DETERMINANTS OF JOB SATISFACTION AMONG LADY

POLICE OFFICERS OF ISLAMABAD

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List of Abbreviations

ANOVA	One-Way Analysis of Variance
ASI	Assistant Sub Inspector
ASP	Assistant Superintended Police
DSP	Deputy Superintended Police
FIR	First Information Report
HKP	Hong Kong Police
KP	Khyber Pakhtunkhwa
LCU	Lady Complaint Units
NGO	Non-Governmental Organisation
OLS	Ordinary Least Squares
SHO	Station Head Officer`

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Abstract

The aim of this research study is to understand the impact of work environment on job satisfaction among lady police officers in Islamabad, Pakistan, further how demographic variable moderate the relationship between work environment and job satisfaction. The research follows descriptive cross-sectional research methodology and the data was collected from lady police officers through structured questionnaires. Correlation and regression analysis is used to measure relationship between job satisfaction and work environment among lady police officers in Islamabad. Results showed that work environment has positive impact on job satisfaction and demographic variable positively moderate the relationship between work environment and job satisfaction. Future research direction is to add more independent variables in order check combine effects on job satisfaction

Key words: Demographic Factors, Job Satisfaction, Work Environment

Muhammad Uzair Khan

Chapter 1: Introduction

1.1. Background of the Study

In current innovative work environment, the success of the any organisation is based on their effective human capital (Collins and Smith, 2006; Crook, Todd, Combs, Woehr and Ketchen Jr, 2011; Shrader and Siegel, 2007). Many organisations have majorly focused on recruiting best talent that plays a key role in the success of organisation (Lewis and Heckman, 2006; Majeed, 2013). The top management of the organisation is also concerned to develop effective work friendly relationship at workplace because these social relationships are important to develop positive culture, commitment, integrity, values and satisfaction among employees (Judge, Thoresen, Bono and Patton, 2001; Sonnenberg, 1994). Job satisfaction is very important element which enhances employees commitment (Rusbult and Farrell, 1983), productivity (Bateman and Organ, 1983), efficiency (McNeese-Smith, 1996) and values (Kirkman and Shapiro, 2001; McNeese-Smith, 1996). The core concept of job satisfaction revolves around how employees like their job and particular work responsibilities or facets of jobs (Freeman, 1977).

The level of satisfaction varies from person to person and also with the nature of the job. It is also important to tell that both male and female have different satisfaction level when we measure job satisfaction (Saleh and Otis, 1964). The type of work and the environment in which someone is working clearly shows his job satisfaction level. Still there are many professions where both male and female are working together with different job satisfaction levels (Ward and Sloane, 2000). Our society is a male dominated society where the males are dominant in

different professions as compared to females. The gap between male and female is getting wider and wider. Women around the world are getting opportunities to run the socio-economic cycle through a job (Anker, 1998). For every nation's development it is necessary that the socio-economic uplift of the woman must take place and this will happen when the women in different professions are satisfied with their job.

Globalisation has changed the course of the world and new professions and fields are emerging rapidly and women are getting linked with those professions. Now the position of women has shifted to a result oriented person which can play a leading role in the development of the society. When it comes to working women it is also important to keep in mind that they take both family life and professional life simultaneously. A shift of roles has been seen in woman from traditional to professional. When it comes to policing it is known to be the world most male dominated profession. The male segment in this profession practices the same patriarchal mind-set and as a result the window of opportunity for women gets closed. That's why it is observed that the induction of women in this profession is very slow, as they face the same problems they have been facing in the society. There is no change for them not in the society and in the professional life. Majority of them join the police department because of the liking they have for the profession and some join this department to uplift their social and economic status. But experiences clearly show from different parts of the world that they face a number of barriers whether they are the part of a developed world, or they are the part of a developing world. Problems for women in police exist everywhere, but the nature and type of the problems varies from country to country. Every women police is having a career aspiration and a goal to achieve while doing her service, but in vain all their goals and ambitions are never fulfilled.

Job satisfaction of women police is not connected to the domination of males in the department but it is broader term that is effected by even a single wrong action (M. Dantzker and Kubin, 1998). Gender discrimination, less facilities, abuse of power, absence of authority, favoritism is the main ingredients that lead to negative job satisfaction level. All these problems are presently being faced by the women in police, hence making their job satisfaction level very low. After acquiring education a woman steps up in the society so that she can use her skills and personality to contribute for a change within the society. But when all these hindrances come her way she gets demotivated and her will to contribute positively towards the community dwindles. Both the job satisfaction and the dissatisfaction are the combination of different factors. When it comes to job satisfaction it is also important to know that there also exists the motivation factor in any job (Tietjen and Myers, 1998). These motivators in the job increase the job satisfaction of the person. Motivators include the nature of the job you are doing, responsibilities on you, work recognition, achievements and the exceling in that field. Whereas without the presence of some other factors like salary, working conditions, communication with colleagues, policies of the organisation and supervision there will be job dissatisfaction. Job satisfaction can also be linked with the leadership qualities found in both men and women. It is thought that the leadership style with people oriented approach is not helpful for a woman police personal while doing her job activities. It is the situation in which people work is of great importance, both male and female are equipped with different tendencies and it is important that both genders must be streamlined in police profession in order to decrease the differences and increase the job satisfaction level especially at the women side.

As culture continuously sets separate individualities for its followers and mandate them to perform according to what is projected to them. Certain roles and positions are set for both man

and woman and they are instructed to be in those cultural roles and premises. These roles and positions given by the culture are now also the part of police department where the male thinks that the culture has given him such roles and position and he has to perform within that. When such kind of mind-sets gets penetrated in any organisation then the quest for the survival begins. This survival is only to create a hegemony and practice of power. Unfortunately like everywhere in the world women police in Pakistan is facing such kind of problems where the organisations like police is equipped with the notion that males are better than the females and the profession of policing is the right place for them not for the women.

Women as individuals have always confronted disagreement when they wanted to be part of police department. It is still crystal clear that still this opposition is seen in police department mainly from the public and from the male police. This resistance hence paves a path to trigger different problems for the women police both within department and from the environment. The size of the department similarly has an influence on job satisfaction. As mentioned earlier the external barriers are also a main source of problem for lady police, as women have to fulfill certain roles both in the personal and the professional life. These roles are important for them as still they are the main constituent of the household nexus and also of the organisational work, so while performing these duties different conflicts arise within the professional and personal life. It is the culture that has the ability to construct a specific type of behaviour both for the male and female. When it comes to practice than females are not permitted to practice that particular kind of behaviour but at the same time males can do. Women police have to face a number of stereotypes during their job and also within the society.

1.2. Research Objectives

The central objective of this research is to find a correlation between work environment and job satisfaction among the lady police officers of Islamabad. In order to understand the different dimensions of positive work environment, this research study makes use of variables such as the nature of training among police officers, level reward (pay), promotion incentive and schemes. Further, the research would also take into account the demographic variables such as officers' age, education, experience, dependents and spouse relationship. The study would also make some recommendations for the police department as well as the government regarding problems that the lady police officers face and their possible solution. The specific objectives of the study include:

- To analyse job satisfaction of the working women in police department
- To analyse the moderating impact of demographic variables between work environment and job satisfaction
- To recommend polices based on the findings of the research

1.3. Locale of Study

The locale of my study is Islamabad. I selected the Islamabad Women Police Station located in G-7 as it is the only female police station that exists in Islamabad (ICT Police, 2014). Moreover, I also visited the Lady Complaint Units (LCUs) working in different police stations. These lady complaint units are working in I-9 Police station, F8 police station and. Women police officials were also working in other police stations of Islamabad with their male counterparts, so I also visited those police stations to carry out my research.

I also visited the police headquarters of Islamabad police located in H-11. Here also, I came across many women police officials with good knowledge and experience. The reason for such

kind of diversification was that I wanted to know about the level of job satisfaction they were having while performing their duties in different police stations and with different male colleagues.

1.4. Significance of Study

Living in a gender biased society where the equation is more in favor of one gender as compared to another it is significant to note that the professional work is bifurcated on sex roles. So in recent times there has been a little work done on women policing in Pakistan despite of the fact it requires a lot of attention and academic scrutiny. This subject has not been given due attention by the policy makers as well. Our work will configure the land scape by reflecting the real picture of asymmetrical gender equation prevalent not in the society particularly in the women police department. Women are the main representation of every country. With the ever-changing paradigm of globalisation the involvement of women in work strength is growing. At the worldwide level the services of women are of countless significance and are extremely acknowledged. Masculine structures are intensely deep-rooted in our culture which results in initiating gender discrimination. This discrimination is then not specific to a single place, but it transforms itself in other institutions where women are working. In the case of police women have to face a lot of discrimination during their job, resulting in less job satisfaction. Working women in the present society are increasing especially in the urban areas. With the rapid development in the field of technology new market forces are coming across and as a result women are becoming the part of it.

New professions are getting streamlined in the society and women are joining those professions to carry on their life routine. Due to the impact of education more women are getting streamlined

in different professions. When anyone is associated to any job then it is obvious that the person working is having a job satisfaction level. The job satisfaction level varies from profession to profession. Still there are many professions where the people working in it are having different problems. Presently one cannot find any profession where there is no presence of women. The presence of women in any field of life clearly shows that they have the ability to mainstream themselves in different professions. At present, women constitute 49.2% of the total estimated population of Pakistan (Country Meters, 2014) and it is noted that still large majority of women are not getting a chance to adopt any profession and those who are in different professions are very less in number (Mangi, 2011). It is important that the female victims of crimes both from the rural and the urban background must not be neglected and their victimisation must be heard properly. All this will happen smoothly when gender responsive policing will be adopted. Another important task to do is that the women police representation in police department must be represented properly so that they can properly put forward the cases related to gender.

The situation observed clearly shows that women police officers are not assigned with diverse significant roles therefore making them deprived from authority sharing and acknowledgement. The services of any institute can become effective and operational when the individuals linked to that organisation are satisfied from their profession. A sequence of reasons play an essential role in making any job result oriented. When one is having job security, admiration, recognition, promotion opportunities with attractive pay then the level of job satisfaction will be satisfactory. Hence, it is perfect that women police personnel who are less satisfied with their profession will be less interested in accomplishing the necessary duties, with less productivity, and will add to regular absenteeism. It is important that we must try to find out the abilities of women police and also highlight the problems faced by them in this male dominated profession.

1.5. Research Question

The purpose of this research study is to understand the impact of the positive work environment on job satisfaction and how the demographic factor moderating the relationship between the work environment and job satisfaction. The main research questions of this research study;

- Does work environment have impact on job satisfaction?
- Do demographic variables moderate the relationship between work environment and job satisfaction?

1.6. Rational of Study

Job satisfaction plays a significant part in the life of a worker. In the same way, women entrance into several professions is a different phenomenon in the state where they were missing from the outdoor work for a long time. The young educated women have marched forward by crossing the old-style obstacles and joined police as occupation. Hence, this study attempts to see the job satisfaction of employed women in police department. The issue of gender equality holds a lot of importance as it is directly connected to imperative of law and gender justice. With the changing dynamics of policing in 21st century to deal with the gender related crime activities, it is important to mainstream women in policing. Sensitivity in investigation of gender related issues leads to sensitive handling of victims of crimes specially women have become a great matter of concern in the world generally and in Pakistan particularly. The reason is that in Pakistan socio-cultural practices and stereotypical ideological beliefs set the imbalanced equation in the favor of male. Hence, a proper training and understanding is required at government, criminal justice, and law enforcement administrator's levels to make sure that all victims of crime especially women can be handled professionally. Therefore women police occupies a significant place to handle such sensitive matters. From past few decades one can see a diversification in the police while keeping in view the elements of race and gender. It is the male mindset that still rules the police

department, and this mindset has contributed a lot in cornering the women police. Both male and the female in police department are given same ranks but when it comes to practice power and authority the ranks never come into practice. The main driving force at that time is the overall approach and decision of male police official's as they represent the majority. For them the ideas coming from the other gender is of no use and they want to practice a commanding style over the women police. When these actions will be in practice then how come we expect from a women police officer to get satisfied from the job she is doing. It is the reality that they are the part of the society and they have their own problems. A male cannot understand a problem of a female so it is important to streamline the women police officers throughout the world in order to constitute a gender just society. Still women in police are sidelined in decision making procedure with very a lesser access to the facilities from a long time. At the governmental level still a lot is to be done in order to uplift the status of working women so that they can enjoy a proper job satisfaction level. Political interferences with in the police department also play a key role in disturbing the overall fragment of the whole organisation. Women police is also the victim of such a problem as when political interference is done then those many good officers are kept behind and all their work and achievements are kept aside. Such kind of actions is having the tendency to affect the career of women police officer and as a result her job satisfaction level will decrease. A proper check and balance is required so that these actions can be eliminated from police department. Our country at present is facing numerous internal and external threats and police is the department that is also on the fore fronts. If such kind of conditions will prevail then it is important to incorporate different changes within the police department, as this will not only enhance the trust of the employees.

Chapter 2: Literature Review

2.1. Work Environment and job satisfaction

There have been a lot of research studies on police; however these were more focused on operational performance and management of police as a department in Pakistan. For instance (Braithwaite and Wardak, 2012) in their work on police reforms that the department has been the victim of foreign security aid instead of state attention to build it. In addition to it, Casey (2010) suggested to improve the police culture in Pakistan same as Suddle (2003) analysed the performance and the criminal justice system of Police Department in Pakistan. Moreover, international development agencies with the help of national institutes (National Police Bureau) and non-governmental organisations (NGOs) worked to improve the status of police department in Pakistan. However, much focus was on police as a department – by not looking at from the gender perspective, unlike recently.

Broadhurst et al. (2010) who focused, on female police officers in Khyber Pakhtunkwa (KP), found the irregularities from gender's prism like promotion issues, lack of respect, transportation issues, lack of civic facilities, lack of training, among women police in KP. It reflects the strong hold the male dominancy in police department as part of conventional sex-roles in the society.

Merkin and Shah (2014) explored how differences in perceptions of sexual harassment affects the work environment for employees in Pakistan against the United States in terms of job satisfaction, turnover and / or absenteeism. This analysis of the study employee responses in Pakistan (n = 146) and the US (n = 102, 76) using questionnaire data. The findings of the study show that employees who were victims of reported sexual harassment (a) a decrease in job satisfaction (b) plus turnover intentions and (c) a higher rate of absenteeism. Make a cross-

cultural comparison study argues that (a) Pakistani employees were sexually harassed had greater job dissatisfaction and overall absenteeism higher compared to their American counterparts, and (b) Pakistani women were more likely to use indirect strategies for managing sexual harassment than were American targets.

Haarr (1997) explored a central issue for women in the police department was the absence of a formal policy on maternity leave. The inconsistent manner in which the police treated pregnant women has led to some women find light duty employment office jobs; others were forced to stay on patrol in their sixth month of pregnancy; and others have been forced to use all their sick and personal time, which in turn triggered to phase out their own seniority. In addition, research has shown that child care issues with family labour disputes have affected job satisfaction.

2.2. Work environment and demographic factors

Sousa and Gauthier (2008) assessed the nature and extent of possible differences between the sexes in the job satisfaction of staff and experiences with various aspects of police work. This study focuses on a survey conducted by the Department of the Metropolitan Police in Las Vegas (the LVMPD) that was designed to determine job satisfaction notice of officers and barriers to career advancement, and overall workplace Font. The survey tool contains a variety of closed with open questions. For the statistical analysis Statistical Package for Social Sciences (SPSS) was applied. The analysis compares the responses of male and female officers. The results suggest that although there are many differences of opinion between male and female officers. General officers seem satisfied with their careers and their missions. The differences between the perceptions of male and female officers reflect both the internal and external aspects of police work.

From the internal point of view, the differences of opinion between male and female officers primarily concerned with issues of equity and recognition issues perceived by peers. The police had a more unjust behaviour based on sex on transfers, promotion, access to senior management, and representation in management positions. Women were also more likely than men to report that they had to work harder than others to be seen as equals within the organisation. And women police also believe they have less respect within the organisation. Exterior features include family life-related problems. Several respondents - both male and female have agreed that family considerations are important reasons for not applying for promotions or transfers. Women police, however, have been more affected by these issues. This gender difference may be due to the fact that women have to face the consequences that pregnancy would have on their jobs. It is also feasible that the officials of women tend to be more related to child care problems working through potential policy therefore provides tend to be more anxious to help that will be available to them.

Yang (1985) explored the role of women in the application of the law in a descriptive study comparing the role of women in the police in the United States and Taiwan. This study compares the experiences of women police officers in both countries the structural point of view, cultural and historical. The main conclusions of the study are as follows. (1) In the United States, policies such as recruitment, placement, training, and promotion were mainly administered by the local police, while these practices in Taiwan were determined by the central authority the police; (2) a broad spectrum, women in the US were more aware of discriminatory police practices as compared to women in Taiwan; and (3) American women police officers were more aware of their equal status and more active in the struggle for their rights, which inevitably leads to hostility from their male colleagues. On the other hand, Taiwanese Police women was less active

in the struggle for gender equality and were therefore less likely to pose a threat to their male colleagues. Therefore, they are not familiar shade of their male colleagues.

Stevens and Aldrich (1985) observed public attitudes and compared to the employment of women in the police reports using different conferences, articles, and using interview data with police officers in the United States and Germany. Making a comparison, they found that West Germany appeared to be slower to accept women in surveillance with about a decade behind the United States. It seems that, compared to other western countries, American society have a tendency to have a higher degree of acceptance of women as police officers.

Sun, Sung and Chu (2007) studied three areas of attitude difference between Taiwan and the United States women officers: the attitude of colleagues, career development and the public. The data used in this study is from two Taiwan cities and two American cities. In the analysis, the two sets of statistics refers to the comparison and multivariate regression were employed. The former focuses on the average difference across the attitude variables and personnel characteristics between Taiwan and the US military. Specifically, the one-way analysis of variance (ANOVA) was used to calculate the mean difference across various countries and departments. Multiple regression analysis was then transferred to two different types. Impact study ordered Logit regression sequence attitude measures five independent control variables, (1) a friendly colleague, (2) information sharing, (3) vertical lift and promotion, and (4) specialized units, and (5) do not trust citizens. Ordinary least squares (OLS) regression was used to assess the impact of all the explanatory variables on additive scale, (6) public support. Multiple regression allows us to assess the difference in attitude between the female police officers and departments of the two countries, as well as the control characteristics of personnel.

Survey results show that Taiwanese female officers are more likely to have friends at work, but less willing to share information with colleagues than their American counterparts. Taiwan female police also found more likely than American women police consider promotion an important issue in their careers. Taiwanese officials were more critical of citizens as compared to the than the United States officers.

Chu (2013) Compared both the male and female police officers and their attitudes towards women in the policing with gender role orientations in the light of increase recruitment of women into the police force in Taiwan. Are male, and female officers involved in the police also accepts gender equality? This data was collected from 391 police officers (94 females and 294 male) from the Taipei metropolitan area. Two types of analysis, means comparison, regression were done. The former gave focus on the mean differences between female and male officers across different attitudinal dimensions of women in policing. In the multivariate analysis, ordinary least squares (OLS) regression and ordered log it regression analysis were employed to estimate the influence of gender on officers' approaches towards women in policing. The results show that male officer's significantly differed from their female colleagues in numerous attitudinal dimensions. The network findings explore, although men who have doubts about women police officers capability and efficiency they think the same treatment is essential and that the women police should be having completely similar duties like male staff. Other than that officers that are working on the supervisory positions in the police department were in favor of gender mainstreaming, and the officers who have a tilt and confidence towards the policing profession were having a positive assessment towards female police officers. Moreover the officers that are still having a long tenure in the police department were equipped with less positive perceptions about women associated to policing. Women police officers in comparison

to with the male police officers are less likely to be helpful and supportive mainly because of gender integration as that requires women to perform exactly the similar or alike duties as that of males.

Volonteri, Gültekin and Dotti (2010) defined the cultural background and gender issues related to women police in Ankara, Turkey, one secular, modern Muslim city. This study make available a brief history of the situation and status of women in Turkey and analyses the role of women both in the current Turkish labour market and the Turkish police. A non-random and open-ended investigation was made of the different ranks of Turkish women police officers in Ankara about their work and personal situations. However, it is important to highlight that the survey may contain biasness as the survey is small (simply 5% of the population) not random. The questions win the survey deal with the choice of career, recruitment, sexual discrimination, sexual harassment, job satisfaction, job stress, obstacles, problem-solving strategies, and the future of women's careers in the policy. The results confirm that female officers have to confront gender work related issues.

Turkish women police are facing many problems due to the culture mainly dominated by men. The police is generally accepted as an occupation dominated by men in Turkey. Recruitment numbers in this department are regulated by the government, but acceptance is not seen on the surface. Especially with male police officers' oriented tradition, women are not recognised as equal counterparts in this profession. Police women continue to face discrimination in hostile work environments and work-related behaviour of their male counterparts. Women police officers reported some dilemmas while choosing between gender roles and their roles in the occupation of the police. Women police officers in Turkey wish to be treated as co- workers with mainstreaming of equal opportunities as that of their male police officers. They want to be

treated both as co-workers with equal employment opportunities as male officers and as a mother with in the domestic roles associated to them. A group of female officers criticised that male officers treat them like ladies and they are not provided by good environment and all the other job opportunities that male officers enjoy. Another group of female officers criticised that their colleagues and supervisors give them too many tasks with undefined and inappropriate duty hours to the married women police officers as they have to fulfill other roles given to them both as a mother and a family member. They have also brought an important issue into limelight that their male officers never take into attention that they are females and are having issues of different magnitudes both at the domestic and professional level.

Chan and Ho (2013) studied how femininity has been verbalised in the Hong Kong Police (HKP) department which was first established in 1844 and as a result recruited the first female officer in the year 1949. To make this study well-grounded with facts and figures this study used documentary, archival materials and in-depth interviews with 13 female police officers who have been the part of police department from 1950s and some of them serving presently. Commonly policing is considered to be a man job and is hence male dominated profession. However studies highlighted that women police officers mark their presence and the department but generally play worldwide. Usually, police work is regarded as a masculine and male-dominated occupation, wherever studies show that women officers generally tend to play a balancing role in this profession. During the early days the women police officers in HKP "Hong Kong Police" were having very limited roles and duties as compared to the male police officers who were having different roles and arrangements. Though, the important turning point came across during the 1967 uprisings, when many women police officers for the first time were given front-line positions. After such dramatical changes on the societal level the women police officers

were mainstreamed within the department and were given trainings in handling different situations like public order policing, carry fire-arms, and that's the reason that now they are capable of handling different situations and are now frequently deployed on the main front line. Indeed it is important to ponder that development suggest a more wide-ranging opportunities for women along with gender-neutral Hong Kong Police (HKP) department? This study investigated the apparent qualities of women police officers in the Hong Kong police, and discussed that are the shifting roles of women police officers indicate an inclusive and gender friendly and gender neutral police force.

2.3. Work Environment, job satisfaction and demographic factors

Bhagat and Chassie (1980) surveyed that women in their professional life face different issues related to role stress and how it effects their overall professional and personal life. Such effects are in line with the commitment with the organisation, job satisfaction with certain characteristics and the most important the individual life satisfaction. Role stress is a significant and negative correlation to, organisational commitment; job satisfaction; satisfaction of payment, nature of work, colleague's relation at work, supervision; and the most important with personal life satisfaction. Working women in today's society is growing rapidly mainly in urban areas, due to education, employment prospects. This paper focuses on overall job satisfaction of the women working in the structured areas of Bangalore city (India).

Herzberg (1959) defines various aspects combine to generate job satisfaction and dissatisfaction among employee. He acknowledged that they are either motivation or hygiene factors.

Motivators stimulate job satisfaction. They include: (a) success, (b) accountability, (c) the nature of work itself, (d) recognition, and (e) the progress/advancement. Hygiene factors do not openly lead to satisfaction of employees. But their absence could lead to job dissatisfaction. They include: (a) the rules of organisation, (b) administration and management, (c) the salary or pay, (d) work environment, (e) communications with superiors/colleagues. Herzberg (1959) argued that workers must reach the satisfactory level of hygiene dynamics in order to feel their jobs open-mindedly. Thus, employers should look for ways to eradicate dissatisfaction resulting from hygiene factors and focus on refining motivators in the workplace atmosphere to increase job satisfaction. Maximum studies on leadership have found that there are differences between men and women in the way they lead. Within the police organisation, women are underrepresented in leadership.

Sethi (2013) explored the role of women was not accepted in the police department. The study also revealed that when women's roles within an organisation are not accepted while their ambitions, abilities and achievements get wasted. The gender relations vary from place to place making the women more isolated. Women's access to justice and the response of various institutions on gender-based crimes are related with cultural perceptions. Culture holds great importance in this overall process as, these policies being practised in the more specific policy institutions are influenced by culture. In addition, it was further noted that it is essential to create a functioning police service by making it more effective, representative and equitable. In addition, the capacity of women police should be recognised so that they can perform their duties properly and with confidence. The study also explored there is a need to reform the institutional reforms and policies within the police department. These developments should also incorporate

the element of gender sensitivity and human rights, so that a gender friendly culture can arise in the police department.

M. L. Dantzker (1994) conducted a job satisfaction survey of twelve police departments in six states (N=552) showed that police officer participants were having an overall low job satisfaction level. They described the utmost dissatisfaction with the pay and least dissatisfaction with the supervisory support. The male police officers had higher levels of job satisfaction as compared to the women police officers. Men were more likely to change the police, but women were more likely to accept the work they do. It is important to know that when a woman streamlines herself and becomes a part of any department, more specifically the police department, then she must be provided job safety and appropriate working environment. The study also explored that police women face a lot of pressure at work, with a reduced amount of support at the work with hostile behaviour that leads to job dissatisfaction.

According to Carlan (2007) job satisfaction is an important topic for discussion. The author concludes that a great portion of police satisfaction hinges on the realization of work environment expectations, and that departments must proactively construct policies to enhance fulfillment of officer aspirations. Job satisfaction has many benefits for both the employee of the police and the organisation of the police.

Zhao, Thurman, and He (1999) explains that one could debate that the society as a whole is better off if the people associated to people department are satisfied with their work. When looking at exploration associated to job satisfaction among the police officers, it is important to know that the relationship between the demographic variables and the job satisfaction is targeted. These factors comprise of, sex, race, education and service time at the department. Traditionally,

police have been men. Only in the last 20 years women police officers have started to join police as a profession in significant numbers. Due to the male dominated structure within the police department with and with their overwhelming majority it will be logical to assume that male police officers are might more satisfied with their job as a group as compared to women police officers.

Spalek and Spalek (2002) lamented that the police is considered as a male-dominated profession. The masculinity attached to the police department effects the women at different fronts and as a result award the women police find little space within the department due to their biological characteristics. Therefore, the representation of women remains low in the department.

In her seminal work socio-culture present at the entrance of women after joining policing in Pakistan were highlighted as a stumbling block. Whereas there is a huge need for female police officers in law and enforcement agencies of Pakistan. In other words, since the police profession is dominated by men, therefore the job dissatisfaction remains high among women police officers.

Gutek, Searle and Klepa (1991) explores gender spill on the theory in which it argued that spillover role sex is the postponement of roles based on sex in the workplace. It is exacerbated by having a very uneven sex ratio at work. Gender roles associated with the majority of sex become embedded in the working roles. Jobs with a male-dominancy activity, reasonableness and assertiveness are underlined and emphasised, while nurturance and passivity are connected with "women's work." This theory explores gender roles with the ways these roles are configured in a stable unequal equation that they transform in the work role. Therefore, the society see the

women through a lense of gender biasness rather seeing them as professional associated to any profession.

Chapter 03: Research Methodology

3.1. Introduction

This research study is descriptive, cross-sectional in nature and primary data is collected in order to analyse research objectives and hypothesis. This research study has applied only quantitative research methodology and SPSS research software is used to analyse correlation and regression analysis.

3.2. Population, sampling and data collection

Women police officers stationed in Islamabad were the target population of the study, particularly the female police station in G-7 Sitara market as majority of the women police officers are appointed there. Moreover I also visited other police stations to carry out my research. These police stations are Margalla, Aabpara, I-9, Kohsar, Secretariat, F-8, Civil Lines, Barakahu, etc as the entire population was limited, and therefore the researcher reached the entire population and successfully collected primary data from it.

Primary data was collected using a questionnaire developed by the researcher based on the review of the literature. A well-structured questionnaire is a very beneficial method to obtain data and information more systematically. In this research, a set of relevant questions in a questionnaire form was intended to acquire the relevant data provided by respondents. For this research, two different questionnaires were built. Incorporating the worth of local languages, the questionnaire was also translated into the Urdu language for the comfort and ease of respondents. The questionnaire was designed for women police officers working in Islamabad police department. These questionnaires were used to obtain complete and appropriate information from the selected sample.

Structured questionnaires were used as data collection method because the lady police officers had no extra time to participate in long interviews, group discussions and formal interviews. Questionnaires were more reliable and focused on personal information. The structured questionnaires were developed in three different parts. Questionnaires were used to collect raw data regarding demographic factors of lady police officers. Secondly questionnaires were used to collect data regarding work environment in police stations in Islamabad. One to five Likert scale was used to collect the response rate of respondents. The individual respondents score was 1-5 (where 1 indicates "Strongly Agree" and 5 indicate "Strongly Disagree"). Target population was lady police officers who are currently working in different police stations in Islamabad. More than 150 questionnaires were delivered to lady police officers in Islamabad and from which 120 valid responses are the part of this study's analysis.

3.3. Data Analysis

The researcher conducted both descriptive and inferential analysis of the primary data. The inferential analysis included Correlation test, Regression analysis and Test of Significance. Correction and regression analysis is used to measure hypotheses and research questions of this research study. The SPSS research software is used to measure validity and reliability of independent and dependent variables which used in this research study. Moreover, correlation analysis is used to measure relationship between independent (work environment) and dependent variable (job satisfaction). Further regression and moderation analysis run through SPSS research software.

3.4. Ethical Consideration

Before the start of every activity, the researcher clarified the purpose of the activity before the participants and also asked for their permissions for documentation of information. Privacy was

guaranteed all through the study procedure. Entirely all participants' names were documented separately and were kept in a protected place that only the researcher could access them. The structured questionnaire excluded respondents' names and titled them as respondents and gave them a number.

3.5. Theoretical Framework

The aim of this study is to analyse the impact of the working environment on job satisfaction and how demographic variables moderate the relationship between work environment and job satisfaction. Overall theoretical model is developed on base of research objectives. The literature review relating to past different research studies has also logically and empirically justified the aim of this research study. Theoretical model shows causal relationship between independent and dependent variables. The work environment is the independent variable which has three determinants such as training, pay and promotion scheme. The dependent variable is job satisfaction. Further demographic variable such as age, education, rank, experience, dependents, spouse profession, and spouse education are moderate the relationship between work environment and job satisfaction.

Figure 1: Theoretical Framework

Determinants of Job Satisfaction of Lady Police Officers of Islamabad

Theoretical Framework of The Study

-Work environment
·Training
· Pay
· Promotion scheme

Correlation Regression → Job Satisfaction

TOS

TOS

Demographic variables

Age, Education, Rank, Experience, Dependents
Spouse profession, Spouse education
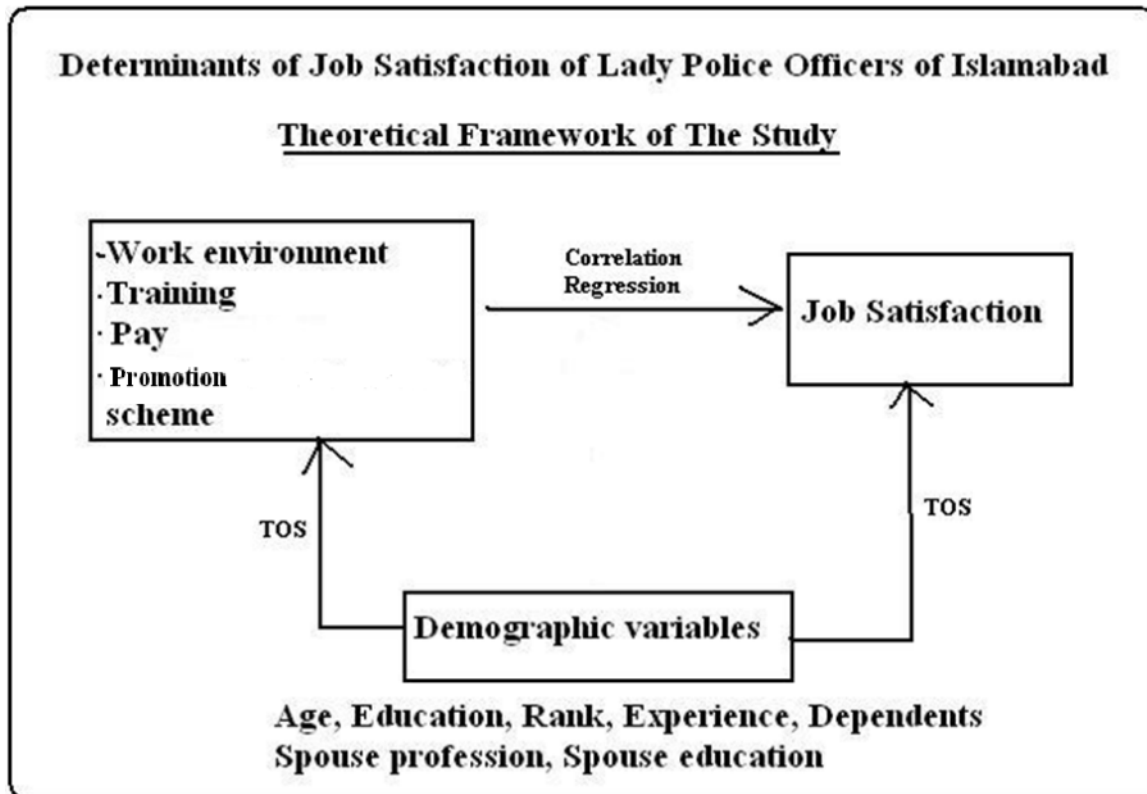
Chapter 4: Results and Discussion

4.1. Correlation Analysis

H1. Predictors (work environment, training, pay, promotion) are Highly Correlated with Criterion Variable.

Table 1: Correlation Analysis

		Job Satisfaction	Work environment	Training	Pay	Promotion
Job Satisfaction	Pearson Correlation	1	.580**	.512	.671**	.710**
	Sig. (2-tailed)		.000	.005	.003	.004
	N	51	51	51	51	51
Work environment	Pearson Correlation	.580**	1	.509**	.514*	.651*
	Sig. (2-tailed)	.007		.000	.014	.005
	N	51	51	51	51	51
Training	Pearson Correlation	.512	.509**	1	.495	.521*
	Sig. (2-tailed)	.005	.000		.003	.002
	N	51	51	51	51	51
Pay	Pearson Correlation	.671**	.514*	.495	1	.513**
	Sig. (2-tailed)	.003	.014	.003		.000
	N	51	51	51	51	51
Promotion	Pearson Correlation	.710**	.651*	.521*	.513**	1
	Sig. (2-tailed)	.004	.005	.002	.000	
	N	51	51	51	51	51

The correlation table shows that the independent variables i.e. work environment, training, pay and promotion are highly correlated with the job satisfaction. The Pearson coefficient values for these variables fall in the range of high correlations. Therefore, H1 is accepted as the correlation values confirm a strong association between these variables and job satisfaction with significant values in the acceptable range.

The above table shows the correlation between independent variable i.e. work environment, training, pay and promotion, and dependent variable i.e. job satisfaction. As the value of correlation is judged by the 'p' value and critical value for decision of relationship is .05. So H1 was accepted because work environment, training, pay and promotion were found correlated with job satisfaction and work environment with p value (.000), training with p value (.005), pay with p value (.003) and promotion with p value (.004), all are less then critical value.05). From these results it can be concluded that there was a relationship between work environment, training, pay and promotion and each of the variable has a strong association with the job satisfaction, therefore H2 is also accepted.

4.2. Regression Analysis

H2. Job Satisfaction is predicted by All the Predictors.

Table 02: Regression Analysis (Predictors on Job Satisfaction)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319[a]	.426	.083	.49378
2	.472[b]	.875	.190	.46401

a. Predictors: (Constant), Promotion

b. Predictors: (Constant), Promotion, Pay

Table 03: Coefficients of Regression (Predictors on Job Satisfaction)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.765	.267		10.339	.000
	Promotion	.214	.091	.319	2.353	.023
2	(Constant)	3.050	.272		11.212	.000
	Promotion	.403	.092	.449	3.306	.002
	Pay	.557	.094	.572	-2.737	.009

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.765	.267		10.339	.000
	Promotion	.214	.091	.319	2.353	.023
2	(Constant)	3.050	.272		11.212	.000
	Promotion	.403	.092	.449	3.306	.002
	Pay	.557	.094	.572	-2.737	.009

a. Dependent Variable: Job Satisfaction

Table 04: Excluded Variables (Predictors on Job Satisfaction)

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Work Environment	.139[a]	.949	.347	.136	.858
	Training	.251[a]	1.872	.067	.261	.967
	Pay	-.372[a]	-2.737	.009	-.367	.876
2	Work Environment	.190[b]	1.384	.173	.198	.844
	Training	.195[b]	1.499	.141	.214	.936

a. Predictors in the Model: (Constant), Promotion

b. Predictors in the Model: (Constant), Promotion, Pay

c. Dependent Variable: Job Satisfaction

Analysis

1. Promotion and pay are the two predictors which are explaining 87.5% ($R^2=0.875$) of variation in the job satisfaction of the women police officers of Islamabad.

2. Work environment and training have no role whatsoever in the prediction of job satisfaction. They are included in the excluded variables with their p-values far higher than the threshold of .05 required to make decisions at 95% level of confidence.

R square shows combined effect of set of variables on the criterion variable. Therefore the best fit model is Model 2 as its r square is greater than the model 1. It can be concluded on the basis of regression analysis that promotion and pay can predict job satisfaction of lady police officers of Islamabad. Therefore, H2 is partially accepted as only two out of four variables predict the job satisfaction.

4.3. Discussion on Job Satisfaction

Job satisfaction is definitely the utmost significant feature in specialized field in order to do best. For instance the current analysis reflects that the level of job dissatisfaction has increased throughout the world in different professions. The level of job dissatisfaction has spread among people from all age and income backgrounds. The level of job dissatisfaction is also present at police organisations, where women police officers are mainly affected by it. Job satisfaction is an intricate but very important issue. The special effects of little job satisfaction can be extensive and this subject is of worry for different organisations throughout the world. If the workers are not contented with their jobs, numerous areas of the work will be affected and their performance can also affect other workers. Women police force plays an important role in the police structures in Pakistan. The research shows that job satisfaction of lady police officers is primarily determined by their pay and promotion policies. This brings it to lime light that lady police force job satisfaction can be best explained by Herzberg Two Factor theory. Pay and Promotion are the hygiene factors which show that lady police officers' job satisfaction is more or less like the physical workers. Appreciation and work environment are generally more important for the job satisfaction of knowledge workers unlike physical workers.

However, their job satisfaction is also influenced by demographic variables like age, experience, marital status, residence area and spouse profession which refer to variety of factors. For

example, the lower level of satisfaction of young, low experienced and unmarried officers may be due to prevailing socio-economic issues like harassment, acceptability of the profession by the new officers, their continuous struggle to search even better carrier etc. The culture within the police department has also an important role when it comes to study the job satisfaction level of women police officers. It is the culture of the police organisation that has also an effect on their job satisfaction level, as suggested by Asad (2009) that the police culture needs to be improved in Pakistan. Moreover it was also found in the findings that there is an increasing trend of women from different backgrounds are joining police as a profession, and to further support this finding it brings into focus the work of Chu (2013) which reveals that there is an increased inclination of women joining the police force as profession. Different factors play a key role in maintaining the job satisfaction of lady police officers and increase their commitment to their organisation and as well as their personal lives. These factors include pay, working environment, and support of colleagues. While keeping in view this finding one can bring into focus the work of Chassie and Bhagat (1980) as it reflects that all these factors like pay, working environment and the support of the colleagues has a positive impact on the job satisfaction level of working women. When all these factors are streamlined then the working police women is in the position to have better job satisfaction level with a positive attitude towards life. Women associated to police department have issues when it comes to promotion. This clearly depicts that women enjoy less promotion as compared to male. The dominant posture of males in police is a hurdle to female promotion and as a result our findings show that a large number of female are from lower staff. Salahuddin (2014) explored that lamented that police has been considered as male-dominated profession. Since, the muscularity attached with the attribution of the "Police Department", women police officers find little space when it comes to promotion. The sex-spill theory of Gutek and Cohen (1987) brings into attention the sex roles that prevail in the working environment. When it comes to study the gender roles prevailing in the police department then it is evident that there is no gender mainstreaming and there are specific gender roles are not incorporated. The study done by Sethi (2013) reflects that the role of the women has not been accepted in the police department. The study also highlighted that when the roles of woman within an organisation are not accepted then their ambitions, capabilities, and accomplishments get wasted. In the absence of these roles it is evident from our finding that the job satisfaction of women police officers will be less. The gaps and laps in the promotion of women police officers is also a main hurdle in

acquiring job satisfaction level, as study by Davies (2013) reveals that the irregularities in the promotion of women police officers leads to less job satisfaction. A total of 09 ranks for the women police officials are announced by the police administration but the majority of women are recruited in the ranks of the low-end. The large number of women associate themselves to police force mostly as constables or as head constables. This point supports our finding that majority of the women police officers are young with lower ranks and less chance of promotion.

Chapter 5: Conclusions and Recommendations

5.1. Policy Relevance

By keeping in view the police organisation it is clear that women in majority are underrepresented as compared to males (M. Dantzker and Kubin, 1998). Here the gap starts to get widen between the men and women. Women at present, face many challenges in police, but in all those challenges leadership holds a key importance. Both men and women are equipped with different qualities and studies show that women are observed to be more social and people oriented. On the other hand men are believed to be more tasks oriented. By keeping in view these behaviours both from the male and female one can understand that why there is a gap between both of them in the professional life. When it comes to police department still very few women are associated to it and the main reason for this less association is the environment of the police department. Over here too male dominate the department and this male dominancy is not specific to a certain limit but it has a proper structure from top to bottom. On the other hand many other problems are associated to this profession which results in less job satisfaction level among women in the police department. Everyone connected to any job has some anticipation from that job, and all these anticipations are the main driving force that helps a person to navigate in a proper direction and get benefits from the job. Job satisfaction is a feeling of a person regarding the nature of the job in which he is working. The term job satisfaction is quite wide in nature and it is linked with different factors through which one can easily know about the job satisfaction level of a person (Spector, 1997). These factors include the relationship with the seniors, nature of physical environment prevailing in the department, nature of work, performance evaluation with other demographic variables like age, education, rank, dependents etc. While analysing the police department one thing comes in front of us that the role of culture is important (Paoline III, Myers and Worden, 2000). A problem that also exists in the police department as it is common there, that men and women are having some traditional roles and one has to practice them while doing their job. Police department in Pakistan also needs a lot of changes both on gender and legislative grounds. As these changes will help the department to move forward and transform into a strong institution. The problems regarding the job satisfaction must be addressed through a proper channel and a proper policy must be formulated to cope with this problem. Gender friendly developments within the police department will help in improving the productivity and

response of the women police to different crimes. The police department is structured so that the demands of the citizens must be addressed, more importantly it is the need of the hour to focus more on women police and its development so that a gender responsive policing force come across.

5.2. Conclusions

This study has analysed the effect of work environment on job satisfaction; further how demographic factors moderate the relationship between work environment and job satisfaction. There are four main research objectives and two research hypotheses have developed to analyse the casual relationship between independent and dependent variable. The results of this research study are also support and proof the both hypotheses. Job satisfaction is an intricate but a very significant issue. Women police force plays important role in the police structures in Pakistan. The research shows that job satisfaction of lady police officers is primarily determined by their pay and promotion policies. This brings it to lime light that lady police force job satisfaction can be best explained by Herzberg Two Factor theory. Training and work environment are generally more important for the job satisfaction of knowledge workers unlike physical workers. It is important to share that the issues that were being faced by the women police are examined and paved the path for advancing in the proper direction where the role of the working women can be done even better. There also exists a consensus at the international level which supports the idea of gender responsive policing. The close analysis of these problems that were being faced by the women in police department emphasise that the voices of the women in this profession must be heard, recognised, and properly addressed.

However, their job satisfaction is also influenced by demographic variables like age, experience, marital status, residence area and spouse profession which refer to variety of factors. For example, the lower level of satisfaction of young, low experienced and unmarried officers may be due to prevailing socio-economic issues like harassment, acceptability of the profession by the new officers, their continuous struggle to search even better carrier etc. It is important that the role of the women police officer must be promoted in order to build an alliance where the involvement of the women can get maximised both in the capacity building as well as operational side. The goals of gender equality can be achieved by integration of innovative development practices. More over the police department must recognise the unique skills

possessed by women police and use those attributes in getting achieve their organisational goals. On the other hand it is also important for women to equip themselves with proper skills and competencies as this will help them to polish their leadership roles. This study is a ground-breaking effort in understanding the perceptions of the ineffectiveness of the police department in relation to gender.

These findings revealed that women police in Pakistan is still in the phase of transformation and there is a lot more to be done in the context of gender related issues. Women in police are not having a proper training that makes them capable to address issues of different magnitudes. The lack of facilities also makes things different for women and the trust of the women police in their department gets decline. A streamlining approach is the need of our police department where the gap between male and female must come to an end. The roles and positions that are set by our culture also play a vital role in increasing this gender gap within the police department. These gender gaps play a key role in keeping aside female gender and help the males to dominate this department. The key lessons that emerged from this research are that there is dire need for gender sensitive training policy with a theme to minimise the gender gaps within the police department. By adopting a gender friendly approach in police department we can work on the areas that need our more attention. Mainstreaming of women police officers by giving them recognition will help in making police a women friendly organisation. Participation of women in police can be incorporated with women friendly legislation, as this will help them to safeguard their rights in the professional life. There is some future research direction in this research study. First, future research is required to explain the effect of work environment on job satisfaction with other moderating and mediating variables. These variables are culture, transformation leadership and transaction leadership and organisation commitment which also influence on job satisfaction of lady police officers. Future research is needed to add more than one independent variable and check their combine effects on job satisfaction.

In the background of the major issues that are revealed in this research, the following recommendations are suggested.

5.3. Recommendations

- There is a need for training, as the initial training is not enough to carry on such a job.
- The relation between the high rank women police officers and the lower rank women police officers must be good for raising job satisfaction of women police.
- The promotion system must be over looked and females should also be given the same opportunity to excel as that of male police officers.
- Male police officers must also be given trainings regarding the importance of female police officers in the department. The main theme of these trainings will be to change the pattern of behaviours that male police officers have about female police.
- Women police officer should give an opportunity to launch an FIR (First Information Report) moreover they must be appointed on different posts so that their job satisfaction level gets increase.
- A campaign must be run by the government in which it must be emphasised that women must join police as a profession.
- Proper leave must be given to women police at the time maternity.
- In order to ensure gender equality male colleagues should consider female police officers as equal colleagues in the department.
- Inclusive environment is the pre requisite for job satisfaction and performance in the department for police women.

Appendix A

Questionnaire

Determinants of Job Satisfaction of Lady Police Officers of Islamabad Respondents' Profile

1. Respondent No…………………………
2. Age: 1). 18-25 years   2). 26-40 years   3). Above 40 years
3. Police Station   ....
4. Qualification   1) Intermediate   2) BA   3) MA   4) M.Phil
5. Pay

    1) Below 25,000/-   2). Below 45,000/-   3). Above 45,000/-
6. Residence: 1). Islamabad City   2). Any Satellite
7. Specialized or Additional trainings attended:

    1) Never   2) Occasionally   3) Frequently
9. On Job Experience:……………………..

10. Rank: ....

11. Dependents: ....

12. Marital Status: 1) Married   2) Unmarried   3) Divorced/Widowed

13. Spouse Education: 1) Inter or below   2) BA/BSc   3) Master or above

14. Spouse profession:................................

15. Parents' profession: ....
.
  → **Note**. How far Do You Agree or Disagree with the Following Statements using the below-given 5-Point Scale of Preferences.

		Strongly Agree	Agree	Mildly Disagree	Disagree	Strongly Disagree					
		5	4	3	2	1					
16	You are satisfied with the working environment in your department.						5	4	3	2	1
17	You are satisfied with cooperation you get from your male colleagues at your work.						5	4	3	2	1
18	You receive respect of your colleagues in the department.						5	4	3	2	1
19	There are no biases against female police officers in the department.						5	4	3	2	1
20	The initial training that you received was effective for your job.						5	4	3	2	1
21	Your department organises frequent skill building trainings and workshops.						5	4	3	2	1
22	There is need for further training after the initial training.						5	4	3	2	1
23	Additional trainings can enhance performance of officers.						5	4	3	2	1
24	Your pay is reflective of your efforts during the job.						5	4	3	2	1
25	You are satisfied with the pay you receive.						5	4	3	2	1
26	You easily fulfill your needs in your present pay.						5	4	3	2	1
27	You get reasonable increment every year.						5	4	3	2	1
28	You are satisfied with the promotion system in your department.						5	4	3	2	1
29	Your performance at work helps you achieve promotion.						5	4	3	2	1
30	You have an equal chance of promotion as your male colleagues get.						5	4	3	2	1
31	The performance evaluation in your department is transparent.						5	4	3	2	1
32	You are completely satisfied with your job						5	4	3	2	1
33	If given option of another job of similar pay and benefits, you will quit the police department.						5	4	3	2	1
34	You are proud to be part of the police department.						5	4	3	2	1
35	You will recommend other women to join Police department as a profession.						5	4	3	2	1

Q36. In your opinion what are the problems that a policewoman face in the department?

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Q37. Give your suggestions for raising the job satisfaction of policewomen.

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