

## Exploring the Effect of Organization Culture Factors on Job Satisfaction: A Study of Polis Diraja Malaysia

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### Abstract

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The objective of this research is to investigate the relationship between organization culture factors (management support, job challenges, and citizen cooperation) and job satisfaction among Polis Diraja Malaysia (PDRM). The research is important for providing invaluable information for police top management or policy makers to better manage or guide their employees in an effort to improve employee's job satisfaction. Further, they can implement necessary changes to increase officers' job satisfaction levels, which in turn provide better services for citizens. To examine the model of the study, 350 questionnaires are distributed to the respondents. As the result, all aspects of organization culture factors were positive and significantly contribute to the prediction of job satisfaction. Employing SPSS approach, the hypotheses of the study were tested. The findings imply that all aspects of organization culture factors were positive and significantly contribute to the prediction of job satisfaction.

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**Keywords:** Organization culture factors, job satisfaction, and Polis Diraja Malaysia

### 1. Introduction

In Malaysia, there is one significant aspect of public sector organizations that has been addressed which is job satisfaction among the employees (Ercikti et al., 2011). As defined by Argyle (1972), positive changes in working groups, supervision, incentives, and the work itself can increase the productivity and the quality of services in organizations. However, several attempts have been carried out to define the concept; for instance, Spector (1997) defined job satisfaction as the level to which people like their jobs while Greenberg (2011) defined it as a positive or negative attitudes harboured by individuals towards their jobs. Besides, Cranny et al. (1992) also defined job satisfaction and stated that it is a contribution of cognitive and affective responses to the differential perceptions of employee's inclination to receive in comparison to what he/she actually receives. According to Herzberg (1968), there are several factors contributing to job satisfaction and besides the importance of the work itself, other attributes like the responsibility attached with the job and the recognition provided as a result of performance significantly impacts job satisfaction. One of the most important factors to influence job satisfaction is organizational culture. This factor is also believed to have influence over a firm's degree in considering it to be productive. A well-developed and implemented socially responsible policies and philosophies by a firm can be made possible if the shared values and belief of the employees of the organization are morally oriented. Therefore, the study aims to examine the relationship between organizational culture factors and employee job satisfaction in Malaysia public sectors. In order to achieve the objective of this study, the data were collected by targeted respondents who are the police officers in Malaysia.

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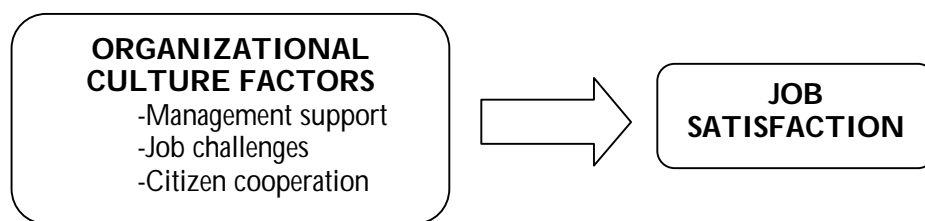
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## 2. Problem Statement

When organization wanted to satisfy customers, it must first have to satisfy their employees. Therefore, maintaining and enhancing job satisfaction is important in order to establish quality worker, workplace and work itself. The success of job satisfaction is depends on organization culture (Chan, 1997, Paoline, 2004, Dantzker, 1994; Buzawa, 1984; Sherman, 1980). However, there is a lack of studies that investigate the factor in a comprehensive framework that may affect the employees' job satisfaction. This study will attempt to study whether the factors of organization culture factors (management support, job challenges, and citizen cooperation) affect job satisfaction in a comprehensive framework. Moreover, there is a lack of empirical research to explain how the organization culture factors will affect police department satisfaction.

## 3. Research Framework

The research framework for this study is shown in Figure 1 below.



**Figure 1: Research Framework**

## 4. Literature Review

### 4.1 Job Satisfaction

According to Spector (1997), job satisfaction is the level to which people like their jobs while Greenberg (2011) state that it is a positive or negative attitudes harboured by individuals towards their jobs. The significance of examining job satisfaction as a concept comes from two streams of findings; first, job satisfaction is related with maximized productivity and organizational commitment, minimized absenteeism and turnover, and eventually, optimum effectiveness (Ellickson & Logsdon, 2001). In other words, the benefits obtained by employees from their firms impact them in terms of their effort, skill, creativity and productivity that they are inclined to reciprocate Wright and Davis (2003). According to Zeffane et al. (2008), another significant finding is that low job satisfaction has adverse outcomes including withdrawal behaviour, increased costs, decreased profits and consequently, customer dissatisfaction. Dissatisfaction or low job satisfaction may be indicators of counterproductive employee behaviour and can lead to absenteeism (Spector, 1985), and intentions of turnover (Spector, 1985; Dupre & Day, 2007).

### 4.2 Organizational Culture

Organizational culture educates the members to feel, learn and set the principles, expectation, patterns, behaviour and norms that promote high levels of achievements by facilitating the acceptable solution in knowing the problems (Schein, 1992; Marcoulides & Heck, 1993). The bringing of own national cultures to the workplaces by the expatriates' managers may cause the culture of an organization to be varied based on the role, the capability to manage organization, and power structure as stated by Harrison (1994) in relation to the similar issues that address organizational culture. Poon, Evangelista and Albaum (2005) stated that, expatriate managers' styles of management are in accordance with their home country's culture.

### 4.3 Organizational Culture and Job Satisfaction

According to Herzberg (1968), the responsibility attached with the job and the recognition provided as a result of performance significantly impacts job satisfaction. Organizational culture refers to a socially constructed phenomenon comprising of a set of values, beliefs and patterns of behaviour (Denison, 1983) that establishes the members' identity (Willmott, 1993) and shared by them (Weick, 1979), and affects their commitment to the organization (Willmott, 1993). Based on the discussion above, therefore the hypotheses below are formulated:

- H1: There is a significant relationship between management support and job satisfaction
- H2: There is a significant relationship between job challenges and job satisfaction
- H3: There is a significant relationship between citizen cooperation and job satisfaction

## 5. Research Methodology

### 5.1 Sample and Data Collection

The data for this study were collected from the PDRM officers in peninsular Malaysia. The respondents for the study is from Kuala Lumpur sate which control under Kuala Lumpur Contingent Police (IPK Kuala Lumpur) administration which covers three level of organizations police hierarchy: Contingent level, District level and Police Station level. In this study, researcher choose Kuala Lumpur to represent for contingent level, IPD Cheras represent for district level and 3 Police Stations (BP Brickfields, BP Petaling and BP TTDI) represent for station level. Researcher collected primary data through the survey method using questionnaires. The use of survey is appropriate in this research because it enables the researcher to get snapshot views and attitudes of the respondents with respect to the social phenomenon under study (Sekaran & Bougie, 2003). There are 350 questionnaires are distributed to the entire study population. The researcher chose a sample of 350 among the Malaysian police force and this involved the following steps – the researcher randomly selected a number from 1-10 with the first participant and selected every seventh participant on the list following this. In other words, the researcher started off with number 7 by chance and added the sampling interval of 7, making the next number 14 and the third one 21 and so on and so forth. The questionnaire will take around 50 minutes to be completed.

### 5.2 Measurements of Variables

All of the items in the constructs are measured through a 5-point Likert type scale; as used by past research for collecting data, with a degree of intensity provided and expressed by respondents. A direct response measure enables respondents' opinions (Luck & Rubin, 1987). The scale below shows the Likert scale designated instrument with scores from 1 to 5 (Sekaran, 2010). According to Goldberg and Velicer (2006), using a rating scale of five choices increases the likelihood that the participants will carefully review rating scales and will be less likely to rush through the items. Each score is shown in Table 1 below.

**Table 1: The Scale of Instruments**

1	2	3	4	5
Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree

## 6. Finding And Discussion

**Table 2: Regression Result of the Different Aspects of Culture Factors on Job Satisfaction**

Independent Variable	Dependent Variable	Job satisfaction	
		Standardised Beta	T- Value
management support		0.212***	3.392
job challenge		0.596***	9.857
citizen cooperation		0.087**	0.087
R Square			0.575
Adjusted R square			0.567
F value			70108
Significance of F value			0.000

Note: \*\*\*:  $p < 0.001$ ; \*\*:  $p < 0.01$ ; \*:  $p < 0.05$

Table 2 above summarized the findings of the analysis. As shown in Table 2, all the organization culture factors (management support, job challenge and, and citizen cooperation) were positive and significantly contribute to the prediction of job satisfactions at the 0.001 significant level ( $\beta = 0.212$ ,  $t = 3.392$ ,  $p < 0.001$ ;  $\beta = 0.596$ ,  $t = 9.857$ ,  $p > 0.05$ ;  $\beta = 0.087$ ,  $t = 0.087$ ,  $p < 0.01$ ) respectively. In other words, Hypotheses 1, 2 and 3 are supported. The research objective was to investigate whether the different aspects of organizational culture factors have relationships with job satisfaction.

Therefore, hypotheses 1, 2, and 3 were formulated to test whether there are relationships between the different aspects of organizational culture factors (management support, job challenges, and citizen cooperation) and job satisfaction. The study contributes further knowledge concerning the importance of the different aspects of organization culture and environment factors of employees' job satisfaction. The study also provides empirical support for the proposed relationship between the different aspects of organizational culture, and employee job satisfaction. In other words, the results indicate the importance and interdependent relationship between the predictor variables and criterion variable. This study increases the knowledge of the role of employee job satisfaction and organizational culture factors on police stations. Most importantly, the study provides evidence concerning the mediating impacts of employee job satisfaction concerning the relationship between the different aspects of organizational culture factors.

## 7. Conclusion

The main objective of the current study is to examine the relationship between the organization culture factors and job satisfaction. This study investigates the relationship between organization culture factors and job satisfaction in Malaysian police station. The findings of the current study validate the significant effects of organization culture factors on job satisfaction. It can be concluded that the top management of the police station should implement organization culture factors in order to improve the intensity of employee job satisfaction, which would lead to higher and better performance. In brief, if the police station wants to increase the employee job satisfaction levels among their employees, they should make efforts to execute the different aspects of organization culture factors, which are viewed by the employees as important in influencing their job satisfaction level.

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