (2007) determined the relationship between job stress and job satisfaction and found that they are statistically correlated, and

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Chiou (2004) compared managerial theories as well as the differences of job satisfaction between male and female police officers within the Chinese culture in Taiwan.

In any organization, personality of an individual is a subject which helps organizations to achieve desired level of productivity. If there is harmony between personality and job, job satisfaction will increase, if there is no harmony dissatisfaction will occur that will produce negative consequences to organizations. To illustrate this relationship, Akbari, Khaniabad and Rezavandi (2012) examined the correlation between working personality and job satisfaction of employees of PayameNoor universities, Iran. The research found a meaningful correlation between working personality types and job satisfaction of employees.

In a meta-analysis article Judge and his collaborators (2002) found a strong correlation of five personality traits and job satisfaction. They concluded a strong correlation of neuroticism, conscientiousness and extraversion with job satisfaction. They concluded a positive correlation of extraversion, conscientiousness and job satisfaction, whereas a negative relationship between neuroticism and job satisfaction. The results of the Judge et al. (2002) research suggests that individuals with extraversion personality trait get more satisfaction with the job, because job provides them chances to experience an ideal level of excitement, whereas individuals with introverted personality have less satisfaction. By definition, if an employee has high neuroticism, he will perceive most events negatively and will easily get angry about minor things, thus he will not be happy in general, and more specifically in the workforce. Conversely, the employees with high

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conscientiousness and extraversion were satisfied with their work. It follows that if an employee is involved in an active way (Extraversion), and perform his work duties with full devotion and put his best in work product (Conscientiousness), he will get more chances of success and satisfaction.

2.4.1 Five Factor Model of Personality and Job Satisfaction

There is some evidence that personality is an important factor in prediction and explanation of employees' reactions to work events. Now five factor model of personality is a recognized and dominant framework in personality psychology field. It can measure personality of an individual with culture, gender and age differences.

The Big Five can be found in essentially any measure of personality (e.g., McCrae & John, 1992), including examination of trait modifiers in numerous languages, variable reanalysis of existing multidimensional measures, and choices made by master judges in view of existing measures (Mount & Barrick, 1995). Researchers showed that the Big Five traits are reliable over time. There is an important role of environment. The five-factor model of personality consisted of five independent traits. Meaningful information about individual differences in an organization can be achieved by measuring these traits (Kumar & Bakhshi, 2010). Neuroticism, extraversion, Openness to experience, agreeableness and conscientiousness are the traits of this model. A meaningful arrangement for the understanding of individual differences is provided by these personality traits.

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McCrae and Costa (1996) view the Big Five as pivotal personality characters. Their Five-Factor Theory (FFT) is an enlightening clarification of the exactly inferred Big Five list. The FFT is in view of the finding that the greater part of the Big Five measurements have a noteworthy hereditary premise (Loehlin et al., 1998) and must therefore emerge, in partially, from biological structures and techniques, for example, distinct gene loci, brain regions, neurotransmitters, hormones and so on. Personality traits are primary attributes that allude to the intangible basic capacities of the single person. As indicated by McCrae and Costa, basic tendencies stay steady over the life course (Wiggins, 1997).

In a meta-analytic review Judge, Heller and Mount (2002) suggested that the five-factor model is a productive premise for investigating the natural source of job satisfaction. Especially, the traits of Neuroticism, Extraversion, and Conscientiousness displayed a moderate relationship with job satisfaction. Several researchers have brought up the relationship between the big five personality components and job satisfaction. Beginning examination showed that a positive correlation of conscientiousness, extraversion, and agreeableness with job satisfaction, while a negative correlation of neuroticism with job satisfaction. There was a negligible effect of openness to experience on job satisfaction. According to Judge, Heller, & Mount (2002) personality factors have most obvious connections to job satisfaction with extraversion have positive correlation with job satisfaction and neuroticism being negatively associated.

Neuroticism

Neuroticism or emotional stability refers to the extent to which a person is worried, short-tempered, unpredictable, and moody (Teng, 2008). It is perhaps the only Big Five dimension where scoring high is unwanted. High level of neuroticism creates many problems at the job. Neurotic people have trouble in maintaining relationships with others. They receive less guidance from others. Individual feeling to danger and punishment is the basic feature of neuroticism. Several judgments show that neurotic individuals experience a distress at work and other social situations. They show irritability, anxiety, recklessness, and selfishness. Neuroticism is the best in prediction of negative job satisfaction among the Big Five personality traits. Neuroticism explains an obvious difference in mood and job satisfaction among employees. (Judge & Ilies, 2002; Clark & Watson, 2008).

Heller et al. (2002) stated that neurotic people have more focus on negative life events. Usually, neuroticism is perceived as a negative trait yet it is thought to be valuable for some extremely thorough occupations. Neuroticism scores predict that an employee is unhappy with job (Seibert & Kraimer, 2001). Neurotic individuals experience more anxiety as compared to others due to their negative nature. They select themselves into conditions that cause negative effect (Maguus, Diener, Fujita, & Pavot, 1993). To the extent that such negative feelings about the job, may reduce levels of job satisfaction.

Extraversion

Extraversion is the tendency to be outgoing, talkative, social and to enjoy the company of others (Teng, 2008). Employees with extraversion personality trait spend more time in social settings and have more friends. They easily get adjustment to a new job than introverts. Extraversion is reflected to be accountable for individual feeling to incentive. The primary aspects of extraversion are confidence, friendliness, and talkativeness. The workers with high extraversion are highly sensitive to reward. They are energetic and highly dynamic in independent and collective work. Conscientiousness and extraversion are the best predictors of positive job satisfaction (Clark & Watson, 2008; Judge, Heller & Mount, 2002).

Costa and McCrae (1992) mentioned that more negative life events are experienced by neurotic people, extroverts are more likely to practice positive sensations and positive emotionality expected sums up to job satisfaction. It is indicated that extroverts spend more time in social events as compared to introverts and have more friends and social contacts more worthwhile (Watson & Clark, 1997). Heller et al., (2002) stated that extraversion is related to positive excellence, general sociability and pleasure. Extraverts perceive the work environment more positively, had greater earnings, more advancement, and have more satisfaction with their jobs.

Openness to experience

Individuals with Openness to experience are imaginative, intellectually curious and have aesthetic appreciation. Employees with high openness to experience generally score high on the intellectual ability test, working memory, abstract thinking, and intensive devotion. Openness to experience does not show any role in prediction of job satisfaction (Clark & Watson, 2008; Judge, Heller & Mount, 2002).

Barrick & Mount (1991) explained that openness to experience is the inclination to be inquiring, original, academic, creative, and artistic. Employees high in openness adjust easily in work conditions that demand flexible behavior and to learn something new. They have high motivation to acquire new expertise, and perform well in training sessions. The most prominent part of this personality is that people are original and creative and initiators (Teng, 2008). Although, not all psychologists agree, but Barrick and Mount (1991) believe that openness has the strongest correlation with intelligence. Individuals with low scores do not welcome new experiences, but high scorers are curious (Digman, 1990). A meta-analysis performed by Barrick and Mount's (1991) discovered that openness is unrelated to police performance. This personality trait is identified with experimental and imaginative creativity (Feist, 1998). None of these psychological states appear to be nearly identified with job satisfaction.

Agreeableness

Agreeableness is related to the friendly behavior, tolerance, delicate, trustworthy and a kind attitude (Kumar & Bakhshi, 2010). Agreeable people always help others at work. Their good mood does not determine their behavior. People with high agreeableness are helpful, concerned, and polite. Research links agreeableness with empathy. Agreeable employees are appreciated. Their agreeableness is a basic element to continue their social relationships. Their ability to struggle toward incorporation, attachment, and unity with others increase group solidity. They are kind and work for the social wellbeing. Employees have agreeableness are prone to experience higher job satisfaction than less agreeable employees (Clark & Watson, 2008; Judge, Heller & Mount, 2002). McCrae and Costa (1991) argued that individuals have agreeableness get more social affection so it should be related to happiness. Indeed, they found a positive correlation between agreeableness and life satisfaction, though at a comparatively low level.

Conscientiousness

Conscientiousness is the tendency to which a person is organized, efficient, regular and reliable. Conscientiousness is the one personality trait that always has a significant role to determine the performance of a person across a variety of professions and jobs (Barrick & Mount, 1991). In general, conscientiousness concerns delayed fulfillment. Of the five factors, conscientiousness is measured the best forecaster of teaching and job presentation and professional achievement. Conscientiousness is revealed through worker sincerity, ambition, self-control, uniformity, and time managing. It significantly predicts intrinsic (i.e., job satisfaction) and extrinsic (i.e., reward and benefits) occupation attainment. Job

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performance and employee turnover are predicted by level of conscientiousness and emotional stability, which shows the importance of personality traits. There should be an assessment of these traits during personnel selection in consequent confirmation and convenience analysis. Conscientiousness is considered a reason for honest, moral, and predetermined commitments. High organizational commitment is demonstrated by high conscientiousness (Clark & Watson, 2008; Schmidt & Hunter, 2004; Zimmerman, 2008). Organ and Lingl (1995) believe that Conscientiousness has a relationship with job satisfaction. Employees with Conscientiousness efficiently participate in working situations and thus get more opportunities for work prizes, both formal (e.g., salary, promotions) and informal (e.g., appreciation, honor, personal achievement). Indirectly, literature of subjective well-being suggested a significant correlation between Conscientiousness and job satisfaction (DeNeve & Cooper, 1998). It is established by occupational studies that people with conscientiousness struggle hard and get expertise in different skills that increase their life satisfaction (Heller et al., 2002). Judge et al. (1999) concluded that conscientiousness has an obvious role in prediction of career success, as measured by pay and job grade. Barrick and Mount (1991) determined a relationship between conscientiousness and training and job performance of the police.

After a continuous research study of personality factors, a common agreement appears in the field of personality research that differences in cognitive and social behavior can be described by the use of five basic personality traits. These personality traits provide a framework for the measurement in the field of organizational psychology. De Fruyt and Selgado (2003) stated that five factors of personality do not only predict different features

of job performance but many work outcomes, such as commitment and satisfaction with job are also affected by these factors.

Drawing from the tripartite (cognitive, affective, and behavioral) classification of attitudes, job satisfaction may be influenced by five personality dimensions through each of these processes. Cognitively, these factors may affect understanding of any individual about his or her job dimensions (Judge, Bono, & Locke, 2000). As Affective attitude is concerned, these factors influence the mood of employees that may affect the level of job satisfaction (Costa & McCrae, 1980). Behaviorally, employees who have extraversion and conscientiousness personality traits are emotionally stable, may feel happier at work. They have more opportunities to achieve desired results at work.

2.5 Occupational Stress

Occupational stress is characterized as an inadequacy of employees to deal with the occupation weight because of breach of occupation strains and worker's abilities to satisfy the employment needs (Holmlund & Strandvik, 2005). Occupational stress states to anxiety experienced as a straight result of a person's occupation. Rothmann and Strijdom (2002) describe that shift work, the conflicting implementation of instructions, the paramilitary structure of numerous police offices, repressive administration styles, absence of managerial backing for individual officers, absence of assets, the excessive or spare work, workload, instrumentality deficiencies, deficiencies of staff, poor

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interpersonal connections are components frequently referred to as reasons for occupational stress.

In developed and developing countries, Occupational stress is a standout amongst the most significant workplace wellbeing hazard for workers. (Paul, 2002; Danna & Griffin, 2002). Paul (2002) pointed out that there are different workplace components, called work stressors that make professions upsetting and difficult for various agents in organizations and assembling businesses. Extra stressors concern interactive relations at work, for example, clashes with the behavior of administrators, clashes with colleagues, clashes with assistants and clashes with organization policies.

Policing is usually considered as the most distressing and amazingly tough professions. Officers are archived to experience the ill effects of elevated amounts of anxiety through carrying out work that is both physically and expressively challenging (Morash & Haarr, 1995; Kopel & Friedman, 1999; Dick, 2000; He, et al., 2005; Gershon, Barocas, Canton, Li & Vlahov, 2009). Traditionally, to ensure life and property is the target of the police. This part is connected with numerous difficulties, for example, battling and hindrance of crimes. These parts and obligations open police officers to various work circumstances which require distinctive physical and mental capacity to manage with confidence and success (Anshel, 2000; Morash, Haarr & Kwak, 2006).

Occupational stress is because of authoritative perspectives, long work hours, absence of managerial backing and authoritative change, absence of backing from administrators and

associates, and struggle with difficulties and weights. In spite of the fact that it has been demonstrated that police officers are resistant to tension than regular citizens. Additionally to operational work-related challenges, law enforcement officials could also be exposed to structure issues that are common inside ranked, male-dominated paramilitary organizations for example, putting out fires, emergency vehicle and paramedical administrations. Unexpectedly, very day hierarchical stressors might be more testing than operational encounters, as appeared by a fresh study in which reported levels of perceived stress in a very cluster of law enforcement officials were higher throughout routine jobs than throughout a high risk community incident (Garbarino et al., 2011).

Newell (2002) stated that a person who can't control tensions may lead to such person showing adverse job behavior. The person who can't control stress diminishes the capacity to control and oversee physiological and mental burdens and therefore, such employee may not play out their obligations and tasks as an associate of an association. The motivation to experience stress vary from individual to individual because of the varieties in individuals' mental state (Critchley, Rotshtein, Nagai, O'Doherty, Mathias, & Dolan (2004). As indicated by Eweniyi (2008), job stress is one of the main sources of dissatisfaction of employees with their occupation. Branham (2005) affirms that stress can have numerous causes, together with once organization cannot, or won't, offer the devices important to create or work proficiently while on the job. It looks clear that one quarter to one 0.5 of all employee area unit feeling some level of pathology because

of stress, that is beyond question impact negatively on their work output and might cause their work turnover.

The distinctive job environment of police officers is the leading cause of stress recognized in the work of the police. In surveys, police officers are asked to categorize a list of potential stressors. The threat related to police work is frequently highlighted. Not unexpectedly, the top stressors recognized by an officer are the death of a colleague or having to get a life in the line of job (Coman & Evans, 1991; Violanti & Aron, 1993). Violanti and Aron, (1993) stated that the making aggressive arrests and horrible crime scenes are the other elements of stress repeatedly mentioned in the literature. Generally, factors that are usually considered as primary causes of psychological and physical stress among police officers are violent and impulsive incidents implicated in police job.

Next, a generous group of writing locations the essential part of peer support and trust of co-workers and administrators in buffering the impacts of stress identified with police work (Quick, Murphy, Hurrell &Orman, 1992; Dignam, Barrera & West, 1986; Morris, Marybeth &DuMont, 1999). Researchers have contended that peer support is particularly striking to police officers on the grounds that the way of their work obliges them to put their lives in the hands of colleagues in hazardous circumstances, and on the grounds that occupational stress may just be totally conceivable to fellow police officers. Additionally, research shows that those police officers perceive less stress at their job who distinguish themselves as having a strong job-related peer support system (Graf, 1986).

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Martin (1990) stated that in the case of effects of gender, female police officers and minority officers consider peer support from colleagues as an important factor that are flouting and entering into a profession that is traditionally considered as male dominated occupation. Earlier literature reveals that over resentment, higher levels of harassment and other negative social exchanges to work are more experienced by female police officers as compared to their male colleagues.

According to Violanti and Aron, (1993), third main cause of stress among police officers is the Bureaucratic uniqueness of police organizations. Researches by Martelli et al., (1989), Brown and Campbell (1990) recognized that the exceptional characteristics of police organizations are major features in prediction of stress among police officers. Coman and Evans (1991) mentioned that organizational stressors incorporate the occasions hastened by police organization that are upsetting to individuals from the association. Given the administrative way of police associations, (for example, neutral instructions, and a particular hierarchy of leadership) individual contribution at the work environment is regularly lessened to a negligible level. Moreover, Golembiewski and Kim (1991) make the contention that the quasi-military way of police associations has a tendency to raise distance among police officers. This is particularly tricky as police officers are required to practice extensive carefulness while being firmly controlled by a plenty of authoritative tenets encompassing their job.

Work/family relationships are the fourth important cause of occupational stress among police officers. Research on work/family boundary have documented that the exceptional

environment of police work affects the private lives of police officers, which, in turn, makes officers see their occupation as all the more mentally and physically upsetting (Galinsky et al., 1993; 1996; Hughes, Galinsky & Morris, 1992). A few studies have recognized work-family clash as an essential indicator of mental burnout among police officers (Burke, 1989; 1993). According to Martin (1990) this is especially factual for female officers in light of the fact that the requirements of their local part as spouse and mother are most noteworthy as compared to male police officers. To consolidate work with household commitments is a difficult task for police officers. Issues may emerge from family clashes interrupting in the place of work or from work trickling into the family (Demorout, Bakker, Nachreiner & Schaufeli, 2004).

The last cause of police stress relates to the accessibility and choice of coping tools implemented by male and female police officers in order to decrease their stress. In spite of the fact that coping literature is loaded with changed meanings of the idea of coping, most examiners approve that the coping method is reflected by the only mindful use of a rational or behavioral approach that is proposed to decrease perceived stress or expand resources of a person to deal with the level of stress (Evans et al., 1993; Anshel, 2000).

Stinchcomb (2004), Burke and Mikkelsen (2006) stated that organizational stress is extensively characterized as specific qualities of the association and practices of its representatives that may make stress for the workers. Bureaucratic procedures, lack of support from the group and pioneers, and absence of advancement opportunities in the association have been underscored as authoritative stressors. Toch et al. (2002)

distinguished as components of organizational stress, conflicting order strategies and administration style, and absence of managerial support.

According to Ellison (2004) the strategies and practices that law authorization associations require their representatives to take over while doing their employment in the field or in the working environment are viewed as possible aspects of organizational stress. Furthermore, Violanti and Aron (1995) describe that a typical organizational stressor is association between an organization and media. Other aspects related to occupational stress are absence of discussion, insufficient assistance, lack of managers' reassurance, nepotism, feelings of loneliness and absence of social support from family, coworkers and seniors (Howard, Donofrio & Boles, 2004).

2.5.1 Previous Researches on Occupational Stress

In a situation where job has no match with the resources, potential, and needs of the workers, it usually ends up fostering occupational stress (Nakasis & Ouzouni, 2008; Lindholm, 2006; Alves, 2005; Bianchi, 2004). Study by Bohti and Talib (2009) assessed the relationship between job satisfaction and stress and revealed a negative association. Occupational stress is in a direct negative connection with job satisfaction as it depletes individual potential (Yahaya, Tamyes, Ismail, & Jaalam, 2010). Principally, stress is seen as a physical ordeal that humans encounter. More recent studies also associated stress with physical events as well as events' appraisal which is a cognitive phenomenon (Jones & Bright, 2001). Fatigue and dissatisfaction of police officers is consequence of stressful

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working situations. Occupational and physical well being of police officers is affected by these continuous, stressful situations (Gershon, 2000).

Previously, Bernard has recommended that changes in the external environment can potentially bring disruption in any living being (Noble, 2007). There was a considerable body of research showed evidences on client-centered professions as intrinsically stressful; inclusive of police officers (Maslach & Jackson, 1981b), psychologists (Cushway, 1992), as well as the nursing profession (Snelgrove, 1998). Furthermore, studies have also outlined that occupational stress and its level and intensity differs and relies upon numerous external factors such as cultural perspective, the nature of work, etc. The framework presented in this study is related to occupational stress and was designed by Lazarus and Folkman (1984). The model is called the cognitive theory of stress and coping. As per the authors, stress refers and hence can be explained by examining the interaction of an individual with the surrounding environment. When demands on the environment go up in comparison with the resources at hand, this results in stress and coping.

The core predictors proposed by the theory relate to the personal and workplace characteristics which can potentially work as stressors, depending upon the individual appraisal of the environment. On the contrary, personal characteristics have the potential to facilitate individual at work to perform appraisals of the stressors and this goes the same in the nursing profession as well. Henceforth, occupational stress and coping results according to the level of appraisal of environmental appraisal of individuals. Based on

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this, it can be said that, individual's feelings of stress are based on the perception of the environment. If the perception is believed to be controllable, then the feelings of stress would be low and vice versa. Numerous sectors where occupational stress has been a point of focus in order to investigate how to actually lower their effect on employees; law enforcement institutions and agencies have shown paucity of research in this regard (Jaramillo et al., 2005).

In the views of Montgomery (2008), organizational stress can be alleviated through adopting responsive corporate strategies in the business. This is important for businesses in order to ensure that their employees are performing as per expected. Importantly, organizational stress could be more critical and thus, more important for law enforcement institutions such as police. This is due to the reason that, organizational stress can end up leaving severe consequences amongst the staff, which may end up in inappropriate behavior with the general public (McCaslim et al., 2006).

According to Houtman (2007), occupational stress is a form of responses that arises when the demands of the job have no match with abilities and knowledge of employees and which encounter their capacity to cope. Furthermore, numerous reactions are generated by the disparity between demands and personal assets, which are physiological, for example, high blood pressure, behavioral, as absenteeism and violence, emotional, such as, certainly annoyed, and cognitive, for example, loss of attention and reduced devotion. Thus, it is assumed that occupational stress is a situation where the personnel feel that

they are fronting unwanted task, and tries to respond according to their conventions, either psychologically or physiologically.

Stinchcomb (2004) claims that if the work environment is not intended to empower individual achievement and independence for representatives, they start to be disappointed and lose profitability. In police stress researches, for example, researches by Violanti and Aron (1995), Zhao (2002), Toch et al., (2002), Kohan and Mazmanian (2003) and Miller (2005) have consistent findings that organizational parts of the work are more troublesome than its operational parts. Researchers have inferred that organizational stressors have more impact than operational stressors in view of the apparent absence of capacity to make restorative move (Davey et al., 2001).

The nature of the job of the police is so full of hassle that their day-to-day activities put them in stressful situations. Unless managed properly, such stressful incidents or situations can severely affect emotional, physical and psychological well being of the officers (Chapin et al., 2008). Operational stress denotes to what arises from the inborn aspects of the job. In the police and related law enforcement jobs, operational stress is experienced on a daily basis due to exposure to murders, traumatic events, assaults, crime, facing victims and shootings, etc. Notably, studies have also shown that working in shifts also makes the police staff members to experience operational stress (Burke & Mikkelsen, 2006; Ellison, 2004).

Operational stress or in other words the inherent stress in the police profession may also include boredom and consistent interaction with the general public. It may also include the use of force, disastrous incidents, violence, and deaths (He et al., 2002). Accordingly, physical contact with suspects (Dowler, 2005), also fosters operational stress and burnout. According to McGrath, Reid, and Boore (2003), and Tyson, Pongruengphant, and Aggarwal (2002), organizational pressure and management issues care very common predictors/cause of stress. Elements like perception about lack of care from the organization, insufficiency or lack of resources, autonomy can cause stress. Similarly, lack of interpersonal skills such as communication, confidence and competence can also cause stress.

Lee and Wang (2002) highlighted that insufficient support and guidance, communication deficiency, shortage of manpower and high propensity of risks can result in institutional stress. According to Ortega et al., (2007), personal stress is common and hence, cannot be removed in totality. In the views of Warers and Ussery (2007) that personal stress can be minimized, however, through counseling, education and training. Maslach (2003) has pin pointed that consistent exposure to stress can be destructive for both employees as well as the organization. Stress can deplete resources and their potential usage, thus, resulting in mental fatigue for employees and poor organizational performance.

A study by Kop, Euwema and Schaufeli (1999) has emphasized on the significance of organizational factors to be most pressing when it comes to stressors in policing profession. On the broader level, organizational stressors have been classified into two

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categories which are job demands and lack of resources. Job demands refers to the mental and physical aspects of the job that psychologically affect an individual. This includes for example shift works, over time, time and work pressure. On the other hand, lack of resources means insufficient support and supervision towards the achievement of the objectives.

Cooper and Marshall (1976) explained the reasons behind occupational stress are three. The first one is organization based stress, such as long hours working, salary issues, working policy and procedures, safety and insecurity, lack of administrative support and nature of the business. The others are work-related sttressors such as role conflict, role confusion, job demands, restricted involvement in decision making, lack of job task variety, poor communication, leadership, conflicts. Lastly, task-related stresssors includes general responsibilities, unclear tasks, clients and subordinates and so on. A study by Berridge, Cooper and Highley-Marchington (1997) suggests that work stress has a varied impact and influence and is mainly the result of economic activity. If taken positively, work stress can act as a stimulus and source of excitement. On the contrary, it has the potential to damage individual`s job effectiveness, work quality, and personal proficiency. Additionally, stress can also negatively influence sleeping, communication, mental well-being and decision making (Rees & Redfern, 2000; Jex, 1998; Cartwright & Cooper, 1997).

Review of the literature, Chang and Lu (2007) and Cooper et al., (1988) on the topic has indicated towards a number of factors acting as occupational stressors such as

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relationships and social interactions at work, career progression, work life balance and potential interruptions and organizational structure. According to Marshall and Cooper (1978), an individual who is not in a match with the work environment often experiences higher levels of stress. According to Finn and Tomz (1998), occupations whereby employees are responsible to face business issues and problems such as medical, security, law and order can suffer more stress compared to other professions.

It is important that the police officers are fully effective in performance in order to maintain peace, security and stability in the society with effective law enforcement. Paton and Violanti (1999) have indicated that the police has been ranked as the one of the highly stressful professions due to their nature of job which revolves around several occupational, organizational and personal stressors. Accordingly, studies by Rok (2009) and Anshel (2000) has outlined that the work concerned factors are the major source of stress for police officials. Study by Claire (2006) has highlighted that dealing with addicted and drunkards and use of violence is directly associated with the occupational stress.

Shane (2008) explained that often higher level of stress is due to how police officials are treated by the top authorities. The way of administration in the police organization leans towards isolation among police officers. While being controlled firmly by their administrators, they have to take significant decision. The stress and burnout rises as an aftereffect of strain that happens between the caution given to officers and the apparently

constricted, infinite list of standards held by the police administration (He, Zhao & Lorvich, 2002).

Bouteyre, Maurel and Bernaud (2007) underlined that the length of service is also greatly associated with higher stress levels. They explained that officers with a longer period of service generally have higher stress and this is due to the attribution of stress with development, financial, domestic issues of life. Hall (2012) attributes high level of stress among police officers to the fact that officers have to make significant adjustments to the new workstations brought about by frequent transfers. Secondly, because of work pressure due to their small number, strain affects interpersonal relationships. Furthermore, arrangements pertaining to housing, shifts in lifestyles also contribute towards stress. Additionally, police officials also experience stress due to the nature of their work and futile coping styles.

A survey conducted in Kenya showed that most of Police officers suffer from occupational stress. The study found out that both operational and organizational sources of stress were prevalent (Nyaga, 2006). Anshel (2000) has ranked police profession amongst the highly stressful professions. According to Chapin, Brannen, Singer and Walker (2008), inherent stressors which result from violent incidents such as suicide or homicide, traffic and search operations, crime scene investigations are all causes of high stress. Similarly, traumatic events, forced working hours and extra slots have also been found as predictors of high stress (Brough, 2004; Liberman, et al., 2002; Toch, et al, 2002).

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He et al., (2002) have also underlined that violent and unpredictable incidents often result in stress and burnout amongst the police officers. Incidents such as the death of a colleague while on duty, shooting criminals, physical attacks and threats related these are some of the most stress inherent aspects (Violanti & Aron, 1994 as cited in Chapin et al., 2008). A study conducted on 812 national police officials in Turkey found that the stress inherent factors varied from one state to another. However, the most common factors remained consistent with what the studies found in the United States (Buker & Wiecko, 2007).

Hart et al., (1993) and in a consequent study in 1994 pinpointed that police officers' stress could be segregated into two broad disclosures; operational stress and organizational stress. Operational stress for police officers may include factors such as arrests, court and legislative issues, charging people for assault and other similar. Accordingly, organizational stress may include decision making practices, issues with management and colleagues, communication problems and so on. The study also suggested that stress in police officers was more due to organizational aspects rather than operational components.

There is another type of stress called critical incident stress which is basically emotional stress, resulting due to a grave incident in particular (Carlier, Voerman & Gersons, 2000). People working in law enforcement such as police officials have to experience critical/traumatic events at work. Talking about gender in police, women in police also face similar issues and their life compared to women working in other occupations is

different. However, women police often has lesser physical work to do, but on the contrary are prone to issues like sex discrimination, prejudice and so on. They being in minority are often mistreated similar to other occupations. The survey study by Kroes (1976) on married police officers revealed that the occupation has taken away work life balance. This is due to the fact that the job has made hurdles in their personal and social life. Moreover, they reported to have faced issues in their family life also. The survey highlighted that long working hours, stretched shifts, heavy paperwork and stressful incidents negatively affected their personal life.

Stress refers to the pattern of specific and non-specific responses a person (police officers) makes to a stimulating event that disturbed its equilibrium and taxes or exceeds his or her ability to cope (Shin, Hin & Kin, 2007). It's the state or condition of strain and especially of intense strain. Stress is taking toll on police officers throughout the nation, though it's a problem the department loathes talking about publicly. The police are always the first to report on scenes of murder, rape, violent crimes and so forth. Empirical studies have linked greater perceptions of stress with higher feelings of anger, anxiety and lowering self control. Studies have also correlated stress perceptions with physical illness (Miczo, Averbeck & Mariani, 2009). However, reasonable amount of stress can help an individual increase his creativity and improve productivity. Thus, although stress brings negative effects when it's very high, positive effects can also be got like promotion and a more responsible position.

Henceforth, higher stress levels can potentially damage work performance and typically exhaust individuals' physical and mental capabilities. Concerns regarding family income and insufficient salary are among the top stressors experienced by police officers that affect their job performance (Moffat, McConnachie, Ross, & Morrisson, 2004). Some of the widely affecting stressors for police officials have been lack of motivation, work and time pressures, financial constraints, domestic, and social issues. Accordingly, internal factors resulting in stress are mainly based on the gap in demands against available resources. If the demands are higher than the available resources, it naturally ends in causing stress. At times individuals themselves expect to have/received more than needed resources and thus end up being stressed. An individual may not be consciously doing so, but it all ends up depleting individual capabilities and resulting in stress and burnout which ultimately hinders effective performance (Aherne, 2001).

Burke and Mikkelsen (2006) in their empirical study have mentioned that staff shortages are increasing due to which they struggle to provide quality services with such a stressful environment. The authors have also reported that increasing workload is primarily due to more responsibilities. Water and Ussery (2008) stated that since police professionals are responsible for law enforcement, peace, securing general public and national assets. They are also responsible for interrogation activities and many other duties which may arise all of a sudden. The authors have also accepted the fact that due to increased global situations and police work aspects, job of police officers has become severely stressful. Importantly, the majority of their roles has strict deadlines which again fosters stress.

A study by Cancino and Enríquez (2004) outlined that peer influence is an important social force and therefore, sharing each others' experiences, officers can understand and cope up with the stressful experiences. Hence, peers can facilitate as protectors against stress. Peer support can considerably help to manage and minimize the effects of stressful situations which can easily cause anger and hostility. Govender (2008) highlighted that peer support and bonding is crucial for police profession and results in solidarity and lasting relations amongst the police officers. Moreover, the author also outlined that police officials that frequently use excessive force or violence can face major retaliation from the peers. Undisputedly, police is one of the most main occupations where personnel have to contract with a variety of different people. They are suppose to interact with criminals as well as good local community members; they are also required to maintain responsive communication with other law enforcement divisions and institutions. The studies and literature review above outlines that there are and can be many undefined stressors, causing occupational stress amongst the police constables/staff.

Moreover, undefined job descriptions, work timings and variety of complicated nature of work tasks makes their job harder. However, the stress is the only component that negative affects their performance more than anything else. Examining occupational stress is therefore important and would yield towards improving understanding about the work stress and how their life can be improved. Person fit theory in the confinement of stress suggests that exposure and interaction between individual and environment is the main component of stress. The theory assumes elements such as achievement,

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environment, job satisfaction, stability, growth as personality characteristics of an individual.

According to Gluck (2003), personality is an amalgamation of unique characteristics and states that have the potential to influence an individual's ability and competence concerning to the achievement of goals and objectives. Every individual views and perceives things differently and thus influences the interpersonal abilities. Mills and Huebner (1998) studied and concluded that five step model by Costa and McCrae (1999) found a significant relationship between neuroticism, introversion personality traits and stress. Furthermore, a study by Cano-Garcia et al., (2005) highlighted towards the critical role of personality and other contextual factors in causing stress. Conclusively, on the grounds of the five factor model by Costa and MsCrae (1999), stress is in strong affiliation with neuroticism and extroversion. Psychologically, police officers as human beings are embedded by personality explained in terms of five factors (B5) namely neurotic, extravert, openness to experience, agreeableness and conscientiousness. Personality classification as Big five factor pattern is well established in human studies and especially effective in industrial and organizational psychology studies (Ganjeh, Arjenaki, Nori, & Oreyzi, 2009; Barrick & Mount, 1991).

2.5.2 Gender and Occupational Stress

Occupational stress is the result of physical and emotional exhausting nature of police job. Females have been generally bound to the private circle of the home and family,

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which brought about their rejection from public areas, for example, legislative issues and paid work. The principal arrangement of female officers inside police administrations happened more than a hundred years prior. The undertakings of these female officers comprised of completing local and managerial obligations (He, Zhao & Ren, 2005). Wendy (2008) contended that it was not until the 1960's that ladies were allowed to embrace policing undertakings.

The inclination to treat female police officers contrastingly to their male partners is a universal marvel. Other than the avoidance of females from patrol obligations, most police officers had certain biased approaches, for example, portions to debilitate the employing of female officers. The fear of the effects of occupational stress among female police officers ought to be given more consideration now that females are joining the police administration. In any case, the rate of female in policing contrasted with their male partners was moderately low. The issues with respect to stress and the impact of a male commanded profession go to the fore (Griffin, Armstrong & Hepburn, 2005).

Females are typically thought to be inadequate officers inside the police administration and are typically considered as an obligation in risky things. Gender had effected on occupational stress with females encountering crime related stressors less seriously and repeatedly than their male partners (Morrison, 2005). As per Cooper and Bright (2001), male police officers are are four times more prone to die of coronary heart condition than the feminine law enforcement officials. Males have a median anticipation

of eight years shorter than females. More males take liquor, and smoke cigarettes contrasted with the females. Side effects, for example, depression will probably be analyzed in female than male.

There is a very little variation between male and female occupational stress level (Griffin, 2006). Female police reported physical side effects of stress while their male partner reported encountering burnout. Males are habituated to overwhelming their feelings while encountering occupational stress (Well, Colbert & slate, 2006). Agolla (2008) states that the majority of the times, it is troublesome for some male police officers to look for expert assistance from their colleagues when the face conflict between family and job environment and negative adapting among themselves, since they think they will be seen as pathetic. This rejection to pursue facilitation could be as an aftereffect of the view of the police officer feeling that such help will uncover their flaw to struggle against the challenges of the job and their colleagues will know about their weakness. Therefore the officers simply target to worry.

Earlier researches on stress by Violanti and Aron, (1994) and Anshel, (2000) propose that police profession is usually considered as a stressful occupation because police officers have to perform their duties in a challenging environment such as encountering with intense offenders and crime acts during the course of their regular work. Also, the police have an extraordinary measure of tact that obliges them to settle on extreme choices about arresting certain people or notwithstanding utilizing the fatal power (Crank & Caldero, 1991). Moreover, Violanti and Aron (1993) stated that the nature of the law

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implementation association is regularly distinguished as an essential supply of occupational stress in that it is portrayed by indifferent principles and an unbending level of leadership.

The results of work related stress can at least prompt affliction, changes in mood and disturbances in sleep within the short and maybe even to cardiovascular illness and mental issue within the long. The general pressure that exists between the considerable measure of choice given to officers and the apparently tight and infinite list of instructions control by the police organization makes a workplace favorable for stress and burnout (He et al., 2002). Police officers may feel that only their colleagues can understand the stress and trauma of police job. For This reason, robust levels of support from officers and trust among them ought to facilitate the measure of anxiety and burnout practiced. Experimental exploration has supported this case, for example, a research by Morash, Haarr and Kwak, (2006) showed that officers with a higher level of support from peer reported lower the level of stress. Exploration in other organizational situations has demonstrated that females reliably report more elevated amounts of mental and physical anxiety than their male colleagues (Derogatis & Savitz, 1999).

Previous research, though, showed mixed findings about the difference of male and female police officers on general stress levels. For instance, He et al. (2002) found that female officers reported essentially more elevated amounts of occupational stress, on the types of somatization and depression, than their male partners. In distinction to these conclusions, several researches indicate in the literature review that notice female officers

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have similar, if not bring down levels of reported general stress than males. In a fundamental piece concerning the association between stress and gender, it was concluded that though female officers expertise distinctive stressors on the task, they do not report higher general levels of stress than men (Morash & Haarr, 1995).

Though McCarty, Zhao and Garland (2007) found a minor difference of job stress and burnout among males and females, they were unsuccessful in attaining the statistical significance. This shows that there was no significant difference in job stress level and burnout stated by male and female officers in this sample. Though these conclusions may appear astonishing given that that female officers may confront a more distressing organizational setting, earlier research showed that the levels of stress and burnout reported by male and female officers have frequently been compared (Morash & Haarr, 1995; Kop, Euwema & Schaufeli, 1999; Hawkins, 2001).

2.5.3 Theories of Occupational Stress

2.5.3.1 Transactional Model of Stress

Lazarus and Folkman's theory of psychological stress and coping (1980) is conceivably the most tentatively dominant transactional theory. Every so often known as the Cognitive-Relational approach. According to Folkman, Lazarus, Gruen and DeLongis (1986), the individual and their surroundings are seen as existing together in a vibrant connection, where stress is the mental and emotional state that is internally characterized

as a major aspect of a stressful interaction (transaction). The cognitive-relational theory developed by Lazarus and his colleagues (Lazarus, & Folkman, 1984; DeLongis, Folkman, & Lazarus, 1988) is a transactional theory that can be connected to all areas of a man's life, and can be utilized to clarify the constructive and contrary reactions that individuals have to their surroundings.

Lazarus and Folkman (1986) stated that stress is the result of a stressful transaction (exchange) between an individual and the environment. It usually occurs due to a discrepancy between demands and resources. A person becomes stressed when demands (pressure) beat resources (ability to cope and intervene stress). The understanding of stressful incident is more significant than the incident itself. Two ideas are vital to any psychological stress theory: appraisal and coping. The appraisal is how a person assesses the meaning of events happening in his welfare. The coping relates to the energies in thought and action that is utilized for the management of particular demands. Meanwhile, its first appearance as an extensive theory (Lazarus 1966), the Lazarus stress theory has experienced a few crucial modifications (Lazarus & Launier, 1978; Lazarus & Folkman, 1984; Lazarus, 1991). In the most recent description (Lazarus 1991), stress is viewed as a social idea, i.e., stress is not characterized as a particular sort of outside encouragement nor a particular example of physiological, behavioral, or subjective responses. Rather, stress is seen as an association (transaction) between people and their surroundings.

The transactional model characterizes stress as emerging from the examination that specific ecological demands are going to assess singular assets, in this way intimidating

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welfare (Holroyd & Lazarus, 1982). Stress is a product of an interaction between an individuals' (1) characteristics and appraisals, (2) environment (stressors) and (3) the internal and external resources the individual has available to him. The power and force of transaction lies in the procedure of examination that ties the individual and the environment and, it is this "social signifying" (Lazarus, 1999, 2001) that the individual builds from the exchange and that lies at the heart of the stress procedure.

Lazarus (1999) differentiates two elementary procedures of appraisal, primary and secondary appraisal. These processes depend on various bases of facts. Primary appraisal relates to whether something of importance to the individual's happiness occurs, whereas secondary appraisals relates to coping choices. Folkman, et al., (1986) explained that the primary appraisal is the first phase of the evaluation procedure, where experiences are subjectively assessed to see what is in question regarding the potential danger (Perrewe & Zellars, 1999), and these appraisals take into consideration the impact of individual alterations, because the way of what is viewed as upsetting is individual particular (Park & Folkman, 1997). As per Lazarus (2001), this is the place the individual recognizes that there is something in question. Lazarus recognizes three sorts of primary appraisals. Harm or loss is the first type that has already happened. The second type is a threat, the likelihood of any damage later on. The third type is a challenge where the individual involves in with the interest. He gains confidence from the experience. Later, Lazarus (2001) included another evaluation that he depicted as benefit, where people pursuit the advantage in a demanding experience.

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Lazarus, (1999) described that the secondary appraisal happens if a condition is assessed as conceivably distressing, where the center swings to "what can be done about it". An individual estimates the accessibility of coping assets at this point. The individual assesses if the potential damage can be changed, escaped or anticipated, where to give praise or liability and what future desires are (Park & Folkman, 1997). Potential activities or methods for adapting are evaluated, up-to-date with past coping practices, personality and private resources. Stress is seen as a mismatch between a primary appraisal (perceived demand) and secondary appraisal (perceived ability to cope).

This theory was grounded on a proposition that stress is determined by the interpretation of an incident by different people. This may result in variation and subjectivity in the perception of an event. The stressfulness of an incident is concluded by cognitive assessment as well as coping approaches are also decided that are utilized to handle that distressing occasion (Chung, Zhu, Han & Kernan, 2001). There are many kinds of coping behaviors that could be joined into two major forms of coping reactions, problem-focused coping and emotion-focused coping. Problem-focused coping endeavors to adapt utilizing more normal critical thinking sort methodologies. This is utilized when a man feels he has control of the circumstance, consequently, can deal with the cause of the issue. The conceivable systems could incorporate characterizing the issue, producing and assessing elective arrangements and adapting new aptitudes to oversee stressors.

Emotion-focused coping is utilized when a man feels he has a little control of the circumstance and he can't deal with the cause of stress. The systems that are utilized to

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control the emotive trouble are abstaining from, separating yourself from the feeling, acknowledgment, looking for passionate backing from others, alcohol and selective attention. When conceivable coping techniques are evaluated and chose, then the last phase of the model happens, where coping is executed. Coping has been described by Folkman et al, (1986) as cognitive and behavioral determinations to handle (diminish, lessen, or endure) the internal and external demands of the person-environment transaction that is assessed as demanding or greater than the individual's assets.

Park and Folkman (1997) recommend that coping is the principal technique by which incongruence between worldwide importance and situational significance is overseen. An inability to cope effectively (from unreasonable demands or absence of assets) is prone to prompt stress and negative wellbeing and organizational results (Cox, Griffiths & Gonzalez, 2000). Coping procedures allude to the intellectual or behavioral actions that individuals acquire in a challenge to adjust their surroundings as in problem-focused coping or deal with their feelings as in emotion-focused coping. According to Latack and Havlovic (1992), this meaning of coping has been generally acknowledged and highlights the significance of what individuals really do to cope or manage the stressful condition, whether it is powerful or not.

The significant role of the transactional model of stress is not the path in which it characterizes stress, but rather its presentation of the idea that the associated procedures of appraisal and coping intervene the association between a man's situation and his or her adaptation results. Adaptation mentions the constant interaction between an appraisal and

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coping, and is the procedure through which individuals deal with their surroundings to keep up an ideal level of physical, mental and social prosperity. Kanner, Coyne, Schaefer, and Lazarus, (1981) operationally characterized the results of this procedure as a positive and negative effect, as well as nervousness, hopelessness, perceived communal proficiency, and overall self-respect (Kanner, Feldman, Weinberger, & Ford, 1991), however may likewise incorporate other signs of mental prosperity, substantial wellbeing, and social working (Lazarus, 1990).

The cognitive-relational model offers weight to the employment circumstance, subjective observations, and the potential impact of different individual change features, and certainly Lazarus (1991) contends that numerous stress management intercessions fail since they regard all individuals as though they were indistinguishable, and it is valuable to see the individual, the get-together, and the working environment as a solitary systematic unit, instead of partitioned variables which are to be controlled freely. Lazarus & Folkman (1984) stated that The transactional model of stress and coping has been broadly investigated and currently its hypothetical foundations are generally acknowledged by scholars and professionals, for example, Folkman and Lazarus (1985), Folkman, Lazarus, Dunkel -Schetter, DeLongis and Gruen (1986), Cooper, Dewe & O'Driscoll (2001), Yu, Chiu, Lin, Wang and Chen (2007).

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2.6 Occupational Stress and Job Satisfaction

Researches by Johnson et al., (2005) and Borritz et al., (2006) in different occupations concluded that the most stressful occupations are prison officers, teachers, ambulance workers, police and customers check staffs in call centers, ensuing exhausting physical and psychological happiness and having the lowest job satisfaction level. Earlier researches by Armstrong and Griffin (2004) that categorize these professions as more stressful than others, also got support from these findings. These jobs involve passionate effort, extended stress situations, extreme workload and continuous risk of violence that can negatively affect psychological and physical health of workers (Holman & Fernie, 2000; Cooper, Dewe & O'Driscoll, 2001; Zapf, 2002).

Sijaric-Voloder and Sibila (2008) explained that the employees of the police profession face stressful and distressing happenings on a regular basis, so policing is considered as one of the most stressful jobs. Miller (2006) stated that at the point when even the dead body is found, the mental anxiety and distress that they experience amid body distinguishing proof influence their intellectual behavior. Occasionally they manage the rationally sick, in view of the substance (e.g. narcotics) mishandle and confronting unfriendly equipped individuals. Police officers get presented to stressful and high threat. Policing has along these lines been arranged among the most distressing employments in the Western culture.

Robbins and Judge (2007) describe that over the span of the everyday tasks of the officers, they experience a few pushes that psychologically influence their physical and psychological feelings as they consider on their own well being and that of their family as a result of the way of their job. They get damaged when their bosses convey them to encounter certain disastrous occasions, for example, war episode, car crashes, and brutal physical assaults. Police stress may likewise originate from the day by day exercises connected with at work, poor social connections and regular living circumstances. Cooper, Davidson and Robbinson (1982) explained that the important cause of stress identified with policing is inner working atmosphere of policing, for example, shift plans that upset rest designs, absence of advancement, restless evenings as a result of call on the job, and absence of self-sufficiency.

A negative relationship was exposed between job stress and job satisfaction in some features of job by few researches (Mahendran & Deyanesan, 2013). Experimental proof of an examination demonstrates that a lot of work, in expressions of excellence and amount, has negative impact on job satisfaction (Nele & Hans, 2006). Julseth, Ruiz and Hummer, (2011) notified that tiredness and workload are a portion of the policing stress calculates that build the turnover rates among the officers. One of the leading causes for job dissatisfaction reported by police officers is stress specifically identified with the hierarchical attributes of working environment (Carlan, 2007). High level of job stress is connected with low level of job satisfaction (which speaks to the important segment of business related prosperity) (Terry, Nielson & Perchard, 1993).

Moreover, researches by Ramirez et al., (1996) and Visser, Smets, Oort and deHaes (2003) demonstrate that job satisfaction protectively affects the connection between job stress and detachment. Visser et al. (2003) affirm that job satisfaction has a defensive impact against the negative outcomes of work related anxiety. They recommend that when stress is high and satisfaction is low. Representatives may not ready to comprehend the employment necessities and their state of mind towards work may negative because of undesirable occupational stress (Maslach, Shaufeli & Leiter, 2001; Gaillard, 2001).

A research found that the correlation between job stress and job satisfaction is additionally directed by a number of components like significant situation, clarity of occupation part, level of obligation and assigned force. Variables like consistency, employment significance, self-rule and personality, enhance the job satisfaction, while low levels of strengthening, less control over work and out of line obstruction of higher administration expand stress and general disappointment (Robbins, 1996). A study was conducted to catch out the effects of stress on job satisfaction of head teachers at the elementary school level in Pakistan. The sample consisted of thirty head teachers. It was concluded a negative correlation between stress and job satisfaction. At times, females are more focused and in some the male heads are more focused on diminishing their level of job satisfaction (Sattar & Jamil, 2004).

Researches by Fisher (1992) and Spector (1997) concluded that job satisfaction is influenced by the various parts of employment stressors that have either immediate or

incidental impact. It has been recognized that occupational stress is a main consideration that affects the execution of civic foundations, including the police administration.

Even though all stress is not certainly immoral, negative consequence in association and in employee can be created by an extreme level of occupational stress. Further precisely, Noblet and Rodwell (2009) demonstrated that job stress has a negative relationship with job satisfaction and happiness. Mikkelsen, Ogaard and Lovrich (2000) concluded negative correlation between job stress and organizational obligation. Addionally, Beehr, Jex, Stacy and Murray (2000) also found a negative relationship of job stress with job performance. These results suggest that occupational stress can bring about generous expenses for the association, and in the end influence the general productivity and the adequacy of the organization.

A large portion of research on occupational stress has focused on its association with employment execution and satisfaction with job (Sullivan & Bhagat, 1992). Wright and Davis, (2003) stated that speaks of a connection among workers and their workplace by seeing that a worker's occupation really gives what he or she needs from their employment. Researches carried out by Mikkelsen et al., (2000), Noblet and Rodwell (2009) measure the influence of job stress on job satisfaction showed a negative relationship. In a comparative study on the impact of several sources of stress on job satisfaction among the employees of a multinational company, a negative correlation of job satisfaction was concluded with role conflict, work overload, resource inadequacy and overall job stress (Jamal, 2008)

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According to Mathur (1993), certain employment related elements among police faculty go about as particular stressors, for instance working conditions, work over-burden, absence of acknowledgment, anxiety of serious harm or being executed on obligation, shooting somebody in the line of obligation, against terrorist operations, insufficient tools, encounter with the general population, absence of job satisfaction and Police grading. The expanding stress in the work environment is brought about by the progression towards globalization time containing the change miracle in the civilization, developments in technology, the accessibility of assets, and the social structure with a specific end goal to accomplish ideal productivity and robust improvement (Zafir & Fazilah, 2006). Flanagan and Flanagan (2002), Sveinsdottir, et al, 2006, Zangaro and Soeken (2007) indicated that job stress and job satisfaction are interconnected. High satisfaction can decrease the influence of job stress while absence of satisfaction can be a cause of job stress.

Muhammad, et al, (2011) explained that satisfied workers are more profitable contrasted with unsatisfied workers. Nonappearance and turnover plans are the problems among unsatisfied workers. To retain staffs involved and profitability is essential for any organization, in the meantime, recognize and teach workers on the best way to overcome their stress. Actual stress management enhances the job satisfaction and expands business grades. Occupational stress is reflected to have solid relationship with numerous contrary administrative results. Spector (1997) mentioned that higher level of job stress connected with lower level of job satisfaction is a constant conclusion. A research on job stress, educational background and job satisfaction among sixty police officers, concluded that

more stress was reported by highly educated officers as compared to less educated officers, however no significant outcomes were noted (Gatson, 2002).

2.7 Summary

This chapter highlighted the importance of job satisfaction in the working environment. It has revealed why job satisfaction has such a critical effect on an organization. This was clarified by different definitions of various analysts and scholars. Job satisfaction is an important element for the advancement of an organization and the country and is influenced by many factors. It is important to understand and measure the factors associated with job satisfaction of employees so that further steps may be taken to increase level of job satisfaction. The review also emphasized theories (Maslow's Hierarchy of Needs, Herzberg's Motivator/Hygiene Theory, Five Factor Model of personality, Transactional Model of Stress) as these relate to this study. Relevant studies were reviewed conducted by other researchers.

Job satisfaction is defined as an emotional reaction towards different features of an employee's work. It is a general attitude toward the employment (Schermerhorn, 1993). A latest definition of job satisfaction is that it incorporates multidimensional mental responses to a person's profession, and that these distinct responses have psychological, emotional and behavioral elements (Hulin & Judge, 2003). Personality is considered as the set of organized and relatively consistent psychological traits and systems inside of the person that impact his or her communications with, and adjustments to, the intra

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psychic, physical, and social circumstances (Larsen & Buss, 2005). Personality speaks to those qualities of the individual that record for steady examples of feeling, thinking and carrying on. Personality may speak to a man's quality judgment. An individual may have a decent personality or immoral personality as indicated by his or her conviction, culture and encompassing surroundings (Pervin & John, 2001). Occupational stress is characterized as an inadequacy of employees to deal with the occupation weight because of breach of occupation strains and worker's abilities to satisfy the employment needs (Holmlund & Strandvik, 2005). According to Houtman (2007), occupational stress is a form of responses that arises when the demands of the job have no match with abilities and knowledge of employees and which encounter their capacity to cope.

Job satisfaction has been an important research topic for many years (Donohue & Heywood, 2004) because it affects the wellbeing of employees both physically and emotionally. It is closely related to income, working environment and conditions, chance for promotions, capability to achieve goals and more (Bender, Donohue, & Heywood, 2005). The employee's overall performance and job satisfaction in their work is influenced by occupational stress. This is often as a result of most of the administrations are demanding for employees' better occupation result. Stress will carry unwanted effect on staff through job disappointment (Leather, Beale & Sullivan, 2003). In any organization, personality of an individual is a subject which helps organizations to achieve desired level of productivity. If there is harmony between personality and job, job satisfaction will increase, if there is no harmony dissatisfaction will occur that will

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produce negative consequences to organizations. To illustrate this relationship, Akbari, Khaniabad and Rezavandi (2012) examined the correlation between working personality and job satisfaction of university employees. The research found a meaningful correlation between working personality types and job satisfaction of employees.

As the literature was reviewed, it becomes clear that the constructs of this study have not been introduced earlier in a single model. Additionally, very few researches have been conducted on job satisfaction of police officers and this study thus has launched into considering it, that is being studied this manner for the first time, more specifically in Pakistan.

2.8 Research Framework

In the theoretical framework of current study, three independent variables, personality traits, gender and occupational stress are anticipated to correlate with job satisfaction (dependent variable) among police officers in Punjab, Pakistan. The theoretical framework hypothesized that the five factor theory and transactional model of stress are important theories that can yield positive consequence such as job satisfaction. Based on literature review and theoretical foundation of all constructs (personality traits, gender, occupational stress, job satisfaction) of this study, a hypothesized framework model is assembled out of the literature that integrate the constructs of personality traits, gender, occupational stress and job satisfaction. It is hypothesized that neuroticism will be

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negatively correlated with job satisfaction and extraversion, openness to experience, agreeableness, conscientiousness will be positively correlated with job satisfaction. It is also hypothesized that female police officers will have higher job satisfaction than male police officers. Another hypothesis is that female police officers will have higher occupational stress than male police officers. A hypothesis related to occupational stress is that there will be a negative correlation of occupational stress and job satisfaction among police officers in Punjab, Pakistan.

The following research framework has been developed to answer all research questions of this study.
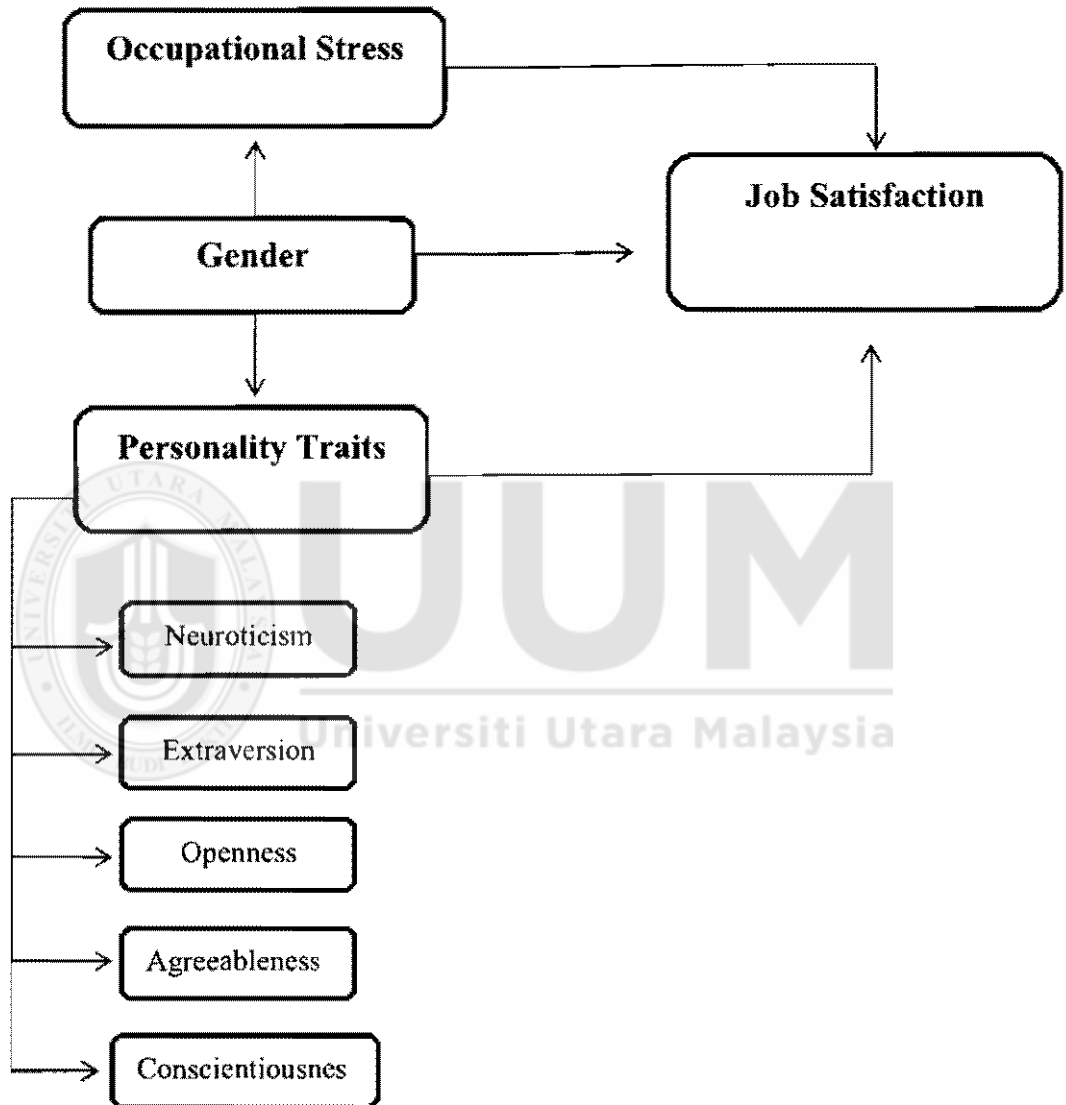
Figure 2.1. Research Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The major focus of this study is to measure the relationship of independent variables (personality traits, gender and occupational stress) and the dependent variable (job satisfaction). This chapter explains research methodology, research design, procedure, a sample of the study, data collection, research instruments and statistical method for analysis that were utilized in order to accomplish research objectives. In the method of conducting the study, the researcher arranged the most effective methodology accessible so as to confirm that the data collected would meet the purposes of the study.

3.2 Research Design

Research design is a structure for directing the research project and it will indicate the subtle elements of the techniques vital for getting the affirmation expected to structure and solve the issues (Malhotra, 2004). This is a descriptive quantitative study that investigates the relationship of personality traits, gender, occupational stress and job satisfaction among police officers in Punjab, Pakistan. A large number of participants are involved in quantitative research that help a researcher in generalization of results.

Quantitative examination routines have been generally utilized by past researchers on the ground that the information gathering can be significantly more coming to than qualitative methodology. This is particularly valid for this study as it involves data taken from different police stations of Punjab, Pakistan. Survey research design, methodology was used to collect the data. It is a helpful method to utilize when researchers want to gather information quickly (Creswell, 2003).

A cross-sectional survey design is suitable for primary data collection in this research because the data was collected at a single point in time. Questionnaires were used as a main instrument in order to measure the relationship of personality traits, gender, occupational stress and job satisfaction among police officers in Punjab, Pakistan. A questionnaire consisted of two parts. The first part is comprised of demographic information of respondents and the second part contains Likert scales for measuring the personality traits, occupational stress and job satisfaction. Questionnaires were distributed to get a response from selected participants. Senior police officers were the main participants of this study.

3.3 Population

The population of the study includes the senior police officers in Punjab, Pakistan. Police department in Pakistan has a large network with many police stations covering all districts of Punjab. In this study Punjab province was selected because this is a major

province of Pakistan and has a large population as compared to other provinces. According to economic survey of Pakistan, Punjab province has a population of 81.8 million and total police officers are 180, 000 working at all ranks. This province is incredibly challenging for police officers because they are constantly facing the threat of terrorism and intense stress from both public and government. Rising population, declining monetary conditions, unemployment, financial variations, terrorism and flagging social stuff have an adverse effect on crime circumstance. In this manner, the fundamental needs of Punjab Police are upkeep of Law and Order, inhibition and recognition of crime, particularly terrorism, suicide bombarding and sectarianism. Punjab police is devoted to the standards of equity, respectability, reasonableness and admiration for civil privileges and law implementation in conformity with global standards and best practices.

The information about the total number of senior police officers (S.H.O to I.G) in Punjab province was obtained from the Punjab Police department. The total number of senior police officers was 4070 as shown in Table 3.1. Punjab police performs under the police order 2002. There are 9 divisions with 714 police stations in Punjab, Pakistan as indicated in Table 3.2. (Annual Administration Report, 2014-2015). Data for this organization is useful for generalization as police officers are working all over the country.

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Table 3.1

Police Strength in Punjab, Pakistan

Senior Ranks							Junior Ranks		
Total	IGP	Addl. IGP	DIG/RPO	SSP/SP	ASP/ DSP	Insp./SHO	S.I/ASI	Traffic Warden	HC/Const
4070	1	14	37	258	810	2950	21443	6850	145026

(Annual Administration Report, 2014-2015)

Table 3.2

Ranks of Punjab Police, Pakistan

Rank	Abbreviation
Inspector General Police	IG
Additional Inspector General	AIG
Deputy Inspector General/ Regional Police Officer	DIG/RPO
Superintendent of Police	SP
Deputy Superintendent of Police	DSP
Station House Officer/ Inspector	SHO
Sub-Inspector/ Assistant Sub-Inspector	SI/ASI
Head Constable	HC

3.4 Sample and Sampling Method

This study is a quantitative study. Quantitative study commonly involves larger participants would allow a higher degree of generalization of the results. Probability and non-probability sampling, are two major sampling techniques. Non-probability sampling is one whereby each member of the population has not an equal opportunity to be considered as a participant. This research was approached by using probability sampling technique. Probability sampling is the type of sampling whereby each individual in the population has an equal probability to be considered as a subject (Creswell, 2003). This sampling method was selected as a method of selecting the participants.

The most appropriate sampling method for this research was multistage sampling where two sampling techniques were used, which were stratified random sampling and simple random sampling. Firstly, stratified random sampling was used to divide the police officer's sample into homogenous groups according to their gender and then simple random sampling was adopted to select a sufficient number of police officers as samples in each subgroup (stratum). Particularly, disproportionate stratified sampling was used in the present study. A researcher may choose a disproportionate stratified random sampling strategy because the use of disproportionate stratified random involves that all individuals in every unit of strata have a sufficient demonstration of their group. Likewise, disproportionate stratified random sampling choices are made both while some strata are too small or too big, or while there is extra variability suspected inside a specific

stratum (Sekaran, 2003). The researcher got the data about the total number of police officers in the senior ranks, including both male and female police officers, but could not get the data about the total number of male and female police officers separated. The information was gathered in percentage that female police officers are less than 50%. Therefore, in the present study more males were selected as the sample as compared to females. Hence, larger strata would require larger samples and smaller strata would require smaller samples (Scheaffer, Mendenhall & Ott, 1986).

In this study, the population targeted ws the senior police officers (senior head officer to inspector general) of Punjab, Pakistan. According to economic survey of Pakistan (2012), 60% of the total population of Pakistan is found to be in Punjab province and 40% in the other three provinces of Pakistan. To determine the sample size Roscoe (1975) proposes the following rule of thumb, "sample size larger than 30 and less than 500 is appropriate for most of the researches.

The Krejice and Morgan (1970) formula was used to calculate the sample size. The sample size was 350. Originally questionnaires were distributed among 360 participants. Response rate was 83% and total 300 questionnaires were analyzed for the main study. It should be considered that sample size is sufficient to provide adequate accuracy to conclusions with confidence (Chua, 2006). Rate of response should be at least at 60% of the total as suggested by McMillan (2004). This indicates that returned questionnaires have met recommended samples for population (McMillan, 2004; Krejcie & Morgan,

1970; Cohen, 1969). According to the rule of thumb and the report of Subramaniam (2009), to implement a multiple regression analysis, sample size should be if possible 10 times or more than the number of variables in the study. Since this study has four variables. Therefore, a sample size of 300 was appropriate for this study.

Formula:

$$s = \frac{X^2 \ NP(1-P)}{d^2 (N-1) + X^2 \ P \ (1-P)}$$

where,

s = Required sample size.

X^2 = The table value of chi-square for 1 degree of freedom at the desired confidence level (0.05 = 3.841).

N = The population size.

P = The population proportion (assumed to be 0.50 since this would provide the maximum sample size.

d = The degree of accuracy expressed as proportion (0.05).

Table 3.3

Table for determining sample size.

Table for Determining Sample Size for a Given Population									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note.   "N" is population size
      "S" is sample size.

Source: Krejcie & Morgan, 1970

Table 3.4

Police Stations in Punjab, Pakistan

Division	Police Stations
Bahawalpur Divn.	72
D.G.Khan Divn.	63
Faisalabad Divn.	75
Gujranwala Divn.	115
Lahore Divn.	131
Multan Divn.	79
Rawalpindi Divn.	67
Sahiwal Divn.	46
Sargodha Divn.	66
Total	714

(Annual Administration Report, 2014-2015)

3.5 Conceptual and Operational Definitions of Terms

3.5.1 Personality

Personality is defined by Mayer (2005) as an individual's example of mental procedures emerging from intentions, sentiments, considerations, and other real zones of mental capacity. Personality is communicated through its impacts on the body, in cognizant

mental life, and through the individual's social conduct. Personality is a course of action of mental qualities and framework within the individual which was formed, for the most part persevered, and affected his or her correspondence with the adjustment to the situation (Pervin & John, 1997).

In this study, personality traits incorporate the five elements which are neuroticism, extraversion, openness to experience, agreeableness and conscientiousness. Police officer's personality was measured by utilizing NEO-FFI (Costa & McCrae, 1992a). Neuroticism is their inclination to experience negative impact and passionate pain. Extraversion is their air toward positive feelings, friendliness and passion. Openness to experience is portrayed by an eagerness to entertain new ideas and distinctive qualities. Agreeableness is the tendency to be pleasant and unselfish. Finally, conscientiousness is the tendency to be focused and responsible (Costa & McCrae, 1992a).

3.5.2 Occupational Stress

According to Alves (2005), Occupational stress refers to the destructive physical and passionate reactions that happen when the necessities of the occupation don't coordinate assets, abilities and requirements of the employees. Absence of interior correspondence, absence of trust in the administration and frequent managerial changes are causes of work related social and psychological stress.

In this study, Police Stress Questionnaire (PSQ op-org) developed by McCreary & Thompson, (2006) was used to measure specifically police stress. The PSQ-Op and PSQ-Org are both 20-items each and can be used either separately or together. The Organizational Police Stress Questionnaire (PSQ-Org) measures police stress, as well as psychometrically measures stresses connected with policing. Operational Police Stress Questionnaire (PSQ-Op) measures the stresses related to work itself.

3.5.3 Job Satisfaction

Job satisfaction is defined as how much employees like or dislike their work and relates to the fulfillment of their desired goals (Dogan, 2009). Job satisfaction is related to perceptions of person about his job and how he evaluates his job, and in turn working conditions, needs, expectations and values influence this perception (Buitendach & DeWitte, 2005).

In this study, job satisfaction was measured by Job Satisfaction Survey (JSS) questionnaire. Job Satisfaction "is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997, p.2). Nine factors are evaluated to measure overall job satisfaction. Pay is an important factor. Either officer gets enough salary for their expenses or not. Nature of work is challenging or not. Officers have the ability to complete the work assignments. Promotion opportunities are equal and regular. The organization has the fair policy for promotion. Benefits are provided in addition to pay.

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These benefits may be in the form of cash, health insurance or other services. Supervisor is cooperative, polite and a good planner. Employees must be satisfied with administration and hospitality of supervisors. Relationship with coworkers is cooperative or friendly. Employees are helpful and kind to others. Communication among all officers and supervisors is good or not. Officers have the operating procedure to perform a routine work. They have to deal a designed situation, according to given instructions. Contingent rewards are offered to those officers who efficiently achieve desired goals. It is a positive reinforcement (Spector, 1997).

3.6 Research Instruments

To gather data for the study, the research instruments were Demographic survey, Neo five factor inventory (NEO-FFI), Police Stress Questionnaire (PSQ) and job satisfaction scale (JSS). The demographic survey sheet was created by researcher to collect information about name, gender, rank, age, educational qualification, marital status and duration of work experience.

3.6.1 The Demographic Survey

The demographic survey sheet was created by the researcher to collect information about name, gender, age, job position, marital status and duration of work experience.

Gender: This refers to male or female police officers. The study examined whether gender has a relationship with personality traits, occupational stress and job satisfaction of police officers.

Age: The age of police officers who answered to the questionnaires. The age range of officers was 26-65. The age was divided into four groups – 26-35, 36-45, 46-55 and 55-65 years.

Job position: The job position of police officers is related to the rank. There are six job positions in senior ranks (Inspector General Police, Additional Inspector General, Regional Police Officer, Superintendent of Police, Deputy Superintendent of Police and Station House Officer/Inspector).

Job experience: Job experience is related to working duration of police officers. For how long they have served in police organization.

Marital status: This refers to the police officer's status, including whether they are single, married or divorced/widowed.

3.6.2 Neo-Five Factor Inventory (NEO-FFI)

The Revised NEO Personality Inventory or NEO PI-R is a psychological personality inventory developed by Costa and McCrae, 1992. It can be used for adult (17+). The NEO PI-R measures five major personality traits. The short form, NEO-FFI is a self-report, quick and reliable measure of 5 domains of personality (neuroticism, extraversion, openness to experience, agreeableness and conscientiousness. It has 60 items. Five-point

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Likert scale (very strongly disagree to very strongly agree) is used for scoring. Each domain of personality has 12 items. High scores on each scale shows higher levels of that specific trait. Each scale has a score range from 0-60.

Costa and McCrae affirms on the validity and reliability of NEO-FFI. The internal consistency of NEO-FFI ranges from 0.68 to 0.86 (Costa & McCrae, 1992). For the personality test, the five-factor inventory has demonstrated an impressive ability to predict future performance. Barrick and Mount (1991) mentioned that big five traits show a clear association with a variety of job types. It is a brief and comprehensive measure of five domains of an individual's personality.

The Urdu version of NEO PI-R is translated and adopted by Chishti and Anilakamal (2002). The time for the administration of this test is 10-15 minutes. The present study was conducted by the use of the Urdu version of Neo-FFI. It was requested from National Institute of Psychology, Islamabad, Pakistan. It has 60 items. Items for measuring neuroticism are 1, 6, 11, 16, 21, 26, 31, 36, 41, 46, 51, 56, items for extraversion are 2, 7, 12, 17, 22, 27, 32, 37, 42, 47, 52, 57, items for openness are 3, 8, 13, 18, 23, 28, 33, 38, 43, 48, 53, 58, items for agreeableness are 4, 9, 14, 19, 24, 29, 34, 39, 44, 49, 54, 59 and items 5, 10, 15, 20, 25, 30, 35, 40, 45, 50, 55, 60 measure conscientiousness. Items for are reverse scoring are 1, 3, 8, 9, 12, 14, 15, 16, 18, 23, 24, 27, 29, 30, 31, 33, 38, 39, 42, 44, 45, 46, 48, 54, 55, 57 and 59.

NEO-PI is commonly used by researchers because it is the basic theory of personality that has been developed for over 50 years and as such it has a high content validity. It can be applied to general public due to repetition in the questionnaire and the sample are adult over 17 years of age. NEO-FFI (Costa & McCrae, 1992) was previously tested and validated. It is widely accepted by researchers because of its high reliability and validity coefficient. NEO-FFI in Urdu translation was used for measuring the personality traits of working and nonworking women (Taj, 2004). Another study was conducted by Sial, (2008) to determine the relationship between self-silencing and personality traits of university students. NEO Five Factor Inventory was used which declares that this scale is highly reliable for measuring personality characteristics.

The instrument has been translated into many languages. In this research, the instrument used is the complete questionnaires which are both in original English and Urdu translation. If variables had been broadly utilized in different situations, particularly in social science research if measurements are previously tested by researchers, these would confirm the validity and reliability of that measurement.

This instrument has been previously used in Pakistani population in Urdu translation, so these were suitable for Police officers in Pakistan. The alpha reliability coefficient for the Urdu version of NEO-PI-R ranged from .73 to .89. While alpha coefficient of English version ranged from .73 to .80 on Pakistani population. The inter-correlation of the five factors of NEO-PI-R showed that they are significantly correlated. This inter-correlation demonstrated the construct validity of five factors. The convergent validity of

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questionnaire was also found by researchers. This indicated that Urdu version of NEO-Personality Inventory is a reliable and valid instrument for Pakistani subjects (Chisti & Kamal, 2002).

3.6.3 Police Stress Questionnaire

Occupational stress has put a noteworthy effect on one's life. People who are presented to occupational stress will put an enormous impact on an individual's mental and physical well being. Subsequently, comprehension of the sources and reasons for work related anxiety is critical to increase job satisfaction, work execution and well being of the person. Particular attributes of the specific occupation additionally influence the level of occupational stress of associate worker such as police officers (Taylor & Bennell, 2006; Patterson, 2003).

Occupational stress of individuals from various occupations is quite distinct from each other as a result of a totally different operating condition and situations. Henceforth, considering the respondents of this research are police officers, thus the police stress questionnaire developed by McCreary and Thompson (2006) was most appropriate instrument to measure the perception of police employees of organizational and operational stress.

PSQ op-org (McCreary & Thompson, 2006) was used to measure specifically police stress. It has 7-point Likert scale. There is no reverse scoring. This scale has 40 questions.

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The score range is from 40 to 280. A high score shows a high degree of occupational stress and low score indicates less occupational stress. The present study is done by the use of the Urdu version of police stress questionnaire. The Urdu version is translated by Iqbal and Anum (2013). The reliability coefficient alpha of police stress questionnaire is .90. The researchers also found the face validity and convergent validity of this questionnaire. There was no need to reword or reevaluate this questionnaire. Validity was confirmed by translators.

Police stress questionnaire was previously used by researchers in Urdu translation which indicates the validity and reliability of this instrument. The PSQ-Op and PSQ-Org are both 20-items each and can be used either separately or together. The PSQ-Op and PSQ-Org have been adopted by researchers worldwide. They also have been translated into numerous other languages. Police stress questionnaire not only measures police stress, but also psychometrically measure stresses associated with policing. The organizational police stress questionnaire (PSQ-Org) relates to organizational stress factors such as lack of resources, behavior of supervisors, lack of training and constant changes in legislation. The operational police stress questionnaire (PSQ-Op) is associated with work related activities such as shift work, paper work, feelings about the job and traumatic events. This study used the police stress questionnaire because it was specially designed for police officers rather than using other occupational stress questionnaires that measure general stresses and are applicable to different jobs.

3.6.4 Job Satisfaction Survey (JSS)

It is found from a review of literature that the job satisfaction survey was extensively used to measure the level of job satisfaction. It is proved that reliable results can be computed by using job satisfaction survey. The Job Satisfaction Survey (JSS) was developed by Paul E. Spector (1994) to assess employee attitudes about the job and aspects of the job. Initially the original researcher was contacted via email for getting the permission to use this questionnaire for academic purpose only. The JSS has 36 items. This scale measures nine facets of job satisfaction. Those facets are pay, nature of work, benefits, contingent rewards, operating procedures, promotion, coworkers, supervision, and communication. Each facet is measured by four items, and a total score from all 36 items can be computed. The score can range from 36 to 216. Each item is scored from 1 to 6 and response to each question range from "strongly disagree" to "strongly agree". Spector reported coefficient alpha ranging from .60 to .91 for the overall measure.

The present study was conducted by the use of Urdu version of job satisfaction survey. The Urdu version is translated by Shahzad and Begum (2011). It comprised of 36 items. Items 1, 10, 19, 28 measure pay, items 2, 11, 20, 33 measure promotion, items 3, 12, 21, 30 measure supervision, items 4, 13, 22, 29 measure fringe benefits, items 5, 14, 23, 32 measures contingent rewards, items 6, 15, 24, 31 measure operating conditions, items 7, 16, 25, 34 measure coworkers, items 8, 17, 27, 35 measure nature of work, items 9, 18, 26, 36 measure communication. Reverse scored items are 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34 and 36. A high score shows a high degree of satisfaction

and low score indicates dissatisfaction. Although the job satisfaction survey (JSS) was originally developed for use in human service organizations, it is applicable to all organizations. It is free for educational exploration. Spector reports that it is not just the most well known instrument to measure job satisfaction, but it is simple to adjust and has well-documented validity and reliability (Spector, 1997).

The reliability coefficient alpha of Urdu version of Job Satisfaction Scale (JSS) is .76 and test retest reliability is .85. The researchers also found the convergent validity of this questionnaire. There was no need to reword or reevaluate the instrument. Validity was confirmed by translators (Shahzad & Begum, 2011). Job satisfaction survey questionnaire was used by Khan and Ahmad (2013) in Pakistan to measure the Job satisfaction among librarians in the universities of Khyber Pakhtunkhwa. The Job Satisfaction Survey (JSS) was previously used by researchers in Urdu translation, which indicates validity and reliability of this instrument.

3.7 Pilot Study

Neo Five Factor Inventory, Police Stress Questionnaire and Job Satisfaction Survey have been previously used in published research. These are standard questionnaires which assure the content validity. These were selected due to their validity and reliability in previous studies and suitability to be adopted for Pakistani population. Two major validity measures that are commonly used in behavioral sciences are: content or face validity and construct validity (Leary, 2004; Nunnally & Bernstein, 1994). Content validity indicates that a measurement measures what is indented to measure. Both systematic and subjective assessments are involved in content validity (Hair, Wolfinbarger, Ortinau & Bush, 2010). The judgmental evaluation by experts is included to guarantee the content validity. The questionnaires were distributed among five senior police officers for evaluation. The design of the questionnaires and suitability of each item is assessed by experts. Feedback was taken assuring that the measurements represent the concept under study. A measure is considered to have content validity if there is an overall agreement among judges that it covers the complete feature of the measured variable (Sekaran, 2003).

The Cronbach's alpha coefficient method was applied in this study to test the reliability of the instruments. Furthermore, the Cronbach's alpha strategy for reliability testing have its own particular quality. On account of its value, Cronbach's alpha technique has succeeded over the reliability testing strategy, especially amongst the majority of social

science specialists. High Cronbach's alpha coefficient shows that items of the construct have high reliability. Nunnally (1978) mentioned smallest standards for Cronbach's alpha. To conduct a basic issue-based study, Cronbach's alphas of 0.7, 0.8 and 0.9 are suitable. The least satisfactory level of Cronbach's alpha is 0.6 for any construct to retain a standard reliability (Hair et al., 2010).

The pre-test was conducted on 40 police officers to check the reliability of instruments. A convenience sampling technique was used to select the sample for the pilot study. In convenience sampling technique, individuals are selected as sample on the basis of their availability because they are easy to access (Creswell, 2003). The questionnaires were distributed in various cities of Punjab, Pakistan. The reliability of instruments was checked through internal consistency of cronbach's alpha. The internal consistency of the items of NOE-FFI (60) ranges from 0.86 to 0.89. The cronbach's alpha of NEO-five factor inventory (NEO-FFI), job satisfaction scale (JSS) and police stress questionnaire (PSQ) were 0.88, 0.85 and 0.96 respectively. Consequently, it was found that these questionnaires have adequate reliability, which is acceptable and satisfactory. Since there was no need to develop new measures.

Table 3.5

Alpha Reliability of Instruments.

Domains	No. of Items	Cronbach coefficient Alpha
Neuroticism	12	0.87
Extraversion	12	0.89
Openness to experience	12	0.86
Agreeableness	12	0.88
Conscientiousness	12	0.89
NEO-FFI	60	0.88
JSS	36	0.85
PSQ	40	0.96

3.8 Research Procedure

The questionnaires were used for the purpose of gathering the data for this research. Sekaran (2003) suggests that questionnaires can be an effective data collection tool, helping the researchers to know exactly what is required and how to measure the variable of interest. Surveys can be managed via mailing to respondents or via mailing electronically, depending on the circumstances.

As a matter of first importance consent of the organization was allowed to direct the study. Before starting the study, all members and association were guaranteed that their data would be kept secret and the information will be utilized just for research purpose. After getting formal approval, a brief oral presentation was made by the researcher covering the purpose of the study. All participants were contacted at different police stations of Punjab by the researcher. Self-rated questionnaires were used for the purpose of data collection. It was decided by the researcher to distribute the instruments of survey by hand to guarantee that the respondents get the survey with great attention to react and to show the significance of the participants' reactions.

The distribution of survey research questionnaires by hand enables the researcher to provide extra information to respondents when required. Questionnaires (Demographic Sheet, NEO-FFI, PSQ, JSS) were distributed among the senior police officers of the sample by the researcher and collected back after completing them. All data and input delivered were kept secret and utilized just for educational purposes. Enough time was given to the participants by the researcher to answer the questionnaire on the spot and for the those who can't respond a convenient time and place was planned for it to be gathered. The researcher spent approximately five months in the data collection procedure. The demographic sheet, Neo Five Factor Inventory (NEO-FFI), Police Stress Questionnaire (PSQ) and Job Satisfaction Survey (JSS) were used as survey instruments.

3.9 Data Analysis

After the collection of data, the answer sheets were scored. Then, the data was tabulated on the Microsoft Excel sheet. Statistical Package for the Social Sciences (SPSS) was used for all statistical analyses. In this study, several statistical analyses such as t-test, ANOVA, correlation and multiple regression analysis were used to analyze the relationship of all variables in the study. T-test and ANOVA were applied to determine the significant difference between two sets of data. In this research, t-test was used to compare the job satisfaction of male and female police officers because this study was comparative in nature where differences in results of the study were of interest. Independent sample t-test was also used to compare the occupational stress of male and female police officers.

The Pearson moment correlation coefficient was used to check the correlation between personality traits (neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness) and job satisfaction. If one variable increases with increases of another variable, then there is a positive correlation. A negative correlation shows that an increase of one variable causes a decrease of other variable while a zero correlation shows that no relationship is found between two variables. The Pearson moment correlation coefficient was also utilized to measure correlation between occupational stress and job satisfaction. Stepwise multiple regression analysis was used to indicate the influence of overall personality, gender and occupational stress on job satisfaction. It

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indicates the statistical relationship between independent variables and a dependent variable.

Table: 3.6

Summary of the research hypothesis and data analysis techniques.

Research Questions	Research Hypotheses	Statistical Analysis
i. To what extent personality traits (Neuroticism, Extraversion, Openness to experience, Agreeableness, and Conscientiousness) relate to the job satisfaction of police officers?	H1: Neuroticism would be negatively correlated with job satisfaction. H2: Extraversion would be positively correlated with job satisfaction. H3: Openness would be positively correlated with job satisfaction. H4: Agreeableness would be positively correlated with job satisfaction. H5: Conscientiousness would be positively correlated with job satisfaction.	Pearson moment correlation coefficient
ii. Are there differences in police officer's personality traits according to their gender?	H6: There would be a difference of neuroticism between male and female police officers. H7: There would be a difference of extraversion	Independent sample t test and oneway analysis of variance (ANOVA)

	between male and female police officers.	
	H8: There would be a difference of openness to experience between male and female police officers.	
	H9: There would be a difference of agreeableness between male and female police officers.	
	H10: There would be a difference of conscientiousness between male and female police officers.	
iii. Is there any difference of job satisfaction between male and female police officers?	H11: There would be a difference of job satisfaction between male and female police officers.	Independent sample t test
iv. Are there differences in police officer's level of occupational stress according to their gender?	H12: There would be a difference of occupational stress between male and female police officers.	Independent sample t test
v. Is there any relationship of occupational stress and job satisfaction among police officers?	H13: Occupational stress would be negatively correlated with job satisfaction.	Pearson moment correlation coefficient
vi. Which trait of personality has more influence on job satisfaction	H14: Personality traits, gender and occupational stress significantly	Stepwise multiple regression

than other traits?	influence the job satisfaction of police officers.	

CHAPTER FOUR

RESULTS

4.1 Introduction

The study was designed to examine the relationship of personality traits, gender, occupational stress and job satisfaction among police officers in Punjab, Pakistan. The results were aimed at answering the research objectives:

  i.   To investigate the correlation of personality traits (Neuroticism, Extraversion, Openness to experience, Agreeableness, Conscientiousness) with job satisfaction of police officers in Punjab, Pakistan.

 ii.   To determine differences in police officer's personality traits according to their gender.

iii.   To identify the difference of job satisfaction between male and female police officers.

 iv.   To explore the relationship of occupational stress and job satisfaction among police officers.

  v.   To indicate the differences in police officer's level of occupational stress according to their gender.

 vi.   To identify which trait of personality has more influence on job satisfaction than other traits.

vii.   This analysis of all research questions is presented in this chapter. The results are intended to further contribute to body of research. Firstly, respondent's profile and descriptive statistics are presented. Results of statistical analysis are presented in the last. To study the relationship between personality traits (neuroticism, extraversion, openness to experience, agreeableness, conscientiousness) and job satisfaction, pearson momemt correlation was used by testing the hypothesis 1, 2, 3, 4, 5. Pearson momemt correlation was also used to measure the correlation between occupational stress and job satisfaction by testing the hypothesis 13. Hypothesis 6, 10, 11 and 12 were tested by using independent sample t test to identify the difference of neuroticism, conscientiousness, job satisfaction and occupational stress respectively between male and female police officers. A one-way analysis of variance (ANOVA) was carried out to determine the significant mean difference of extraversion, openness to experience and agreeableness between male and female police officers by testing hypothesis 7, 8, 9. To test the hypothesis 14 stepwise multiple regression analysis was used to describe how each independent variable of personality, gender and occupational stress influence the job satisfaction.

4.2 Profile of Respondents

The profile indicates that total respondents of the study were 300. 60% of the total sample were males, while 40% were females. A majority of participants was married as indicated in Table 4.1. 95.33% of the total sample were married, 3.67% were divorced/widowed

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and only 1% were single. 36% were at the age of 26-35 years, 45.67% were at the age of between 36 to 45 years, 14.33% were at the age of 46-55 years and the age of 4% was between 56 to 65 years. 79.33% of the total respondents were SHO, 13.67% were DSP, 6.33% of total sample were SP and 0.67% were RPO of Punjab, Pakistan.

Table 4.1

Profile of Respondents

Variable		Frequency (N)	Percentage (%)
Gender	Male	180	60 %
	Female	120	40 %
Marital Status	Single	3	1%
	Married	286	95.33%
	Divorced/Widowed	11	3.67%
Age	26-35 years	108	36%
	36-45 years	137	45.67%
	46-55 years	43	14.33%
	56-65 years	12	4%
Job Position	SHO	238	79.33%
	DSP	41	13.67%
	SP	19	6.33%
	RPO	2	0.67%
Total		300	100 %

4.3 Factor Analysis

Validity defines the scale to which the measurement measures what is intended to measure. Construct validity can be seen as a general term to measure the validity of questionnaire that is used to measure a specific construct (e.g., personality, stress, motivation, etc.). This is on account of it integrates various different types of validity (convergent and divergent validity, content validity) that assist in the evaluation of such construct validity (Nunnally & Bernstein, 1994).

Factor analysis was performed on all items to measure the construct validity. Factor analysis is a data reduction technique that is used to develop a valid scale. Three constructs (personality traits, occupational stress and job satisfaction) were tested for validity. The principal component of factor analysis using SPSS version 20 was conducted to investigate the construct validity of all scales. Factor analysis is a helpful instrument that is used in order to investigate the underlying patterns and relationships among a number of variables and to find out if the variables can be decreased into a lesser set of factors (Hair, Anderson,Tatham & Black, 1998).

Factor Analysis of Personality Traits

The 60 items of NeoFFi were subjected to the principal component analysis. Assessment of correlation matrix showed the presence of many coefficients of 0.3 and above.

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Tabachnick and Fidell (2001) suggested that correlation matrix should be 0.3 or higher and loadings of 0.3 and above of variables indicate their viability.

According to Kaiser (1974), the data is suitable for factor analysis if the KMO value is .6 or above. He explained the KMO measure based on their closeness to one as marvelous if it is around 0.90; meritorious if it is around 0.80; middling if it is around 0.70; mediocre if it is around 0.60; miscrable if it is around 0.50; and unacceptable when it is below 0.50. In agreement with the measures identified by Kaiser (1974), in the present study, the table 4.2 shows that the Kaiser-Mayer-Olkin value was .625 that is higher than .6. Bartlett's Test of Sphericity value should be .05 or smaller. In this study, Bartlett's Test of Sphericity value was significant (P= .000). This showed appropriateness of the data for factor analysis (Hair et al., 2010)

Hair et al., (2010) recommended that the eigenvalues of the factors should be greater than 1 for significance. The principal component analysis exposed eigenvalues of more than 1. A total of 77.38% of variance was explained. A solution that accounts for 60% of the total variance is satisfactory in social science research.

Factor Analysis of Occupational Stress

The 40 items were subject to principal component analysis. The table 4.2 indicates that the KMO was .904 and values of Bartlett's Test of Sphericity were significant (p = .000). The variance was explained by 65.63% and eigenvalues of the factors were more than 1. These show the significance of the correlation matrix. Hence, appropriate for factor analysis. The results of factor analysis demonstrated the construct validity of the instrument.

Factor Analysis of Job Satisfaction

Table 4.2 shows the results of factor analysis. The value of KMO (.703) was good enough because it was greater than .6. Bartlett's Test of Sphericity value (.000) was also significant (p<.05). This indicated the suitability for factor analysis. Therefore, it is sufficient to interpret an adequate correlation among the variables (Hair et al., 2010). The principal component analysis exposed eigenvalues of more than 1. A total of 71.94% of variance was explained.

Table 4.2

Summary of Factor Analysis Results

	Personality traits	**Occupational stress**	**Job satisfaction**
Eigenvalue	10.560	13.791	7.637
Percentage of Variance Explained	77.387	65.639	71.946
KMO	.625	.904	.703
Chi Square	14621.502	6769.456	5877.345
df	1770	780	630
Sig	.000	.000	.000

4.4 Normality Test

Normality is the most important assumption in multivariate analysis and it significantly effects the outcome of the data. Normal distribution is the frequently used probability in social science (Hair et al., 2010). Two statistical measures are used to explain normality of data: Skewness and kurtosis: Skewness can be defined as distribution symmetry and a variable with a mean that is not in the middle of the distribution. If the value of Skewness is zero, then distribution is normal (Tabachnick & Fidell, 2007). According to Myers and Well (2003), a sample distribution should have a right tail for positive Skewness while distribution should have a left tail for negative Skewness.

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Kurtosis is related to distribution peakedness. It is characterized as the measure that demonstrates the degree to which the study observations are clustered around the mean. If the kurtosis value is zero, then distribution is considered normal. There is a positive kurtosis if the distribution peaked in the center with long thin tails. kurtosis is negative if observations cluster less and have shorter tail (Tabachnick & Fidell, 2007). All variables of the current study were tested for normality test. The overall values of skewness and kurtosis were within the critical value so the data of this study is considered normal.

Table 4.3

Summary of Normality test result

	Mean	S.D	Skewness	Kurtosis
Neuroticism	30.68	7.098	.071	-.264
Extraversion	44.12	4.261	-.507	.590
Openness to Experience	36.26	5.392	-.061	-.803
Agreeableness	43.50	6.119	.225	-.400
Conscientiousness	50.15	5.589	-.129	-.805
Gender	.40	.491	.410	-1.844
Occupational Stress	174.11	48.986	-.167	-.538
Job Satisfaction	133.08	21.959	.482	-.264

4.5 Multicollinearity Test

Multicollinearity happens when the independent variables of the study are exceptionally interconnected. Multicollinearity can weakens the analysis and increase the size of error term. Multicollinearity was checked by examining the Tolerance level and Variance Inflation Factor (VIF) via regression results. Hair et al,. (2010) recommended that VIF value should not be more than 10 and Tolerance value should be less than .10. Table 4.4 shows that values of Tolerance and VIF are within acceptable range. Tolerance values are significant > .10. Similarly, values of VIF are significant < 10. It is concluded that there is no multicollinearity problem among independent variables.

Table 4.4

Summary of Multicollinearity Statistics

Construct	Tolerance	VIF
Neuroticism	.372	2.686
Extraversion	.764	1.309
Openness to Experience	.881	1.135
Agreeableness	.680	1.472
Conscientiousness	.397	2.521
Gender	.291	3.441
Occupational Stress	.777	1.286

4.6 Descriptive Statistics of Research Variables

Table 4.5 reported the mean and standard deviation for job satisfaction, personality traits, gender and occupational stress scores. Conscientiousness level is high (M=50.15) as

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compared to other personality traits as extraversion has M=44.12, agreeableness has M=43.50 and openness to experience has M=36.26. The mean of neuroticism shows the lowest value (M=30. 68). The mean of job satisfaction is 133.08. Police stress has mean of 174.11.

Table 4.5

Descriptive Statistics of Research Variables

Domains	N	Minimum	Maximum	Mean	Std. Deviation
neuroticism	300	14	47	30.68	7.098
extraversion	300	29	54	44.12	4.261
opennes	300	23	46	36.26	5.392
agreeableness	300	27	56	43.50	6.119
conscientiousness	300	38	60	50.15	5.589
Gender	300	0	1	.40	.491
JSS	300	81	194	133.08	21.959
PSQ	300	42	277	174.11	48.986
Valid N (listwise)	300				

4.7 Hypothesis Testing

H1: Neuroticism would be negatively correlated with job satisfaction.

In order to test this hypothesis, pearson correlation was used. The results from the table showed that significance level was less than 0.01 (p<0.01). This hypothesis that there is a

negative correlation between neuroticism and job satisfaction, is supported as r = -.218, p<0.01. So, it led to the conclusion that the less neuroticism there was, the more satisfied the police officers were towards their job.

H2: Extraversion would be positively correlated with job satisfaction.

Pearson correlation was utilized to investigate this hypothesis in order to study the relationship between extraversion and job satisfaction. The results showed that extraversion has a positive correlation with job satisfaction as correlation coefficient was considered significant at the 0.01 level and r = .101. This hypothesis is supported.

H3: Openness would be positively correlated with job satisfaction.

In order to study the relationship between openness to experience and job satisfaction pearson correlation was used. The results supported the null hypothesis. Openness has no correlation with job satisfaction. The correlation coefficient was considered significant at the p<0.05 level and r = -.119.

H4: Agreeableness would be positively correlated with job satisfaction.

Pearson correlation was utilized to test this hypothesis. It was found that there is a significant positive relationship between agreeableness and job satisfaction as r = .180, p<0.01. This hypothesis is supported.

H5: Conscientiousness would be positively correlated with job satisfaction.

By pearson corelation analysis, it was found that this hypothesis is supported. Conscientiousness has a positive correlation with job satisfaction and correlation coefficient was considered significant at the p<0.01 level and r = .205.

Table 4.6

Summary of Correlation Coefficient of Variables

	JSS	neuroticism	extraversion	openness	agreeableness	conscientiousness
JSS	1					
neuroticism	-.218**	1				
extraversion	.101	-.328**	1			
opennes	-.119*	.161**	-.007	1		
agreeableness	.180**	-.487**	.283**	.053	1	
conscientiousness	.205**	-.609**	.474**	-.110	.409**	1
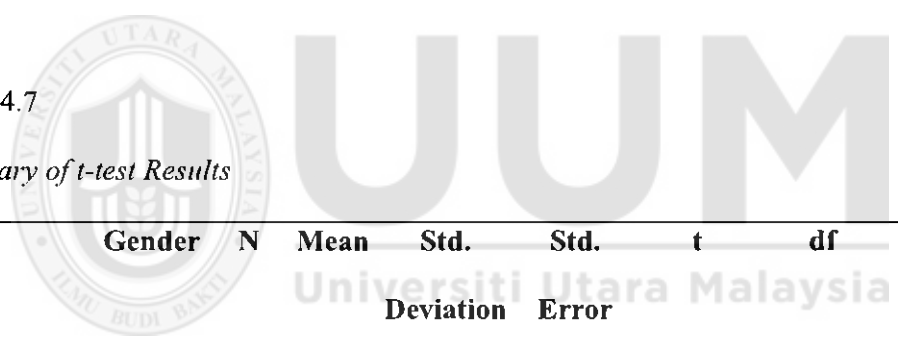
**. Correlation is significant at the 0.01 level (2-tailed).

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

H6: There would be a difference of neuroticism between male and female police officers.

An independent sample t-test was conducted to test difference of neuroticism between male and female police officers. It was found that female police officers have high neuroticism (M=37.06) as compared to male police officers (M=26.43). The significant value was .000 (p< 0.05). This hypothesis is supported and results suggest that there is a difference of neuroticism between male and female police officers.

Table 4.7

Summary of t-test Results

	Gender	N	Mean	Std. Deviation	Std. Error Mean	t	df	Sig
Neuroticism	Male	180	26.43	4.994	.372	-18.689	298	.000
	Female	120	37.06	4.556	.416			

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H7: There would be a difference of extraversion between male and female police officers.

Oneway ANOVA was used to test this hypothesis and results showed that there is a significant difference of extraversion between male and female police officers. Significant value is less than 0.05 where $F (1, 298) = 36.292$, $p = (.000 < 0.05)$. Therefore, this hypothesis is supported.

Table 4.8

Summary of ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	589.389	1	589.389	36.292	.000
Within Groups	4839.528	298	16.240		
Total	5428.917	299			

H8: There would be a difference of openness to experience between male and female police officers.

Oneway ANOVA was carried out to determine significant mean differences of openness between male and female police officers. This hypothesis is supported as significant value is less than 0.05, F (1, 298) = 24.580, P (.000 < 0.05). There is a statistically significant difference of openness to experience between male and female police officers.

Table 4.9

Summary of ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	662.480	1	662.480	24.580	.000
Within Groups	8031.717	298	26.952		
Total	8694.197	299			

H9: There would be a difference of agreeableness between male and female police officers.

A one way analysis of variance (ANOVA) was conducted to evaluate whether there is a difference of agreeableness between male and female police officers. The ANOVA was significant as $F (1, 298) = 25.180$, ($p<0.05$). Therefore, the alternate hypothesis that there would be a difference of agreeableness between male and female police officers is supported.

Table 4.10

Summary of ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	872.227	1	872.227	25.180	.000
Within Groups	10322.769	298	34.640		
Total	11194.997	299			

H10: There would be a difference of conscientiousness between male and female police officers.

An independent sample t-test was utilized to test this hypothesis. The results found that male police officers have high conscientiousness (M=53.39) than female police officers (M=45.30). The significant value was .000 (p< 0.05). This hypothesis is supported and results suggest that there is a difference of conscientiousness between male and female police officers.

Table 4.11

Summary of t-test Results

	Gender	N	Mean	Std. Deviation	Std. Error Mean	t	df	sig
conscientiousness	Male	180	53.39	4.260	.318	17.413	298	.000
	Female	120	45.30	3.407	.311			

H11: There would be a difference of job satisfaction between male and female police officers.

Independent sample t test was used to analyze this hypothesis. The results indicated that there was a significant difference of job satisfaction between male and female police officers. The significant value was .000 (p<0.05). Males have high job satisfaction (M=138.69) as compared to females (M=124.67). This hypothesis is supported.

Table 4.12

Summary of t-test Results

	Gender	N	Mean	Std. Deviation	Std. Error Mean	t	df	sig
JSS	Male	180	138.69	25.200	1.878	5.699	298	.000
	Female	120	124.67	11.718	1.070			

H12: There would be a difference of occupational stress between male and female police officers.

The independent sample t test was utilized to analyze this hypothesis. The results showed a difference of occupational stress between male and female police officers, as $p<0.05$. This hypothesis is also supported as female police officers have high occupational stress (Mean=200.55) as compared to male police officers (Mean=156.48).

Table 4.13

Summary of t-test Results

	Gender	N	Mean	Std. Deviation	Std. Error Mean	t	df	sig
PSQ	Male	180	156.48	47.116	3.512	8.493	298	.000
	Female	120	200.55	38.925	3.553			

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H13: Occupational stress would be negatively correlated with job satisfaction.

Pearson correlation was used in order to test this hypothesis, The results from the table showed that significance level was less than 0.01 (p<0.01). There is a significant negative correlation between occupational stress and job satisfaction, as r = -.197. So, this hypothesis is supported and it led to the conclusion that the police officers with higher occupational stress have less job satisfaction and vice versa.

Table 4.14

Summary of Correlation Coefficient of Variables

	JSS	PSQ
JSS	1	-.197**
PSQ	-.197**	1

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

H14: Personality traits, gender and occupational stress significantly influence the job satisfaction of police officers.

The results of multiple regression analysis are presented in table. Agreeableness significantly influence the level of job satisfaction (t=2. 233, p<. 05). Although, neuroticism also influence the job satisfaction level, but its impact is not significant (t=1.163, p>.05). Personality traits, gender and occupational stress predict 9.8% of the variance in job satisfaction. Gender has a significant negative influence on job satisfaction (t=-3.554, p<.05). Therefore, this hypothesis is supported only for gender and agreeableness but not for other independent variables.

Table 4.15

Summary of Multiple Regression Results

Variable	B	S.E.B	Beta	t-value	Sig
(Constant)	130.173	23.458		5.549	.000
gender	-16.207	4.560	-.362	-3.554	.000
neuroticism	.324	.279	.105	1.163	.246
extraversion	-.012	.324	-.002	-.037	.971
opennes	-.156	.238	-.038	-.653	.514
agreeableness	.534	.239	.149	2.233	.026
conscientiousness	-.264	.343	-.067	-.771	.441
Police stress	-.025	.028	-.056	-.896	.371
R Square = .119,	Adjusted R Square = .098,	F = 5.628,	Sig of F = .000		

Dependent Variable: Job Satisfaction (JSS)

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4.8 Summary of the Results

The hypothesis 1, 2, 3, 4, 5 were tested by using Pearson momemt correlation in order to measure correlation between personality traits (neuroticism, extraversion, openness to experience, agreeableness, conscientiousness) and job satisfaction. The results found that neuroticism is negatively correlated with job satisfaction. Extraversion, agreeableness and conscientiousness are positively correlated with job satisfaction. No correlation was found between openness to experience and job satisfaction.

The hypothesis 6, 10, 11 and 12 were tested by using independent sample t test to identify the difference of neuroticism, conscientiousness, job satisfaction and occupational stress respectively between male and female police officers. The results concluded that female police officers have high neuroticism than males while conscientiousness is higher among males as compared to females. The result showed that male police officers have high job satisfaction level as compared to female police officers. The result also concluded that female police officers have high occupational stress as compared to male police officers. Pearson momemt correlation was also used to measure the correlation between occupational stress and job satisfaction by testing the hypothesis 13. The results found a negative correlation between occupational stress and job satisfaction.

The hypothesis 7, 8, 9 were tested by using a one-way analysis of variance (ANOVA) to determine the significant mean difference of extraversion, openness to experience and agreeableness between male and female police officers. The result revealed a significant

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difference in these personality traits of male and female police officers. To test the hypothesis 14 stepwise multiple regression analysis was used to describe how each independent variable of personality, gender and occupational stress influence the job satisfaction. The findings of the study revealed that gender and occupational stress have an influence on job satisfaction. Among five factors of personality, agreeableness has a more significant influence on job satisfaction as compared to other personality traits.

Table 4.16

Summary of Results of Hypothesis Testing

No	Hypotheses	Results
H1	Neuroticism would be negatively correlated with job satisfaction.	Supported
H2	Extraversion would be positively correlated with job satisfaction.	Supported
H3	Openness would be positively correlated with job satisfaction.	Not Supported
H4	Agreeableness would be positively correlated with job satisfaction.	Supported
H5	Conscientiousness would be positively correlated with job satisfaction.	Supported
H6	There would be a difference of neuroticism between male and female police officers.	Supported
H7	There would be a difference of extraversion between male and female police officers.	Supported
H8	There would be a difference of openness to experience between male and female police officers.	Supported
H9	There would be a difference of agreeableness between male and female police officers.	Supported
H10	There would be a difference of conscientiousness between male and female police officers.	Supported
H11	There would be a difference of job satisfaction between male and female police officers.	Supported
H12	There would be a difference of occupational stress between male and female police officers.	Supported
H13	Occupational stress would be negatively correlated with job satisfaction.	Supported
H14	Personality traits, gender and occupational stress significantly influence the job satisfaction of police officers.	Partially Supported

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CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter explains the discussion of the results of the study. This part embarked on reviewing the study's results and discussion in keeping with the findings of the studies and mentioned the findings with those in the previous studies. This chapter is followed by suggestions for further studies as well as limitations and conclusion. This study focused on the personality traits, gender, occupational stress and job satisfaction of police officers in Punjab, Pakistan.

5.2 Summary of the Study

The first objective of the study was to investigate the correlation of personality traits (Neuroticism, Extraversion, Openness to experience, Agreeableness, Conscientiousness) with job satisfaction of police officers in Punjab, Pakistan. This study found a positive correlation of extraversion, agreeableness and conscientiousness with job satisfaction, while a negative correlation of neuroticism and no correlation of openness to experience with job satisfaction was concluded. The second objective of this study was to determine differences in police officer's personality traits according to their gender. The result

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revealed a significant difference in male and female police officers' personality traits. The third objective was to identify the difference of job satisfaction between male and female police officers. The result showed that male police officers have high job satisfaction level as compared to females. The fourth objective of this study was related to the relationship of occupational stress and job satisfaction among police officers. The result concluded a negative correlation of occupational stress and job satisfaction. The fifth objective was to indicate the differences in police officer's level of occupational stress according to their gender. A high occupational stress level was found in female police officers as compared to males. The last objective was to identify which trait of personality has more influence on job satisfaction than other traits. The findings of the study revealed that agreeableness has significant influence on job satisfaction as compared to other personality traits.

Statistical Package for Social Sciences (SPSS) was used for testing the hypothesis. T test and one way Anova were applied to measure the differences of variables. The Pearson Moment Correlation Coefficient was used to assess the correlation among variables. The stepwise multiple regression analysis was employed to check the impact of independent variables on dependent variable. The results suggest that extraversion, agreeableness and conscientiousness are positively correlated with job satisfaction while neuroticism is negatively correlated with job satisfaction. Openness to experience has no correlation with job satisfaction. The results also found the difference of personality traits and job satisfaction level between male and female police officers. Male police officers have high job satisfaction as compared to female police officers. Gender and one of the five

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personality traits have significant influence on job satisfaction. The instruments used in this study were Demographic Survey, Neo Five Factor Inventory (NEO-FFI), Job Satisfaction scale (JSS) and Police Stress Questionnaire (PSQ, org-op).

5.3 Discussion of Hypotheses

The first research hypothesis was that Neuroticism would be negatively correlated with job satisfaction. Descriptive statistical evaluation was accomplished to answer the first research hypothesis. The null hypothesis is rejected and results showed that neuroticism is negatively correlated with job satisfaction. The results confirm the findings of Connolly and Viswesvaran (2000). They concluded that individuals high in neuroticism are vulnerable to get affected by poor activities. They generally tend to show off tendencies like, worry, anger, melancholy, without problems willing to pressure, no longer able to control impulses.) asserted that neuroticism, which is a primary input of negative affectivity, badly influences job satisfaction. A neurotic officer cannot cope with stressful situations that officers usually have to face in the police profession. He shows emotional behavior in challenging circumstances instead of competitive behavior. It seems that officers who tend closer to Neuroticism (i.e. who are at risk of having irrational thoughts, being much less capable of control impulses, and coping poorly with strain) carry out poorer and are much less creative than individuals who are emotionally stable. As they cannot control their emotions in unfavorable situations so they cannot be satisfied with their job.

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The second research hypothesis was that extraversion would be positively correlated with job satisfaction. The results supported this hypothesis. Extraversion has a positive correlation with job satisfaction. People that are excessive on this trait tend to exhibit positive experiences in social situations (Hayesa & Joseph, 2002). Levy and Lounsbur (2010) recommend that entertainers who are extraverted and conscientious are good at handling general anxiety and execution stress, specifically and catch a more prominent feeling of satisfaction with their employment. As employees higher in extraversion are much more likely to seek out social relationships, they generally tend to have an extra variety of hyperlinks to others in their organizations. Their social contacts provide them better opportunities for promotion. Extroverts are greater prone to fantastic emotions and they maintain their interpersonal relationship with others. It might be cogent to presume that extroverts have higher job satisfaction levels than introverts due to the effect of fine mind that acts as a stimulant which facilitates growth their overall performances and these findings are also supported by (Connolly & Viswesvaran, 2000). The police officers with extraversion personality trait can solve the problems of local people more efficiently than others. They are more likely to succeed in their profession.

The third research hypothesis was that openness would be positively correlated with job satisfaction. The result showed no correlation between openness to experience and job satisfaction. This finding contradicted by previous research where researchers found that openness to experience was positively associated with job satisfaction (Cohrs et al., 2006). Khan and Ijaz (2015) also concluded a positive relationship between openness to experience and job satisfaction. The reason of inconsistency of results might be that most

police officers in Pakistan are traditional and conservative. They do not accept new ideas and values. They want the same things as they already have. They are reluctant to change. Political pressure on police officers is always there. They have to cling to rules that the government has already maintained for them. They cannot act on their revolutionary ideas. The open mindedness could lead people to look for a great deal of data about the association's qualities and advantages and they may find, at an early stage, the favorable circumstances and downsides for them in the organization. This could empower them to make a fast and the early adjustment to the organization to their advantage. The officers who have high openness are curious and easily bored and in police job officers must remain focused to investigate any serious issue. Police officers have a low openness to experience can cling on the situations to solve challenging tasks.

The fourth hypothesis was that agreeableness would be positively correlated with job satisfaction. The results confirmed this hypothesis and a positive correlation was found between agreeableness and job satisfaction. A previous study conducted by Khan and Ijaz (2015) showed a relationship between agreeableness and job satisfaction. The officers with agreeableness personality trait is kind and cooperative. They give importance to the opinion of others so they maintain good social relationships. In police profession encountering with a lot of people with different characteristics is an important factor. The officers can succeed in any profession only if they have good social contacts with others. They must have good communication skills to deal with social issues of civilians. If police officers are agreeable, they can coordinate with coworkers, can perform actions and this can lead them towards promotion and greater satisfaction of a job as Rhodes and

Hammer (2000) stated agreeableness as a reliable factor in prediction of job satisfaction. Agreeable police officers are sympathetic and they avoid conflicts in working place while disagreeable officers generally do not have a concern with the welfare of others and are more likely to be selfish and jealous. They cannot follow the new policies and cannot perform well in teamwork that is a requirement of the police profession.

The fifth hypothesis was that conscientiousness would be positively correlated with job satisfaction. The results supported this hypothesis and a positive correlation was revealed between conscientiousness and job satisfaction. The results are consistent with previous research of Levy & Lounsbur (2010), as they concluded a noteworthy association of conscientiousness and job satisfaction. Conscientiousness is a measure of goal-directed behaviors, staying power and amount of manage over impulses. The person with high conscientiousness is more orderly, accountable, dutiful and responsible (Costa & McCrea, 1992). In police career, officers have high responsibility. They deal with sensitive issues as murder and rape cases so they have to do their job carefully. If they did not take special care of the local community, it would possibly cause criticism from public media. The behavior and services of police officers affect both the images of officers themselves and of the police organization in general. Howard and Howard (2004) concluded that there is a link of conscientiousness with organization achievement. The flexible worker is more impulsive and less complicated to persuade to pay attention on their activity in comparison to another.

The sixth hypothesis was that there would be a difference of neuroticism between male and female police officers. Current study supported this hypothesis as females have more neuroticism than males. The results are consistent with previous researches of Terracciano and McCrae, (2001), Costa, Goodwin and Gotlib, (2004) and Schmitt, Realo, Voracek, and Allik, (2008) where females scored higher on neuroticism. Males are relaxed, calm and unemotional than females. Those who rating high on neuroticism trait are willing to be traumatic, insecure and worried. They tend to enjoy moodiness, anxiety, and irritability (Edwards, 1998).

The results of present analysis had conjointly unconcealed higher score on neurotic temperament of female police officers affirming past studies on the way of females of simply to worry and upsetting (McCrea & Costa, 1987). Subsequently, it would be ordinary for female police officers to have higher neuroticism personality considering working in harsh and unpredictable condition. Though, this conclusion was inconsistent to prior judgments of Srivastava, John, Gosling and Potter (2003) when they proclaimed that neuroticism between genders solely differs throughout early adulthood, and later on demolished at later maturity stage. Females are less capable to deal stressful and challenging situations as they cannot control their emotions so the number of female police officers is less than male police officers in Punjab.

The seventh hypothesis was that there would be a difference of extraversion between male and female police officers. Significant differences found on extraversion personality trait between male and female police officers. This study is supported by previous

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researches as Shokri, Kadivar, and Daneshvarpoor (2007) found higher scores of extraversion among males. Males are more active, amusing lover and constructive personality. Extraversion includes the outward turning of psychic strength toward the external global. Individuals who score high on extraversion are seemed as sociable, laugh loving and talkative while who rating low are quiet and reserved (De Raad, 2000). However, few researches showed that level of extraversion was significantly higher among females (Costa, Goodwin, & Gotlib, 2004; McCrae, et al., 2005; Shokri, Kadivar, & Daneshvarpoor, 2007). Goldsmith and Hulle, (2006) also found that females have high extraversion as compared to males.

The eighth hypothesis was that there would be a difference of openness to experience between male and female police officers. This hypothesis is also confirmed. This study concluded a difference of openness to experience between male and female police officers. A previous research conducted by Costa, Terracciano and McCrae (2001), expressed that gender contrasts on openness to experience have been either conflicting or insignificant. Another previous study showed higher scores of openness to experience among males (Shokri, Kadivar, & Daneshvarpoor, 2007). Openness to experience entails actively in search of and appreciating new studies and has also been referred to as creativeness or intellect. Folks who score excessive tend to be curious, searching for new and unfamiliar reviews, have a wide range of pursuits, and are easily bored. Additionally, they seem to love adventure, are insightful and creative. Individuals with a low rating on openness can be more slender-minded, conventional, practical, pick acquainted territory (Edwards, 1998). Mumford, (2002) stated that Imaginative individuals lean toward a

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workplace portrayed via self-sufficiency, negligible diversions and lessened time limitations. A study by Robbins (2001) revealed that closed minded individuals who will probably enter occupations, for example, police officers, advertising and selling and great in these zones.

The ninth hypothesis was that there would be a difference of agreeableness between male and female police officers. This study supported this hypothesis that there is a difference of agreeableness between male and female police officers. The results of Goodwin and Gotlib (2003) study supported the results of current research. They concluded that there is an association between gender and personality factors. They also found a difference of agreeableness between males and females. Another study of McCrae, et al., (2005) also found significant differences of agreeableness between males and females. A higher level of agreeableness among females was concluded by Voracek & Allik (2008). In a study Brody and Hall (2000) demonstrated a significant difference of agreeableness between men and women. Lehmann, Denissen, Allemand and Penke (2013) found that women have higher levels of neuroticism, and agreeableness as compared to males. Budaev (1999) also concluded a high level of agreeableness among females. The results of this study are contradicted to a previous study of Atta, Ather and Bano (2013) as they found no gender differences on agreeableness.

The tenth hypothesis was that there would be a difference of conscientiousness between male and female police officers. The study demonstrated the significant differences of conscientiousness between male and female police officers. Male police officers have

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high conscientiousness as compared to female police officers. The results are consistent with Atta, Ather and Bano (2013). They also found higher conscientiousness among males than females. Another study also showed significantly higher scores among males (Shokri, Kadivar, & Daneshvarpoor, 2007). However, this study is in contrast to study conducted by Lippa (2005), where women are higher on conscientiousness. Conscientiousness describes traits associated with willpower, organization, and the manage of impulses, and appears to mirror the potential to exert strength of mind which will observe guidelines or keep goal pursuit (Costa et al., 2001). Conscientiousness is the one personality trait consistently predicts how unreasonable a man's performance might be over a spread of occupations and jobs. This kind of personality can be referred as self-control and ability to behave obediently (Erdheim, Wang & Zickar, 2006). Inconsistent findings were concluded in earlier researches on conscientiousness personality trait (Zupancic & Kavcic, 2005; Else et al., 2006).

The eleventh hypothesis was that There would be a difference of job satisfaction among male and female police officers. The study found that males have higher job satisfaction than females. The results are consistent with Shah and Jaless (2004) who found that gender has a significant impact on job satisfaction. Male and Female employees have different levels of job satisfaction. In a study conducted by Crossman and Harris (2006), males reported a slightly higher satisfaction than females. The sample consisted of tutors in several brands of schools. But McCann (2002) and Newby (1999) found that gender has not any impact on differences of job satisfaction.

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Research by Oshagbemi (2000) recommends that men and ladies utilize subjectively diverse criteria in their appraisal of the work. Female workers put more importance on the social aspects of a career than do males and male workers put more significance on the open door for self-expression in their employments than do females. It is probably the reason that every women and men have definite exclusive hobby, sentiment, perception, beliefs, dependency, ambition, fee and then on, owing to totally exceptional roles and sports of women and men allowed through the native society. No matter the same rights and freedom of females and males in the fundamental world presently a day, the history of each man or woman take problem besides. Of those were the reasons of numerous levels of job satisfaction between ladies and men. Male people have a tendency to alter difficult task and variety of experiences. As such, male employees would sense high job satisfaction in task than females. In the same state of affairs, compared to males, females that had the addiction of refinement and sensitiveness with the surroundings at work, could sense much less satisfaction in activity than males. So, in motivating people for activity pleasure, these variations must be considered which are mentioned above.

The job satisfaction of UK ladies is essentially lower in male commanded working environments (Sloane & Williams, 2000). Clark (1997) introduces fundamentally the same as proof likewise for the UK, finding that the gender satisfaction breach rises with the degree of females in the work environment, an outcome that streams from the more noteworthy fulfillment of ladies in more female overwhelmed workplaces. This distinctive result might be ascribed to the point that Pakistan is a male dominated country and male have more challenging responsibilities than females. As males are more

concerned with authority and dominance and they get it in the police profession. Female workers emphasize social factors on the job (Oshagbemi, 2000) so females are less in number in police organization than males and are less satisfied with their job.

The twelfth hypothesis was that there would be a difference of occupational stress between male and female police officers. The results showed that female police officers have high occupational stress as compared to male police officers. The conclusion of this study is supported by a previous research in which Vagg, et al. (2002) also found a significant impact of gender on occupational stress. According to Spielberger, et al (2000), the reasons of difference of occupational stress level are some factors such as absence of manager's support, insufficient pay, meeting limits and percentage of special events. Females are more prone to stress and in police personnel, job requirements included heavy work load and demand of efficient performance from higher authorities. Female police officers also have to deal with aggressive and violent criminals. Female police officers had to fulfill responsibilities as an employee, housewife and mother. Consequently, it was considered normal for female officers to have more occupational stress as compared to male officers for this challenging job of police personnel. Lim and Teo (1996) conducted a study on information technology personnel and found significant gender differences in occupational stress level. These findings are inconsistent with a study conducted by Chaudhry (2012) on the academic staff of Pakistani universities found no significant difference of occupational stress in case of both male and female faculty members.

The thirteenth hypothesis was that occupational stress would be negatively correlated with job satisfaction. The inference of this is that police officers with higher occupational stress have lower job satisfaction and vice versa. This conclusion was supported by the work of Sweeney et al (1998) in which they focused on that occupational stress can stop energy and decrease the job satisfaction of employees. They placed the way that stress can lead or be demonstrated by eternal and regular tiredness and blunder made by the representative (police faculty) which are qualities of occupation disappointment. These findings are consistent with earlier research conducted by Zangaro and Soeken (2007) where a negative connection was found between perceived occupational stress and job satisfaction. Additionally, researches conducted by Uwakwa (2005) and Mojoyinola and Ajala (2007) on the effect of burnout or stress in Nigeria, watched that occupational stress influences work outlooks such as job satisfaction, emotional comfort and inspiration. A study conducted in the telecom sector of Pakistan concluded a negative relationship between occupational stress and job satisfaction (Mansoor, Fida, Nasir & Ahmad, 2011). A stressed employee cannot give his best input and may not have satisfaction with his job. The result confirms the outcomes of previous researches (Azman, Amy, & Nek, 2009; Nagar, 2012).

The last hypothesis was that personality traits, gender and occupational stress significantly influence the job satisfaction of police officers. The study confirmed the hypothesis and concluded an influence of personality traits, gender and occupational stress on job satisfaction. This study is supported by previous researches that show that personality has a significant relationship with job satisfaction (Cleare, 2013). In addition,

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another study demonstrated a noteworthy positive correlation between personality traits and job satisfaction in the health care industry of Kenya (Ganu & Kogutu, 2014). Patrick, H.A. (2011) found a substantial association between personality factors (neuroticism and extraversion) and job satisfaction.

According to Sempane, Rieger and Roodt, (2002) job satisfaction identifies with an individual's observation and evaluates of a procedure, and this perception is thus affected by method for their circumstances, including desires, standards and hopes. People along these lines, assess their occupations on the premise of components which they see as being vital to them. A study conducted by Acuna, Gomez, and Juristo (2009) analyzed the connections between crew techniques, personality, job qualities, product class and contentment in software expansion bands. They concluded that those bands scored higher on job satisfaction whose members scored higher on personality traits agreeableness and conscientiousness. Another study found a significant positive relationship between gender and job satisfaction (Patrick, 2011).

Khan and Ijaz (2015) concluded that different personality traits have significant impacts on the job satisfaction level of employees. Personality traits like, extraversion and openness to experience are significantly positively correlated with job satisfaction. Neuroticism personality trait is strongly negatively correlated with job satisfaction level of employees. The personality of the worker is inevitable in figuring out the level of job satisfaction when he becomes ready with job description (Vijayabanu & Therasa, 2014). If an employer is familiar with personalities of his employees and their precise abilities,

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then he will inspire the employees to carry out their quality and in turn, it will increase the job satisfaction of employees. To understand and expect the job satisfaction, it's miles important to decide personality characteristics which come to be necessary to provide the best services for police organization. The current results are also supported by a previous research carried out by Fairbrother and Warn (2003), endorse a negative correlation between occupational stress and job satisfaction.

5.4 Contribution of the Study

In this study, personality traits, gender, occupational stress and job satisfaction have been examined to measure their relationship among police officers in Punjab, Pakistan. To date, this is a new study conducted in Punajb, Pakistan to examine such relationship. The contribution of the study is explained in the following sub-sections.

Practical Contribution

This study raises the importance of job satisfaction of police officers in Punjab, Pakistan. Job satisfaction encourages the staffs to put their best to accomplish their targets. As deliberated earlier in detail that job satisfaction assume a crucial part to encourage the employees and generates organizational commitment. This study may assist the ministry or administrators in policy making to increase job satisfaction because mostly less satisfied employees indulge themselves in those activities which are against the honor of their profession, for example, Corruption becomes the culture from top to bottom and police organization is considered most corrupt institution in Pakistan. Turnover ratio is

also high in police organization as compared to other organizations in Pakistan. By increasing job satisfaction, this might directly boost the loyalty of police officers with their organization and increase their performance. Through increasing job satisfaction, police organization in Pakistan would be able to achieve better efficiency and enabled police officers to achieve desired goals.

This study gave the new understanding about the importance of personality test in the recruitment and training session of police officers because personality tests are the best predictors to know how an officer will react in a specific situation. The administration should pay attention to introduce personality recruitment test in order to get the competent and efficient police force. Dowler (2005) found a great impact of supervisors and co-workers in decreasing stress. Law enforcement organizations increase job performance and decrease job dissatisfaction by matching police companions who have similar personality characteristics. Pienaar, Rothmann and Vande Vijver (2007) stated that employing candidates with high scores on conscientiousness, passionate strength, adapting abilities, and religious affiliations and emotional constancy could counteract future suicides among employees.

The discoveries of this study can be utilized by the administration to overcome occupational stress issues in police personnel by introducing stress management programs. Endeavors ought to be made to mix conventional "top-down" methodologies

with less traditional techniques, which increase input among officers. Police administrations should make clear policy, apply agreements honorably and give accurate regulation so as to keep on reducing the occupational stress. Kop and Euwema (2001) found that selection of workers based on personality traits and emotional stability, decrease the amount of excessive force associated with workplace stress and depersonalization.

Theoretical Contribution

This study would theoretically contribute by adding the unique relationship of study variables (personality traits, gender, occupational stress and job satisfaction) in the existing body of knowledge in the context of police personnel that was lacking before. Basically, this current study explained answers for all research questions. This study extended the understanding in job satisfaction, industrial/organizational psychology study when simultaneously examined predictors of job satisfaction which were personality traits, gender and occupational stress.

The data in this study suggest that some personality factors are correlated with job satisfaction. Extraversion, agreeableness and conscientiousness are positively correlated with job satisfaction. By considering these factors in the selection process, police job satisfaction can be enhanced. Occupational has a negative correlation with job satisfaction. By reducing the occupational stress of police officer's job satisfaction can be increased. Job satisfaction is a key to encourage them to give their best. The present study

has delivered an empirical indication about the connections of all study variables relating to the research framework drawn on the base of sound writing assessment.

5.5 Recommendations

In police personnel, implementation of rules should be the same for all officers. There are many challenging and demanding tasks in police job that require a lot of hard work and patience. Personal development programs should be introduced in police organization and there must be a reward or acknowledgement on better performance. A settled measure of cash for additional assignments can increase the motivation level of the officers.

Personality test should be used in recruitment of police officers to fit the right person to the right job. Training programs should be introduced because trained employees perform better than others. Training about important personality characteristics and social skills must be provided to all officers. In order to maintain relationships among coworkers, good working environment should be provided by administrators.

Almost half of Pakistani population consists of women. There are many sensitive issues that should be handled by female police officers such as rape cases and home violence. More job positions should be there for females as they are an important part of the Pakistani population and can play an efficient role in the progress of the country.

Police organization can moderate the stress level and increase the satisfaction of the officers by utilizing best practices that can decrease their occupational stress and enhance the progress of the officers. Interventions that can be utilized as procedures to increase job satisfaction of the officers incorporate the making of workplace that is friendly and provides better facilities to boost the talents of the officers to carry out their responsibilities.

Other interventions that police establishments may consider to reduce occupational stress and enhance job satisfaction among the staff incorporate the change in social networks among the police staff. There must be a change in the relationship between the bosses and their subordinates. The powers should likewise consider enhancing associate connections by establishing a few projects that improve the connections. The police establishment should likewise set up social gatherings that will make the officers get to be helpers of each other. These methodologies will enhance job satisfaction among the staff.

Another suggested program is the stress management program, particularly expected of police officers who perform their duties in high risk work environments. Two aspects are concentrated in the program. The first aspect is related to prevention, aimed towards coaching and work police officers to manage attainable threat of being presented to exceptionally upsetting events. The second aspect is related to support, giving aid, back up and observation services to individual police officers who have encountered dangerous occurrences. Furthermore, creating and keeping up an effective stress management programs or health promotion programs is actually exacting. There are a

few requirements for a successful stress management program such as designating capable and devoted "stress resilient" employees assist others and procuring energetic and enthusiastic involvement of each significant member from top administrators to junior police officers.

5.6 Limitations

Although this study has some crucial implications in the personality and stress management domain of police officers, yet it has some limitations. The limitations of this study are:

The first limitation of the study arises from the analysis design; cross-sectional analysis is more popular by the research worker, like several others, as a time saving and economical methodology to check the analysis hypotheses. But, cross-sectional analysis, collecting the evidence at one purpose in time, has been questioned for lack of temporal antecedence, that means that a time order sequence cannot be established to induce causation.

There are some other factors that may have an influence on job satisfaction such as socioeconomic status and working environment and they are not measured in this study, yet the impact of all factors of job satisfaction in police profession is very complicated as well as impossible to include in one study. Sample size is another limitation of this study

as it is limited to Punjab province only. Further research in all provinces should be conducted by using the same sample size.

5.7 Future Research Suggestions

Some suggestions are here for future researchers who want to conduct research in the same area and for administrators in police organization. Firstly, a few organizational (e.g., sort, possession and size) and individual (e.g., education, age, gender and the kind of pay) attributes ought to be further investigated, this may give meaningful viewpoints of how individual resemblances and contrasts influence pay frameworks inside an association. Besides, other examination outlines (e.g., longitudinal studies) ought to be utilized to gather information and define the designs of variation and the course and size of causal relationships between variables of interest. Thirdly, to completely comprehend the impact of personality traits, gender and occupational stress on job satisfaction, couple of associations should be utilized as a part of future studies.

This study focused on the level of occupational stress and its relationship with job satisfaction of police officers. It would be exciting to find the causes of occupational stress in future studies. The findings of quantitative research can be explained by qualitative methods. Qualitative or mixed strategies and sources can be utilized by future researchers to deal with this subject in larger depth. More subjectively, qualitative and quantitative findings are sometimes supposed to support each other.

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Future research should be conducted with a large sample. Other provinces should be included to generalize the findings and survey should be conducted to assess the level of job satisfaction. Some other related factors such as socioeconomic status, job stress and self adjustment towards job should be considered in future study in order to gain more understanding about job satisfaction and its related factors and to assist the authorities.

5.8 Conclusion

The goal of the study was that to what extent personality traits (Neuroticism, Extraversion, Openness to experience, Agreeableness, and Conscientiousness) relate to the job satisfaction of police officers?. Are there differences in police officer's personality traits according to their gender?. Is there any difference of job satisfaction between male and female police officers?. Are there differences in police officer's occupational stress level according to their gender?. Is there any relationship of occupational stress and job satisfaction? Which trait of personality has more influence on job satisfaction than other traits? Another goal was to fill the literature gap. Some findings supported previous studies. This study reduced the gap of knowledge in personality traits, job satisfaction and studies on police officers specifically in Pakistan.

This study provides strength to instrument validity used in this research. The results found that extraversion, agreeableness and conscientiousness were positively correlated with job satisfaction while neuroticism was negatively correlated with job satisfaction. No correlation was found between openness to experience and job satisfaction. The

results also found the difference of personality traits and job satisfaction level between male and female police officers. Male police officers have high job satisfaction as compared to female police officers while occupational stress level was higher in female police officers than males. Occupational stress has significant negative correlation with job satisfaction. Gender and agreeableness have significant influence on job satisfaction of police officers in Pakistan. This study provides help in improving the human resource practice in police organization.

Personality has an influence on job satisfaction. Managers must know about the personalities of their employees and how they are suitable for a specific job, the work environment, and indeed the administrative culture. They must provide an encouraging work environment so that employees bring out the best of their personalities and can lead an organization to a new direction of progress (Ivancevich, Olekalns & Matteson, 1997).

The police organization can decrease the occupational stress and increase the job if administration considers the following recommendations: foremost, update the content and coaching methodology. Secondly, management ought to encourage worker participation in cooperation, as an example, involving staff in cooperation designing and organization will help them to build positive socialization, advance profession and expansion psychosocial prosperity. Third, advance work-life balance activities. For example, to decrease the worker's occupational stress, such as, sort out organization trips for the worker to relax their minds and bodies, well as start physical wellness and game enjoyments. Finally, encourage worker help program through skilled consultants or

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internal message and assistance unit. For instance, the ability of directors to give good and material backing to representatives who have encountered social and monetary issues may help them to reduce regular job issues and raise their satisfaction in carrying out the job. If organizations consider these recommendations, this might powerfully encourage their staff to achieve job goals efficiently.

By investigating the relationship of occupational stress and job satisfaction, police administrators can implement different policies to improve the performance of police personnel and to introduce a successful stress management program. The higher authorities should take important steps to enhance the job satisfaction of police officers because only satisfied officers can perform efficiently and their rate of turnover and absenteeism can be reduced.

Job satisfaction is an important key to achieve organizational goals. There are plenty of studies on human behavior and factors affecting that behavior in the social sciences. Previous studies show the importance of personality for personal growth and success. This research contributes in human resource and personal management area. This study highlight the importance of personality traits, gender, occupational stress and job satisfaction in police organization in Pakistan and it is helpful not only in police organization, but also in other organizations because it is necessary to retain current employees for organizational growth.

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APPENDICES

APPENDIX: A

Inform Consent

Universiti Utara Malaysia

College of Arts and Science

School of Social Development

This study is undertaken to fulfill the requirement of the academic program leading to a Ph.D. the College of Arts and Science, University Utara Malaysia, By taking of your valuable time, you are providing information that is pertinent to the study. The data collected will be kept confidential and will not lead to any negative results or eventual damages. The researcher would like to sincerely thank all who participate in responding to this questionnaire. Your answers are very important to the accuracy of the study.

Thank You for Your Kind Cooperation.

Sincerely Yours,

Umbreen Khizar

APPENDIX: B

Demographic Sheet

Name: _____

Gender: _____

Age: _____

Job Position: _____

Job Experience: _____

Marital Status: _____
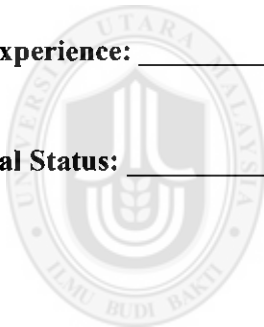
APPENDIX: C

NEO-Five Factor Inventory (NEO-FFI)

(English Version)

SD=Strongly Disagree   D=Disagree   N=Neutral

A=Agree   SA=Strongly Agree

No	Statement	SD	D	N	A	SA
1	I am not a worrier.	1	2	3	4	5
2	I like to have a lot of people around me.	1	2	3	4	5
3	I don't like to waste my time daydreaming.	1	2	3	4	5
4	I try to be courteous to everyone I meet.	1	2	3	4	5
5	I keep my belongings neat and clean.	1	2	3	4	5
6	I often feel inferior to others.	1	2	3	4	5
7	I laugh easily	1	2	3	4	5
8	Once I find the right way to do something, I stick to it.	1	2	3	4	5
9	I often get into arguments with my family and co-workers.	1	2	3	4	5
10	I'm pretty good about pacing myself so as to get things done on time.	1	2	3	4	5
11	When I'm under a great deal of stress, sometimes I feel like a I'm going to pieces.	1	2	3	4	5
12	I don't consider myself especially "light-hearted".	1	2	3	4	5
13	I am intrigued by the patterns I find art and nature.	1	2	3	4	5

14	Some people think that I'm selfish and egoistic person	1	2	3	4	5
15	I am not a very methodical person	1	2	3	4	5
16	I rarely feel lonely or blue.	1	2	3	4	5
17	I really enjoy talking to people.	1	2	3	4	5
18	I believe, letting students hear controversial speakers can only confuse and mislead them.	1	2	3	4	5
19	I would rather cooperative with others than complete with them.	1	2	3	4	5
20	I try to perform all the tasks assigned to me consciously.	1	2	3	4	5
21	I often feel tense and jittery.	1	2	3	4	5
22	I like to be where the action is.	1	2	3	4	5
23	Poetry has little or no effect on me.	1	2	3	4	5
24	I tend t ob cynical and skeptical of others' intentions.	1	2	3	4	5
25	I have a clear set of goals and work towards them in an orderly fashion.	1	2	3	4	5
26	Sometimes, I feel completely worthless.	1	2	3	4	5
27	I usually prefer to do things alone.	1	2	3	4	5
28	I often try new foreign foods.	1	2	3	4	5
29	I believe that most people will take advantage of you if you let them.	1	2	3	4	5
30	I waste a lot of time before settling down to work.	1	2	3	4	5

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31	I rarely feel fearful or anxious.	1	2	3	4	5
32	I often feel as if I'm bursting with energy.	1	2	3	4	5
33	I seldom notice the moods or feelings that different environments produce.	1	2	3	4	5
34	Most people I know like me.	1	2	3	4	5
35	I work hard to accomplish my goals.	1	2	3	4	5
36	I often get angry at the way people treat me.	1	2	3	4	5
37	I am a cheerful and high-spirited person.	1	2	3	4	5
38	I believe we would look to our religious authorities for decision on moral issues.	1	2	3	4	5
39	Some people think of me as cold and calculating.	1	2	3	4	5
40	When I make a commitment, I can always be counted on to follow through.	1	2	3	4	5
41	Too often, when things go wrong, I get discouraged and feel like giving up.	1	2	3	4	5
42	I am not a cheerful optimist.	1	2	3	4	5
43	Sometimes, when I am reading poetry or looking at a work of art, I feel a chill or wave of excitement.	1	2	3	4	5
44	I am hard-headed and tough-minded in my attitudes.	1	2	3	4	5
45	Sometimes, I'm not as dependable or reliable, as I should.	1	2	3	4	5
46	I am seldom sad or depressed.	1	2	3	4	5

47	My life is fast-paced.	1	2	3	4	5
48	I have little interest in speculating on the nature of the universe or the human condition.	1	2	3	4	5
49	I generally try to be thoughtful and considerate.	1	2	3	4	5
50	I am a productive person who always gets the job done.	1	2	3	4	5
51	I often feel helpless and want someone else to solve my problems.	1	2	3	4	5
52	I am a very active person.	1	2	3	4	5
53	I have a lot of intellectual curiosity.	1	2	3	4	5
54	If I do not like people, I let them know it.	1	2	3	4	5
55	I never seem to be able to get organized.	1	2	3	4	5
56	At times I have been so ashamed I just wanted to hide.	1	2	3	4	5
57	I would rather go my own way than be a leader of others.	1	2	3	4	5
58	I often enjoy playing with theories of abstract ideas.	1	2	3	4	5
59	If necessary, I am willing to manipulate people to get what I want.	1	2	3	4	5
60	I strive for excellence in everything I do.	1	2	3	4	5

APPENDIX: C 2

NEO-Five Factor Inventory (NEO-FFI)

(Urdu Version)

مکمل متفق	زیادہ تر متفق	غیر جانبدار	زیادہ تر غیر متفق	مکمل غیر متفق	بیانات	نمبر شمار
5	4	3	2	1	میں پریشان حال نہیں ہوں۔	1
5	4	3	2	1	میں بہت سے لوگوں کے درمیان رہنا پسند کرتا /کرتی ہوں۔	2
5	4	3	2	1	میں جاگتی آنکھوں خواب دیکھنے میں اپنا وقت ضائع کرنا پسند نہیں کرتا/ کرتی ۔	3
5	4	3	2	1	میں اپنے بر ملنے والے سے ، خوش اخلاقی سے پیش آنے کی کوشش کرتا / کرتی ہوں۔	4
5	4	3	2	1	میں اپنی چیزیں صاف ستھری رکھتا/رکھتی ہوں۔	5
5	4	3	2	1	اکثر اوقات میں اپنے آپ کو دوسروں سے کمتر سمجھتا ہوں/ سمجھتی ہوں	6
5	4	3	2	1	میں آسانی سے ہنس لیتا ہوں،/لیتی ہوں۔	7
5	4	3	2	1	جب کوئی کام کرنے کا صحیح طریقہ مجھے معلوم ہو جاتا ہے ، تو میں اس پر جم جاتا ہوں/جم جاتی ہوں۔	8
5	4	3	2	1	میری اکثر اپنے خاندان اور اپنے ساتھ کام کرنے والوں کے ساتھ تُوتُو میں میں ہو جاتی ہے۔	9
5	4	3	2	1	میں اپنے کام کی رفتاریوں کو متعین کرتا ہوں/ کرتی ہوںکہ سب کام وقت پر کر سکوں۔	10
5	4	3	2	1	بعض اوقات شدید زہنی دباؤ ہو، تو مجھے محسوس ہوتا ہے کہ میرا وجود ٹوٹ کر بکھر جائے گا۔	11
5	4	3	2	1	میں اپنے آپ کو خوش دل طبیعت کا مالک نہیں سمجھتا/ سجھتی۔	12
5	4	3	2	1	ارٹ اور قدرت کے نمونے مجھے محسو رکردیتے ہیں۔	13
5	4	3	2	1	بعض لوگو کا خیال ہے کہ میں خود غرض اور انا پرست ہوں۔	14

5	4	3	2	1	میں زیادہ منظم شخص نہیں ہوں ۔	15
5	4	3	2	1	میں شاذو نادر ہی تنہائی یا افسردگی محسوس کرتا/ کرتی ہوں۔	16
5	4	3	2	1	مجھے لوگوں سے بات چیت کرکے واقعی لطف آتا ہے۔	17
5	4	3	2	1	میرے خیال میں طالب علموں کا متنازعہ مقررین کو سننا ، انہیں الجھا اور بھٹکا سکتا ہوں۔	18
5	4	3	2	1	میں دوسروں سے مقابلہ کرنے کے بجائے ان سے تعاون کرنے کو ترجیح دوں گا / دونگی ۔	19
5	4	3	2	1	میں وہ تمام کام جو میرے سپرد کئے گئے ہوں ، اپنے ضمیر کے مطابق کرنے کی کوشش کرتا / کرتی ہوں۔	20
5	4	3	2	1	میں اکثر اوقات ذہنی تناؤ اور گھبراہٹ محسوس کرتا ہوں / کرتی ہوں	21
5	4	3	2	1	مجھے اکثر ولولہ انگیز صورت حال کی تمنا ہوتی ہے۔	22
5	4	3	2	1	شاعری کا مجھ پر بہت ہی کم یا نہ ہونے کے برابر اثر ہوتا ہے ۔	23
5	4	3	2	1	میں دوسروں کی نیت کے بارے میں بدگمان اور شکی ہوں۔	24
5	4	3	2	1	میرے مقاصد بہت واضح ہیں اور ان کے لیے بہت منظم طریقے سے کام کرتا ہوں / کرتی ہوں۔	25
5	4	3	2	1	بعض اوقات میں خود کو ایک کوڑی کا بھی نہیں سمجھتا / سمجھتی ہوں۔	26
5	4	3	2	1	عموماً میں اکیلے ہی کام کرنے کو ترجیح دیتاہوں / دیتی ہوں۔	27
5	4	3	2	1	میں اکثر نئے اور غیر ملکی کھانے آزماتا ہوں / آزماتی ہوں۔	28
5	4	3	2	1	مجھے یقین ہے اگر آپ موقع دیں ، تو دوسرے لوگ آپ سے ناجائز فائدہ اٹھائیں گے۔	29
5	4	3	2	1	میں کام شروع کرنے سے پہلے کافی وقت ضائع کرلیتا ہوں/ لیتی ہوں	30
5	4	3	2	1	میں شاذونادر ہی خوف یا پریشانی محسوس کرتا ہوں/ کرتی ہوں۔	31
5	4	3	2	1	میں اکثر اپنے آپ کو توانائی سے بھر پور محسوس کرتاہوں / کرتی ہوں	32
5	4	3	2	1	ماحول اور حالات کی وجہ سے پیدا ہونے والے موڈ یا	33

5	4	3	2	1	احساسات کی جانب میری توجہ بہت کم ہوتی ہے ۔	
5	4	3	2	1	میرے جاننے والے اکثر لوگ مجھے پسند کرتے ہیں۔	34
5	4	3	2	1	میں اپنے مقاصد کی تکمیل کے لیے بہت محنت کرتا ہوں/ کرتی ہوں۔	35
5	4	3	2	1	لوگ میرے ساتھ جو سلوک کرتے ہیں ان پر اکثر غصے ہو جاتا ہوں/ جاتی ہوں۔	36
5	4	3	2	1	میں ایک خوش باش اور بلند حوصلہ شخص ہوں ۔	37
5	4	3	2	1	میرا یقین ہے کہ ہمیں اخلاقی امور پر فیصلوں کے لیے مذہبی رہنماؤں سے رجوع کرنا چاہیے ۔	38
5	4	3	2	1	کچھ لوگ مجھے سرد مہر اور خود غرض سمجھتے ہیں ۔	39
5	4	3	2	1	جب میں کوئی منصوبہ شروع کروں تو ہمیشہ اسے ختم کرکے ہی دم لیتا ہوں/ لیتی ہوں۔	40
5	4	3	2	1	اکثر اوقات جب کام خراب ہونے لگتا ہے تو میں نا امید ہو کر چھوڑ دیتا ہوں/ چھوڑ دیتی ہوں۔	41
5	4	3	2	1	میں ایک زندہ دل اور روشن پہلو دیکھنے والا ہوں/ والی نہیں ہوں۔	42
5	4	3	2	1	بعض اوقات شاعری کا مطالعہ کرتے ہوئے یا کوئی آرٹ کا شاہکار دیکھ کر میرے اندر سنسنی وجوش کی لہر دوڑتی ہے۔	43
5	4	3	2	1	میں اپنے رویوں میں سخت اور اڑیل ہوں ۔	44
5	4	3	2	1	بعض اوقات میں اس حد تک قابل بھروسہ یا قابل اعتبار نہیں ہوتا / ہوتی جس حد تک مجھے ہونا چاہیے۔	45
5	4	3	2	1	میں شاذو نادر ہی اداس یا غم زدہ ہوتا ہوں/ ہوتی ہوں۔	46
5	4	3	2	1	میری زندگی میں تیز رفتاری نمایاں ہے ۔	47
5	4	3	2	1	مجھے کائنات کے نظام یا انسانی حالت پہ غوروفکر کرنے میں کم دلچسپی ہے ۔	48
5	4	3	2	1	میں عام طور پر دوسروں کی فکر اور خیال کرنے کی کوشش کرتاہوں/ کرتی ہوں۔	49
5	4	3	2	1	میں ایک کارآمد شخص ہوں جو ہمیشہ اپنا کام کرلیتا ہے ۔	50
5	4	3	2	1	میں اکثر اپنے آپ کو بے بس محسوس کرتے ہوئے یہ چاہتاہوں/ چاہتی ہوں کہ کوئی اور میرے مسائل حل کردے۔	51

5	4	3	2	1	میں نہایت سرگرم انسان ہوں ۔	52
5	4	3	2	1	میرے اندر دانش وارانہ تجسس بہت زیادہ ہے۔	53
5	4	3	2	1	اگر لوگ مجھے نہ پسندبوں، تو میں انہیں بتاتابوں/ بتا دیتی بوں۔	54
5	4	3	2	1	مجھے لگتا کہ میں خود کو کبھی منظم نہیں کرسکتا/کرسکتی۔	55
5	4	3	2	1	بعض اوقات شرم کے باعث چھپ جانے کو دل چاہتاہے۔	56
5	4	3	2	1	میں دوسروںکا راہنما بننے کی بجانے اپنے طرز سے رہنا پسند کروں گا/ کروں گی۔	57
5	4	3	2	1	میں اکثر اوقات نظریات اور تجریدی خیالات سے لطف اندوز ہوتابوں/ ہوتی بوں۔	58
5	4	3	2	1	اگر ضرورت پڑے تو میں اپنا کام نکالنے کے لیے لوگوں کو استعمال کرنے پر آمادہ ہو جاتا بوں / جاتی بوں۔	59
5	4	3	2	1	میں ہر کام کو حد کمال تک کرنے کی کوشش کرتابوں/ کرتی بوں۔	60

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APPENDIX: D

Police Stress Questionnaire (PSQ)

(English Version)

Operational Police Stress Questionnaire (PSQ-op)

Below is a list of items that describe different aspects of being a police officer. After each item, please circle how much stress it has caused you over the past 6 months, using a 7-point scale (see below) that ranges from No Stress at all to A lot of Stress:

No Stress at all	Moderate Stress	A lot of Stress
1 2 3	4	5 6 7

1	Shift work	1 2 3 4 5 6 7
2	Working alone at night	1 2 3 4 5 6 7
3	Over-time demands	1 2 3 4 5 6 7
4	Risk of being injured on the job	1 2 3 4 5 6 7
5	Work related activities on days off (e.g. court, community events)	1 2 3 4 5 6 7
6	Traumatic events (e.g. MVA, domestics, death, injury)	1 2 3 4 5 6 7
7	Managing your social life outside of work	1 2 3 4 5 6 7
8	Not enough time available to spend with friends and family	1 2 3 4 5 6 7
9	Paperwork	1 2 3 4 5 6 7
10	Eating healthy at work	1 2 3 4 5 6 7
11	Finding time to stay in good physical condition	1 2 3 4 5 6 7
12	Fatigue (e.g. shift work, over-time)	1 2 3 4 5 6 7
13	Occupation-related health issues (e.g. back pain)	1 2 3 4 5 6 7
14	Lack of understanding from family and friends about your	1 2 3 4 5 6 7

15	Making friends outside the job	1 2 3 4 5 6 7
16	Upholding a "higher image" in public	1 2 3 4 5 6 7
17	Negative comments from the public	1 2 3 4 5 6 7
18	Limitations in your social life (e.g. who your friends are, where you socialize)	1 2 3 4 5 6 7
19	Feeling like you are always on the job	1 2 3 4 5 6 7
20	Friends / family feel the effects of the stigma associated with your job	1 2 3 4 5 6 7

Organizational Police Stress Questionnaire (PSQ-org)

Below is a list of items that describe different aspects of being a police officer. After each item, please circle how much stress it has caused you over the past 6 months, using a 7-point scale (see below) that ranges from No Stress at all to A lot of Stress:

No Stress at all	Moderate Stress	A lot of Stress
1 2 3	4	5 6 7

1	Dealing with co-workers	1 2 3 4 5 6 7
2	The feeling that different rules apply to different people (e.g. favouritism)	1 2 3 4 5 6 7
3	Feeling like you always have to prove yourself to the organization	1 2 3 4 5 6 7
4	Excessive administrative duties	1 2 3 4 5 6 7
5	Constant changes in policy / legislation	1 2 3 4 5 6 7
6	Staff shortages	1 2 3 4 5 6 7
7	Bureaucratic red tape	1 2 3 4 5 6 7
8	Too much computer work	1 2 3 4 5 6 7

9	Lack of training on new equipment	1 2 3 4 5 6 7
10	Perceived pressure to volunteer free time	1 2 3 4 5 6 7
11	Dealing with supervisors	1 2 3 4 5 6 7
12	Inconsistent leadership style	1 2 3 4 5 6 7
13	Lack of resources	1 2 3 4 5 6 7
14	Unequal sharing of work responsibilities	1 2 3 4 5 6 7
15	If you are sick or injured your co-workers seem to look down on you	1 2 3 4 5 6 7
16	Leaders over-emphasise the negatives (e.g. supervisor evaluations, public complaints)	1 2 3 4 5 6 7
17	Internal investigations	1 2 3 4 5 6 7
18	Dealing the court system	1 2 3 4 5 6 7
19	The need to be accountable for doing your job	1 2 3 4 5 6 7
20	Inadequate equipment	1 2 3 4 5 6 7
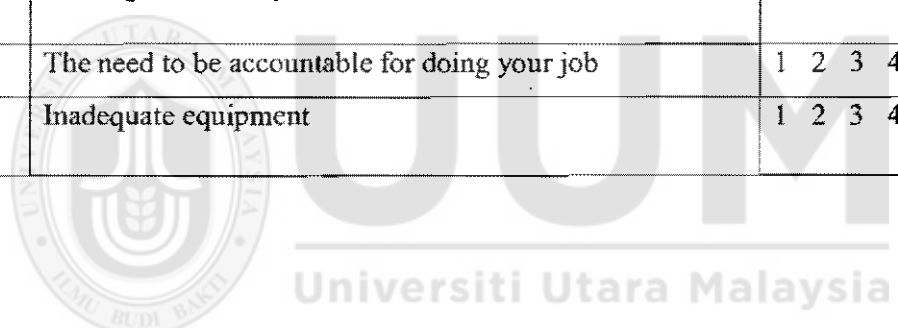
APPENDIX: D 2

Police Stress Questionnaire (PSQ)

(Urdu Version)

هدایات

مندرجہ ذیل سوالات پولیس آفیسر ہونے کے ناطے مختلف ذمہ داریوں کو بیان کرتے ہیں۔ سات درجاتی پیمانے کو استعمال کرتے ہوئے جوکہ (ذہنی دباؤ نہیں ہے سے لے کر شدید ذہنی دباؤ) تک جاتا ہے۔ ہر سوال کے گرد دائرہ لگائیں کہ پچھلے چھ ماہ کے دوران آپ کوکس قدر ذہنی دباؤ کا سامنا کرنا پڑا ہے۔

شدید دباؤ	معتدل دباؤ	بالکل کوئی دباؤنہیں
5	4	1
6		2
7		3

1	2	3	4	5	6	7	کام کی تبدیلی/ تبدیلی اوقات۔	1
1	2	3	4	5	6	7	رات کو اکیلے کام کرنا ۔	2
1	2	3	4	5	6	7	مقررہ وقت سے زیادہ کام کا مطالبہ۔	3
1	2	3	4	5	6	7	ملازمت کے دوران زخمی ہونے کا خطرہ۔	4
1	2	3	4	5	6	7	چھٹی کے دنوں میں کام سے متعلقہ سرگرمیاں (مثلاً عدالتی سماجی امور)	5
1	2	3	4	5	6	7	صدماتی واقعات (مثلاً گھریلو پریشانی اموات زخمی ہونا۔	6
1	2	3	4	5	6	7	ملازمت کے علاوہ اپنی زندگی کو منظم کرنا ۔	7
1	2	3	4	5	6	7	دوستوں اور اہل خانہ کے ساتھ گزارنے کے لیے وقت کا نا کافی ہونا۔	8
1	2	3	4	5	6	7	کاغذی کاروائی۔	9
1	2	3	4	5	6	7	کام کے دوران صحت مند خوراک لینا۔	10
1	2	3	4	5	6	7	اچھی جسمانی حالت کو برقرار رکھنے کے لیے مناسب وقت کا ملنا۔	11
1	2	3	4	5	6	7	تکان(مثلاً تبدیلی اوقات ، اضافی وقت)	12
1	2	3	4	5	6	7	پیشے سے متعلقہ صحت کے مسائل (مثلاً کمر درد)	13

1	2	3	4	5	6	7	خاندان اور دوستوں کا آپ کے کام کی نوعیت کو نہ سمجھنا۔	14
1	2	3	4	5	6	7	ملازمت سے غیر متعلقہ افراد سے دوستی۔	15
1	2	3	4	5	6	7	عوام میں اپنا اچھا تاثر قائم کرنا۔	16
1	2	3	4	5	6	7	عوام کی جانب سے منفی تبصرے ۔	17
1	2	3	4	5	6	7	آپ کی سماجی زندگی کا متاثر ہونا مثال کے طور پر آپ کے دوست کون ہیں؟آپ کہاں اپنا وقت گزارتے ہیں۔	18
1	2	3	4	5	6	7	ہر وقت کام پر ہونے کا احساس۔	19
1	2	3	4	5	6	7	دوستوں اور خاندان کا آپ کی ملازمت سے جڑے منفی تاثر کو محسوس کرنا۔	20

ہدایات

مندرجہ نیل سوالات پولیس آفیسر ہونے کے ناطے مختلف ذمہ داریوں کو بیان کرتے ہیں۔ سات درجاتی پیمانے کو استعمال کرتے ہوئے جوکہ (ذہنی دباو نہیں ہے سے لے کر شدید ذہنی دباو) تک جاتا ہے۔ ہر سوال کے گرد دائرہ لگائیں کہ پچھلے چھ ماہ کے دوران آپ کوکس قد ر ذہنی دباو کا سامنا کرنا پڑا ہے۔

بالکل کوئی دباو نہیں	معتدل دباو	شدید دباو
1	4	5
2		6
3		7

1	2	3	4	5	6	7	ساتھی ملازمین کے ساتھ برتاو۔	1
1	2	3	4	5	6	7	یہ محسوس ہونا کہ مختلف لوگوں پر مختلف اصول لاگو ہوتے ہیں ۔ (جیساکہ جانبداری)۔	2
1	2	3	4	5	6	7	اس بات کا احساس کہ آپ کو ہر وقت اپنے ادارے کے سامنے خود کو ثابت کرنا پڑتا ہے ۔	3
1	2	3	4	5	6	7	انتظامی فرائض کی زیادتی۔	4
1	2	3	4	5	6	7	پالیسی / قانون سازی میں مستقل تبدیلی۔	5
1	2	3	4	5	6	7	عملے کی کمی۔	6
1	2	3	4	5	6	7	غیر ضروری قواعد و ضوابط	7

1	2	3	4	5	6	7	حد سے زیادہ کمپیوٹر کا کام۔	8
1	2	3	4	5	6	7	جدید آلات کے استعمال میں تربیت کی کمی۔	9
1	2	3	4	5	6	7	فارغ اوقات میں بھی اپنے آپ کو دباؤ میں محسوس کرنا۔	10
1	2	3	4	5	6	7	نگرانوں کے ساتھ تعلقات/، رویہ۔	11
1	2	3	4	5	6	7	غیر مستقل قیادت ، لیڈر شپ کے طریقہ کار میں غیر مستقل مزاجی۔	12
1	2	3	4	5	6	7	وسائل کی کمی۔	13
1	2	3	4	5	6	7	انتظامی ، کام کی ذمہ داریوں کی غیر منصفانہ تقسیم۔	14
1	2	3	4	5	6	7	جب آپ بیمار یا زخمی ہوں تو آپ کے ساتھی ملازمین کا آپ کا رتبہ کم کرنے کی کوشش کرنا۔	15
1	2	3	4	5	6	7	لیڈر، قائدین کا منفی رویوں پر زور دینا۔	16
1	2	3	4	5	6	7	اندرونی تفتیش۔	17
1	2	3	4	5	6	7	عدالتی امور سے متعلق معاملات۔	18
1	2	3	4	5	6	7	آپ کو اپنی ملازمت میں جواب دہ ہونے کی ضرورت۔	19
1	2	3	4	5	6	7	ناکافی سامان۔	20
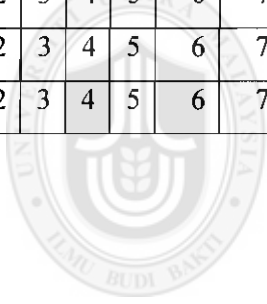
APPENDIX: E

Job Satisfaction Survey (JSS)

(English Version)

Please circle the one number for each question that comes closest to reflecting your opinion about it.

Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	2	3	4	5	6

1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6

8	I sometimes feel my job is meaningless.	1 2 3 4 5 6
9	Communications seem good within this organization.	1 2 3 4 5 6
10	Raises are too few and far between.	1 2 3 4 5 6
11	Those who do well on the job stand a fair chance of being promoted.	1 2 3 4 5 6
12	My supervisor is unfair to me.	1 2 3 4 5 6
13	The benefits we receive are as good as most other organizations offer.	1 2 3 4 5 6
14	I do not feel that the work I do is appreciated.	1 2 3 4 5 6
15	My efforts to do a good job are seldom blocked by red tape.	1 2 3 4 5 6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1 2 3 4 5 6
17	I like doing the things I do at work.	1 2 3 4 5 6
18	The goals of this organization are not clear to me.	1 2 3 4 5 6
19	I feel unappreciated by the organization when I think about what they pay me.	1 2 3 4 5 6
20	People get ahead as fast here as they do in other places.	1 2 3 4 5 6
21	My supervisor shows too little interest in the feelings of subordinates.	1 2 3 4 5 6
22	The benefit package we have is equitable.	1 2 3 4 5 6
23	There are few rewards for those who work here.	1 2 3 4 5 6

| 24	I have too much to do at work.	1 2 3 4 5 6
25	I enjoy my coworkers.	1 2 3 4 5 6
26	I often feel that I do not know what is going on with the organization.	1 2 3 4 5 6
27	I feel a sense of pride in doing my job.	1 2 3 4 5 6
28	I feel satisfied with my chances for salary increases.	1 2 3 4 5 6
29	There are benefits we do not have which we should have.	1 2 3 4 5 6
30	I like my supervisor.	1 2 3 4 5 6
31	I have too much paperwork.	1 2 3 4 5 6
32	I don't feel my efforts are rewarded the way they should be.	1 2 3 4 5 6
33	I am satisfied with my chances for promotion.	1 2 3 4 5 6
34	There is too much bickering and fighting at work.	1 2 3 4 5 6
35	My job is enjoyable.	1 2 3 4 5 6
36	Work assignments are not fully explained.	1 2 3 4 5 6

APPENDIX: E 2

Job Satisfaction Survey (JSS)

(Urdu Version)

مکمل اتفاق	درمیانی اتفاق	تھوڑا اتفاق	تھوڑا اختلاف	درمیانی اختلاف	مکمل اختلاف	برائے مہربانی نیچے دئیے گئے ہر سوال کے آگے اعداد میں سے ایک عدد پر دائرہ لگائیں جو کہ اس کے بارے میں آپ کی رائے کی عکاسی کرتا ہو۔
6	5	4	3	2	1	1۔ مجھے محسوس ہوتا ہے کہ مجھے میرے کام کا مناسب معاوضہ مل رہا ہے
6	5	4	3	2	1	2۔ میری نوکری میں ترقی کا امکان واقعی بہت کم ہے۔
6	5	4	3	2	1	3۔ میرے نگران اپنے کام میں خاصے ماہر ہیں۔
6	5	4	3	2	1	4۔ جو مراعات مجھے دی جاتی ہیں ان میں سے مطمئن نہیں ہوں۔
6	5	4	3	2	1	5۔ جب میں اچھاکام کرتا/ کرتی ہوں تو مجھے وہ شناخت ملتی ہے جوکہ ملنی چاہیے۔
6	5	4	3	2	1	6۔ ہمارے بیشتر قوانین اور طریقے کار اچھے خاصے کام کو مشکل بنا دیتے ہیں۔
6	5	4	3	2	1	7۔ میں جن لوگوں کے ساتھ کام کرتا/ کرتی ہوں وہ مجھے پسند ہیں۔
6	5	4	3	2	1	8۔ بعض اوقات مجھے اپنا کام بے معنی لگتا ہے۔
6	5	4	3	2	1	9۔ اس ادارے میں ایک دوسرے سے روابط اچھے نظر آتے ہیں۔
6	5	4	3	2	1	10۔ تنخواہ میں اضافہ بہت کم اور شاذ و نادر ہوتا ہے۔
6	5	4	3	2	1	11۔ وہ لوگ جو کام اچھے طریقے سے سرانجام دیتے

6	5	4	3	2	1	
						بیں ان کے ترقی کے امکانات زیادہ ہوتے ہیں۔
6	5	4	3	2	1	12۔ میرے نگران میرے معاملے میں جانبدار ہیں۔
6	5	4	3	2	1	13۔ جو مراعات ہمیں ملتی ہیں وہ اتنی ہی اچھی ہیں جتنے کہ دوسرے اداروں میں۔
6	5	4	3	2	1	14۔ مجھے نہیں لگتاکہ جو کام میں کرتا/ کرتی ہوناسے سراہا جاتا ہے۔
6	5	4	3	2	1	15۔ ایسا شاید ہی کبھی ہوا ہو کہ میرے اچھا کام کرنے کی کوشش کو ادارے سخت قوانین کے باعث روکا گیا ہو۔
6	5	4	3	2	1	16۔ مجھے محسوس ہوتا ہے کہ جن کے ساتھ میں کام کرتا/کرتی ہوں ان کی نااہلی کی وجہ سے مجھے اپنی نوکری میں سخت محنت کرنی پڑتی ہے۔
6	5	4	3	2	1	17۔ میں اپنی نوکری پر جو کام کرتا / کرتی ہوں وہ مجھے پسند ہے۔
6	5	4	3	2	1	18۔ اس ادارے کے مقاصد مجھ پر واضح نہیں ہیں۔
6	5	4	3	2	1	19۔ جب میں اپنی تنخواہ کے بارے میں سوچتا/سوچتی ہوں تو مجھے ایسا محسوس ہوتا ہے کہ میرا ادارہ میرے کام کو سراہتا نہیں ہے۔
6	5	4	3	2	1	20۔ یہاں لوگ اتنی ہی جلدی سے آگے بڑھتے ہیں جیسے کہ دوسرے اداروں میں۔
6	5	4	3	2	1	21۔ میرے نگران اپنے ماتحتوں کے احساسات میں بہت کم دلچسپی ظاہر کرتے ہیں۔
6	5	4	3	2	1	22۔ ہمیں دی جانے والی مراعات منصفانہ ہیں۔
6	5	4	3	2	1	23۔ یہاں کام کرنے والوں کو بہت کم انعامات ملتے ہیں۔
6	5	4	3	2	1	24۔ مجھے اپنی نوکری پر بہت زیادہ کام کرنا ہوتا ہے۔
6	5	4	3	2	1	25۔ میں اپنے ساتھیوں کے ساتھ لطف اندوز ہوتا/ہوتی ہوں۔
6	5	4	3	2	1	26۔ مجھے اکثر محسوس ہوتا ہے کہ مجھے نہیں معلوم کہ میرے ادارے میں کیا ہو رہا ہے۔
6	5	4	3	2	1	27۔ مجھے اپنا کام کرنے میں ایک فخر کا احساس ہے۔

6	5	4	3	2	1	28- میں اپنی تنخواہ میں اضافے کے امکانات سے مطمئن ہوں۔
6	5	4	3	2	1	29- کچھ مراعات ایسی ہیں جو ہمیں نہیں دی جارہی جو کہ ملنی چاہیے۔
6	5	4	3	2	1	30- میں اپنے نگران کو پسند کرتا /کرتی ہوں۔
6	5	4	3	2	1	31- میرے پاس بہت سارا کاغذی کام ہوتا ہے۔
6	5	4	3	2	1	32- مجھے نہیں لگتا کہ میری کاوشوں کا صلہ ویسے ملتا ہے جیسے ملنا چاہیے۔
6	5	4	3	2	1	33- میں اپنی ترقی کے امکانات سے مطمئن ہوں۔
6	5	4	3	2	1	34- نوکری پہ بہت زیادہ نوک جھوک اور لڑائی جھگڑا ہوتا ہے ۔
6	5	4	3	2	1	35- میرا کام پر لطف ہے۔
6	5	4	3	2	1	36- سونپے گئے کام کی پوری طرح وضاحت نہیں کی جاتی۔
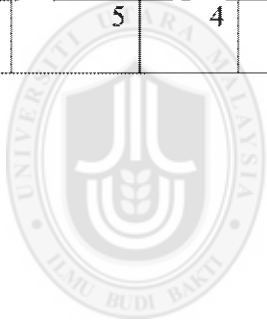
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KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

Our Ref : UUM/CAS/SSD/D-2
Date : 9 July 2015

The Inspector General Punjab Police
Lahore
Pakistan

Dear Sir/Madam

APPLICATION FOR DATA COLLECTION FOR RESEARCH PROM PUNJAB POLICE PAKISTAN

It is stated that Umbreen Khizar is a student of PhD Psychology at School of Social Development, Universiti Utara Malaysia. She is a Pakistani student and wants to conduct research on " The impact of personality traits, gender and occupational stress on job satisfaction of police officers in Punjab, Pakistan". Her sample is 300 senior police officers of Punjab (SHO-DIG). Survey method will be used for data collection. She also needs information about total number of senior male police officers and total number of senior female police officers in Punjab, Paksitan to conduct this study. Kindly allow her to collect data from police officers. We shall be very thankful for your cooperation.

Her National Identity Card no is 36401-4241768-6. Her home address is Bismillah Traders; Shop No. 80 Grain Market Qabula. Arifwala, District Pakpattan, Punjab, Pakistan

Supervisor Name	:	1. Dr. Daisy Jane C. Orcullo
Email Address	:	jane@uum.edu.my

Supervisor Name	:	2. Prof. Madya Dr. Jamaludin Mustaffa
Email Address	:	jam@uum.edu.my

Thank you.

"KNOWLEDGE, VIRTUE, SERVICE"

Your Sincerely

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Universiti Pengurusan Terkemuka
The Eminent Management University