

Factors Influencing Employee's Job Satisfaction of Royal Malaysia Police Force (RMPF) a Selected Police District

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Abstract

Purpose- This study aims to assess factors influencing employee job satisfaction in selected Royal Malaysia Police Force in Malaysia

Design/methodology/approach- The study took a quantitative approach that focuses on collecting numerical data that can be examined using statistical methods before being translated into information using quantitative techniques to understand the phenomena of job satisfaction among employees of the Royal Malaysia Police Force. The questionnaires were randomly distributed to the police officers in different departments and rankings. The questionnaire was generated using Google Form Format. The questionnaire was the best method for measuring tools because the privacy of respondents was highly concerned; thus, the questionnaire did not collect respondents' personal identity information. A set of hypotheses arising from a conceptual model of job satisfaction was tested using SPSS.

Findings: The results show that salary, promotion opportunities, superior supervision and job design positively influence job satisfaction. The hypotheses were supported, and the R

square value equals 0.549. This indicates that the proposed research model can explain the 54.9% of factors influencing job satisfaction levels.

Practical implications – The result of the finding may help the Royal Malaysia Police to improve the employee job satisfaction level and lead to better quality and performance of the employees. The researcher can develop a better design of research to improve the research model since this can act as the primary information research model for future study purposes.

Keywords: Job Satisfaction, Salary, Promotion Opportunities, Superior Supervision, Job Design

1. Introduction

Royal Malaysia Police Force (RMPPF), or Polis Diraja Malaysia, is one of the biggest and oldest enforcement agencies responsible for Malaysia's public security and safety. This public service agency was celebrated its 210th anniversary on the 25th of March, 2017 (The Nation, 2017). Royal Malaysia Police consist of 10 departments which include Management Department, Special Branch, Criminal Investigation Department, Internal Security and Public Order Department, Commercial Crime Investigation Department, Narcotic Criminal Investigation Department, Strategic Resources and Technology Department, Integrity and Standards Compliance Department, Crime Prevention and Community Safety Department, and Traffic Enforcement and Investigation Department (Rmp.gov.my, 2017). Royal Malaysia Police has recorded consists of 153,122 of police officers (Chan, 2016). Two categories of police officers range from rank and file officers to senior officers (Rmp.gov.my, 2017). Royal Malaysia Police is a service agency whereby they are peacekeeper of the country. Police play an essential role in the law enforcement system. They mainly monitor the criminal activity, provide community patrolling, provide emergency assistance involving personal safety issues, arrest and investigate criminals, and testify in court if needed (Rmp.gov.my, 2017). However, there are some negative perceptions that the blue man in Malaysia has poor performance in controlling the crime (Suryati Ishak, 2016).

Very few researches have been conducted about job satisfaction among Royal Malaysia Police officers. Therefore, the researcher proposed to study the factors influencing job satisfaction within Royal Malaysia Police. This research may focus on those different departments of police officers in the Polis District of Seremban, Malaysia. Hence, the study of job satisfaction among police officers may provide important information needed to improve the quality and service. Every organization needs their employee to perform in order to achieve specific goals. This is similar to the Royal Malaysia Police Force (RMPPF) in which the entire agency's goals depend on its employee performance and top-level leadership. According to Federal police Crime Prevention and Community Safety Department director Datuk Acryl Sani Abdullah Sani, a rise of 4.6% of index crime recorded approximately 38,877 cases between January and April 2016 compared to last year (NST Online, 2016). In this figure, there are 58 % of total cases are belong to property crimes such as motorcycle theft, house break-in, and the car loss, while the remaining are violent crimes that involve murder, gang robbery with or without a firearm, rape and voluntarily causing injury (NST Online, 2016) (Sidhu, 2005). This may not be a good sign because the Government Transformation Program targets the Crime Index to reduce about 5% annually (Gtp.pemandu.gov.my, 2014). Several factors may cause the crime rate to climb. However, the figure may be one of the significant "indicators" showing low police force performance. Low police force performance may vary due to many factors; however, job satisfaction among police officers may be critical.

A study also shows that even though the crime rate goes down, the perception of crime reduction is still low in society (NST Online, 2016). Negative perception may be due to the low quality and performance conducted by the front line of man in blue. According to Suryati Ishak, the research showed that 71.2 % of the respondents from the Kuala Lumpur area are satisfied with the police service in controlling the crime; however, only 38.8% of the respondent of Selangor are satisfied with the service provided by Royal Malaysia Police (Suryati Ishak, 2016). There is a big difference in satisfaction levels between the two nearby areas. Therefore, this indicates that the police service quality is inconsistent, especially in different areas. Hence, the public perception of Royal Malaysia Police Force (RMPF) performance and efficiency is a big challenge even though Royal Malaysia Police Force (RMPF) has tried to improve its image by conducting different strategies such as launching Royal Malaysia Police Official Facebook. The primary purpose is to improve the service quality and provide an extra channel for the public to give information about crime prevention (Azman and Khan, 2016).

Several reasons may cause the low performance or low quality of service by police officers working in the Royal Malaysia Police Force (RMPF). Organizations need to improve the job satisfaction level of their employees to achieve a higher level of employee service quality or performance (García-Bernal et al., 2005). This means that an organization must satisfy its employee first to satisfy its customer. In Royal Malaysia Police Force, the police officers are employees, and the public is its customers. The RMPF have to satisfy the police officers that service in order for them to have better performance to provide service to the public. Thus, job satisfaction needs to be established among employees to produce a good quality employee and harmonious workplace. These are the problem and issues highlighted, and limited research has been conducted to determine the relationship between job satisfaction of police officers in Malaysia. Thus, the researcher proposes a study among police officers servicing in the Polis District of Seremban, Malaysia in different departments to determine the factor influencing employee job satisfaction at the Royal Malaysia Police Force (RMPF).

Research Objective

- 1) To identify the relationship between job salary and employee job satisfaction.
- 2) To identify the relationship between promotion opportunities and employee job satisfaction.
- 3) To identify the relationship between superior supervision and employee job satisfaction.
- 4) To identify the relationship between job design and employee job satisfaction.

2. Literature Review

2.1 Job Satisfaction

Job satisfaction has become one of the most studied titles among researchers. People will be satisfied if the job compensation is worth it but unsatisfied if the compensation is not favourable. According to Çelik (2014), job satisfaction is the positive working attitude of a worker toward the job, and an excellent working attitude may compensate the worker with good financial return, social status and even working experience. According to Yvonne, Rahman and Sang Long (2014), job satisfaction is an emotional state that results from the achievement of workers' value towards their job. High job satisfaction may result in lower absentee, better commitment, etc. According to Kumari and Pandey (2011), job satisfaction is a pleasurable emotional state that comes from the appraisal of a worker's job and experiences. This means that job satisfaction may help create a positive working attitude towards the job

and result in better performance. In this study, the definition from Celik (2014) and Yvonne, Rahman and Sang Long (2014) will use this because job satisfaction is the personal feeling derived from the job due to the worker's expectation of return and experiences.

2.1.1 The Impact of Job Satisfaction level on Job Performance

Employee's working performance is strongly related to the competitive level of an organization, either in a private or public entity. Employees with high working performance may help increase an organization's productivity and growth. However, many organizations that performed different policies from the high level of management may affect employee performance. Some policies maybe hold back the full working potential of

the employee, such as an employee that has ten years of marketing experience was transferred to the financial department with which he or she is not familiar. This may cause job dissatisfaction and can lead to lower job performance. According to Aziri (2011), employees are expected to perform efficiently and effectively when hired. This is the excellent performance expected from the organization, but many factors may affect the job performance such as experience, knowledge, culture, pay or reward system, autonomy, workload, organization structure, etc. However, the study will focus more on the relationship between job satisfaction and performance.

2.1.2 Job Satisfaction and Job Performance Relationship

The relationship between job satisfaction and job performance has been the widespread interest of other research studies. According to Ram (2013), job performance can be enhanced by revealing the employee's true potential with a certain level of job satisfaction. This means that employees may need to achieve at some job satisfaction level that may help boost productivity. Higher productivity of employees may help to improve the entire organization's performance. Moreover, Abdulsalam and Abubakar Mawoli (2012) indicated that employee performance is the key to enhancing the organization's growth and increasing profitability. This is because the employees are an organization's significant and most essential resources. Meanwhile, a high level of job satisfaction may help improve the employee's job performance; thus, the relationship is important.

2.2 Salary

According to Ehsan, Qaiser and Munir's (2012) study, pay is the independent variable that influences job satisfaction. The finding shows that pay significantly impacts job satisfaction, whereby pay is said to be the fundamental reason people work to sustain their life. Pay is also described as the compensation of all the factors against worker contribution (Dessler, 2017). This means that pay is the reward or outcome the worker receives after working to fulfil the assigned task or duty. Employees generally prefer their work efforts to be recognized and rewarded thus recognition of an employee's hard work is essential to his or her job satisfaction. However, too often organizations are more focused on production and revenues, rather than their own employees (Gregory, 2011). By rewarding employees monetarily or non-monetarily as incentive, employees would feel that their hard work and achievements have not gone unnoticed. Employees need to feel appreciated, as employees and as human (Branham, 2005). By linking the money and performance tends to motivate employees to be more productive and hence they would be more willing to work harder towards success (The Chicago School of Professional Psychology, 2012). According to Miller (2014), more than half of employees feel satisfied if they are paid competitively with the local market. As a result, it is believed that pay is able to influence the job satisfaction level of employees.

H1: Salary has a significant relationship with job satisfaction

2.3 Promotion Opportunities

Promotion can be defined as the internal mobility within the company by changing position vertically. Many employees find that holding the same position and repeating the same daily tasks for many years is tedious, but that can be avoided if the employee has the expectation of gaining promotion to a higher position with new tasks and responsibilities (Mohammd Abuhashesh, etc 2019). Promotion opportunity is also a motivation factor that employees tend to contribute to achieving the goal. According to Noraani & Zaizura (2013), promotion opportunity is found to be directly positively related to job satisfaction. If employees stay in a working position for a long time instead of getting a promotion will lead to job dissatisfaction and an increased worker turnover rate (Yaseen, 2013). Thus the promotion opportunity is vital to employee job satisfaction level. Moreover, it is good that the organization can provide a clear guideline for the employee to work out to get promotion such as skills, knowledge, qualification, experience and etc. employee will automatically pursue their promotion by achieving the requirement set by the organization. Human resources departments can play an important role in making employees more motivated and engaged by implementing programs that can enhance performance and the desire to accept promotional challenges (Mohammd Abuhashesh, etc 2019). According to Naveed, Usman and Bushra (2011), Maslow's hierarchy was described in their study that people will have higher job satisfaction if their esteem needs such as autonomy, recognition, power and status were fulfilled. Besides, the Needs Theory also states that achievement, affiliation, and power are the needs that people pursue.

H2: Promotion opportunities have a significant relationship with job satisfaction

2.4 Superior Supervision

superior supervision is defined as the relationship between superiors and subordinates of an evaluative organization to improve the subordinate skills and knowledge, monitor the working quality of juniors, and control the entire organization. The supervisor directly influences worker performance because the supervisor has the authority to get involved with the tasks handled by subordinates. Supervisors must assign tasks and duties to subordinates to carry out the responsibilities (Omisore, 2014). At the same time, the supervisor must encourage and monitor their subordinates instead of pressuring them, which might lead to job dissatisfaction. According to Kadushin (2014), the supervisor's primary responsibility is to assist the junior with their experience and knowledge to improve junior skills. According to Hughes (2010), supervision is important and needed to achieve an organization's goal.

H3: Superior supervision has a significant relationship with job satisfaction

2.5 Job Design

Job Design is an employee's primary duty or responsibility within an organization (Abid, 2014). According to Parvin (2011), job design is purposed to raise job satisfaction levels, increasing employee job performance. When the performance of employees increases may significantly increase the organization's productivity, and thus the effect of job design on employee job satisfaction cannot be underestimated (Ben & Moruf, 2012). Moreover, Job design has been claimed to be one of the measurements used for employee performance optimization. This is because changing the job content or processes may help to determine the suitable task that meets the ability of the employee, thus leading to better job satisfaction and productivity for the employee. According to Knapp and Mujtaba (2010), Job design can include

several methods such as job enlargement, job enrichment, and job rotation to improve job satisfaction and employee performance. In addition, Sageer (2012) indicated that Job satisfaction is related to job design because some job content involving task significance, task identity, and autonomy may helps in improving employee job satisfaction.

H4: Job design has a significant relationship with job satisfaction

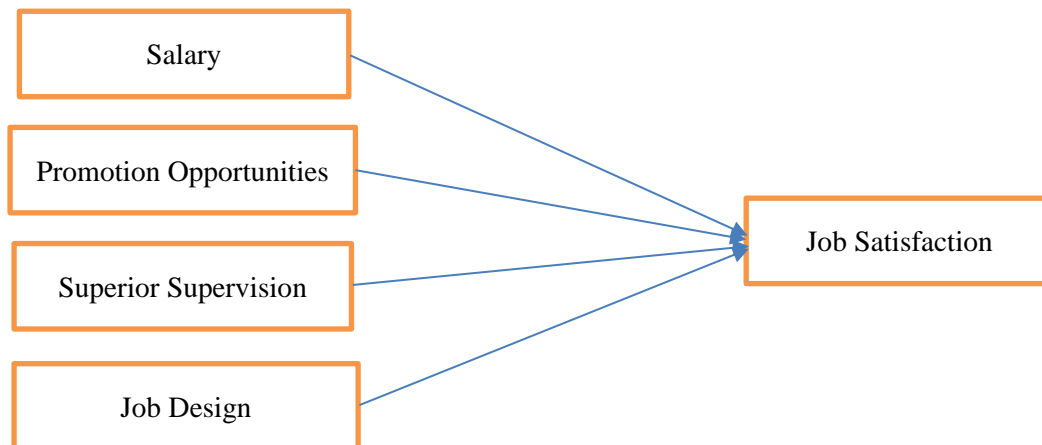


Figure 1: *Conceptual Framework*

3. Research Methodology

This study focused on the job satisfaction level among police officers in the Police District in Malaysia. It was a cross-sectional quantitative research, which employed survey method. The targeted respondents ranged from the rank and file police officers to senior police officers. The questionnaire asked a series of important questions such as salary, age, rank, department, gender, job satisfaction level, perspective of the career, and others. The independent variable for this study was salary, promotion opportunities, superior supervision, and job design. The dependent variable is job satisfaction. The questionnaires were randomly distributed to the police officers in different departments and rankings. The questionnaire was generated using Google Form Format. The questionnaire was the best option for measuring tools because, as the privacy of respondents was highly concerned thus, the questionnaire did not collect respondents' personal identity information. The questionnaires were written in English for a better understanding of respondents. According to the Royal Malaysia Police Force website information, the estimated workforce of the Police District was 1050. Thus, the sample size of the research has to be based on the number of workforce in the Police District calculated using the Yamane Formula (Bak, 2012) as below:

The Yamene's Formula

$$n = N / (1 + N (e)^2)$$

When e = Deviation of Random Sampling

N = Number of police officer

n = Sampling Size

The sampling deviation was set to 0.05 thus,

$$n = 1000 / (1 + 1050 (0.05)^2)$$

$$n = 1050 / 3.625$$

$$n = 289.66$$

$$n = 289.66 \text{ rounded up to } 290$$

Therefore, the sample size for this study was 290 respondents. The data collected from respondents were analyzed using Statistical Package for Social Sciences (SPSS) statistical software.

4. Results

A total of 300 questionnaires was distributed in the headquarters police district, and 291 questionnaires were collected. A total of 285 questionnaires were considered usable, while 6 of the questionnaires were unusable due to incomplete answers. Thus, a total of 285 questionnaires that collected from respondents for analysis.

Table 1: *Respondents' Demographic Profile*

Demographic Characteristics		Frequency	Percentage %
Factor			
<i>Gender</i>	Male	44	15.4
	Female	241	84.6
<i>Age</i>	18-30 Years old	140	49.1
	30-50 Years Old	129	45.3
	50-60 Years Old	16	5.6
<i>Race</i>	Malay	238	83.5
	Indian	20	7.0
	Chinese	12	4.2
	Others	15	5.3
<i>Salary</i>	RM1000-RM2000	64	22.5
	RM2000-RM4000	166	58.2
	RM4000-RM6000	45	15.8
	RM6000-RM8000	10	3.5
<i>Rank</i>	Police Constable	50	17.5
	Lance Corporal	67	23.5
	Corporal	66	23.2
	Sergeant	33	11.6
	Sergeant Major	5	1.8
	Sub Inspector	4	1.4
	Probationary Inspector	21	7.4
	Inspector	26	9.1
	Assistance Superintendent Police	11	3.9
	Deputy Superintendent Police	2	0.7
<i>Service Year</i>	Less than 5 years	95	33.3
	5-10 year	116	40.7
	10-20 years	50	17.5
	20 years and above	24	8.4

4.1 Descriptive analysis

Table 1 shows the respondents' demographic detail, and the majority are males, with 84.6% (N= 241) and 15.4% female (N = 44). The respondents are 49.1 % 18-30 years old (N = 140), 45.3 % in the age of 30-50 years old and 5.6 % between 50-60 years old. Most respondents are Malays, which contributed 83.5% (N= 238), and other races contributed 16.5% (N=47). Most of the respondents that took part in the survey are from the rank of Police

Constable with 17.5% (N= 50), Lance Corporal with 23.5%,(N=67), Corporal with 23.2 % (N=66), and the lowest will be Deputy Superintendent Police with 0.7% (N=2). The salary range among the respondents is mostly between RM2000 to RM 4000 with 58.2% (N=166) while the lowest salary range is RM6000 to RM8000 with 3.5% (N =10). Most of the respondent served the police force for less than 5 years with 33.3% (N= 95) and 5 to 10 years with 40.7% (N=116) while 8.4 % of respondents work for 20 year and above (N=24). Most of the respondents work in Management Department, with 22.5% (N=64), while 2.8 % of police officers work in the Integrity and Standard Compliance Department N= 8.

Table 2: *Respondent's working department analysis.*

Department	Frequency	Percent (%)
Management Department	64	22.5
Special Branch (SB)	9.5	9.5
Criminal Investigation Department (CID)	54	18.9
Internal Security and Public Order Department	17	6.0
Commercial Crime Investigation Department (CCID)	31	10.9
Narcotic Criminal Investigation Department (NCID)	22	7.7
Strategic Resources and Technology Department	19	6.7
Integrity and Standards Compliance Department	8	2.8
Crime Prevention and Community Safety Department	10	3.5
Traffic Enforcement and Investigation Department	33	11.6

Table 2 shows that the random respondent was from different departments, which may also reflect that most of the police officers work under the management department; even the Officer in charge of Police District (OCPD) also work under the Management Department. The management department is important because it's where the leader's command starts and the central department for administration and management of the entire police district (Hierarchy Structure, 2018). The Criminal Investigation Department (CID) was the second-highest of the department where respondents belonged. This is due to the primary function of the police force being to go against the criminal activity and investigate the criminal activities that happened. It is also considered the backbone of the force; thus, the workforce in this department is higher than in others, such as Integrity and Standards Compliance Department, etc.

4.2. Validity and Reliability Test

KMO and Bartlett's tests were used to perform the validity test. According to Coakes (2013), the KMO value must be higher than 0.60. Table 3 and Table 4 show that the KMO values are 0.855 for independent variables and 0.769 for dependent variables, respectively, indicating that the adequacy of the study sample is accepted as the value of KMO is more significant than 0.60, and the P-value need to be lower than 0.05 (Coakes, 2013).

Table 3: *KMO and Barlett's test for the independent variable*

Kaiser-Meyer-Olkin of Sampling Adequacy	0.855
Bartlett's Test of Sphericity	Approx. Chi-Square
df	66
Sig	0.000

Table 4: *KMO and Barlett's test for the dependent variable*

Kaiser-Meyer-Olkin of Sampling Adequacy		0.769
Bartlett's Test of Sphericity	Approx. Chi-Square	1377.602
df	10	
Sig.	0.000	

Because all dimensions and items of this study are based on numerous previous literature and theories, content validity meets the questionnaire's criterion. The value for factor loading listed in Table 5 marked the value between 0.605 – 0.923 for dependent and independent variables, respectively, more significant than 0.6. These results show that all the listed items are acceptable and reasonable to proceed for further analysis as they have met the stated minimum requirement.

Table 5: *Factor loading for independent and dependent variables*

	Factor					Cronbach's Alpha
	Salary	Promotion opportunity	Superior supervision	Job Design	Job Satisfaction	
SB-Q9	0.825					0.832
SB-Q10	0.614					
SB-Q11	0.668					
SC-Q13		0.808				0.894
SC-Q14		0.869				
SC-Q15		0.833				
SD-Q17			0.628			0.742
SD-Q18			0.605			
SD-Q19			0.814			
SE-Q21				0.808		0.772
SE-Q22				0.865		
SE-Q23				0.825		

Extraction method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization
 Rotation converged in 6 iterations
 KMO = 0.855 (KMO Value must higher than 0.60)
 P-Value = 0.0001 (P-value should be lower than 0.05)

SF-Q24	0.923
SB-Q8	0.919

SC-Q12	0.862	0.893
SC-Q16	0.886	
SF-Q20	0.885	

KMO = 0.769 (KMO Value must higher than 0.60)
P-Value = 0.0001 (P-value should be lower than 0.05)

4.3 Regression test

Table 6 below shows the result obtained from the regression test using SPSS software. The ANOVA table examines the proposed modal and whether it fits the survey. The Sig value or P-value is less than 0.05; thus, we can suggest that the proposed model is acceptable and relevant for the study.

Table 6: Regression test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	118.752	4	29.688	85.220	0.000 ^b
Residual	97.543	280	0.348		
Total	216.295	284			

- a. Dependent Variable: Job Satisfaction
- b. Predictors: (Constant), Salary, Promotion Opportunities, Superior Supervision, Job Design.

Table 7, as below, shows the proposed model R square value. The R square value of this proposed model is 0.549, proposing that the model can determine 54.9% of job satisfaction due to the suggested variable. In other words, 45.1% of other variables may influence the dependent variable (job satisfaction) that are not included in this study.

Table 7: Summary of Model

Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	0.741 ^a	0.549	0.543	0.590

a. Predictors: (Constant), Salary, Promotion Opportunities, Superior Supervision, Job Design.

Based on Table 8, the Beta Coefficients value of salary has the most significant influence on job satisfaction. We can suggest from here that every unit of salary factor increase may lead to a rise of 0.425 units of job satisfaction. The results followed by another variable: promotion opportunities and superior supervision for every unit of factor increase may raise 0.147 units of job satisfaction. Every unit of job design factor increase may raise 0.137 units of job satisfaction. However, the impact of Promotion Opportunities, Superior Supervision and Job Design is mostly the same on job satisfaction

Table 8: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Collinearity Statistics		VIF
	B	Std. Error	Beta		Tolerance	Sig.	
Model 1 (Constant)		0.384	0.128		3.012	0.000	
Salary	0.425	0.047	0.444	8.976	0.000	0.659	1.519
Promotion opportunities	0.147	0.056	0.153	2.635	0.009	0.479	2.089
Superior Supervision	0.147	0.052	0.163	2.810	0.005	0.476	2.102
Job Design	0.137	0.055	0.140	2.515	0.012	0.522	1.916

4.4 Hypothesis testing

Table 9 shows the hypotheses testing result based on the Coefficient value in Table 8. H1, H2, H3 and H4 are accepted because their P-value is less than 0.05. This indicated that H1, H2, H3 and H4 have a significant relationship between independent variables (salary, promotion opportunities, superior supervision and job design) and employee job satisfaction. Among the factors, we can see the Beta Coefficients value of salary has the most substantial influence on job satisfaction while Promotion Opportunities, Superior Supervision, and Job Design factors mainly influence employee job satisfaction.

Table 9: Summary of Hypotheses Result

Hypothesis	Description	Result
H1	There is positive relationship between job salary and job satisfaction.	Accepted P value < 0.05 (P = 0.0001)
H2	There is positive relationship between promotion opportunities and employee job satisfaction.	Accepted P value < 0.05 (P = 0.009)
H3	There is positive relationship between superior supervision and employee job satisfaction.	Accepted P value < 0.05 (P = 0.005)
H4	There is positive relationship between job design and employee job satisfaction.	Accepted P value < 0.05 (P = 0.012)

H1: Salary has a significant relationship with job satisfaction

In this study, the salary factor has a significant relationship with the job satisfaction of employees in RMPF in the Headquarters police district of Seremban, Malaysia, with a t-value of 8.976 (Please refer to Table 8). The P-value for this salary factor is below 0.05, which indicates the factor supported in this study. The B-coefficient value for the salary factor is 0.425 (table 8), suggesting that every unit of salary factor increase may lead to a rise of 0.425 units of job satisfaction.

H2: Promotion opportunities have a significant relationship with job satisfaction

In this study, the promotion opportunities factor has a significant relationship with the job satisfaction of employees in RMPF in the Headquarters police district of Seremban, Malaysia, with a t-value of 2.635 (Please refer to Table 8). The P-value for this salary factor is

below 0.05, indicating that the factor was supported in this study. The B-coefficient value for the salary factor is 0.147 (table 8), suggesting that every unit of salary factor increase may lead to a rise of 0.147 unit of job satisfaction.

H3: Superior supervision has a significant relationship with job satisfaction

In this study, the only supervision factor has a significant relationship with the job satisfaction of employees in RMPF in the Headquarters police district of Seremban, Malaysia, with a value of 2.810 (Please refer to Table 8). The P-value for this salary factor is below 0.05. This indicated that the factor was supported in this study. The beta coefficient value for the salary factor is 0.147, which may suggest that every unit of salary factor increase may lead to **a rise of 0.147 units of job satisfaction.**

H4: Job design has a significant relationship with job satisfaction

In this study, the job design factor has a significant relationship with the job satisfaction of employees in RMPF in the Headquarters police district of Seremban, Malaysia, with the value of 2.515 (Please refer to Table 8). The P-value for this salary factor is below 0.05. This indicated that the factor was supported in this study. The B-coefficient value for the salary factor is 0.137 (table 8), suggesting that every unit of salary factor increase may lead to a rise of 0.137 units of job satisfaction.

5 Discussion And Limitations Of The Study

Salary is the regular compensation for employees' contribution to their service to the organization (Susan, 2017). Salary is the basic need for the employee to sustain in their life involving basic daily expenses and life enrichment. Therefore, a more significant number of paycheques is one of the main factors that keep employees committed to their jobs (Acharyya, 2017). Malaysia's government has announced a few categories of different income groups among Malaysian, which are Top 20% (T20), Middle 40% (M40) and Bottom 40% (B40) in the year 2017 (Thestar.com.my, 2018). The top 20% of Malaysian (T20) have a household income of at least RM13148, the middle 40% (M40) is RM6275, and the bottom 40% (B40) is RM3000 (Thestar.com.my, 2018). According to the study, the salary range among the respondents is mostly between RM1000 to RM2000 and RM2000 to RM 4000 (N=230) (Please Refer to Table 1). This is about 80.7 % respondents among total of 285 of participants is within in group B40 and assuming that the respondent is only the income generator in their house even though they have a partner who also contribute to the family but barely achieves high-end M40 or T20.

Promotion opportunities are significant for an employee who is the organization recognition of the contribution an employee, and the employee can receive a higher position or responsibility in the organization (Louie, 2014). The promotion also usually gives the employee a higher authority and a certain level of freedom for decision-making in their job. Royal Malaysia Police is a uniform and disciplinary-based organization. The higher-ranking police officer has the higher power of command and control over the lower-ranking police officers (Morgan, 2017). Especially when the police officer holds the position such as Inspector General of Police (IGP), Chief Police Officer of Police Contingent (CPO), Officer in Charge of Police District (OCPD) where all these position comes with high ranking and have the most managing power to control the entire police force in their responsibility area. The command and control system is critical in the police force because a lacking of discipline police force may lead to low productivity and performance (Morgan, 2017). Promotion opportunities may

bring a proactive employee to perform so that he or she can get promoted to the particular position used to reward with a higher rate of pay or bonuses. In this study, the promotion opportunities factor is one of the tested variables. According to Kosteas (2010), employees who receive a promotion are more likely to have better job satisfaction.

Superior supervision is one of the tested independent variables in this study, and it is described by Earl and Leonard (2016) as the employee that performs duty under a person which higher in position or ranking that gives order or task to the employee. In other words, the employee has limited freedom or authorized access to decision-making while performing duties and thus may lead to employee dissatisfaction. According to Kula (2016), there is a positive relationship between job satisfaction and superior supervision. In Royal Malaysia Police, the higher ranking exerts most of the power to command. Thus, subordinates may experience complex performing duties when he or they cannot decide on their task and thus leading to lower motivation and performance. An excellent superior supervisor is essential for an organization, which can create a better atmosphere and working environment, leading to better employee job satisfaction and performance (Gupta, Kumar and Singh, 2013). The characteristic of the supervisor is important because different types of supervisors may create different atmospheres of the working environment. Employee behaviour in their working place highly depends on the supervisor's characteristics. If the supervisor practices the autocratic style of leadership may create a displeasure working atmosphere and lead to lower enjoyment of the working experience. In the police force, the ranking comes first and command and control play the whole game; thus, the supervisor is highly concerned.

According to Abid (2014) job design is defined as the primary duties or responsibility for an employee to perform in their role within an organization. In the Royal Malaysia police, there are many different departments which have different responsibility for peacekeeping on the ground, in the ocean or even sky. Hence, different types of job positions may need specified knowledge to perform. For example, licensed pilot police from Air Unit can fly a jet and a particular unit such as VAT 69 Commando train special battle skill of police officer. However, different types of job positions may have a different levels of job satisfaction among the employees. According to Onimole (2015), there is a significant relationship between job design and job satisfaction. Employees may have different ambitions and target lead them to join the Royal Malaysia Police force. However, there are so many different departments in the force which all the position needs to have the workforce and thus unavoidable that some of the employee may not get their desire position. For example, a police officer interested in working in Criminal Investigation Department but working in Traffic Enforcement and Investigation Department may experience a certain level of job dissatisfaction. Moreover, the Royal Police Malaysia force is a disciplinary-based armed organization in which command and order from the top management final decision is the force's final decision; thus, employees may experience difficulties getting the department or job position that they desire.

The respondents for this research are the police officers working in the headquarters of the police district of Seremban, Malaysia. The sample size for this study was considered negligible because the research only focused on the headquarters of the police district of Seremban, Malaysia. At the same time, the ranking of a police officer is only available from police constables up to the Assistant Commissioner of police. Most police officers working in the police district of Seremban are rank and file police officers. The researcher is unable to collect data from higher rank police officers; thus, the data collected may be biased towards the lower rank police officers.

and the data collection was conducted in two ways: face-to-face and online. A face-to-face survey with the respondent may cause the respondent to be shy or answer specific questions dishonestly. If the survey is conducted online with the respondents, the person may not answer correctly. For example, there is the possibility that the respondent answer questions without reading and understanding the question.

The project has to complete in 3 months which is considered short, and it involves 300 respondents thus, it's very rush for the thesis writing and especially for the data collection from the respondents. Because of the cost limitation, some of the data was collected using a face-to-face survey method and thus the researcher must travel to the respondent for the data collection. Therefore, some of the data have been collected using an online questionnaire, saving costs.

6. Recommendations

Here, the researcher will provide recommendations based on the study's findings to aid future research. The recommendation is related to the study's objectives and purposes, which positively assist in future study or may assist the Royal Malaysia Police top management in decision making for their future perspective towards the police force.

The first recommendation is to review the salary range for police officers based on the finding in Table 8. Table 8 shows that the salary factors have the most substantial relationship with the dependent factors (job satisfaction); thus, the researcher suggests that the top management of the Royal Malaysia Police force review and study again for the pay grade for police officers. A higher salary for the employee may help in employee motivation and, at the same time can have a certain level of job satisfaction. Indirectly, this can help lower the turnover rate of employee in Royal Malaysia Police force since this is a meaningful career that serves the country. Moreover, the higher salary offered to the employee may attract more recruitment and reduce the corruption problem.

The second recommendation is that promotion opportunities are also one of the factors supported by the research finding as the factors have a significant relationship with job satisfaction. Therefore, the Royal Police Malaysia can review and study its criteria for employee promotion. The top management of the Royal Malaysia Police Force can develop a more explicit and transparent criterion for the employee to follow to get a promotion in their career. The time-based promotion also can be a suggestion because some police officers have served for a long time but still cannot get promoted to a better rank.

The third recommendation, from the finding in the research, shows that the only supervision factor is one of the supported independent factors that have a significant relationship with the dependent variable (job satisfaction). Thus it is recommended that the Royal Malaysia Police establish a better command and control system which implies in all the command posts so that the employee will have better job satisfaction when working in a better atmosphere. It is to suggest also that the Royal Malaysia Police Force can have courses that build up leadership and imply in the force and thus may develop good leadership skills among the police officer. Job design is also one of the factors that are supported in the research. It is suggested to the top management of the Royal Malaysia Police force to recruit and give the job position to the employee according to their expertise. For example, a police officer with a background of Biological or Chemistry Science education can have the position to work in the Forensic Department of the police. This cannot only allow the employee to have particular job satisfaction but also help the Royal Malaysia Police Force to have the right man in the right post.

Fourth recommendation, the time length for future research is highly recommended to prolong to complete the study. This is to allow the research more time to collect data from bigger sample sizes and more significant areas, such as the police officers from the State of Negeri Sembilan, Malaysia. This can help to generate more accurate and precise results for the study. On the other hand, the researcher can analyze the data better if can have more time and provide a deep analyzed discussion.

The last recommendation is that a mixed study can be conducted in future research for job satisfaction among police officers in Royal Malaysia Police. This involves quantitative and qualitative methods, followed by a short interview session after the respondents answer the questionnaire. This can help collect data from respondents to aid in the qualitative analysis. By conducting the mixed study, the researcher can have a clearer and better view of the factors influencing job satisfaction among police officers in the Royal Malaysia Police Force. This may help generate better findings that may act as the reference for top management of the Royal Malaysia Police Force.

7. Contributions

7.1. Contribution to academic

The study of job satisfaction among employees is expansive and comprehensive, but the research for Royal Malaysia Police Force on the same topic is minimal. This study can be considered a new view or new source of information that can contribute to the Royal Malaysia Police Force study. The important of factors influencing the job satisfaction level in the Royal Malaysia Police Force is crucial. This agency helps keep the country safe; thus, this is a perfect topic to study. The researcher can develop a better design of research to improve the research model since this can act as the primary information research model for future study purposes.

7.2

The factors influencing job satisfaction among police officers in Royal Malaysia Police Force are critical. If the factors can be determined, thus it may help Royal Malaysia Police Force to have motivated employees, possibly leading to better performance of the entire police force. Police performance is significant because it is related to the security of a country that impacts the economy, harmony, and stability of the society. On the other hand, it is good to have more workforce in the peacekeeper agency; thus, determining the factors that influence job satisfaction among police officers in Royal Malaysia Police Force can help the force reduce the employee turnover rate. This can help Royal Malaysia Police Force to have more workforce to secure the country's stability.

8. Conclusion

Overall, job satisfaction is a significant factor that needs to be concerned for any organization, business entity or agency like armed forces such as Royal Malaysia Police Force. This is because job satisfaction affects an organization's employee performance and turnover rate. If the employee of an organization can develop a certain level of job satisfaction, the employee might deliver higher productivity and working performance which may helps to lead the organization to its success. Royal Malaysia Police Force is a significant law enforcement agency for Malaysia; thus, the force's performance and employee turnover is so influencing the country which we cannot imagine. At the same time, a better job satisfaction level may help lower the employee turnover rate within an organization. Thus, the organization can save costs on training the new employee and retain the experienced employee.

The independent factors proposed in this study were salary, promotion opportunities, superior supervision and job design. These factors were not rejected as influencing the police officer's job satisfaction in the Police District of Seremban, Malaysia. These factors are essential for an organization, especially the salary factor. Salary is the most significant independent factor that determines the job satisfaction level among police officers. This is important because a good salary cannot only help to improve the job satisfaction of employees but also help find crimes like bribing, which is very important for law enforcement agencies like Royal Malaysia Police Force. Other independent factors such as promotion opportunities, superior supervision and job design are also important and influence the job satisfaction level of employees.

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