Discrepancy between Leaders and Subordinates in Job Satisfaction among Middle Level Police Personnel

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Abstract

This study aims at accessing the difference in the job satisfaction of leaders and subordinates at middle level of police personnel. 20 leaders and 140 subordinates were selected from the middle level of police organization. The 1:7 ratio was followed to select the sample. The job satisfaction scale developed by Dr Amar Singh and Dr T.R. Sharma was applied. Mean, SD and t-test was used to analyse the data. The findings revealed that subordinates of middle level were higher on job satisfaction but the difference was not significant.

Keywords: Job Satisfaction, Leaders, Subordinates.

Introduction

Job satisfaction is generally viewed as the attitude of the worker toward the job (Roberts, 2001, Tobias, 1999; Evans, 1999, Spector, 1997, Hardman, 1996; Lawler, 1994; McKee, 1991; &Profitt, 1990). Locke (1971) described three periods of thought and inquiry relative to job satisfaction. These periods are characterized by 1) the physical economic school; 2) the human or social relations school; and 3) the work itself or growth school. Efficiency increased production and resulted in greater monetary rewards for individual workers (Altman, 2002; Proffitt, 1990). These monetary rewards would, in turn, provide job satisfaction for the workers (Taylor, 1947). The social or human relations school of job satisfaction began in the 1930's with an emphasis on the individual's personal reactions to supervisory methods (Spector, 1997; Brogue, 1971; Hardman, 1996 & Locke, 1976). The last period of inquiry relative to job satisfaction identified was the Work Itself or Growth School (Spector, 1999; Brogue, 1971; Locke, 1976). During this period, management felt that personal growth or self-actualization was necessary for a worker to be satisfied (Locke, 1976).

The biggest challenge is also how police leaders can develop police organizations that can effectively recognize, relate and assimilate the global shifts in culture, technology and information. The current and incoming generation of police leaders needs to understand and constructively manage the nuances of community expectations, workforce values, technological power, governmental arrangements, policing philosophies, and ethical standards for high quality service not only to the community but also to the subordinates/ supporting staff. The subordinates constitute an important component of police organization; their satisfaction about leadership is vital for organizational effectiveness. The paradigm shift towards egalitarian policing philosophies at global level has also warranted change in the relationship between police leaders and subordinates. Thus, leadership is a service rather an imposition. The police leaders must develop an inspiring relationship with subordinates if their subordinates are to accept their leadership.Lower level hierarchy includes the ranks of inspector, sub-inspector, assistant sub-inspector, head constable, selection grade constable and constable. Middle level consisted of Dy. SP, SP and SSP ranks where as high level hierarchy consisted of DIG, IGP, ADGP and DGP ranks.

Review of Literature

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Lawler (1994) stated that there are four perspectives in the theoretical work relative to job satisfaction. The four theories include: 1) Fulfilment Theory; 2) Discrepancy Theory; 3) Equity Theory; and 4) the Two-Factor Theory. Herzberg's study of job satisfaction led to the Motivation-Hygiene Theory (Herzberg, 1969). According to Herzberg (1969), the elements that promote job satisfaction are called motivators. Motivators or intrinsic conditions include achievement, recognition, responsibility, and advancement (Herzberg, 1969). The absence of intrinsic

motivators does not cause dissatisfaction but results in neutrality on the continuum of satisfaction. The elements that promote dissatisfaction are called hygiene and are extrinsic in nature. Extrinsic issues include company policies, administration, salary, technical supervision, and working conditions (Hardman, 1996; Herzberg, Mausner, Snyderman, 1959; Locke, 1976). In an extensive review of the literature on effective management of sport organizations, Soucie (1994) concluded one apparent consistent finding was that considerate-supportive behaviour increases' subordinates' satisfaction. The job satisfaction of subordinate employees has long provided an outcome measure in leadership studies, dating back to the leader behaviour studies emerging from the University of Michigan and OhioStateUniversity. Employee satisfaction remains one of the most measured and most important and indicators of a leader's impact (Wallace &Weese, 1995). Moreover, Kushnell and Newton (1986) concluded that leadership style is the significant determinant of subject satisfaction; participants were highly dissatisfied with leadership of an authoritarian style.

Job satisfaction is the contentment resulting from one's job experience (Locke, 1976). Job satisfaction literature reveals connections between job satisfaction and various other influencing factors (Hardman, 1996). Job satisfaction is generally viewed as the attitude of the worker toward the job (Roberts, 2001, Tobias, 1999; Evans, 1999, Spector, 1997, Hardman, 1996; Lawler, 1994; McKee, 1991; &Profitt, 1990). For mapping job satisfaction, two types of areas – job intrinsic (factors lying in the job itself) and job extrinsic (factors lying outside the job) based on the two factor theory of Herzberg. Job intrinsic factors include job concrete and job abstract. Job extrinsic factors include psycho-social, economic and community growth.The job satisfaction of police personnel is of greater importance because it is the organization which keeps our society free from criminals and helps the citizens to live freely and safely.

Sobia Ali &Yasir Aftab Farooqi (2014) revealed that the work overload is the major concern for the organisation and it also affects job satisfaction, employee engagement and employee performance. The study's findings imply that to minimize the problem of work overload and stress various strategies could 5 be adopted like training, job rotation and reward system.This study has also recommended measures in order to cope with the work overload like increased use of advanced technology, which would lessen the workload at individual employees and the organisation should understand the need of its employees and provide what is best for them.Fachrunnisa Olivia et al (2014) indicated that workplace spirituality and creative process engagement was required to create job satisfaction which then leads to employee performance. The study's findings showed that the creative process engagement was positively related to employee performance. Schreurs. et al (2013) showed that increase in pay-level satisfaction strengthens job

satisfaction and affective commitment and reduces turnover intention. The study also revealed that the employee-involvement climate had differential effect on the relationship between paylevel satisfaction and employee outcomes. Multi level analyses revealed that the decision making climate buffered the negative effects of low pay level satisfaction and that an information sharing climate exacerbated the negative effects of low pay level satisfaction.

Objective of the Study
1. To access the level of job satisfaction of leaders and subordinates at middle level of police hierarchy.
2. To study the difference between leaders and subordinates at middle level of police hierarchy on job satisfaction.

Hypothesis
H 1
Leaders at middlelevel of police hierarchy will show high level of job satisfaction
H 2
There will be a significant difference between the job satisfaction of leaders and Subordinates at middle level of police hierarchy.

Sample Selection
The population from where the sample was being selected for the study was Jammu and Kashmir Police Organization. There were number of wings and sub-wings in this organization. This organization played an important role in the survival of the state. There were many leaders and the subordinates in this organization. The researcher was able to find the suitable sample from this organization. For the research purpose the researcher had considered only one wing of the Jammu and Kashmir Police i.e. Executive Police. The Executive Police wing constituted 50% of the total Police personal in Jammu and Kashmir Police's different wings.

The sample for the study consisted of 160 Executive Police personnel of J & K Police. Proportionate stratified multistage random sampling method was used to collect the data. Two types of samples were participated, one set was leaders and other was subordinates (subordinates). 20 leaders and 140 subordinates from middle level were selected. Thus the total sample consisted of 160 police personnel from middle level of police organization.

Tool Used
The scale was prepared by Dr. Amar Singh and Dr. T. R. Sharma. There were 30 items in this scale. The test-retest reliability of this scale was .978. The reliability of this scale for the population of this study was .77. Each statement has five alternatives form which a respondent has to choose any one which candidly expresses his response. The following chart shows the connection of different items with different factors/dimensions constituting the scale:

Factor No.	Factor Name	Item No.
Factor 1	Job concrete	6, 11, 13, 19, 23, & 25
Factor 2	Job-abstract	8, 15, 16, 17, 21 & 27
Factor 3	Psycho-social	1, 3, 4, 7, 10, 12, 26, & 30
Factor 4	Economic	2, 5, 9, 18 & 20
Factor 5	Community/ National Growth	14, 22, 24, 28 & 29

The scale has both positive and negative statements. Items at Sr. No. 4, 13, 20, 21, 27 and 28 are negative, others all are positive. The positive statements carry a weightage of 4, 3, 2, 1 and 0 and the negative ones a weightage of 0, 1, 2, 3, and 4. The total score gives a quick measure of satisfaction/dissatisfaction of a worker towards his job. As indicated earlier by adding the score on particular statements, satisfaction/dissatisfaction can also be found in particular areas. The scores were divided into five categories belonging to degree of satisfaction or dissatisfaction. The score of 74 and above stand for Extremely Satisfied score between 63 to 73 for Very Satisfied, 56 to 62 for Moderately Satisfied, 48 to 55 for Not Satisfied and 47 or below stand for Extremely Dissatisfied.

Results

H1. Leaders at middle level of police hierarchy will show high level of job satisfaction

Middle level police personnel (N=160) reported extreme satisfaction with their job (Mean=74.7250). Middle level police personnel were extremely satisfied with their job. Subordinates of middle level (Mean=75.4000, SD=11.42558) were more satisfied with their job than their leaders (Mean=70.0000, SD=10.1465).So the 1st hypothesis was rejected.

H2. There will be a significant difference between the job satisfaction of leaders and Subordinates at middle level of police hierarchy.

The difference between middle level leaders & their subordinates, was insignificant (Table 1).

Paired sampling t-test (N=20) on job satisfaction for middle level leaders and their subordinates was administered. Mean and standard deviation for both groups were M=70.0000, SD=10.14 and M=74.85, SD=13.35 respectively (N=20). It showed that lower level leaders, their subordinates, middle and lower level leaders were very satisfied with their job although no significant difference was reported between them (Table 1) as the values of p were greater than .05. So the second hypothesis is also rejected.

Table-1 Mean and SD and t-test for Job Satisfaction of Leaders and Subordinates at Middle Level of Police Hierarchy

Job Satisfaction	Leader-subordinate	N	Mean	Std. Deviation	t	Sig. (2-tailed)
	Middle Level Police Personnel	160	74.7250	11.38572		
	Middle Level Leaders	20	70.0000	10.14630	-.749*	.455*
	Subordinates of Middle Level	140	75.4000	11.42558	-1.123**	.269**
	Middle Level Leaders	20	70.0000	10.14630	-1.144	.267
	Subordinates of Middle Level	20	74.8500	13.35064		

* Equal variances assumed.   *** Equal variances not assumed*

Analysis for Dimensions of Job Satisfaction

Table 2 showed the mean, standard deviation and t-test values along with significance level of middle level police personnel (N=160), middle level leaders (N=20) and subordinates of middle level (N=140) on dimensions of job satisfaction. The table showed that subordinates of middle level were having the highest mean (Mean=13.114 & SD=4.11889), followed by middle level police personnel (Mean= 12.9375, SD=4.08970) and middle level leaders (Mean=11.700 & SD=3.74306) for the 'job concrete' dimension of job satisfaction.No significant differences

were reported between middle level leaders & their subordinates on 'job concrete' dimension of job satisfaction.

For 'job abstract' dimension of job satisfaction, subordinates of middle level were having highest mean (15.1929 & SD=3.48459), middle level police personnel were having 2nd highest mean (Mean=15.1875, SD=3.39105), middle level leaders were having the third highest mean (Mean=15.1500 & SD= 2.71981). The difference between middle level leaders & their subordinates was not significant on job abstract (Table 2).

Table-2 Mean, SD and t-test of job Satisfaction Dimensions for Leaders and Subordinates of Middle Level of Police Hierarchy

Dimensions of Job Satisfaction	Leader-Subordinate Type	N	Mean	Std. Deviation	T	Sig (2-tailed)
Job concrete	Middle level police personnel	160	12.9375	4.08970		
	Middle Level Leaders	20	11.700	3.74306	-1.452*	.149*
	Subordinates of Middle Level	140	13.114	4.11889	-1.560**	.131**
Job-abstract	Middle level police personnel	160	15.1875	3.39105		
	Middle Level Leaders	20	15.150	2.71981	-.053*	.958*
	Subordinates of Middle Level	140	15.192	3.48459	-.063**	.950**
Psycho-social	Middle level police personnel	160	18.9125	3.62449		
	Middle Level Leaders	20	18.000	2.40613	-1.205*	.230*
	Subordinates of Middle Level	140	19.042	3.75485	-1.670**	.104**

Economic	Middle level police personnel	160	10.1438	2.08874		
	Middle Level Leaders	20	9.7000	1.75019	-1.016*	.311*
	Subordinates of Middle Level	140	10.207	2.13061	-1.177**	.249**
Community / National Growth	Middle level police personnel	160	13.1438	3.35311		
	Middle Level Leaders	20	11.650	3.03098	-2.154*	.033*
	Subordinates of Middle Level	140	13.357	3.35238	-2.324**	.028**

* Equal variances assumed.   *** Equal variances not assumed*

The calculated mean, standard deviation and t-test values for 'psycho-social' dimension of job satisfaction in table 2 showed the highest value of mean for subordinates of middle level (Mean=19.042 & SD=3.75485), middle level police personnel showed mean of 18.9125 (SD=3.62449), and for middle level leaders, the value of mean came out to be 18.000 with standard deviation of 2.40613. No significant differences were reported between middle level leaders & their subordinates on 'psycho-social' dimension of job satisfaction.

Subordinates of middle level showed the highest mean value (Mean=10.207 & SD=2.13061) followed by middle level police personnel (Mean=10.1438, SD=2.08874) and middle level leaders (Mean=9.7000 & SD=1.75019) for 'economic' dimension of job satisfaction.

No significant differences were reported between middle level leaders & their subordinates on 'economic' dimension of job satisfaction (Table 2).For 'community/ national growth' dimension of job satisfaction, subordinates of middle level had the highest mean (Mean=13.357 & SD=3.35238) followed by middle level police personnel (Mean=13.1438, SD=3.35311), and the middle level leaders had the lowest mean (Mean=11.650 & SD=3.03098). The differences between middle level leaders & their subordinates (t=-2.154* & -2.324**, p=.03* & .02**) were found to be significant on 'community/ national growth' dimension of job satisfaction (Table 2).

Conclusions

Middle level police personnel were found to be extremely satisfied with their job. Subordinates were significantly high on community/national growth from their leaders. They found their job improve quality of life, consider work is worship, add to the economy and development of nation and family and relatives consider as pleasing job. Job concrete dimension showed that middle level police personnel were highly satisfied with recreation programs, opportunity to attend family, place posting, working conditions, desire to put children in the same job and communication network in the job. Psycho-social dimension which includes training, orientation, superior intelligence & capacity, wide social circle to develop desirable life style, opportunity to get other positions, ex-officio, promotion and increased responsibilities. They were also satisfied with economic dimension, which include social status due to job, salary and allowances, post-retirement benefits, medical care, housing, travelling and enable to take side job. Subordinates of middle level were found to be higher on job concrete, psycho-social, economic and community/national growth dimension.

Discussion

The results suggested that personnel at higher (middle level) organizational hierarchy were more satisfied with their job. The finding was in line with the finding of Cullen et al. (1993), indicating a positive relationship between job satisfaction and occupational level, some studies however (Anantharaman, 1982 and Raw, 1976) found no relationship between job satisfaction and occupational level. Hossain (1992) found inverse relationship between job satisfaction and occupational level. Zhao et al. (1999) indicated in one of his proposed model that job satisfaction can be related to demographic characteristics such as gender, ethnicity/race, educational level, rank, and years of service within the organization. As revealed by the findings, higher job satisfaction among the middle (higher) level police personnel were because of the better working conditions (includes comfortable seating, adequate temperature, hygienic and healthy environment at office), place of posting (convenient posting to him and his family), opportunities to attend their families and also the power to communicate downward and upward in the organizational hierarchy. The findings support the assertion that work environment factors have a great effect on job satisfaction (Lambert, 2004). The greater job satisfaction in middle level police personnel was due to the economic benefits which include higher salary and allowances, post retire benefits, medical care, housing and travelling. Hossain (1992) reported that Job insecurity, poor salary has been considered as the most important cause of job dissatisfaction of the employees. Their findings suggest that officers with strong community service orientations are more likely to be satisfied with their jobs than are those officers more oriented toward crime control functions. People were satisfied with aspects of their jobs which included things such as chances for promotion, opportunities for personal growth, recognition, responsibility and achievement. These variables enhance job satisfaction when present. Dissatisfaction was associated with conditions surrounding the job, such as working conditions, pay, security, relations with others and so on. These variables prevent dissatisfaction when present (Baron and Greenberg, 2009; p 226).

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