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## PROMOTIONAL OPPORTUNITIES AND LEVEL OF JOB SATISFACTION AMONG POLICE OFFICIALS IN CHANDIGARH UT

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### **Abstract**

The main objective of this paper is to analyze the impact of promotional opportunities on job satisfaction among police officials. A prospective analysis was completed on 329 respondents which consist of 11 Inspectors, 76 Sub-Inspectors, 51 Assistant Sub-Inspectors and 191 Head Constables. Results found that most of the respondents were not satisfied with the promotion system of the police department. Job Descriptive Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ) was used to collect information. The result further indicate that there were various reasons behind respondents dissatisfaction from promotion system. It is recommended that Police department should pay much attention to the promotional opportunities of police officials to improve the job satisfaction level among the police officials.

**Key words: Chandigarh, Police, promotion, officials, satisfaction**

### **Introduction**

Police performs wide range of tasks. The work of police is to protect life and property of the public and investigates the crimes. Police faces many challenges such as encounter with miscreants while handling crimes. Different roles expose police officials to different work situations which require different physical and psychological ability to deal with situations. In spite of this police do their duties in long hours shifts, without government holidays etc. This nature of work required extra allowances and timely promotion. In this regard an attempt has been made by the author to know whether respondents were satisfied with promotional opportunities and its influence upon the level of job satisfaction of the Chandigarh Police officials.

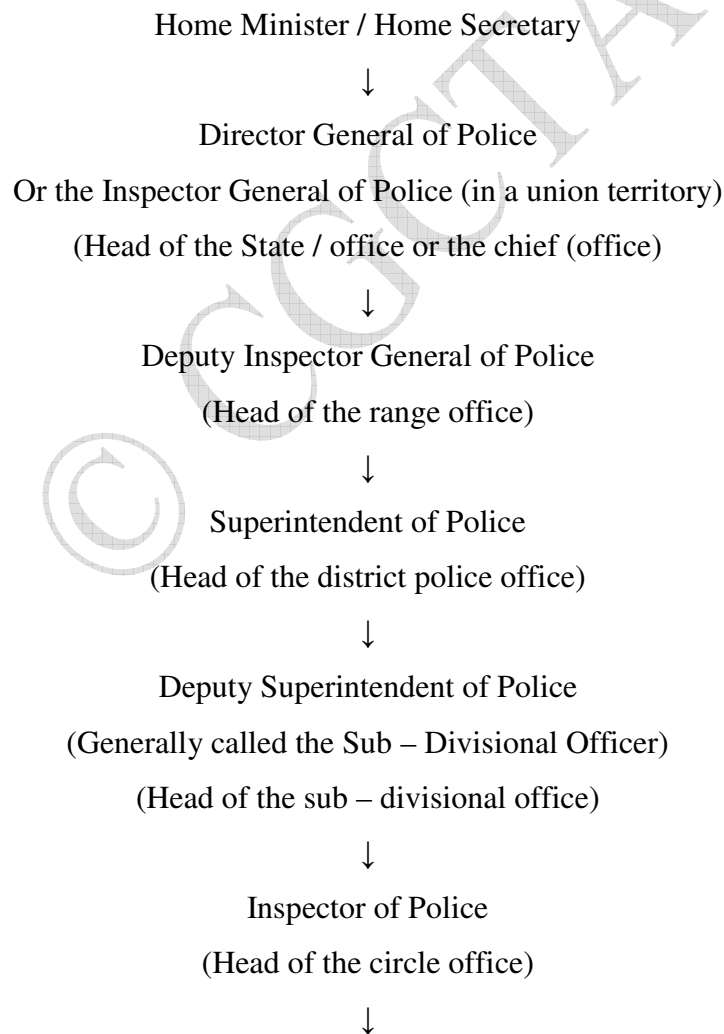
Present Police system in India appears to be a unique and amalgam of various features of Ancient, Mughal and British Police. The present Police structurally and functionally owes its

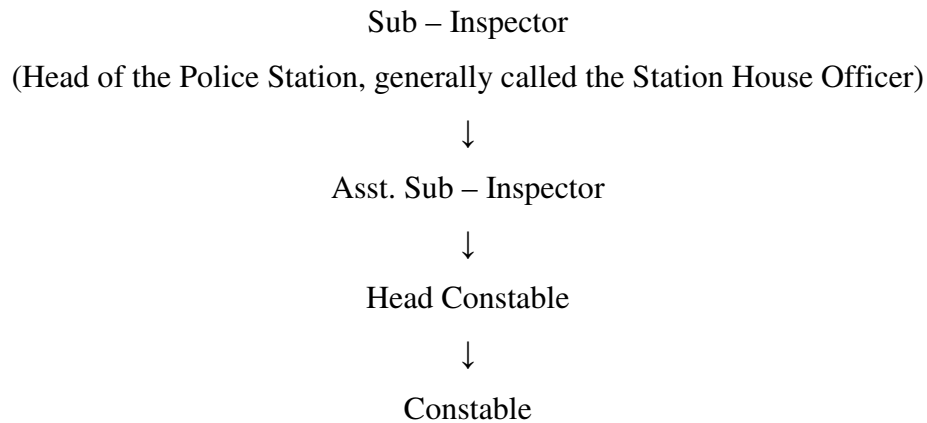
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existing to the various Acts promulgated by the colonial administration. The Indian Police Act, 1861 is the basic foundation of the present day Indian Police. Police in India is in the State List of the Constitution and, therefore, police basically fall into the jurisdiction of the respective State governments. Police organizations are identified by the name of the State to which they belong, i.e. Rajasthan Police, Assam Police, Bihar Police, Kerala Police etc. The police are organized by the States and Union Territories of the Indian Union. The Indian Police System is horizontally stratified like and is organized into various cadres.

### **Rank Structure in State Police Force**





Dimensions of job satisfaction may be a characteristic of salary , long working hours, lack of time for family, work overload, occupational stress, less favourable by the public, supervision, co-workers, and promotion opportunities.

Reiss (1967) reports that a low chance of promotions is found to be one of the major factors that influenced police job satisfaction. Porter and Steers (1973) state that the degree of employee job satisfaction reflects the level of 'met worker expectation'. That is, employee expect their job to provide a mix of characters (for example, pay, promotion, autonomy), but when the accumulation of unmet expectation becomes sufficiently large, there is low level of job satisfaction (Fields, 2002). Other studies reveal an increase in job satisfaction over the years and through promotions (Carlan, 2007). Leonard (1985) states that discrimination against minority and female officials persist, even though police organisations recruitment and promotion policies have aimed at accommodation for many years.

In this regard an attempt has been made to know the influence of the promotion and its influence upon the level of job satisfaction.

### **Review of literature**

Reiss (1967) reports that a low chance of promotions is found to be one of the major factors that influenced police job satisfaction. Porter and Steers (1973) state that the degree of employee job satisfaction reflects the level of 'met worker expectation'. That is, employee expect their job to provide a mix of characters (for example, pay, promotion, autonomy), but when the accumulation of unmet expectation becomes sufficiently large, there is low level of job

satisfaction (Fields, 2002). Other studies reveal an increase in job satisfaction over the years and through promotions (Carlan, 2007). Hanisch (1992) proposed that job satisfaction of employees consists of five factors: the nature of work, promotion, salary, supervision, and coworkers. Leonard (1985) states that discrimination against minority and female officials persist, even though police organisations recruitment and promotion policies have aimed at accommodation for many years.

## **Methodology**

### **Unit of Analysis:**

The unit of analysis consisted of the police official including Inspector, Sub-Inspector, Assistant Sub-Inspector and Head Constable in eleven police stations of union territory of Chandigarh. All these officials are involved in direct public dealing.

For the present study 11 Inspectors, 76 Sub-Inspectors, 51 Assistant Sub-Inspectors and 191 Head Constables were included in the sample. In all 329 police officials were studied.

### **Techniques of Data Collection**

Keeping in mind the nature of study a structured interview schedule was used to collect information. The structured part of interview schedule included questions related to socio-cultural profile of the police officials, reasons for opting for this profession, work place environment and relations with colleagues, subordinates, super-ordinates. Additionally, Job Descriptive Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ) was used to collect information. Both these scales were modified keeping mind the purpose of the study.

**Job Descriptive Index (JDI)** was developed by Smith et.al (1969) and it has become the most popular facet scale among organizational researchers. It contains 72 items, which assess five facets of job satisfaction, namely, work, supervision, pay, co-workers, and promotional opportunities.

**The Minnesota Satisfaction Questionnaire (MSQ)** was developed by Weiss et.al (1967) to measure the employee's satisfaction with 20 different facets or aspects of the work environment. These are activity, independence, variety, social status, supervision (human relations),

supervision (technical), moral values, security, social service, authority, ability utilization, company policies and practices, compensation, advancement, responsibility, creativity, working conditions, co-workers, recognition, and achievement. Each of the MSQ items consists of statements about various facets of the job and the respondents were asked to indicate their level of satisfaction. The questions were rated on a 5-point Likert scale.

**Tabulation of Data** After collecting the data, using code design, cross tables were made. Collected data was coded and analysed using (statistical package for social sciences). Statistical analysis done to arrive at conclusions.

### **Main objectives of the study**

To Know the socio-economic profile of the respondents.

To know whether respondents were satisfied with promotion

To examine the reasons of not being satisfied with promotion and its influence upon the level of job satisfaction of the police officials.

### **Findings**

In this section we provide a brief description of the data. Since our first objective was to study socio-economic profile of the respondents and second objectives was to examine the whether respondents were satisfied with promotion or not and third objective was to examine the reasons of not being satisfied with promotion and its influence upon the level of job satisfaction of the police officials, therefore table no. I depicted socio-economic profile of the respondents, table no. II shows whether police officials were satisfied with promotion or not and table no. III revealed the reasons of not being satisfied with promotion and its influence upon the level of job satisfaction.

### **Socio-economic profile of the respondents**

This table explores the socio-economic profile of the respondents by analyzing their social, economic, religious and family background. Through these variables, it is easy to know the attitude, behavioural pattern, socialization, life style, life opportunities and how an individual perceives the society. Socio-economic variables help an individual in forming his/her belief towards the life. Therefore, these socio – economic variables should be adequately studied before analysing the data. The present study has been carried out to know the job satisfaction level of the police officials in Chandigarh. The level of job satisfaction is influenced by various variables such as age, education, marital status etc. Therefore, it is pertinent to get acquainted with the respondents socially and economically.

**Table no. I**

**Rank wise distribution of the respondents on the basis of socio-economic profile**

Age (Yrs)	Designation									
	Head Constable		ASI		Sub Inspector		Inspector		Total	
30-35	2	(1.00%)	-	-	1	(1.30%)	-	-	3	(0.90%)
35-40	14	(7.30%)	-	-	-	-	-	-	14	(4.30%)
Above 40	17 5	(91.6%)	51	(100%)	75	(98.7%)	11	(100%)	312	(94.80%)
<b>Marital status</b>										
Never Married	2	(1%)	1	(2%)	-	-	-	-	3	(0.90%)
Married	18	(99%)	50	(98%)	76	(100%)	11	(100%)	326	(99.10%)

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<b>Religious background</b>										
Hindu	139	(72.8%)	39	(76.5%)	53	(69.7%)	7	(63.6%)	238	(72.3%)
Muslim	15	(7.9%)	5	(9.8%)	7	(9.2%)	–		27	(8.2%)
Sikh	36	(18.8%)	7	(13.7%)	15	(19.7%)	4	(36.4%)	62	(18.8%)
Christian	1	(0.5%)	–		1	(1.3%)	–		2	(0.6%)
<b>Caste background</b>										
Reserved	38	(19.9%)	10	(19.6%)	15	(19.7%)	2	(18.2%)	65	(19.8%)
General	153	(80.1%)	41	(80.4%)	61	(80.3%)	9	(81.8%)	264	(80.2%)
<b>Educational qualification</b>										
Matriculation	30	(15.7%)	–		1	(1.3%)	–		31	(9.4%)
Senior Secondary	68	(35.6%)	20	(39.2%)	16	(21.1%)	–		104	(31.6%)
Graduation & Above	93	(48.7%)	31	(60.8%)	59	(77.6%)	11	(100%)	194	(59%)
Total	191	(100%)	51	(100%)	76	(100%)	11	(100%)	329	(100%)

Results reveal that most of the respondents age is above 40 years and most of the respondents are married. Further results reveal that majority of the respondents are Hindu and followed by Sikh. Results also indicate that most of the respondents are belong to general category while most of the respondents are graduate and post graduate.

### Satisfied with the promotion system

Regular promotion is a motivational factor for an employee. Promotional opportunities are available in the organisation which increases the efficiency of the employee as well as production of the organisation. But absence of the promotion at regular interval adversely alter the moral of the organisation .In this regard an attempt has been made to know whether respondents were satisfied with promotion system .

**Table No. II**

**Distribution of the respondents showing association between designation and satisfaction with promotion**

Satisfaction with promotion	Designation								Total	
	Head-Constable		ASI		Sub Inspector		Inspector			
Yes	30	(15.7%)	8	(15.7%)	25	(32.9%)	7	(63.6%)	70	(21.3%)
No	161	(84.3%)	43	(84.3%)	51	(67.1%)	4	(36.4%)	259	(78.7%)
Total	191	(100%)	51	(100%)	76	(100%)	11	(100%)	329	(100%)

$$\chi^2 = 22.398, df=3, P < .05$$

Above table no. 5.22 data reveals that out of the total, a majority of respondents i.e. 78.7 percent respondents were not satisfied with the promotion system. 84.3 percent Head Constables, 84.3 percent ASIs, 67.1 percent Sub Inspectors and 36.4 percent Inspectors who reported that their



promotion was not satisfactory. Possible reason could be that the promotion of the police officials is late as compared to other Government Departments. Only 21.3 percent respondents were satisfied with the promotion system. The reason could be that few respondents got promotion through political interference, favouritism and extra ordinary performance. The value of chi square was found to be significant at .05 level of significance.

### If no, Why

Absence of the promotion in any profession influenced an employee adversely. There could be various reasons behind lack of promotion in the occupation. In this regard an attempt has been made to know that what are the reasons behind of lack of promotion in the police department.

**Table No. III**

**Distribution of the respondents showing association between designation and reasons of not being satisfied with promotion system**

Reason of not satisfied with promotion system	Designation								Total	
	Head-Constable		ASI		Sub Inspector		Inspector			
NA	30	(15.7%)	8	(15.7%)	25	(32.9%)	7	(63.6%)	70	(21.3%)
Political interference	20	(10.5%)	5	(9.8%)	3	(3.9%)	1	(9.1%)	29	(8.8%)
Favouritism	56	(29.3%)	13	(25.5%)	18	(23.7%)	3	(27.3%)	90	(27.4%)
Corruption	10	(5.2%)	-		2	(2.6%)	-		12	(3.6%)
Inadequate Policies	Govt. 75	(39.3%)	25	(49%)	28	(36.8%)	-		128	(38.9%)

Total	191	(100%)	51	(100%)	76	(100%)	11	(100%)	329	(100%)
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$\chi^2=30.543,df-12,P<.05$

Table no. 5.22.1 depicts that out of the total ,27.4 percent respondents were not satisfied with promotion because of favouritism in the department. The reason could be that some officials are favoured by senior officials who recommend them for promotion. While 8.8 percent respondents were not satisfied with promotion due to political interference in the police department .Only 3.6 percent respondents reported that corruption is the main cause of not being satisfied with promotion system .Majority of respondents i.e. 38.9 percent were not satisfied with promotion due to inadequate Govt. Policies. There were 39.3 percent Head Constables, 49 percent ASIs, 36.8 percent Sub Inspectors who reported that due to inadequate Govt. Policies promotion was not satisfactory. The reasons could be the colonial police act .The value of chi square was found to be significant at .05 level of significance.

### Recommendations & conclusion

There is recommendation based on the findings of the research that to improve job satisfaction among police officials.it is revealed that majority of the respondents were not satisfied with promotion system in the police department. Most of the respondents reported that due to inadequate Government policies and favouritism in the police department promotion system is not good.adequate and transparent government policies bring change in the promotion system . Police department need to stress upon departmental promotion related policies and research the ways of enhancement of the level of job satisfaction of the police officials.

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