CHAPTER 1

INTRODUCTION

1.0   Chapter Overview

This chapter will focus on the introduction and background of employee job satisfaction and job performance in a general sense within government service sector and will focus on related issues within the policing in Malaysia. It also described briefly organization background. Further elaborations will be made on the purpose and significance of the study follows by the research objectives and the scope of the study. Finally, the organization of the study was described at the end of this chapter.

1.1   Background of the Study

One significant aspect of public sector organizations that has been addressed in recent years is job satisfaction (Ercikti et al., 2011). It has drawn this interest because of the complex issues that face governmental agencies in the 21st. Century due to the changing in Malaysian demand not only for the quality of the services but they also need for efficiency and effectiveness of the service delivery. As defined by Greenberg (2011, p. 220), job satisfaction as a "positive or negative attitudes held by individuals toward their job". Job satisfaction has an influence on productivity in different ways. For instance, positive changes in working groups, supervision, incentives, and the work itself can increase the productivity and the quality of services in organizations (Argyle, 1972). However, job dissatisfaction can lead to lower productivity, efficiency, effectiveness and poor employee morale (More et al., 2006). Therefore, job satisfaction
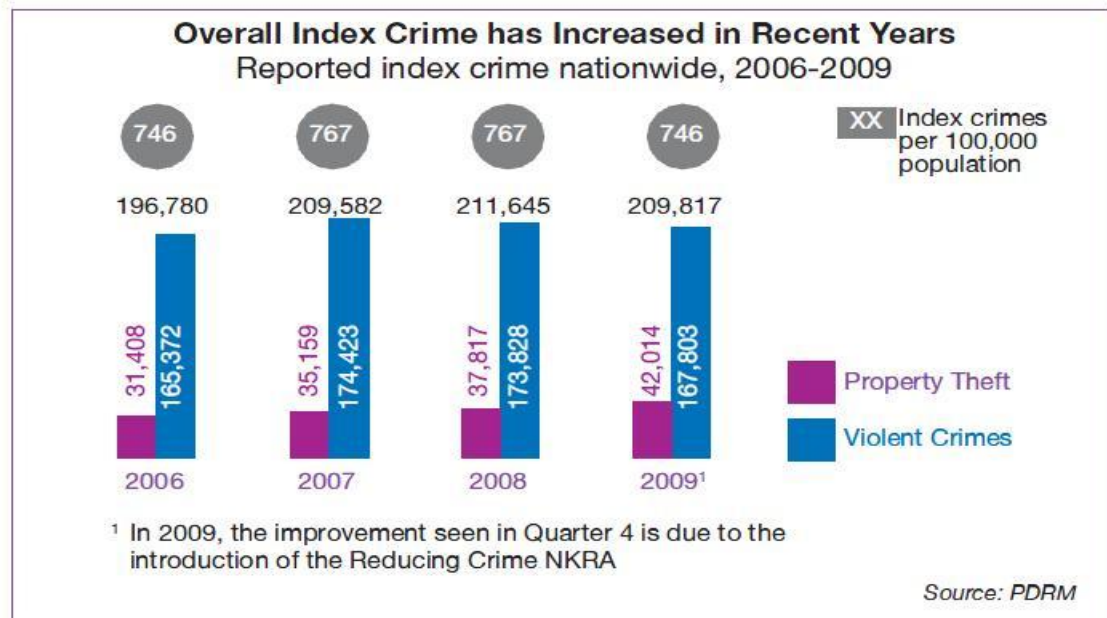
has become a major organizational objective for competitive levels of quality and organizational success.

Although the concept of job satisfaction has been extensively investigated in other professions, empirical research conducted on job satisfaction among police officers has been limited (Buzawa et al., 1999), and especially in Malaysia country. To date, no published articles about job satisfaction among Royal Malaysia Police (RMP) officers has been found and no study has been carried out to measure the level of job satisfaction among police officers involved with the National Key Result Areas (NKRA) programs implementations. Therefore, the researcher has proposed a study to examine what are the factors that influence job satisfaction and the impacts of NKRA programs on job satisfaction level among RMP police officers; focus for those working at contingent police involved with the NKRA programs. Consequently, research on job satisfaction among police officers may provide valuable information that can improve the quality of police services.

1.2   Problem Statement

Crime is increasing rapidly in Malaysia. According to the Government Transformation Programme (GTP) Annual Report (2010) shows that the total index crimes for 2006, 2007, 2008 and 2009 were 196,780 cases, 209,582 cases, 211,645 cases and 209,817 respectively. This statistics shows that index crimes increased from 2006 to 2007 is 12,802 or 6.5% of cases while it increased crime index for the years 2007 to 2008 was 2,063 cases, or 1%. The overall Index Crime rate increased from 746 reported crimes per 100,000 population in 2006 to 767 in 2007 and 2008 – a rise of nearly 3%. An

increase in index crimes dramatically certainly is "Indicator" that shows the level of police performance is low, not satisfactory by the public and poor government delivery of services. Figure 1.1 shows index crime in Malaysia for 2006 to 2009.

Overall Index Crime has Increased in Recent Years
Reported index crime nationwide, 2006-2009

	746	767	767	746	XX Index crimes per 100,000 population
	196,780	209,582	211,645	209,817	

	2006	2007	2008	2009¹	
Property Theft	31,408	35,159	37,817	42,014	
Violent Crimes	165,372	174,423	173,828	167,803	

¹ In 2009, the improvement seen in Quarter 4 is due to the introduction of the Reducing Crime NKRA

Source: PDRM

Source: GTP Annual Report 2010

Figure 1.1: Statistic of crime rates from 2006 to 2009

In order to improve the quality of public services, increase efficiency, and make government more transparent, on 3 April 2009, the Prime Minister Dato' Seri Mohd Najib was launched the Government Transformation Programme (GTP). The main objective is to improve the government delivery of services to the people and move Malaysia forward to achieve the aspirations of Vision 2020. Under GTP roadmap, there are six pillars or National Key Result Areas (NKRAs) based on the rakyat's most pressing concerns (Mohd Najib, 2009). One of these NKRAs is Reducing Crime Rates were led by the RMP. Therefore, five National Key Performance Indicators (NKPIs) was set by the government for RMP to achieve these NKRAs. There are 1) reducing in

reported index crime by 5% by the end of 2010, 2) reducing in reported street crime by 20% by the end of 2010, 3) reduce fear of becoming victims of crime by 58.5% by the end of 2010, 4) additional violent crime offenders to trial by 200 cases by the end of 2010, and 5) improved public perception on police performance by 35.8% by the end of 2010. In the first horizon (2010 – 2012), 50 crime hotspots in four states include Kuala Lumpur, Selangor, Pulau Pinang and Johor were identified (GTP Annual Report, 2010). These programs involve additional budget for RMP include financial budget, manpower, logistic facilities etc. According to Datuk Wira Abu Seman (2010), a total of RM249.85 million additional budgets were given to the RMP for implementation of NKRAs programs.

However, after two years NKRAs programs were implemented, the public perception towards services provided by the RMP and police performance is unsatisfactory. According to George (2012), he says "some Malaysian feel unsafe, even though the crime index down". However, according to Tan Sri Robert Phang (2012), the majority of Malaysians is still not truly convinced that the country is safe, despite the GTP Annual Report 2011 NKRA: Reducing Crime had shown that the crime index is down. According to Datuk Seri Mohd Bakri (2010), he admitted there was the perception of insecurity among the people although the crime rate can be reduced during 2010. Besides that, there are few indicators to support why public feel unsatisfactory with the police performance. First, RMP still received highest complaints from the public due to delays in taking actions and providing better services to the public. According to the Public Complaints Bureau (2009, 2010 & 2011), in year 2009 and 2011 showed the RMP is the highest ranking received a complaint from public for 785 cases (20.9%) and 841 cases (22.3%) respectively. Although, for consecutive years of 2009, 2010 and

2011 showed the RMP is the highest ranking receives a complaint from the public for 2,485 cases (20.8%). Since there is an increase number of complaints and the fact that RMP is the highest agency receives complaints of course it will reflects prudent police performance is unsatisfactory by the public. Table 1.1 shows ten agencies received highest complaints for years 2009 to 2011.

Table 1.1: Ten Agencies (Ministries) including GLC with highest complaints (cases) received for Years 2009, 2010 and 2011

No.	Agency	Total Complaints Received by Year			Total
		2009	2010	2011	
1.	Royal Malaysia Police	785	859	841	2,485
2.	Public Works Department	497	638	759	1,894
3.	Kuala Lumpur City Hall	438	1123	571	2,132
4.	Central Bank of Malaysia	380	363	215	958
5.	State Education Department	311	324	305	940
6.	National Registration Department	310	-	-	310
7.	Immigration Department	274	316	280	870
8.	Hospital	270	248	245	763
9.	Social Welfare Department	269	311	257	837
10.	Tenaga Nasional Berhad	219	235	293	747
	Total	3,753	4,417	3,766	11,936

Source: PCB Annual Report (2009, 2010 & 2011)

Second indicator is referring to a decrease level of customer satisfaction with the services provided by the RMP. According to the survey was done by TNS Research International Malaysia (2011), found that the level of public's satisfaction with the services provided by RMP who made police report declined slightly from 56.6% to 55.0% in May 2011 compared to the previous wave (Jan 2011). Therefore, in other

word it can conclude that 45.0% of customer dissatisfied with the services provided by the police force.

There are many factors that led to the erosion performance of police work or police work performance is not satisfactory. According to Garcia-Bernal et al., (2005), organizations cannot achieve high competitive levels of customer service quality if their employees do not feel satisfied. In other words, for an organization to have satisfied customers, it must first have satisfied employees. Therefore, maintaining and enhancing job satisfaction is important in order to establish quality worker, workplace and work itself.

Therefore, based on the issues and problems were highlighted, researcher find out that there have no studies had been conducted in assessing the determinants of job satisfaction and the impacts of NKRA programs on job satisfaction level among RMP police officers; focus for those working at contingent police involved with the NKRA programs. This has inspired the title of this project paper "Antecedents and outcomes of job satisfaction among Royal Malaysia Police (RMP) officers: A study at contingent police involved with the National Key Result Areas (NKRA) programs".

1.3   Purpose and Significance of the Study

The purpose of this study is to identify the determinants of job satisfaction among the police officers in the RMP, one of the largest public sector organizations in the Malaysia, by emphasizing on the environmental and demographic factors and also adding new constructs, which is implementation Community Policing (COP)/NKRA programs.

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

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

Finally, the findings of the study also could assist RMP in formulating policies and strategies that would help to improve overall job satisfaction by removing organizational obstacles to optimize organizational performance and policeman attitudes.

1.4   Research Questions

The following research questions were proposed:

1. What is the current job satisfaction level among police officers?

2. What is the relationship between demographic variables (gender, age, ethnicity, marital status, educational level, and years of experience, rank level, current department, department hierarchy level, and job duty) and the job satisfaction among police officers?

3. What is the relationship between environmental variables (salary and incentives, supervision, public perception, promotion opportunity, organizational policy and strategy, relationship with co-workers, professional development, nature of the work, communication, job stress, and performance appraisal) and the job satisfaction among police officers?

4. What is the relationship between demographic variables and environmental variables explaining the variance in the job satisfaction among police officers?

5. What are the major determinants of job satisfaction among Royal Malaysia Police officers?

6. What is the relationship between job satisfaction and job performance among police officers?

7. What is the impact of implementation of Community Policing (COP)/NKRA programs on the job satisfaction among police officers?

1.5 Objectives of the Study

The main objective of the study is to identify the determinants of job satisfaction among police officers in Malaysia. Specifically, the objectives of this study are listed below:

1. To identify the level of the employee job satisfaction (GJS) among police officers.

2. To identify the effects of demographic variables (gender, age, ethnicity, marital status, educational level, years of experience, rank level, department, organizational hierarchy level, and job duty) on the job satisfaction among police officers.

3. To determine the relationship between environmental variables (salary and incentives, supervision, public perception, promotion opportunity, organizational policy and strategy, relationship with co-workers, professional development, nature of the work, communication, job stress and performance appraisal) and job satisfaction among police officers.

4. To identify the stronger predictor of the job satisfaction between demographic and environmental variables among police officers.

5. To identify the major determinants of job satisfaction among police officers in order to improve the police services delivery system.

6. To determine the relationship between job satisfaction and job performance among police officers.

7. To identify the impact of Community Policing (COP)/NKRA programs implementation on job satisfaction among police officers.

1.6 Scope of the Study

According to GTP Annual Report 2010, there are four states involved with the NKRA programs such as Kuala Lumpur, Selangor, Pulau Pinang and Johor. However, for this study, we only focused on Kuala Lumpur sate which control under Kuala Lumpur Contingent Police (IPK Kuala Lumpur) administration. Thus, the targeted respondents are police officers' working under Kuala Lumpur Contingent Police administrations and its covers three level of organizations police hierarchy: Contingent level, District level and Police Station level. Because of time constraints, the researcher was choose IPK Kuala Lumpur represent for contingent level, IPD Cheras represent for district level and 3 Police Stations (BP Brickfields, BP Petaling and BP TTDI) represent for station level. The targeted respondents are consisted of senior police officers and rank and file (lower ranks) levels. Lower ranks comprise of Constables until Sub-Inspector, whereas, senior police officer who made the rank of Inspector and above. The focus of this study was to look at how the relationship between demographic factors, environmental factors and implementation of COP/NKRA programs towards job satisfaction among police officers and the outcomes of job satisfaction on employees' job performance.

1.7 Organization of the Study

This study was structured into five main chapters. The first chapter briefly describes the introduction and background, purpose and significant, objectives and research questions, and scope and organization of this study.

Chapter 2 focuses on the literature review on previous studies, theories related to job satisfaction and also describes the antecedents and outcomes of employee job satisfaction.

Chapter 3 proposed the theoretical framework, development of hypotheses, method for the study, which is the research design and procedure. The chapter mentioned the selection of the respondents, sample types and size, the development of the questionnaire for the research and data collection procedure. Chapter 3 ends with a brief description of the strategies and procedures that were used to analyze data collection from the survey.

Chapter 4 subsequently discusses in depth on the research findings and covering which are inclusive of respondents' statistics summary, level of job satisfaction, analyses of means, hypotheses testing and summary of the research results.

Finally, Chapter 5 concludes the entire research by presenting a summary findings, practical implications and suggestions for future research.