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RESEARCH ARTICLE

THE IMPACT OF PERSONALITY TRAITS AND GENDER ON JOB SATISFACTION OF POLICE OFFICERS IN PUNJAB, PAKISTAN.

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Manuscript Info	*Abstract*
	The present study will explore the correlation of personality traits, gender and job satisfaction of police officers in Punjab, Pakistan. The sample will be consisted on 300 senior police officers. The sample will be further divided on the basis of gender differences. The sample will be selected from Punjab, Pakistan. Survey research method will be used for data collection. Neo-Five Factor Inventory (NEO-FFI) will be used for measuring the personality traits. Job Satisfaction Survey (JSS) scale will be used to check the job satisfaction. Statistical package for social sciences (SPSS) will be used for data analysis.

Background of the study:-
Unfortunately, as observed, police officers in Pakistan are in the situation of war against terrorist who are a big threat to the safety of the country. At the same time, their own personal characteristics also influence their performance. Regardless of this hard situation of terrorism, however, some police officers seem to be satisfied as compared to others. As noted, one of the causes of this difference is their own personality traits. Government always opens more vacancies for females in police departments compared to previous recruitment, but nothing is being done to measure the impact of gender. To my knowledge, research on impact of personality traits and gender on job satisfaction among police officers has not yet been done in Pakistan. With a better understanding of impact of personality traits and gender on job satisfaction can aid further research, pinpoint better strategies for retention of police officers.

The primary mission of a police force is to maintain law and order as demanded by the society. Because of increases and greater sophistication in crimes committed, it's necessary that police officers must be satisfied with their jobs. They often see the worst society in handling crime. They also have to face the inhumanity, brutality, and indifference to the safety of people. Police officers have challenging task of fulfillment of conflicting demands from the public, and at the same time they also face internal politics of administration and an unkind attitude of management within their own organizations. Police officers have to face very negative work environments. This negative workplace can breed instability, low morale, and low levels of job satisfaction (Blum, 2000; Crank, 1998).

Problem Statement:-
As police officers have a much bigger role in a country so their job satisfaction is necessary for social development. It increases their productivity. Zhao, Thurman, and He (1999) pointed out that there is a lack of research on predictors of job satisfaction among police officer. This data is fundamental so that policing researchers and police officials can better comprehend the effect of the total police job situations on job satisfaction of officers. Crime ratio as mobile snatching and robbery cases are increasing which shows poor performance of police officers. Corruption

in police organization is increasing day by day. Corruption becomes the culture from top to bottom and police organization is considered most corrupt institution in Pakistan. Turnover ratio is also high in police organization as compared to other organizations in Pakistan. Less job satisfaction may be the cause of poor performance and corruption as mostly less satisfied employees indulge themselves in those activities which are against the honor of their profession.

Personality is one of the forerunners of job satisfaction. However, the degree of the relationship has not been examined completely in the context of police officers in Pakistan. Therefore, the aim of this study is to explore personality traits of police officers and the relationship of personality traits with job satisfaction of police officers in Pakistan. This study will expand the knowledge on personality of police officers in Punjab, Pakistan and forensic psychology study in Pakistan.

Although, there are many researches in Pakistan conducted on relationship of job satisfaction with some factors as demographic variables, motivation, job experience and work environment in different business and social sectors, but the research on personality traits, gender and job satisfaction of police officers particularly in Pakistan is missing in the literature. The present study made a noteworthy step toward filling this breach by analyzing personality traits of police officers and the relationship of personality traits, gender and job satisfaction of police officers in Punjab, Pakistan.

Research Question:-
Problem statement leads to address the following research questions:
❖ To what extent personality traits (Neuroticism, Extraversion, Openness to experience, Agreeableness, and Conscientiousness) affect the job satisfaction of police officers?
❖ Are there differences on police officer's personality traits according to their gender?
❖ Is there any difference of job satisfaction between male and female police officers?

Research Objectives:-
In order to achieve the aim of study, few research objectives are formulated as below:
❖ To investigate the correlation of personality traits (Neuroticism, Extraversion, Openness to experience, Agreeableness, Conscientiousness) with job satisfaction of police officers in Punjab, Pakistan.
❖ To determine differences on police officer's personality traits according to their gender.
❖ To identify difference of job satisfaction between male and female police officers.
❖ To investigate the impact of personality traits and gender on job satisfaction of police officers in Punjab, Pakistan.

Hypotheses of the Study:-
❖ H1: Neuroticism would be negatively correlated with job satisfaction.
❖ H2: Extraversion would be positively correlated with job satisfaction.
❖ H3: Openness would be positively correlated with job satisfaction.
❖ H4: Agreeableness would be positively correlated with job satisfaction.
❖ H5: Conscientiousness would be positively correlated with job satisfaction.
❖ H6: There would be a difference of neuroticism between male and female police officers.
❖ H7: There would be a difference of extraversion between male and female police officers.
❖ H8: There would be a difference of openness to experience between male and female police officers.
❖ H9: There would be a difference of agreeableness between male and female police officers.
❖ H10: There would be a difference of conscientiousness between male and female police officers.
❖ H11: There would be a difference of job satisfaction between male and female police officers.
❖ H12: Personality traits and gender significantly impact the job satisfaction of police officers.

Literature Review:
The job satisfaction is determined by job-facets like, work, salary, administration, promotion chances, coworkers and the demographic factors of the workers and the organization collectively (Shah & Jalees, 2004). Similarly, other important factors in determining of job satisfaction are age, sex, level of education, payment, task, promotion chances, favorable working environment, supervision, achieving reward, the organization size and success through abilities (Sokoya, 2000; Ellickson & Logsdon, 2001; DeVaney & Sandy, 2003; Tellaet al., 2007).

Later in 2007, Martinussen et al. conducted a survey of 223 Norwegian police officers and concluded that job satisfaction of police officers had a significant relationship with their organizational behaviors. In detail, the Norwegian officers' level of job satisfaction had a positive relation to the level of social support, organizational commitment and professional effectiveness, but a negative correlation with fatigue, mistrust, psychosomatic complaints and job burnout.

Wright and Davis (2003) examined a positive effect of job satisfaction on the ability, motivation and effort of the employees, however, dissatisfaction of employees may lead towards turnover intentions, increasing costs, decreasing production and ultimately unhappiness of customer with the organization (Zeffane et al., 2008). Additionally, obvious differences noted between the qualifications, job attributes, experience, gender and job satisfaction (Ahmed et al., 2010).

Another research on the banking industry in Pakistan by Bhatti and Asif (2012) showed a significant positive correlation between job satisfaction and high internal work motivation. In the meanwhile in educational settings of Pakistan Ghazi and Shahzada (2012) conducted a research on the job experience and job satisfaction among head teachers at the elementary level and concluded that head teachers with minimum experience were less satisfied than head teachers with maximum experience. Another research on job satisfaction of university teachers in Pakistan found an obvious difference in level of job satisfaction among visiting, contract and permanent faculty members (Qayyum, 2013).

A recent study on job satisfaction in Bangladesh showed that organizational factors such as job environment, salary, equality, and promotion have significant influence over employee job satisfaction in the bank. However, individual factors such as age and gender did not significantly affect job satisfaction in Bank employees (Shamim, 2014).

There is a considerable research on gender differences in job satisfaction and no conclusion has been found concerning the job satisfaction level among males and females. However, few researches have demonstrated a relationship between gender and job satisfaction (Bilgic 1998; Lumpkin & Tudor 1990; Oshagbemi 2000b). A study conducted on Asian versus western managers concluded lower level of job satisfaction in female managers as compared to male managers (Ilies & Judge, 2002).

The most common demographic factors that have been utilized in police job satisfaction are: age, sex, race, achievements in education, position and duration of job experience. While a few researchers kept up that there is a significant association between age and job satisfaction among police officers (Dantzker, 1994), other studies showed blended discoveries (Buzawa et al., 1994). In the same way, contradictory results with gender were found by researchers (Aremu & Adeyoju, 2003; Bennett, 1997; Burke & Mikkelsen, 2004; Buzawa et al., 1994).

It is widely known that policing is and has been a male dominated occupation. Therefore, the relationship between gender and satisfaction with police job is unclear in the current literature. Miller, Mire and Kim (2009) found no significant relationship of gender with police job satisfaction. Conversely, Sloane and Williams, (2000) and Long, (2005) demonstrated a higher job satisfaction in women than men. A number of theories exist to explain high job satisfaction in females. These include the opportunities, difference in job 'assessments' and female hiring into a profession. Sloane and Williams (2000) noted that females have high job satisfaction than males, despite receiving lower wages. They also pointed out that reason of this difference could be the lower expectations of females.

Personality is the set of organized and relatively consistent psychological traits and systems inside of the person that impact his or her communications with, and adjustments to, the intra psychic, physical, and social circumstances (Larsen & Buss, 2005). Personality is the sorted out, creating framework inside the person that is the representation of major psychological subsystems of that single person (Mayer, 2007).

The relationship between personality traits and both job satisfaction and career satisfaction gained recognition in recent years. A meta-analysis of 163 samples was performed by Judge, Heller, and Mount (2002). It was concluded that continuous predictors of job satisfaction were Neuroticism and Extraversion and personality traits explained 17% variation in job satisfaction.

Various researchers have conducted studies to determine the effects of personality traits on job satisfaction. For example, Van den Berg and Feij (2003) concluded that extraversion predicts both work self-efficacy and job

satisfaction in a positive direction. Rhodes & Hammer (2000) describe that agreeableness is an important predictor of job satisfaction, and relationships of those people are better who have personality similarities. Furthermore, they measured the similarity of directors and assistants using agreeableness. They compared these similarities to job satisfaction and found that when the supervisor and juniors have agreeableness similarity, job satisfaction tends to increase. However, this study ignored the other factors of personality which are equally important.

Police work involves a persistent relationship between contradictory goals (Lipsky, 1980). These contradictory goals of police work are protection of the property of civilians and grasp property as proof, or maintain law and order through the application of power. The contradiction in police goals confuses efforts to give officers' leadership on the best way to perform their employments.. A study on police officers was conducted by Mire (2005). He studied 235 sworn police officers of the Lafayette, Louisiana Police Department and found that neuroticism and extraversion were both significantly correlated to perceived levels of job satisfaction.

Another research on police officers was done by When Ho (2006). The correlation between job stress, personality traits, and organizational commitment among police officers was scanned. A negative impact of job stress on officer's health was detected, thus resulting in low job satisfaction. Finally, Wang (2007) determined the relationship between job stress and job satisfaction and found that they are statistically correlated, and Chiou (2004) compared managerial theories as well as the differences of job satisfaction between male and female police officers within the Chinese culture in Taiwan.

According to Judge, Heller, & Mount (2002) personality factors have most obvious connections to job satisfaction with extraversion have positive correlation with job satisfaction and neuroticism being negatively associated.

Methodology:-
This is a descriptive quantitative study that investigates the correlation of personality traits and gender on job satisfaction among police officers in Punjab, Pakistan. A large number of participants are involved in quantitative research that help a researcher in generalization of results. Survey research design, methodology is to be used.

Population and sample:-
The population of the study includes the senior police officers in Punjab, Pakistan. Police department in Pakistan has a large network with many police stations covering all districts of Punjab. In this study Punjab province is selected because this is a major province of Pakistan and has a large population as compared to other provinces. To conduct the survey, a sample of 300 senior police officers will be selected from Punjab, Pakistan.

Research Instruments:-
To gather data for the study, the research instruments will be used are Demographic survey, Neo five factor inventory (NEO-FFI) and job satisfaction scale (JSS). Demographic survey sheet will be created by researcher to collect information about name, gender, rank, age, educational qualification, marital status and duration of work experience. The present study will be done by the use of the Urdu version of Neo-FFI and job satisfaction scale (JSS).

Data Collection:-
Contacts will be made with participants to get the information. Upon agreement, a set of questionnaires will be delivered to the participants. The researcher will inform the respondents' regarding the purpose of this study, the importance of their participation, and the confidentiality of data; explaining to them that this study is being conducted for academic purposes only. The researcher then collects the questionnaires from the participants. A close-ended questionnaire will be used to gather information about individuals.

Data Analysis:-
To analyze the data collected from the questionnaire survey, the "Statistical Package for Social Sciences" SPSS latest version 20.0 is used. While, for the purpose of data analysis and hypothesis testing, several statistical tests will be conducted. Descriptive statistics will be done by calculating the mean scores and standard deviation of each dimension of the study. In this study, several statistical analyses such as t-test, Anova, correlation and multiple regression analysis will be used to analyze the relationship of all variables in the study.

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