



QUESTIONNAIRE

Antecedents and Outcomes of Job Satisfaction among Royal Malaysia Police (RMP) Officers: A Study at Contingent Police Involved with the National Key Result Areas (NKRAs) programs

Dear Sir/Madam,

This questionnaire is conducted as part of a research project, which shall be submitted in part completion of the Master of Business Administration from University of Malaya. The objective of this research is to examine the factors influence level of job satisfaction and their impacts on job performance among police officers who working in Royal Malaysia Police (RMP) involved in the National Key Result Areas (NKRAs) Programs.

I would like to invite you to participate in this survey by completing the attached questionnaire. The whole exercise will not take more than 25 minutes of your valuable time to complete the questionnaire. There is no right or wrong answer. Please rest assured that all information will be treated with the strictest confidentiality and will only be used for academic purpose. Your cooperation in providing true information and honest views is very much appreciated.

This questionnaire consists of four sections, i.e., Section A, B, C and D. Please answers for all sections.

Your kind cooperation and participation in this survey will be greatly valued and highly appreciated. Should you have any queries about this questionnaire or research, you may contact the undersigned at 013-9399533 or email to asp_mazlan@yahoo.com.

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SECTION A: RESPONDENTS DEMOGRAPHIC

Please answer the following question by mark (X) on the specified box that you think is appropriate to you or fill in empty space (if necessary).

- 1) Gender: Male Female
- 2) Age : 20 - 29 years 40 - 49 years
 30 - 39 years 50 years and above
- 3) Ethnic : Malay Chinese
 Indian Others
- 4) Marital Status: Single Divorced
 Married Saperated
 Widowed
- 5) Highest Level of Education: SRP/PMR/LCE First Degree
 SPM/MCE Master or PhD
 STPM/Diploma/HSC Others (please specify :.....)
- 6) Duration of Service in PDRM: Less than 5 years 16 – 20 years
 6 – 10 years More than 21 years
 11 – 15 years
- 7) Current Rank: Constable/Lans Corporal Inspector (Insp)
 Corporal (Kpl) Assistant Superintendent Police (ASP)
 Sergeant (Sjn) Deputy Superintendent Police (DSP)
 Sergeant Mejur (SM) Superintendent Police (Supt) and above
 Sub-Inspector (SI)
- 8) Current Department: Criminal Investigation (JSJ) Logistic
 Commercial Crime (JSJK) Internal Security & Public Order (KDN/KA)
 Narcotics (JSJN) Management
 Special Branch (SB) Others (please specify :.....)
- 9) Department Hierarchy: Bukit Aman Headquarter Police Station (Balai)
 State Headquarter (IPK) Others (please specify :.....)
 District Headquarter (IPD)

10) Type of Duty:

<input type="checkbox"/>	General duty (GD)/ <i>Tugas Am</i>
<input type="checkbox"/>	Specific / specialist duty (e.g., Investigation, Detective, Traffic, Technical, etc.)
<input type="checkbox"/>	Others (please specify :.....)

11) Does your job involve with the NKRA programme (e.g., Police Omnipresence, High Profile Policing, MPV Stop and Talk, Beat and Patrol in 'Hotspots' areas)

1	Never	2	Sometimes	3	Frequently	4	Always
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SECTION C: JOB SATISFACTION SCALE

The following statements are about environmental factors maybe can influence your level job satisfaction. Please indicate your degree of agreement with each of the following statements by circling one number that best represents your opinion based on the following scale:

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	2	3	4	5

	Statement	Strongly disagree.....agree				
F1	Salary And Incentives (SI)					
SI1	My salary is adequate for my living expenses.	1	2	3	4	5
SI2	I feel unappreciated by the organization when I think about the salary they pay me. (R)	1	2	3	4	5
SI3	My organization has an appropriate salary scale.	1	2	3	4	5
SI4	I feel satisfied with the fringe benefits provided in my organization such as housing loan, leave, accommodation, allowances etc.	1	2	3	4	5
SI5	When I do a good job, I receive the recognition for it that I should receive such as recognition letter.	1	2	3	4	5
SI6	I feel my efforts are rewarded the way they should have such as promotion, Anugerah Perkhidmatan Cemerlang, etc.	1	2	3	4	5
SI7	Regarding salary, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.	1	2	3	4	5
SI8	Regarding fringe benefits, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.	1	2	3	4	5
SI9	Regarding recognition and rewards, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.	1	2	3	4	5
F2	Supervision (SUP)					
SUP1	My supervisor is available when needed.	1	2	3	4	5
SUP2	My supervisor shows too little interest in the feelings of subordinates. (R)	1	2	3	4	5
SUP3	My supervisor gives me the opportunity to participate in important decision-making.	1	2	3	4	5
SUP4	Communication between me and my immediate supervisor is good.	1	2	3	4	5
SUP5	I receive regular feedback about my performance.	1	2	3	4	5
SUP6	The feedback I receive from my supervisor is useful.	1	2	3	4	5

	Statement	Strongly disagree.....agree				
F3	Public perception (PP)					
	A) I feel that public was satisfied toward the services provided by the PDRM in the following areas:					
PP1	Crime prevention.	1	2	3	4	5
PP2	The presence of police officers in public places (Police omnipresence).	1	2	3	4	5
PP3	Traffic control.	1	2	3	4	5
PP4	Community educational programs.	1	2	3	4	5
	B) I feel that public was satisfied toward the performance of police officers in the following aspects:					
PP5	Response time.	1	2	3	4	5
PP6	Communication skills such as attitude, concern and follow-up.	1	2	3	4	5
PP7	Professionalism such as solving criminal case.	1	2	3	4	5
F4	Promotion opportunity (PO)					
PO1	My organisation has a clear <u>career path</u> (that is, the defined track a person follows in the pursuit of professional goals).	1	2	3	4	5
PO2	Promotion opportunities are limited in this organization. (R)	1	2	3	4	5
PO3	My organisation has a clear and fair promotion policy and strategy that takes efficiency, performance and experience into account.	1	2	3	4	5
PO4	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5
PO5	Regarding promotion, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.	1	2	3	4	5
F5	Organizational policy and strategy (OPS)					
OPS1	Many of our rules and procedures make doing a good job difficult. (R)	1	2	3	4	5
OPS2	This department is doing a good job in providing steady employment.	1	2	3	4	5
OPS3	The organisation takes proper precautions to ensure a safe and healthy workplace.	1	2	3	4	5
OPS4	The working conditions such as air conditioning, lighting and workplace are comfortable.	1	2	3	4	5
OPS5	My organization provides the quality of equipment such as walkie-talkie, weapons, computers, vehicles etc.	1	2	3	4	5
OPS6	The availability of equipment.	1	2	3	4	5
OPS7	My organization gives proper attention to complaints by the public.	1	2	3	4	5
OPS8	My organization has a clear strategy to improve public service quality.	1	2	3	4	5
F6	Relationship with co-workers (RWC)					
RWC1	I receive task with the proper staffing to complete it.	1	2	3	4	5
RWC2	I work with a team that operates quite consistently.	1	2	3	4	5
RWC3	Healthy competition exists between workers in this organization.	1	2	3	4	5
RWC4	There is too much bickering and fighting at work. (R)	1	2	3	4	5
RWC5	I have difficulty in doing my job because of incompetence colleagues. (R)	1	2	3	4	5
F7	Professional Development (PD)					
PD1	The organization provides me with enough work-related training.	1	2	3	4	5
PD2	The organization provides me with adequate resources and chances to develop myself professionally such as workshops, courses and conferences.	1	2	3	4	5

	Statement	Strongly disagree.....agree				
PD3	My organization practices job rotation (that is, the rotation of workers between different tasks to acquire skills).	1	2	3	4	5
PD4	I am given the chance to try out some of my own ideas.	1	2	3	4	5
PD5	Regarding opportunities for professional development, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.	1	2	3	4	5
F8	Nature of the work (NOW)					
NOW1	My work is varied and is not routine.	1	2	3	4	5
NOW2	My job requires the use of multiple skills.	1	2	3	4	5
NOW3	The work I do contribute to the organization's goals.	1	2	3	4	5
NOW4	My job gives me the opportunity to work independently.	1	2	3	4	5
NOW5	My job requires me to be very creative.	1	2	3	4	5
NOW6	My job goals are clear.	1	2	3	4	5
F9	Communication (COM)					
COM1	The equipment's required for effective communications are widely available in this organization such as telephone, fax and internet.	1	2	3	4	5
COM2	Information is shared openly within this organization such as bulletins, circulars and orders.	1	2	3	4	5
COM3	Communication between me and other workers are good.	1	2	3	4	5
F10	Job Stress (JS)					
JS1	My job does not require me to work extra hours. (R)	1	2	3	4	5
JS2	Work assignments are not out of my specialized field. (R)	1	2	3	4	5
JS3	My job does not interfere with my family and social life. (R)	1	2	3	4	5
F11	Performance Appraisal (PA)					
PA1	I am satisfied with the performance rating I received for the most recent rating period.	1	2	3	4	5
PA2	I am satisfied with the amount of supporting and guidance I received from my supervisor.	1	2	3	4	5
PA3	Overall, I think the Performance Planning and Review (PPR) system practice in my organization is fair.	1	2	3	4	5

SECTION C: GENERAL JOB SATISFACTION

The following statements are about job satisfaction. Please indicate your degree of agreement with each of the following statements by circling one number that best represents your opinion based on the following scale:

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	2	3	4	5

	Statement	Strongly disagree.....agree				
GJS1	I am satisfied with being a police officer.	1	2	3	4	5
GJS2	If I had the opportunity to go back to the day I have to decide to become a police officer, I would not choose to become a police officer again. (R)	1	2	3	4	5
GJS3	Overall, I like working here.	1	2	3	4	5

GJS4	I am never bored at work since I have many different things to do.	1	2	3	4	5
GJS5	If I were to transfer to other police departments without losing my seniority, I would. (R)	1	2	3	4	5
GJS6	If I received an offer for a better salary outside of policing, I would immediately accept it. (R)	1	2	3	4	5
GJS7	If I received an offer for a better position outside of policing with slightly equal salary what I earn now, I would immediately accept it. (R)	1	2	3	4	5
GJS8	Overall, I am satisfied with my job.	1	2	3	4	5

SECTION D: JOB PERFORMANCE

The following statements are about your job performance. Please indicate your degree of agreement with each of the following statements by circling one number that best represents your opinion based on the following scale:

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	2	3	4	5

	Statement	Strongly disagree.....agree				
JP1	In-role performance behavior (IR)					
IR1	I achieve the objectives of the job.	1	2	3	4	5
IR2	I meet criteria for performance.	1	2	3	4	5
IR3	I demonstrate expertise in all job-related tasks.	1	2	3	4	5
IR4	I fulfills all the requirements of the job.	1	2	3	4	5
IR5	I could manage more responsibility than typically assigned.	1	2	3	4	5
IR6	I appears suitable for a higher level role.	1	2	3	4	5
IR7	Is competent in all areas of the job, I handles tasks with proficiency.	1	2	3	4	5
IR8	I perform well in the overall job by carrying out tasks as expected.	1	2	3	4	5
IR9	I plans and organizes to achieve objectives of the job and meet deadlines.	1	2	3	4	5
JP2	Extra-role performance (ER)					
ER1	I does not take extra breaks.	1	2	3	4	5
ER2	I consume a lot of time complaining about trivial matters. (R)	1	2	3	4	5
ER3	I take steps to try to prevent problems with other workers.	1	2	3	4	5
ER4	Willingly attends functions that not required by the organization, but helps the organization image.	1	2	3	4	5
ER5	Helps others who have heavy workloads.	1	2	3	4	5
ER6	I offer innovative suggestions to improve the department/organization.	1	2	3	4	5

THANK YOU FOR YOUR COOPERATION

Appendix B: Factor analysis result: Rotated component matrix for independent variables

Items	Component												
	1 PP	2 PD	3 SI	4 NOW	5 SUP	6 COM	7 JS	8 OPS	9 RWC	10 NV	11 PA	12 NV	13 NV
PP7	.792												
PP2	.783												
PP5	.767												
PP1	.764												
PP6	.739												
PP4	.697												
PP3	.671												
OPS7	*.428												
OPS8	*.403												
PD1		.561											
PD2		.592											
PD3		.659											
PD4		.684											
PD5		.589											
PO1		.581											
PO3		.646											
PO4		.631											
PO5		.530	.469										
SI7			.722										
SI4			.702										
SI1			.689										
SI3			.684										
SI6			.664										
SI5			.621										
SI8			.591										
SI9			.577										
NOW5				.773									
NOW6				.753									
NOW3				.719									
NOW1				.704									
NOW2				.688									
NOW4				.642									
COM3				*.410		.409							
SUP6					.700								
SUP4					.657								
SUP5					.646								
SUP1					.624								

Items	Component												
	1 PP	2 PD	3 SI	4 NOW	5 SUP	6 COM	7 JS	8 OPS	9 RWC	10 NV	11 PA	12 NV	13 NV
SUP3	.613												
COM1	.728												
COM2	.608												
OPS3	*.451												
OPS4	*.445 .439												
JS2	-.800												
JS1	-.724												
JS3	-.686												
OPS5	.733												
OPS6	.730												
RWC1	.602												
RWC3	.597												
RWC2	.450												
RWC4	*.821												
RWC5	*.675												
PA3	.456 .542												
PA1	.501												
PA2	.478												
OPS2	*.473												
SI2	*.740												
PO2	*.495												
OPS1	*.445												
% Total Variance Explained	26.773	6.579	4.930	4.410	3.666	2.933	2.878	2.787	2.395	2.134	2.041	1.885	1.718
Total	16.064	3.947	2.958	2.646	2.200	1.760	1.727	1.672	1.437	1.281	1.225	1.131	1.031
Alpha Scores (α)	0.899	0.851	0.869	0.846	0.816	0.690	0.699	0.780	0.754	0.565	0.862	-	0.525
No. of items	9	9	8	7	5	4	3	2	3	2	3	1	3

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

*Note: Items that was removed, do not load in its component

Notes: PP = Public Perception, PD = Professional Development, PO = Promotion Opportunity, SI = Salary and Incentives, NOW = Nature of Work, SUP = Supervision, COM = Communication, JS = Job Stress, RWC = Relationship with Co-Workers, PA = Performance Appraisal, OPS = Organizational Policy and Strategy, and NV = New Variable.

Appendix C: Factor loadings for final independent variables items by dimensions

Environmental Factors – Listed by Variance Explained		Factor Loading
Factor 1: Public Perception (PP) ($\alpha = 0.899$)		
A) I feel that public was satisfied toward the services provided by the PDRM in the following areas:		
PP1	Crime prevention.	.764
PP2	The presence of police officers in public places (Police omnipresence).	.783
PP3	Traffic control.	.671
PP4	Community educational programs.	.697
B) I feel that public was satisfied toward the performance of police officers in the following aspects:		
PP5	Response time.	.767
PP6	Communication skills such as attitude, concern and follow-up.	.739
PP7	Professionalism such as solving criminal case.	.792
Factor 2: Professional Development (PD) ($\alpha = 0.851$)		
PD1	The organization provides me with enough work-related training.	.561
PD2	The organization provides me with adequate resources and chances to develop myself professionally such as workshops, courses and conferences.	.592
PD3	My organization practices job rotation (that is, the rotation of workers between different tasks to acquire skills).	.659
PD4	I am given the chance to try out some of my own ideas.	.684
PD5	Regarding opportunities for professional development, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.	.589
Factor 3: Salary and Incentives (SI) ($\alpha = 0.869$)		
SI1	My salary is adequate for my living expenses.	.689
SI3	My organization has an appropriate salary scale.	.684
SI4	I feel satisfied with the fringe benefits provided in my organization such as housing loan, leave, accommodation, allowances etc.	.702
SI5	When I do a good job, I receive the recognition for it that I should receive such as recognition letter.	.621
SI6	I feel my efforts are rewarded the way they should have such as promotion, Anugerah Perkhidmatan Cemerlang, etc.	.664
SI7	Regarding salary, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.	.722
SI8	Regarding fringe benefits, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.	.591
SI9	Regarding recognition and rewards, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.	.577
Factor 4: Nature of Work (NOW) ($\alpha = 0.846$)		
NOW1	My work is varied and is not routine.	.704
NOW2	My job requires the use of multiple skills.	.688
NOW3	The work I do contribute to the organization's goals.	.719
NOW4	My job gives me the opportunity to work independently.	.642
NOW5	My job requires me to be very creative.	.773
NOW6	My job goals are clear.	.753
Factor 5: Supervision (SUP) ($\alpha = 0.816$)		
SUP1	My supervisor is available when needed.	.624
SUP3	My supervisor gives me the opportunity to participate in important decision-making.	.613
SUP4	Communication between me and my immediate supervisor is good.	.657
SUP5	I receive regular feedback about my performance.	.646

SUP6	The feedback I receive from my supervisor is useful.	.700
Factor 6: Communication (COM) ($\alpha = 0.690$)		
COM1	The equipment's required for effective communications are widely available in this organization such as telephone, fax and internet.	.728
COM2	Information is shared openly within this organization such as bulletins, circulars and orders.	.608
Factor 7: Job Stress (JS) ($\alpha = 0.699$)		
JS1	My job does not require me to work extra hours. (R)	-.724
JS2	Work assignments are not out of my specialized field. (R)	-.800
JS3	My job does not interfere with my family and social life. (R)	-.686
Factor 8: Organizational Policy & Strategy (OPS) ($\alpha = 0.780$)		
OPS5	My organization provides the quality of equipment such as walkie-talkie, weapons, computers, vehicles etc.	.733
OPS6	The availability of equipment.	.730
Factor 9: Relationship with Co-Workers (RWC) ($\alpha = 0.754$)		
RWC1	I receive task with the proper staffing to complete it.	.602
RWC2	I work with a team that operates quite consistently.	.450
RWC3	Healthy competition exists between workers in this organization.	.597
Factor 10: Promotion Opportunity (PO) ($\alpha = 0.829$)		
PO1	My organisation has a clear <u>career path</u> (that is, the defined track a person follows in the pursuit of professional goals).	.581
PO3	My organisation has a clear and fair promotion policy and strategy that takes efficiency, performance and experience into account.	.646
PO4	Those who do well on the job stand a fair chance of being promoted.	.631
PO5	Regarding promotion, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.	.530
Factor 11: Performance Appraisal (PA) ($\alpha = 0.862$)		
PA1	I am satisfied with the performance rating I received for the most recent rating period.	.501
PA2	I am satisfied with the amount of supporting and guidance I received from my supervisor.	.478
PA3	Overall, I think the Performance Planning and Review (PPR) system practice in my organization is fair.	.542

Appendix D: Correlations between independent variables, mediating variable and dependent variables

	AGE	YOE	PP	PD	SI	NOW	SUP	COM	JS	OPS	RWC	PO	PA	GJS
AGE	1													
YOE	.869**	1												
PP	-.107*	-.068	1											
PD	-.014	-.026	.372**	1										
SI	.128**	.154**	.277**	.467**	1									
NOW	.080	.095*	.351**	.291**	.310**	1								
SUP	-.091*	-.083*	.433**	.516**	.486**	.408**	1							
COM	-.011	.009	.255**	.458**	.320**	.303**	.356**	1						
JS	.009	.012	-.101*	-.309**	-.149**	-.065	-.169**	-.272**	1					
OPS	-.049	-.020	.307**	.453**	.288**	.207**	.374**	.400**	-.275**	1				
RWC	-.009	-.017	.401**	.563**	.418**	.441**	.497**	.440**	-.311**	.359**	1			
PO	-.026	.001	.378**	.622**	.602**	.283**	.435**	.346**	-.209**	.350**	.476**	1		
PA	-.055	-.016	.369**	.603**	.506**	.346**	.558**	.425**	-.284**	.351**	.574**	.536**	1	
GJS	.040	.055	.363**	.510**	.463**	.401**	.487**	.431**	-.217**	.301**	.533**	.370**	.561**	1
JP	.089*	.119**	.375**	.268**	.244**	.519**	.393**	.367**	-.081*	.139**	.330**	.211**	.347**	.431**

** . Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

Note: AGE = Age, YOE = Years of Experience, PP = Public Perception, PD = Professional Development, SI = Salary and Incentives, NOW = Nature of Work, SUP = Supervision, COM = Communication, JS = Job Stress, OPS = Organizational Policy and Strategy, RWC = Relationship with Co-Workers, PO = Promotion Opportunity, PA = Performance Appraisal, GJS = General Job Satisfaction, and JP = Job Performance.

Appendix E: Summary results of regression analyses for determinants of general job satisfaction (GJS)

Model	Standardized Coefficients		Standardized Coefficients		β (differences)
	β (Reg 1) ^a	Sig.	β (Reg 2)	Sig.	
(F8) Promotion Opportunity	-.259***	.000	-.273***	.000	.014
(F11) Job Security	.238***	.000	.255***	.000	.017
(F10) General administration	.242***	.000	.244***	.000	.002
(F7) Performance Appraisal	.207**	.001	.182**	.003	.025
(F2) Salary and Incentives	.170**	.001	.150**	.005	.02
(F12) Relationship with Co-workers	.081	.105	.102*	.049	.021
(F3) Nature of Work	.113*	.013	.100*	.032	.013
(F5) Professional Development	.102	.084	.117	.052	.015
(F6) Organizational Policy and Strategy	.086	.107	.058	.291	.028
(F1) Public Perception	-.054	.268	-.033	.513	.021
(F9) Job Stress	.032	.445	.026	.543	.006
(F4) Supervision	.005	.926	.025	.630	.921
Gender	-	-	-.051	.208	-
Age	-	-	-.029	.734	-
Ethnic Category	-	-	.055	.159	-
Marital Status	-	-	-.008	.854	-
Educational Level	-	-	-.101	.055	-
Years of Experience	-	-	.006	.941	-
Officers Rank	-	-	.107	.070	-
Current Department	-	-	-.019	.699	-
Department Hierarchy	-	-	-.044	.371	-
Job Duty	-	-	-.071	.100	-
NKRA Programs Involvement	-	-	.017	.695	-
R² (%)	42.2%		43.9%		1.7%
F value	24.910		13.599		
Sig	.000^a		.000		

Notes: Notes: *p < 0.05; **p < 0.01; ***p < 0.001; ^a Only the environmental variables were entered in the model. Both the environmental and demographic variables were entered in the model