
Job Satisfaction and Work Commitment among Security Agencies of Kashmir: A Comparative study

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Abstract

Background: Job satisfaction and Work commitment has become an important aspects among security agencies all over the world. It simply defines how they feel about their jobs with respect to different perspectives. Many psychosocial problems come into existences which have direct or indirect effect on it. Work commitment provides the information that helps us to promote increased levels of work commitment (Adlam, 2002; Skogan and Frydl, 2004). Aims/Objectives: The purpose of the present study was to investigate the level of job satisfaction and work commitment among public and private security agencies of Kashmir. Material and Methods: A simple size of 60 participants both public and private security personals working under different organisations of Kashmir. It was a purposive sampling technique. The tools like Job Satisfaction Scale by (Imtiyaz and Ansari, 2000) and Work Commitment Scale by (Meyer and Allen, 1991) was used to collect the data from each participant separately. Mean difference and t-test was used to analyze the data. Results and conclusions: Results showed that significant contribution was found on the scores of job satisfaction and work commitment among private and personal security agencies of Kashmir. Overall no significant difference

was found among public and private security personals on the scores work commitment dimension of affective commitment.

Key words: Job Satisfaction, Work Commitment, and Security Agencies

Introduction

Job satisfaction and organizational commitment is inversely related to such withdrawal behaviors as tardiness, absenteeism and turnover (Yousef, 2000). Work related factors had greater influence on job satisfaction than personal characteristics. Police administration have shown that police officers' job satisfaction had significant influence on work related outcomes (job performance, commitment and turnover rates) and relationship between police officers and citizens (Agho et al. 1993; Kang and Nalla, 2011; Lee and Moon, 2011; Yang et al. 2012). Officers are more likely to receptive to changes and to support community policing strategies (Wycoff and Skogan, 1994; Pelfrey, 2007). The source of job satisfaction among police officers by incorporating community characteristics have expanded (Buker and Dolu, 2010) Researchers have emphasized the significant role of job satisfaction in workplace by stating that dissatisfaction “robs the profession of the very values needed to accomplish its goals” (Graves, 1996) and that satisfied employees are “more open minded and creative in their thinking” (Donovan and Halpern, 2002). These arguments have been empirically supported that job satisfaction affected not only work related outcomes but also the relationship between police officers and citizens (Agho et al. 1993; Wycoff and Skogan, 1994; Pelfrey, 2007; Kang and Nalla, 2011; Lee and Moon, 2011; Yang et al. 2012). A significant relationship was found between officers' satisfaction with their job and successful implementation of community oriented policing strategies in which it is the essence to develop supportive relationship between officers and citizens (Pelfrey, 2007). Job

satisfaction was significantly and positively associated to officers' perceptions of civilian oversight (Kang & Nalla, 2011). It was concluded that job satisfaction is a contribution of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared with what he or she actually receives. Job satisfaction has long been an important concept in the organizational study of the responses employees have to their jobs (Cranny et al. (1992). Studies have consistently reported that job satisfaction is one of the factors or reasons for employee intentions to leave the organization (Price, 2001). Job satisfaction is an individual's feeling and attitude of gratification and discontent for a job (Demir, M.C. 2002). According to (Lok & Crawford, 2004) organizational culture has remarkable effect on employee's commitment and performance.

While as Organizational culture and Commitment has strong relationship however organizations with negative organizational culture face lack of employee commitment. (Silverthorne, 2004) Continuance commitment makes sure that employee will not quit the organization and will not response to dissatisfaction and make sure that they remain with the organization (Appelbaum, et al. 2004) The employee's commitment towards the goals and values of the organization increases the employees willing to puts its all efforts to satisfy the customer so he must be willing to return to the company for repurchase (Bolton et al, 2000). Moreover they have been linked to increased productivity and organizational effectiveness (Buitendach & de Witte, 2005). Organisational commitment is distinguished from job satisfaction in that organizational commitment is "an effective response to the whole organization, while job satisfaction is an effective response to specific aspects of the job" (Williams & Hazer, 1986, in Morrison, 2004 Affective organizational commitment is conceptualized as an individual's attitude towards the organization, consisting of a strong belief in, and acceptance of, an organization's goals, willingness to exert considerable effort on behalf of the organization and a

strong desire to maintain membership in the organization” (Mowday et al., 1982; Eby et al., 1999). Continuance commitment can be conceptualized as the propensity for employees to feel committed to their organization based on their perceptions of the associated costs of leaving the organization (Buitendach and de Witte, 2005). Normative commitment is the belief that “employees have a responsibility to their organization” (Bagram, 2003) According to (Bagram, 2003), employees experience normative commitment due to their internal belief that it is their duty to do so. Commitment encompasses an employee’s felt obligation and responsibility towards an organization and is based on feelings of loyalty and obligation. (Sparrow and Cooper, 2003)

Material and method

Aims and objective

The present study was to assess the level of job satisfaction and work commitment among public and private security agencies of Kashmir.

Sample:

The present study recruited a sample of sixty (N=60) comprise of both public security personnel from Srinagar and private security guards (ATM ,Telecom Tower, School and Mall guards) has been randomly selected from different parts of the city.

Tools used

Work commitment scale: work commitment was assessed by using (Imtiyaz and Ansari, 2000) scale based on three dimensions given by (Meyer and Allen, 1991) Affective commitment, Continuance commitment, and Normative commitment. The scale consisted of 15 items on 7-point Likert

scale. The internal consistency reliability (Cronbach's alpha) of this measure is 0.80

Job Satisfaction: A two dimensional Job Satisfaction Scale by (Singh and Sharma, 1999) was used to assess the level of job satisfaction. The scale consisted of 30 items, a 4-point Likert scale. The internal consistency reliability (Cronbach's alpha) of this measure is 0.98.

Procedure

After getting consent from the higher authority of public police, participants were informed about the nature and purpose of the study. The participants were instructed that there were no right or wrong answers. The questionnaires took approximately half an hour to complete. Participants complete their questionnaire by themselves. After completion of the questionnaire participants returned the questionnaire and they were thanked for their participation and cooperation.

Statistical analysis

With the help of SPSS16version statistical technique like Percentage, Mean difference and t-test was used to analyze and interpret the data.

Results and discussion

Table-1 Percentage of the Private Security Personnel with respect to Work Commitment

Work commitment	Low		Average		High	
	F	%	F	%	F	%
N= 30						
Affective	7	23.33	17	56.66	6	20
Continuance	7	23.33	16	53.33	7	23.33
Normative	6	20	7	23.33	4	13.33
Total Commitment	9	30	14	46.66	7	23.33

Table-1 Shows the percentage of work commitment dimensions of affective work commitment were 7 subjects, i.e. 23.33% have low affective work commitment, 17 subjects, i.e. 56.66% have average affective work-commitment, and 6 subjects i.e. 20% have high affective work commitment. Further 7 subjects, i.e. 23.33% have low continuance work commitment, 16 subjects, i.e. 53.33% have average continuance work commitment and 7 subjects i.e. 23.33% have high continuance work commitment. It was revealed that 7 subjects, i.e. 23.33% have low normative work commitment. 19 subjects, i.e. 63.33% have average normative work commitment, 4 subjects, i.e. 13.33% have high normative work commitment. In total 9 subjects, i.e. 30% have low work commitment 14 subjects i.e. 46.66% have average work commitment, 7 subjects i.e. 23.33% have high work commitment.

Table-2 Percentage of the Private Security Personnel with respect to Job Satisfaction

Job Satisfaction	Low		Average		High	
	F	%	F	%	F	%
N= 30						
Intrinsic Factor	9	30	16	53.33	5	16.66
Extrinsic Factor	7	23.33	16	53.33	17	23.33
Total Job Satisfaction	10	33.33	13	43.33	7	23.33

Table-2 Shows the percentage of the job satisfaction dimension of intrinsic factor were 9 subjects that is 30% have low job intrinsic satisfaction. 16 subjects that is 53.33% have average job intrinsic satisfaction, 5 subjects that is 16.66% have high job intrinsic satisfaction. whereas and 7 subjects that is 23.33 have low job extrinsic satisfaction, 16 subjects that is 53.33% have average job Extrinsic Satisfaction, 17 subjects that is 23.33 have high job extrinsic satisfaction. Further 10 subjects that is 33.33% have low total job satisfaction, 13 subjects that is 43.33

have average total job satisfaction, 7 subjects that is 23.33 have high total job satisfaction.

Table-3 Percentage of the public security personnel with respect to work commitment

Work commitment	Low		Average		High	
	F	%	F	%	F	%
N= 30						
Affective	11	36.66	14	46.66	5	16.66
Continuance	7	23.33	16	53.33	7	23.33
Normative	7	23.33	18	60	5	16.66
Total						
Commitment	7	23.33	16	53.33	7	23.33

Table-3 Shows the percentage of work commitment dimensions of affective work commitment were 11 subjects, i.e. 36.66% have low affective work commitment, 14 subjects, i.e. 46.66% have average affective work-commitment, and 5 subjects i.e. 16.66% have high affective work commitment. Further 7 subjects, i.e. 23.33% have low continuance work commitment, 16 subjects, i.e. 53.33% have average continuance work commitment and 7 subjects i.e. 23.33% have high continuance work commitment. It was also revealed that 7 subjects, i.e. 23.33% have low normative work commitment. 18 subjects, i.e. 60% have average normative work commitment, 5 subjects, i.e. 16.66% have high normative work commitment. In total 7 subjects, i.e. 23.33% have low work commitment 16 subjects i.e. 53.33% have average work commitment, 7 subjects i.e. 23.33% have high have high work commitment.

Table-4 Percentage of the public security personnel with respect to job satisfaction

Job satisfaction	Low		Average		High	
	F	%	F	%	F	%
N= 30						
Intrinsic factor	8	26.66	17	56.66	5	16.66
Extrinsic factor	7	23.33	16	53.33	7	23.33

Total job satisfaction	7	23.33	17	56.66	6	20
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Table-4 Shows the percentage of the job satisfaction dimension of intrinsic factors were 8 subjects that is 26.66% have low job intrinsic satisfaction. 17 subjects that is 56.66% have average job intrinsic satisfaction, 5 subjects that is 16.66% have high job intrinsic satisfaction whereas 7 subjects that is 23.33% have low job extrinsic satisfaction, 16 subjects that is 53.33% have average job Extrinsic Satisfaction, 7 subjects that is 23.33 have high job extrinsic satisfaction. Further 7 subjects that is 23.33% have low total job satisfaction, 17 subjects that is 56.66 have average total job satisfaction, 6 subjects that is 20 have high total job satisfaction.

Table-5 Mean Score and t-test of Security agencies on Work Commitment.

	Type of organization	N	Mean	df	t-value
Affective commitment	Public	30	21.50	58	1.56
	Private	30	20.43		
Continuance Commitment	Public	30	24.56	58	2.565*
	Private	30	20.70		
Normative Commitment	Public	30	26.10	58	2.250*
	Private	30			22.63
Total commitment	Public	30	72.16	58	2.789*
	Private	30	63.56		

***p<0.05, **p<0.01**

Table-5 Mean scores and t-test of two groups of participants showed significant difference on the work Commitment dimension of Continuance Commitment at 0.05 level

($t=2.565$). whereas the normative Commitment also shows a significant difference at 0.05 level ($t=2.250$). Overall the total work commitment shows a significant difference between the two groups at 0.05 level ($t=2.789$).

Table- 6 Mean Score and t-test of Security agencies on Job Satisfaction

	Type of organization	N	Mean	df	t-value
Intrinsic Factor	Public	30	26.66	58	3.144*
	Private	30	21.63		
Extrinsic Factor	Public	30	39.23	58	5.726**
	Private	30	24.60		
Total Job Satisfaction	Public	30	65.90	58	4.928**
	Private	30	46.23		

*** $p < 0.05$, ** $p < 0.01$**

Table-6 Mean scores and t-test of two groups of participants showed significant difference on job satisfaction dimension of job intrinsic factor at 0.05 level ($t=3.144$). Whereas the job extrinsic factor shows a significant difference at 0.01 level ($t=5.726$). Overall the total work commitment shows a significant difference between the two groups at 0.01 level ($t=4.982$).

Discussion

The purpose of the present study was to understand the level of job satisfaction and work commitment among public and private security agencies of Kashmir. In the present study the continuant commitment score was found significant among public security agencies, however the continuant commitment was seen higher in public security agencies as compared to

private security agencies. The same results were highlighted by (Perry, 1997; Meyer & Allen, 1997) in which they have found that government employees have higher levels of continuance commitment than other sectors.

Also the significant difference was found among public and private security agencies on normative commitment, however the public security agencies were found high on normative commitment as compared to private security agencies. The consistent findings by (Karami et al, 2004) in the empirical evidence of job satisfaction and organizational commitments among workers in an organization have found higher level of normative commitment.

Further it was also revealed that public and private security personal shows a significant difference on total work commitment. However public security personals scores high on work commitment as compared to private security personals. This can be said that the personality, workload, salary, and relationship between his fellow workers may be the reason that they have high work commitment in an organization.

A significant difference was found between public and private security personal on intrinsic and extrinsic factor of job dimension. This may be the assertion that psychologically public security personals found him safe and stable. External environment with handsome salary, values power and position leads to higher level of job satisfaction in an organization.

Public and private security personal shows a significant difference on total job satisfaction however public personals score more as compared to private personals. The consistent finding was highlighted by (Finlay et al. 1995) found that officers express a higher level of job satisfaction when their professionalism is recognized and when bureaucratic formalities do not impede their autonomy.

Conclusion

The results obtained showed that affective commitment shows no significant difference between the two security agencies. Whereas normative and total job commitment was found statistically significant. Further both the dimensions of job satisfaction i.e. (intrinsic and extrinsic factors) and the total score of job satisfaction were also found statistically significant.

Limitation and Suggestions

The present study was limited to a sample size of 30 individuals each from security professions. It was a purposive sampling. Sample was constrained to Kashmir valley and the responses are taken from self report inventories may be biased. For the future research a larger sample size can be included which should not be restricted to a particular area. Further research can focus on findings that to what extent job satisfaction and work commitment effects on the life satisfaction of security agencies.

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