

RELATIONSHIP OF WORK MOTIVATION AND ORGANISATIONAL COMMITMENT WITH JOB SATISFACTION OF FEMALE POLICE CONSTABLES

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Abstract *The present study was designed to investigate the relationship among work motivation, organisational commitment, and job satisfaction of female police constables. 50 female police constables were selected purposively and conveniently as sample from the headquarters of Dhaka Metropolitan Police situated in Dhaka city. Bangla versions of work motivation scale, Brayfield-Rothe job satisfaction scale and organisational commitment questionnaire were applied on the respondents respectively for the current investigation. Four hypotheses were formulated to test in the present study. Data were analyzed by applying Pearson product correlation and stepwise multiple regression methods. Results indicate that there are significant positive relationships of work motivation and organisational commitment with job satisfaction. Results also show that the variables of the present study are positively inter-correlated. Thus the findings confirm all the formulated hypotheses. Regression analysis indicates that organisational commitment and work motivation are the important predictors of job satisfaction which jointly explains 22.5% of variance in job satisfaction. R2 change further more indicates that work motivation is the best predictor which alone explains 18.2% of variation in job satisfaction. However, the findings of the present study suggest that achieving the organisational goals may be required work motivation and committed employees.*

Keywords: *Work Motivation, Organisational Commitment, Job Satisfaction, Female, Police Constables*

INTRODUCTION

Despite the growing number of women in the population, they constitute a small number of those employed in the police force and their growth in number appears stagnant. As Martin's (1991) report on the status of women in policing revealed, there was a gross under representation of women in law enforcement. Although women comprise 51% of the population, in 1989 approximately 9% of police officers were women. A more recent study by Sanders, Hughes & Langworthy (1995) revealed that from 1990 to 1994, among the departments surveyed, the employment rate of female officers had increased by only 0.4%. Besides being underrepresented, Martin (1989) also reports that women officers often experience limited promotional opportunities. In fact, as of 1986, only 3.3% of women were in supervisory ranks in law enforcement. Moreover, with the recruitment rate at only 20%, it appeared unlikely that the percentage of women in policing would increase significantly in the future. Martin (1991) has explained this continued underrepresentation as the result of a tenacious resistance to hiring women by high-ranking administrators and officers in many police departments. Since law enforcement has been primarily a male-dominated profession, one might account for the

low growth rate of female officers as a reflection of the image of policing as not being a very conducive field for women. However, every organisation's success depends on the respective organisation's working people's attitudes. Research findings suggest that work motivation, organisational commitment and job satisfaction; all are important concept to organisations (Baron & Byrne, 1991; Bullock, 1986; Landy, 1989; Robbins, 1993). Researchers have outlined the relationship that work motivation, organisational commitment and job satisfaction have with critical organisational factors, such as employee turnover, absenteeism, productivity, and stress (Baron & Byrne, 1991; Burke, 1989; Carroll, 1973; Culver, Wolfe, & Cross, 1990; Landy, 1989; Quinn & Staines, 1979; Steers, 1981). These same factors are relevant within a police organisation. The current research was undertaken to see whether work motivation, organisational commitment and job satisfaction have any significant impact on women police constables.

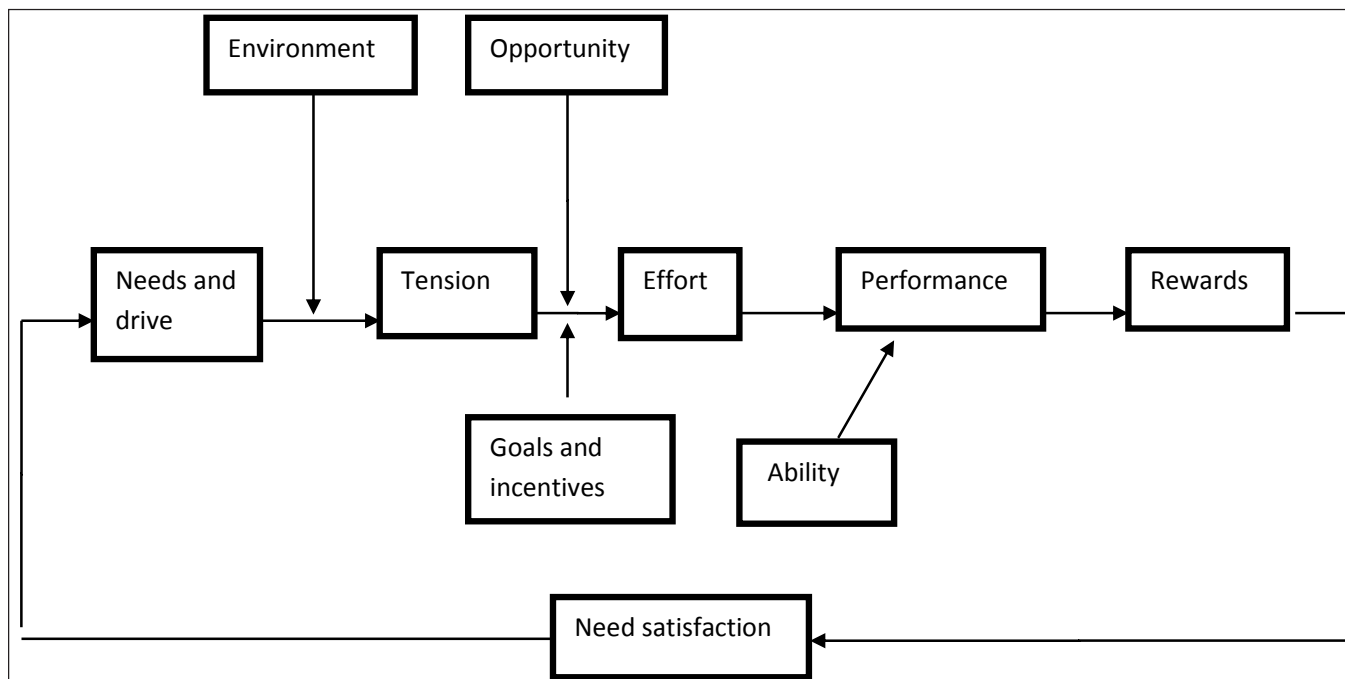
Motivation is generally defined as an internal state that includes a person to engage in particular behaviours. Work motivation is the set of internal and external forces that cause an employee to choose a course of action and engage in certain behaviour. It can be evaluated by the degree of feeling attachment, obligations, and rewards in working in organisation.

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Figure1: A Model of Motivation



Source: Davis & Newstrom, 2007

The role of motivation in performance is summarized in the model of motivation in Figure 1. Internal needs and drives create tensions that are affected by one's environment.

Organisational commitment has an important place in the study of organisational behaviour which focuses on employees' commitment to the organisation. In explaining the significance of organisational commitment, Meyer & Allen (1997) refer to Morrow & McElroy's (1993) statement that organisational commitment is the most maturely developed of all the work commitment constructs. It has been studied in the public, private, and non-profit sector, and more recently internationally. Multiple definitions of organisational commitment are found in the literature

Organisational commitment has become an issue of great importance to be dealt with, because it helps to increase employee performance (Shore & Martin, 1989; Meyer *et al.*, 2005) and helps to minimize turning up late to work, absenteeism, and leaving. Employees with higher level of organisational commitment have significant contribution to the achievement of the origination under competitive conditions (Feldman & Moore, 1982).

Job satisfaction is a complex and multifaceted concept, which can mean different things to different people. It is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative. Job satisfaction is the most studied variable in the literature due to

its importance in organisational behaviour. Locke & Latham (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. It is a result of employee's perception of how well their job provides those things that are viewed as important. According to Mitchell & Lasan (1987), it is generally recognised in the organisational behaviour field that job satisfaction is the most important and frequently studied attitude.

Investigators have conducted a large number of studies relating to the variables of the present study. Horwitz *et al.* (2003) predicted that employees get high motivation through challenging work environment and support of the top management. If the employees are competitive and want to do work with full efficiency as it will utilize all their capabilities, then challenging work is the best motivator. Locke & Latham (2004, p.388) has evaluated the effectiveness of work motivation as a result of both internal and external factor that forces the employee to work with more vigor and excitedly which result into the job satisfaction. Rao (2005), in his study, discussed that satisfaction at the job for a person acts as a motivation to work. In addition motivation leads people to their job satisfaction. It is not only self-satisfaction and identity pleasure, but also blends of psychological and environmental effect of the people for their happiness with their work (Khan, 2006). A number of studies (Du Plessis, 2003; Maslow, 1968; Rothmann & Coetzer, 2002; Stinson & Johnson, 1977) has shown that the extent to which people are motivated by challenging tasks and by the sense that their abilities are being stretched directly impacts

on the job satisfaction that they experience. People are motivated by their objectives and goals (Spector, 2003); goal involvement and goal attainment have also been shown to be positively related to job satisfaction (Bellenger, Wilcox & Ingram, 1984; Coster, 1992; Strydom & Meyer, 2002). In a study at assessing the effect of work motivation on job satisfaction, Coster (1992), for example, found a positive correlation between work motivation and job satisfaction. Corroborating results came from the work of Bellenger (2002), who related the experience of success through work motivation as the most important source of job satisfaction. Locke & Latham (2004, p.388) has evaluated the effectiveness of work motivation as a result of factor that forces the employee to work with more vigor and excitedly which result into the job satisfaction.

A relation between work motivation and organisational commitment and work motivation has been shown by authors such as Becherer, Morgan & Richard (1982), who demonstrated that the stronger the experience of work motivation in the work place, the higher the level of organisational commitment tended to be. Commitment can serve as a powerful source of work motivation and can often lead to persistence in a course of action, even in the face of opposing forces. (Brickmen, 1987; Scholl, 1991) A number of study (Farrell & Stamm, 1988; Tell & Meyer, 1993; Michaels & Spector, 1982) shows that organisational commitment and work motivation constructs due to its relationship will several other constructs. Ahmad & Oranya (2010) aimed to examine the relationship between job satisfaction and organisational commitment in culturally and developmentally different societies. According to results, there was positive and significant correlation between job satisfaction and total organisational commitment for different countries. On the other hand, a study conducted by Tsai *et al.*, (2010) showed that job satisfaction positively influenced organisational commitment. Similarly, Glisson & Durick (1988) found out positive relationship between job satisfaction and organisational commitment in the research on human service workers in human service organisations. Mathieu & Zajac (1990) found that job satisfaction is positively correlated with organisational commitment.

Despite the fact that organisational commitment has great influence on organisational effectiveness and job satisfaction, there are relatively few studies conducted among police officers. Van Maanen (1972, cit. in Haarr, 1997) argues that organisational commitment is a mediating variable for explaining the patrol officers' work related behaviours. Beck (1996) argues that organisational commitment in police department can be maximized by: ensuring that the police officers feel valued and supported by the organisation through programmes which enhance participatory decision-making and feedback, improve work related skills, and provide rewarding career options.

The researchers undertook the present study to examine the relations among work motivation, organisational commitment and job satisfaction of female police constables in Bangladesh.

OBJECTIVE OF THE PRESENT STUDY

The focal objective of the present study was to investigate relationship of work motivation and organisational commitment with job satisfaction of the female police constable in Dhaka city. The specific objectives were:

1. To investigate the relationship between work motivation and job satisfaction of the female police constable.
2. To investigate the relationship between organisational commitment and job satisfaction of the female police constable.
3. To investigate the relationship between work motivation and organisational commitment of the female police constable.
4. To investigate the relationship among work motivation, organisational commitment and job satisfaction of the female police constable.

HYPOTHESES OF THE STUDY

In the light of the above literature and the objectives, the following hypotheses were formulated to test in the present study:

- a. Work motivation would be positively co-related to the job satisfaction.
- b. Organisational commitment would be positively co-related to the job satisfaction.
- c. Work motivation would be positively co-related to the organisational commitment.
- d. Significant relationship would be found among work motivation, job commitment and job satisfaction.

RATIONALE OF THE STUDY

The number of women in the population is increasing day by the day. Yet only a small number of women are employed in the police force and their growth in number appears stagnant. This is because law enforcement has been primarily considered as a male-dominated profession and not being a very conducive field for women. In the present day, the job of a female police is considered very challenging in Bangladesh. They face many difficulties in everyday life. Police job is tougher for women as compared to men. From this point of view, it would be very

wise to find out the relationship among work motivation, organisational commitment and job satisfaction of female police constable. The researchers chose the constable rank because it's the lowest rank and they might face more difficulties in their work place than police employees with higher ranks. The findings of the present study may be helpful for the researchers, policymakers and all concerns engaged in the development of psychological aspect of the police community in Bangladesh. This will help the female constables to work more efficiently and also inspire women to join the police force and serve their country.

METHOD

Sample

A cross-sectional research method, based on the survey approach was utilised for this research. 50 female police constables, age ranged from 20-25 years were selected by purposive sampling method as respondents for the present investigation. All the respondents were single with an educational background of HSC and belonging to the lower middle class. They were selected from the headquarters of Dhaka Metropolitan Police situated in Dhaka city. All respondents were matched in terms of age, marital status, educational qualification and socio-economic status.

Measuring Instrument

The present investigation was conducted to find out the relationship of work motivation and organisational commitment with job satisfaction of female police constables. For data collection in the present study the following instruments were used:

- Personal Information Form
- Work Motivation Questionnaire
- Brayfield-Rothe Job Satisfaction Scale
- Organisational Commitment Questionnaire

Personal Information Form

A biographical questionnaire soliciting information on respondent age, designation, income, socio-economic status, marital status and education level was compiled. The Bengali versions of self-report instruments used in the study are described below.

Work Motivation Scale

To measure employees' involvement in their work and how hard they work Bangla version (Zaman & Khanam, 2013) of self-report instrument was used in the present investigation

(Wright, 2001). Original version of this validated scale was developed by Patchen (1970) and Patchen *et al.* (1965). Baldwin (1984, 1991) added an item concerning persistence to his adaptation of Patchen's original four-item scale and achieved an acceptable level of internal reliability (Cronbach's alpha =.68). In 2003, again Bradley added another item to assess the degree of persistence in an employee's work related behaviour ("I am willing to start work early or stay late to finish a job"). The statements of the questionnaire are formed both in the positive and negative. For each item the respondents expressed their feelings in a five point scale ('totally disagree'=1, 'disagree'=2, 'not sure'=3, 'agree'=4, 'totally agree'=5) to increase its sensitivity. Among the 6 items, three items were positive and three were negative. The sum of the scores of all items was the score for the individual. A high score indicates high work motivation.

Organisational Commitment Questionnaire

Bangla version of the organisational commitment questionnaire that was used for the current investigation was originally developed by Mooday, Steer & Porter (1979). The 15 (8 positive and 7 negative) items of this self-report questionnaire assesses employee's commitment about their current job. The statements of the questionnaire are formed both in the positive and negative. For each item the respondents expressed their feelings about their job in a seven point scale (i.e. strongly disagree, moderately disagree, little disagree, neutral, little agree, moderately agree, and strongly agree). For positive items, score 1 indicates strongly disagree, score 2 indicate moderately disagree, score 3 indicate little disagree, score 4 indicate neutral, score 5 indicate little agree, score 6 indicate moderately agree, and score 7 indicate strongly agree. For negative items scoring was inverse in order. The sum of scores of all the items was the total score of the scale for an individual. High scores indicate high organisational commitment. The test-retest reliability of the Bangla version of organisational commitment scale (Muhammad, 2012) was found significant ($r = .85$). High Cronbach's alpha ($\alpha = .86$) of Bengali version indicated internal consistency of the scale. There was no time limitation. But for each respondent it took at least 10-15 minutes.

Brayfield-Rothe Job Satisfaction Scale

To measure the respondents' job satisfaction level Bengali version of "Brayfield-Rothe Job Satisfaction Scale" (Khaleque, 1995) was used. The measuring instrument is a "Likert type Scale" containing 18 items. The statements of the questionnaire are formed both in the positive and negative. For each item the respondents expressed their feelings about the job in a five point scale (i.e. 'strongly agree',

‘agree’, ‘uncertain’, ‘disagree’, and ‘strongly disagree’). Both negative and positive was rated on a five point scale (5 = ‘strongly agree’, 4 = ‘agree’, 3 = ‘uncertain’, 2=‘disagree’, and 1=‘strongly disagree’). Total score was calculated by adding all the numbers from each answer rating. Higher scores meant positive attitude of the sample and lower score meant negative. All the statements were rated in the above mentioned five point scale by the participants. There was no time limitation. But for each respondent it took at least 10-15 minutes. The scale is considered to be quite sound in terms of its reliability and validity. Brayfield & Rothe (1951) reported split-half reliability co-efficient of .87 for a sample of 251 female clerical employees. Concerning validity, they reported a correlation of .93 between Brayfield-Rothe scale and Hoppock Blank (Hoppock, 1935; Khaleque, 1979) reported a correlation of .63 between Brayfield-Rothe scale and Job Description Index (JDI).

Procedures

After taking permission from the authority to conduct this research three standardized self-report questionnaires and one personal information form (which was attached to the first page) were used. Before administering the test necessary rapport was established with the respondents. Cover letters, affixed to the questionnaire, explained the nature of the study, as well as assuring respondents of the confidentiality of any information provided. Respondents were also provided with detailed instructions as to how the questionnaires were to be completed and returned. The rationale behind providing clear instructions and assuring confidentiality of information is based on the fact that this significantly reduces the likelihood of obtaining biased responses (Sekaran, 2003). Respondents completed the Bengali version of the questionnaires in a relaxed setting. All the subjects were treated individually for each condition by the investigators. The respondents were informed that their responses were confidential and that they could not be personally identified in later publications. Finally respondents were encouraged to ask any questions they might have, and they were informed of their right to withdraw from the study at any time. It took one hour on an average to complete the task. After the performance all the respondents were thanked by the investigators for their cooperation and participation in the study.

Data Processing and Analysis

Participants’ responses were scores according to the scoring system of the work motivation scale, job satisfaction scale and organisational commitment scale separately. The present research was co relational in its nature. SPSS 16.0 was used to analyze the data.

RESULTS

For the purposes of testing the research hypotheses, a number of statistical techniques were employed. These included both descriptive and inferential statistical techniques. The obtained results are presented in Tables 1 through 5.

Table 1: Mean and Standard Deviation of the Scores of the Work Motivation, Organisational Commitment and Job Satisfaction

Variables	Mean	Standard Deviation
Work Motivation	15.42	2.85
Organisational Com- mitment	52.24	8.78
Job Satisfaction	71.86	7.74

As shown in the Table 1, the mean scores of work motivation, organisational commitment and job satisfaction of the female police constable in Dhaka city were found 15.42, 52.24 and 71.86 respectively.

Table 2: Correlation Matrix among Work Motivation, Organisational Commitment and Job Satisfaction

Variables	1	2	3
Work Motivation	-		
Organisational Commitment	.474**	-	
Job Satisfaction	.426**	.416**	

** Correlation is significant at $p < 0.01$ level (2-tailed)

Results of correlation indicate that the correlation co-efficient between work motivation and organisational commitment is $[r(50) = 0.474, p < 0.01]$ which is statistically significant. Correlation co-efficient between work motivation and job satisfaction is $[r(50) = 0.426, p < 0.01]$ statistically significant. The correlation co-efficient between organisational commitment and job satisfaction is $[r(50) = 0.416]$ which is statistically significant.

Table 3: Regression of Job Satisfaction on the Work Motivation, Job Commitment

Independent Variables	Standardized Beta	t	Sig. level
Work Motivation.	.426	3.27	.002
Organisational Commitment	.347	2.991	.032

Dependent variable: Job Satisfaction

Standardized betas revealed that the work motivation and organisational commitment were the significant predictors of Job Satisfaction.

Table 4: Selected Statistics from Regression of Job Satisfaction on the Work Motivation and Organisational Commitment

Variables	R	R Square	R ² change	Sig. level
Work Motivation	0.426	0.182	0.182	0.002
Organisational Commitment	0.476	0.226	0.044	0.002

Results of regression analysis indicated that strongest predictor of job satisfaction was work motivation which alone explained 18.2% of variance. R-square change indicated that 22.5% of variance in job satisfaction was accounted for by the work motivation and organisational commitment.

Table 5: The overall F-test for Regression of Job Satisfaction on Work Motivation and Organisational Commitment

SV	SS	df	MS	F	Sig. level
Regression	1235.562	2	617.78	12.08	.002
Residual	2402.428	47	51.12		
Total	3637.99	49			

Predictors: Work Motivation and Organisational Commitment

Dependent Variable: Job Satisfaction

The significant F-test reported in Table5 [F (2,47) = 12.08, $p < 0.002$] indicated that variation in job satisfaction was accounted for by joint linear influences of work motivation and organisational commitment.

DISCUSSION

The general purpose for the present study was to explore the relationship of work motivation, organisational commitment and job satisfaction of female police constable. In order to analyze the data of the present study, correlation co-efficient was applied on the scores of work motivation, organisational commitment and job satisfaction of the respondents. The results of this study offer a valuable understanding of the intricacies of such a relationship. The results will be discussed in the same order in which they were hypothesized.

The first hypothesis states that work motivation would be positively co-related to the job satisfaction. The results reported in Table2 indicate that there is a significant positive correlation between work motivation and job satisfaction $r =$

(0.426). Beta (Table 3) also indicates that work motivation is positively correlated with job satisfaction. The findings revealed that work motivation is the best predictor of job satisfaction which explains 18.20% variance in job satisfaction. The obtained results confirm the first hypothesis. Many researchers e.g. Luthans (1998) also found similar results in his studies. A number of studies (Du Plessis, 2003; Maslow, 1968; Rothmann & Coetzer, 2002; Stinson & Johnson, 1977) have shown that the extent to which people are motivated by challenging tasks and by the sense that their abilities are being stretched directly impacts on the job satisfaction that they experience.

Results reported in Table 2 indicate that there is a significant positive correlation between organisational commitment and job satisfaction $r = (0.416)$ thus not confirming the second hypotheses. Standardized beta (Table 3) also indicates that organisational commitment is positively correlated with job satisfaction. The findings revealed that organisational commitment is a predictor of job satisfaction. It explains 4.4% variance in job satisfaction. The results are supported by the findings of many researchers. A group of industrial and organisational psychologists recommended that organisational commitment helps to increase employee's job satisfaction (Ahmed & Oranya, 2010; Glisson & Durick 1988). On the other hand a study conducted by Tsai *et al.* (2010) showed that job satisfaction positively influenced organisational commitment. Lastly Mathieu & Zajac (1990) found that job satisfaction is positively correlated with organisational commitment.

The third hypothesis states that work motivation would be positively correlated to the organisational commitment. Results reported in Table 2 indicated that there is a significant correlation between work motivation and organisational commitment $r = (0.474)$. The results confirmed the third hypothesis. A relation between work motivation and organisational commitment has been shown by authors such as Becherer, Morgan & Richard (1982), who demonstrated that the stronger the experience of work motivation in the work place, the higher the level of organisational commitment tended to be.

The findings of Table 2 reveal that work motivation, job satisfaction, and organisational commitment are interrelated. These results also confirm the fourth hypothesis that was formulated for this study. The theoretical suggest that work motivation, organisational commitment, and job satisfaction are related to each other. It is clear that work motivated employees show greater organisational commitment as well as express better job satisfaction. So, it can be said, based on the findings, that satisfied employees are committed and motivated to complete their assigned job.

IMPLICATIONS OF THE PRESENT STUDY

Like other researches, the present research has its social and practical implementations for making social policies and to the development for future planning. We know the role of police in every country is significant for keeping the law and order circumstances under control. So, to select the employees for the police force, it is essential to understand their psychological characteristics properly. Especially, we should measure their working attitudes towards their respective jobs. Working attitudes mean workers' job involvement, organisational commitment, work motivation, sincerity etc. The result of the present study indicates that organisational commitment, work motivation are positively correlated to the job satisfaction of the police constables in Bangladesh. These results will help the policy makers to establish some social policies in the field of police department as well as to select the appropriate persons in police administration. It will also help the planning division of the home ministry to formulate a proper future plan for selecting the fittest person in the police department in Bangladesh.

CONCLUSION

It is very important for any organisation to know about their employees' work motivation, organisational commitment, and job satisfaction towards their respective job. This would help the organisation to make the working environment better for the workers and thereby develop their organisation. Though the study of job satisfaction has been popular among organisational psychologists, job satisfaction research has been relatively ignored regarding policing. Police devotes a round the clock service to public order, peace and security. They work relentlessly to secure life and property of the people. So, it is necessary to fulfill their needs and take care of their convenience. Only then it will be possible to develop their organisation.

LIMITATIONS

The biggest obstacle that was felt by the researchers was that they feared that police constables would be apprehensive of submitting to any survey where they have to express their feelings regarding their agency. Along with not wanting to participate in the survey, the above issue could also lead to responses that do not directly relate how a police constable truly feels about their job. Again because they could perceive retaliation for any answer that may cast their superiors in a negative light, some constables could lie and list answers that are false, thus skewing the results.

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