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Fatma Hassan Mohammad and Roudha Essa

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 ^{1*}Fatma Hassan Mohammad
Post Graduate Student: School of business & Quality Management, Hamdan Bin Mohammed Smart University

 ²Roudha Essa
Post Graduate Student: School of business & Quality management, Hamdan Bin Mohammed Smart University

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Abstract

Purpose: Government employees, like persons in the private sector, spend a lot of their time in public service. Consequently, employee satisfaction is essential for safeguarding long-term effectiveness and efficiency in both private and public sector organizations. Creating satisfactory working environments improves employees' work-life balance, thus higher satisfaction levels. Every year, job satisfaction levels are measured throughout all the UAE public sector institutes. This is done through a survey sent by the Dubai Government Excellence Program (DGEP) to the employees every year. With the United Arab Emirates being heralded as one of the leading countries to create ideal work environments for employees, this study aims at determining the underlying factors that affect employee satisfaction in Dubai Police traffic department.

Methodology: The study adopted descriptive research design. The research applied a purposive simple random sampling technique and probabilistic sampling technique. Data was collected on Dubai police traffic department employees. A quantitative and qualitative data analysis was conducted for the current research based on the collected data from the questionnaires circulated within the employees of police traffic department. Data were then analyzed using the Statistical Package for Social Sciences (SPSS-15) for statistical analysis. The results were presented in form of tables.

Findings: While the socio-demographic factors could be considered factors explaining job satisfaction, age and marital status are the only factors that strongly explain the relationship due to their significant result. Additionally, for the nine environmental factors, using factor analysis to determine variables that strongly explain the dependent variables, the variable under "my work directly contributes towards organization's goals" efficiently explains the status of job satisfaction. Furthermore, execution of mandates informed by the ability of the company to address public complaints and safe work environment influences job satisfaction levels.

Unique Contribution to Theory, Practice and Policy: Although salary and work directly contribute towards an organization's goals, companies can ensure that job levels are acquired in the right way. This way, the organization can efficiently address public complaints and promote a safe and healthy working environment. , these findings will inform further studies on behavioral management and workplace productivity in organizations.

Keywords: *Job Satisfaction, Work-Life Balance, Public Service*

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INTRODUCTION

Modern life and society model that an adult person spends an average of a third of their day on a job for approximately five days a week. This is evident in most governmental employees excluding business owners and self-employed individuals. Employee satisfaction is essential for safeguarding long-term effectiveness and efficiency in private and public sector organizations. Nowadays, different companies apply similar inputs required for efficient operations such as informational, material, and financial resources. Moreover, whatever an employee feels during their working hours resultantly affects their feelings for the rest of the day. Recent studies on police officers have lacked the connection between job satisfaction and the motivations to join the enforcement in various metropolitan cities globally (Chu, 2017). There is a need to understand the attitudinal dimensions of different officers in the generation of job satisfaction and confidence. Therefore, the work environment reflects much of the employees' general well-being. Eventually, employers are tasked with creating an efficient and suitable working environment for their employees.

Employers should strive to create a satisfactory working environment for their employees since enthusiast employees tap from these positive environments to have better work performance and be productive. Past research has successfully linked employee job satisfaction to higher customer satisfaction especially among police officers. Some of the benefits of job satisfaction include reduced employee turnover as compared to their unsatisfied counterparts. Although from a different discipline, Hakami et al. (2020) confirm that employers play an important role in employees' job satisfaction. The findings of this study identified that organizational commitment was ominously associated with the nurses' job satisfaction. Therefore, if employees are continuously dropping out then the organization will incur losses in the constant training of new employees. Secondly, there will be limited skilled personnel due to inadequate experience from the recruits. Consequently, creating satisfactory working environments will eventually improve the employees' satisfaction levels and they will be encouraged to retain their jobs.

Dubai ruler and UAE Prime Minister HH. Sheikh Mohammad Bin Rashid Al Maktoum has recently established a vision for employees' well-being in Dubai with the people's well-being at its center. Every year, job satisfaction levels are measured throughout all UAE public sector institutes. This ensures maximum data collection. The UAE Prime Minister simply replaces managers in the public sector if their employees do not achieve a high level of job satisfaction. He considers low employees' job satisfaction levels as an indication of bad management within the organization. Kumar (2020) proposes that employees' job satisfaction levels are hugely defined by the work environment and demographic factors. Since job satisfaction among the police organizations is vital, absenteeism, substandard job performance, and poor commitments of the organizations might result from poor job satisfaction.

To measure the satisfaction levels among Dubai government employees a survey is sent by the Dubai Government Excellence Program (DGEP) to the employees every year. The gathered data is then used to conduct a study comparing employees' happiness index among different Governmental institutions. The Dubai police department is one of the government's institutes with a high employees' happiness index (Awada 2019). The happiness index in Dubai police employees significantly increased from 2019's 91.5% to 96.68% in 2020 pushing them up the ranking ladder to second place (Khatib and Alzouebi, 2021). The evident high employee happiness index in Dubai police is significant of a satisfactory and healthy working

environment which consequently develops great achievement. Therefore, Dubai is one of the safest countries globally through the police employees' efforts thus encouraging trade and tourism in the region.

The main scope of this current study is to investigate factors influencing employee satisfaction levels and their effects on productivity and efficiency levels at the Dubai Police traffic department (TD). The employee job satisfaction level is then compared with the customers' happiness index. Additionally, factors leading to a decrease in the happiness of TD's employees will be addressed. Lastly, this study will address the limitations of the current research thus making suggestions on improving employee satisfaction levels.

LITERATURE REVIEW

The Importance of Job Satisfaction in Dubai Police and Influencing Factors Job satisfaction among employees is a subject that has attracted a significant amount of scholarly attention over the last few decades. Researchers are keen to determine the underlying factors that affect employee satisfaction, as well as the benefits of job satisfaction on workers, organizations, and even consumers. The United Arab Emirates has been heralded as one of the leading countries to create ideal work environments for employees (Patterson, Pandya, and Cho 2020). While most of the research concerning job satisfaction has focused on the private sector, only a few studies have examined this phenomenon in the public sector and, specifically, the UAE. This report discusses the findings of current scholarly work whose content relates to job satisfaction.

Currently, there is an upsurge of researchers highlighting job satisfaction benefits. Scholars indulge the satisfaction concept to exploit the combination of feelings of the employee towards different facades of job satisfaction including co-workers-related satisfaction, promotional opportunities, pay levels, and the nature of work (Abdulla et al., 2011). Similarly, Pang and Ruch (2019) link employees' satisfaction to enhanced productivity across the workforce. Employees who are unsatisfied with their work are likely to be frustrated and demoralized. Conversely, a highly satisfied workforce is bound to be productive and consist of motivated and dedicated workers. Conversely, a highly satisfied workforce is bound to be productive and consist of motivated and dedicated workers. In a separate study, Wang et al. (2019) positively correlated job satisfaction and employee absenteeism rates. In organizations where employees are satisfied with their work, turnover rates are likely to be low or non-existent. Moreover, job satisfaction is proven to minimize the stress experienced by employees.

Job satisfaction has a significant positive effect on the physical and mental health of employees. Similarly, Bakkalár (2019) confirms that job satisfaction can improve the overall employees' performance thus reducing stress levels. Police employees generally work in stress-related environments therefore these stressful incidences may influence their job satisfaction. Some of the major factors influencing job satisfaction include employees' age and stress levels. In comparison to Bakkalár's (2019) findings, Jaworski et al. (2018) illustrate that workers are bound to encounter different challenges in the line of duty thus affecting their stress levels. Highly satisfied employees are better positioned to deal with such stressors and maintain the quality of their productivity. These factors underscore the need for modern organizations, including law enforcement agencies, to create work environments that support employee satisfaction.

Additionally, other vital benefits of job satisfaction include job security and reduced employee turnover. This significantly improves the organization's productivity with increased customer satisfaction levels. Satisfied employees are less likely to shift from their current employments (Stater and Stater 2018). Abdulla et al. (2011) as well emphasize that low job satisfaction is characterized by high employee turnover. The benefits received by employees in their working environments from employing organizations resultantly influence productivity, creativity, skills, and efforts they are prepared to offer in return. Hilal and Litsey (2019) indicate that high turnover rates among police officers could increase the costs needed to train new officers. Accordingly, job satisfaction has a direct impact on the productivity of the organization since satisfied employees are likely to commit to their work and employers. Employers therefore can reduce rates of employee turnover by employing strategies that promote the satisfaction of employees. Consequently, these factors facilitate the need for improvement and satisfaction among the police department employees.

Previous studies suggest that different factors influence employee job satisfaction particularly the police department officers. Kumar (2020) argues that work environment characteristics and demographic factors ensure job satisfaction among police officers. In addition, organizational factors highly impact the job satisfaction levels compared to organizational features and demographic factors. Conversely, Demirkol (2020) argues that the occupational culture of police officers also affects their motivation and job satisfaction levels. Autonomy, loyalty, and social cohesion are significant predictors of job satisfaction. Although cynicism, alienation, and authoritarianism negatively impacted the police's motivation and satisfaction levels. Similarly, Wolfe et al. (2018) indicate that fair supervision among police officers improves their job satisfaction levels. Many police departments tend to have strict hierarchies and a clear chain of command. When police officers believe that they are supervised fairly, they are likely to be satisfied and committed to their work.

Police officers are highly likely to get involved in risky situations involving criminals. Therefore, how police departments handle employee safety-related issues influences job satisfaction among employees (Demirkol, 2020). When faced with these risky situations, police officers usually expect their leaders and employers to safeguard their interests and guarantee their safety. Hence in the absence of clear policies to assure police officers of their safety when carrying out their responsibilities, their satisfaction levels are bound to diminish. These varied findings indicate that there are many variations in factors influencing police satisfaction levels and motivation. Resultantly, efforts by law enforcement agencies to improve job satisfaction should explicitly address these factors.

Current research emphasizes the need for organizations to help their employees achieve a work-life balance and work autonomously. A work-life balance allows employees, including police officers, to spend enough time with their families and attend to their matters away from work (Wolfe et al. 2018). Organizations that fail to support their employees to achieve a work-life balance are likely to have frustrated and unsatisfied workforces. Similarly, the ability to work without being micromanaged is a key factor that influences employee satisfaction (Van Thielen, Bauwens and Decramer, 2018). Even as workers rely on their supervisors for guidance and direction, they are likely to be satisfied if they work independently. Accordingly, there is a need to determine the extent to which these factors apply to law enforcement agencies and, specifically, those in Dubai.

Theoretical Framework

One theory that can be used to conceptualize issues related to job satisfaction is Maslow's hierarchy of needs. In line with this theory, employees are likely to be motivated and satisfied when they work for organizations that help them realize their needs (Rao et al. 2019). Abdulla et al. (2011) further state that the content perspective described by Maslow's theory dons that the same set of needs are possessed by individuals. This generally describes work-related characteristics. The various needs of employees include physiological, safety, belonging, esteem, and self-actualization needs. More than just receiving monetary compensation, employees want to work in environments that enable them to achieve stability, security, acceptance, approval, and respect. Equally important, employees want to work for organizations that allow them to achieve their full potential. Within the context of law enforcement, police departments can use the principles of Maslow's hierarchy of needs to create highly motivated and satisfied employees. Such efforts would entail implementing policies meant to help police officers realize these needs. Therefore, this theory is ideal for exploring the importance of job satisfaction among police officers in Dubai.

Hypotheses

The study hypotheses were justified by the preliminary theoretical literature review, and is listed as follows:

1. H₀: Job satisfaction within the Dubai Police traffic department is not important because it does not enhance productivity among police officers.

H_{1a}: Job satisfaction within the Dubai Police traffic department is important because it enhances productivity among police officers.

An understanding of the correlation between job satisfaction and productivity among police officers is a vital factor in employee support. General job satisfaction is presumably a factor of an organization's overall productivity. Happy employees tend to be efficient and interested in their work routine and the productivity of their organizations while unhappy and unsatisfied employees are less motivated.

2. H₀: Job satisfaction within the Dubai Police traffic department does not help the department execute its mandate.

H_{1b}: Job satisfaction within the Dubai Police traffic department helps the department execute its mandate.

Job satisfaction is critical to organizational processes. Among other impacts of job satisfaction, execution of mandate is a key impact with vital benefits to the organization. Therefore, job satisfaction among the Dubai Police traffic department will ensure the smooth and efficient operation of official duties while unsatisfied employees are likely not to deliver satisfactory work.

3. H₀: Job satisfaction within the Dubai Police traffic department does not depend on the safety and work-life balance policies.

H_{1c}: Job satisfaction within the Dubai Police traffic department depends on the safety and work-life balance policies.

There is an assumed positive relationship between policies on safety and work-life balance with job satisfaction. Employees who tend to view job performance as part of their self-worth

will resultantly have satisfactory working conditions. Other negative factors such as stress and role ambiguity will probably impact job satisfaction negatively.

4. H_0 : Job satisfaction within the Dubai Police traffic department does not depend on either intrinsic or extrinsic factors that stem from the nation’s collectivist culture.

H_{1d} : Job satisfaction within the Dubai Police traffic department depends on either intrinsic or extrinsic factors that stem from the nation’s collectivist culture.

The norms and values of organizational factors shape its external and internal context thus impacting job satisfaction. Good outlines of the national norms and values influence the general job satisfaction of the Dubai police force while non-specified nation's collectivist culture slows down the job satisfaction process.

These hypotheses are based on the findings of current research. Specifically, the hypotheses consider how job satisfaction affects police officers' productivity and the department’s ability to enforce law and order. The hypotheses also consider how safety and work-life balance policies may impact job satisfaction among police officers. The hypotheses are certainly appropriate for the study.

A growing body of current research emphasizes the importance of job satisfaction. Analysis of the existing literature shows that job satisfaction has multiple benefits, including enhanced productivity, low absenteeism, and reduced turnover rates. There is also sufficient evidence to suggest that job satisfaction directly impacts an organization's ability to meet its customer's needs. Furthermore, various factors, including fair supervision treatment, worker safety, and the ability to work independently influence employee satisfaction. These factors highlight the need for research to determine the importance of job satisfaction with the Dubai Police traffic department and the influencing factors. Figure 1 below depicts an interlink between the study hypotheses to realize the intended deliverables.

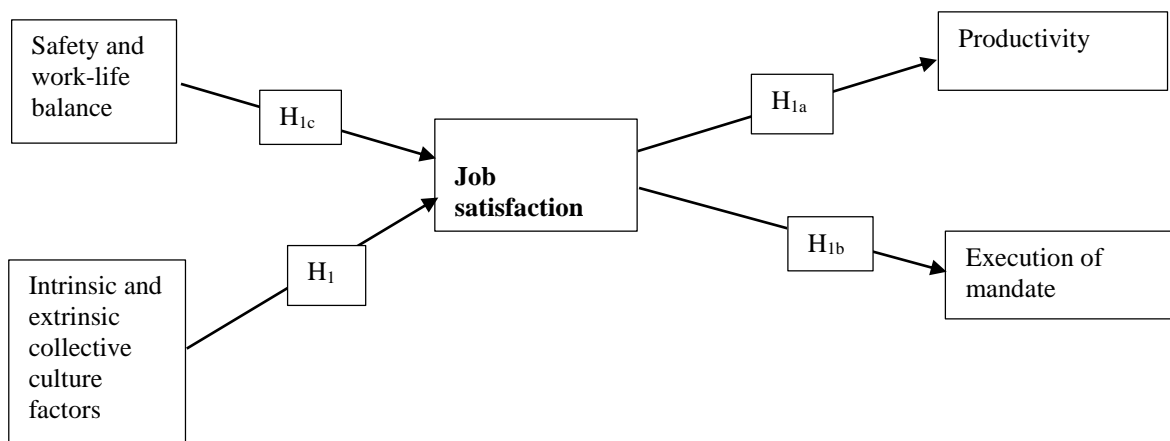


Figure 1: Interrelationship of the Study Hypotheses

METHODOLOGY

Background Information

The main aim of this research is to identify job satisfaction factors among Dubai Police traffic department. Data collected for this study will therefore be collected on Dubai police traffic department employees. The United Arab Emirates consists of seven Emirates: Fujairah, Ras

Al-Khaimah, Umm Al-Qaiwain, Ajman, Sharjah, Dubai, and Abu Dhabi. Dubai is the second biggest among the other seven emirates and covers approximately 5% of the total area (Elessawy 2017). Dubai's high population is an indicator of its open economy. The Dubai Local Government established the Dubai Police Force in 1956. It has experienced steady growth with more than 15000 employees working in eighteen different departments (Adnan Ali Hassan Alhosani 2018). Job satisfaction is a vital factor due to the nature of work. This current topic specifically among the police officers of the Middle East has received very limited attention in research. Although previous studies have tried to exploit job satisfaction indicators among employees of the Dubai Police Force, findings have been inconclusive and very sparse. Therefore, the call for greater attention and research on the job satisfaction of members.

Population and Sampling Procedure

The target population is the Dubai Police traffic department. They are under the ruler of Dubai's jurisdiction and are considered the strongest police force in the United Arab Emirates.

This is the most critical part of research since it defines the efficiency of the study findings. Sampling, therefore, refers to using a subset of the target population to make inferences (Taherdoost 2016).

The current research applies a purposive simple random sampling technique. The efficient sampling technique is defined by the time available for study, design, availability of resources, and purpose of the study. Where a probabilistic sampling technique involves administering individuals in the study using random sampling (Etikan 2017). Consequently, everyone in the target population has an equal chance of being in the chosen sample. This randomness minimizes the bias expected from the study. Generalization from the results is also possible. Faber and Fonseca (2014) highlight that although there is no accord in how large efficient the sample size is, the sampling process should strive to achieve a representative sample size. One that represents the properties of the target population efficiently. However, a large sample size is not a guarantee of results' accuracy, the precision of findings increases with the sample size (Teare et al. 2014).

Data Collection

A survey was conducted using questionnaires for the present research during November. This questionnaire was circulated among the employees of the Dubai police (traffic department) through links that could be accessed by the employees only. However, the study excluded the police force recruited by the military. To increase the expected response rate, a hard copy of the questionnaires was circulated among the respondents who had challenges accessing internet services. Additionally, text messages were sent to the employees of the Dubai Police traffic department.

The respondents were then given enough time to go through the questionnaire and submit it although, from past pilot studies, 20 minutes was confirmed enough for the questions. The information collected was then recorded in a Microsoft excel file awaiting analysis. However, incomplete responses were cast off. The current study recruited 116 police officers with an average response rate of 80% who successfully answered the questions completely.

Primary Data – Questionnaire

Scale development process

A comprehensive literature review was first conducted on different job satisfaction determinants to produce a list of items that imitate the job satisfaction paradigm. A concept applied by Abdulla et al. (2011) was replicated in the current research to develop the questionnaire used in the study. Where a pilot study conducted directed that being active often and task identity did not influence the job satisfaction status of employees in the United Arab Emirates. Therefore, these items were not included in the questionnaire. The scale applied was intended to depict the job satisfaction among the employees. The questionnaire consisted of 49 approved items and apart from the sociodemographic factors, the other items were intended to portray the degree of agreement with each question asked. This was achieved by cycling the most appropriate answer.

Secondly, to achieve items with sufficient variability or variance among the observations, the current study uses a Likert scale to rate questions (Chyung et al. 2017). The current research employs the use of the 5 points Likert scale with the highest point (5) being strongly dissatisfied/disagree and the lowest point (1) being strongly satisfied/agree. This was used to measure the respondent's degree of agreement.

Limitations

The response rate from the hard copy questionnaires was very low since the completion of the questions was spread and the questionnaires were picked at different times. However, the response rate from the questionnaires distributed through the link was high and the data was used for this study.

Consent and Ethical Considerations

The researcher ensured that consent was obtained from the respondents and the research followed the required ethical considerations as stipulated by the Ethics Committee.

The researcher initially requested permission verbally from the Department of Police Force to gain access and carry out the research. Then the researcher wrote a formal request to the Police Force Department and formal permission was obtained thus allowing the research process to proceed. The researcher then obtained permission from his supervisor to conduct the study.

All research should be conducted ethically, skeptically, and systematically. Therefore, a code of conduct stipulated by the Ethics Committee should be followed. This code of conduct guarantees the respondents that their concerns and interests will be safeguarded throughout the research process (Pietilä et al. 2019). This confidentiality was adhered to through the following.

The respondents were issued with a consent paper that was required to be signed voluntarily for further participation in the study. The respondents were not compelled to participate in the study, and they were allowed to withdraw from the study at any point.

To ensure the confidentiality of the collected information, codes were used to conceal the real identity of the respondents. No names were attached to the questionnaires for the online survey and the hard copy circulations. Ethical approval was also obtained from the Police Force Head Quarters of Dubai to grant the permission for this study.

Additionally, the researcher confirmed to the respondents that they did not have to participate in the study, and the process was voluntary. It was also clear that a choice not to take part in the study could not be penalized and it could not affect the treatment nature of employees. The respondents were also assured that the information collected was confidential and their identities were concealed. This was achieved through coding.

Data Analysis

The quantitative and qualitative data analysis for the current research was conducted based on the collected data from the questionnaires.

Collected data were recorded in a Microsoft Excel file then coded to conceal the respondents' identities. The hard copy data was entered manually into the computer. Data were then analyzed using the Statistical Package for Social Sciences (SPSS-15) for statistical analysis. A p-value less than 0.05 is considered significant as implied by Swanson (2021).

Descriptive Statistical Method

Dimic et al. (2019) suggest that descriptive statistical techniques are applied to describe collected data from varied sources applicable to the research sample. These measures therefore include percentage distribution, frequency distributions, standard deviations, mode, median, and mean. In the current study, the descriptive study methods were used to define the socio-demographic variables of the study such as age, sex, marital status, and education levels.

Most respondents were males with a 65.9% in comparison to females with 34.1% (Table 1). This indicates that the composition of the Dubai Police traffic department is infiltrated by men as compared to men.

Table 1: Gender of the Respondents

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------|-----------|--------------|---------------|--------------------|
| Valid | Male | 58 | 65.9 | 65.9 | 65.9 |
| | Female | 30 | 34.1 | 34.1 | 100.0 |
| | Total | 88 | 100.0 | 100.0 | |

The age distribution of the Dubai Police traffic department is highly inclined towards those of 35-44 years with an approximate 49% of the total Police traffic department Population (Figure 1). The other age categories are distributed as follows; 45-54 years with 24%, 25-34 years with 18%, 55-64 years with 6%, and 18-24 years with 5%. Thus, this informs that the employees of the Police traffic department of Dubai have a larger number of their employees of middle age (35-44 years) with few young and older individuals.

Table 2: Age Distribution of Employees

| | | Frequency | Percent | Valid Percent |
|-------|--------------|-----------|--------------|---------------|
| Valid | 18-24 | 4 | 4.4 | 4.4 |
| | 25-34 | 16 | 17.8 | 17.8 |
| | 35-44 | 44 | 48.9 | 48.9 |
| | 45-54 | 21 | 23.3 | 23.3 |
| | 55-64 | 5 | 5.6 | 5.6 |
| | Total | 90 | 100.0 | 100.0 |

The marital status for these employees consisted of mostly married individuals with an approximate 72% of the total population while the unmarried were approximately 23% (Figure

2). The widowed/ widowers were approximately 6% of the total population of the Dubai Police traffic department.

Table 3: Marital Status of Employees

| | | Frequency | Percent | Valid Percent |
|-------|--------------|-----------|--------------|---------------|
| Valid | single | 20 | 22.2 | 22.2 |
| | married | 65 | 72.2 | 72.2 |
| | widower | 5 | 5.6 | 5.6 |
| | Total | 90 | 100.0 | 100.0 |

The education levels distribution for the Dubai Police traffic department employees implies that the force consists mostly of individuals whose highest education level is High school or less (Figure 3). This is followed by individuals with bachelor’s degree with an approximate 24% than those with Diploma or Higher Diploma with an approximate 14%. Those with master's or higher degrees are the least with an approximate 8%. Thus, the Dubai police traffic department consists of all educated individuals.

Table 4: Education Level Distribution

| | | Frequency | Percent | Valid Percent |
|-------|---------------------------|-----------|--------------|---------------|
| Valid | High school or less | 50 | 55.6 | 55.6 |
| | Diploma or higher diploma | 12 | 13.3 | 13.3 |
| | Bachelor | 21 | 23.3 | 23.3 |
| | master or higher | 7 | 7.8 | 7.8 |
| | Total | 90 | 100.0 | 100.0 |

The job level of the respondents was mostly employees with an approximate 89%, followed by 8% of the head of departments. The managers were the least number of respondents with an approximate 4% (Figure 4). Therefore, the research response was well represented from the employees to the managerial positions.

Table 5: Job Levels of Employees

| | | Frequency | Percent | Valid Percent |
|-------|--------------|-----------|--------------|---------------|
| Valid | Manager | 3 | 3.3 | 3.3 |
| | COD | 7 | 7.8 | 7.8 |
| | employee | 80 | 88.9 | 88.9 |
| | Total | 90 | 100.0 | 100.0 |

The respondent’s data implied that most employees of the Dubai Police traffic department have been there for a minimum of 20 years with an approximate 36% of the total population of respondents (Figure 5). Those with 16-20 years were 24% of the total respondents, 11-15% was 17%, 6-10 years were 7%, and 1-5years of experience were approximately 15%.

Table 6: Years of Experience for Employees

| | | Frequency | Percent | Valid Percent |
|--------------|--------------|-----------|--------------|---------------|
| Valid | 1-5 | 13 | 14.4 | 14.6 |
| | 6-10 | 8 | 8.9 | 9.0 |
| | 11-15 | 15 | 16.7 | 16.9 |
| | 16-20 | 21 | 23.3 | 23.6 |
| | 20+ | 32 | 35.6 | 36.0 |
| | Total | 89 | 98.9 | 100.0 |
| Missing | System | 1 | 1.1 | |
| Total | | 90 | 100.0 | |

Analytical Statistical Methods

The analytical statistical methods are used to draw inferences from samples to the targeted population parameters.

A multiple linear regression analysis was conducted to determine the relationship between the socio-demographic factors (nationality, increasing age, being married, job levels, and increasing years of experience) and job satisfaction among employees. There was a significant relationship between these socio-demographic factors and job satisfaction among employees with an F statistic of 6.316 and a p-value < 0.001 (Table 3). Therefore, the relationship is significant since the calculated p-value is less than the level of significance.

The R^2 implies how well the regression model fits the observed data with the percentage of variability that can be explained by the model. Therefore, for this research, 70.8% of the variability can be explained by the model thus it shows a good fit of the observed data.

Table 7: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | F Change | Sig. F Change |
|-------|---|----------|-------------------|----------------------------|----------|-------------------|
| | | | | | 1 | .555 ^a |

A confirmation using ANOVA shows that the predictor variables (years of experience, job level, Nationality, marital status, and age) and the dependent variable; job satisfaction has a significant relationship (Table 3). P-value < 0.001 which is smaller than the level of significance hence the relationship is significant.

Table 8: ANOVA Table

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|--------------|----------------|-----------|-------------|-------|-------------------|
| 1 | Regression | 1.439 | 5 | .288 | 6.316 | .000 ^b |
| | Residual | 3.236 | 71 | .046 | | |
| | Total | 4.675 | 76 | | | |

a. Dependent Variable: My job gives me satisfaction
b. Predictors: (Constant), years of experience, job level, Nationality, marital status, Age

Table 4 below therefore shows the standardized and unstandardized coefficients for the predictor variables showing the strength of their contribution towards the dependent variable. The table indicates that only marital status and age significantly explain the dependent variable, job satisfaction (p-value less than the level of significance, 0.05). The marital status of an employee reduces job satisfaction by -0.332 with a p-value= 0.012 while an increase in age increases job satisfaction by 0.312 with a p-value<0.001.

Table 9: Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|---------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.064 | .209 | | 5.080 | .000 |
| | Nationality | .005 | .090 | .009 | .051 | .960 |
| | Age | .312 | .077 | .950 | 4.029 | .000 |
| | marital status | -.332 | .129 | -.590 | -2.573 | .012 |
| | job level | -.140 | .074 | -.265 | -1.884 | .064 |
| | years of experience | .023 | .053 | .133 | .440 | .661 |

a. Dependent Variable: My job gives me satisfaction

The model summary between the job satisfaction variable and the variables; Protection in public spaces, Salary, my work directly contributes towards organizations goals; My company ensures the job levels are acquired in the right way; My company efficiently addresses public complaints; My organization handles grievances and complaints effectively; My organization ensures there is a safe and healthy working environment, professional development opportunities, and There is a clear career path in my organization has a significant relationship (Table 5). (F. statistic= 19.325, p-value<0.001). The independent variables explain 68.5% of the total variability in the model.

Table 10: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .850 ^a | .722 | .685 | .139 | .722 | 19.325 | 9 | 67 | .000 |

a. Predictors: (Constant), Protection in public spaces, Salary, my work directly contributes towards organizations goals; My company ensures the job levels are acquired in the right way; My company efficiently addresses public complaints; My organization handles grievances and complaints effectively; My organization ensures there is a safe and healthy working environment; professional development opportunities, there is a clear career path in my organization

Further looking at the significance of the individual coefficients shows that; the variables under “My organization handles grievances and complaints effectively” and “protection in public spaces” are not significant with p-values 0.0924 and 0.135 respectively (Table 6). However, the remaining variables are significant with p-values less than the level of significance, 0.05.

A factor analysis conducted based on the principal component analysis indicates that only the variable collected under “my work directly contributes towards organizational goals” have a strong relationship with the dependent variable (Table 7). This is because it had a value greater than 1 (Sundararajan 2021). It further explains 88% of the total variance.

Summary

The research strategies used in the current study can be explained using a combination of quantitative and qualitative methods. A scale was then used for the qualitative study results and the quantitative studies were employed to inform on the determinants of job satisfaction among the police force employees in Dubai. The only technique used for data collection were questionnaires which involved online and hard copy questionnaires.

The current research adopted a simple random sampling to reduce bias and applied the purposive sampling technique to increase the response rate. A total of 116 employees were enrolled in the study and their information was captured in the questionnaires. Ethical considerations and consent approval were obtained before collecting data. The data collected was then analyzed using descriptive and analytical methods. The Appendix section illustrates the main data variables analyzed in the study.

Discussion

The first objective was to identify the determinants of job satisfaction among the employees of the Police Force Department where 49 variables were collected consisting of 8 socio-demographic factors with 40 environmental factors. While the socio-demographic factors could be considered factors explaining job satisfaction, age and marital status are the only factors that strongly explain the relationship due to their significant result. For the nine

environmental factors, using factor analysis to determine variables that strongly explain the dependent variables, the variable under “my work directly contributes towards organization’s goals” efficiently explains the status of job satisfaction. These findings indicate that the police force employees prefer clear set goals and well-defined authority lines to avoid uncertainty levels in their job satisfaction.

The second strongest factor is the clear career path in the organization followed by a healthy and safe working environment. These findings show that the police department employees are motivated by the possibility of improving their job levels hence impelling their job satisfaction experiences. Secondly, safe and healthy working conditions by the organization influences employees' attitudes towards their job satisfaction experiences. The employees feel motivated in safe and healthy working environments. The organization’s handling of grievances was next followed by its handling of public complaints. The findings indicate that the police force employees appreciate how their managers handle their personal complaints and it would influence their attitude towards their job satisfaction experiences.

The findings show that right job acquisition is the sixth strongest followed by salary. Although salary and job acquisition could be argued as incentives to work hard and motivation towards job satisfaction, the results of this research show that it is not one of the strongest. The employees still consider them as factors contributing towards job satisfaction, but they are not the major factors. The seventh strongest is professional development opportunities followed lastly by protection in the public spaces. This indicates that the employees are not greatly motivated, or their job satisfaction levels are not elevated by the professional opportunities and the protection in the public spaces.

Findings from the multiple regression analysis also indicate that.

- i) Job productivity tested by the variable under “my work directly contributes towards the organizational goals” influences the job satisfaction levels. The result is significant with a p-value = 0.004 (a value less than the level of significance, 0.05). Therefore, the data depicts the intrinsic or extrinsic factors that stem from the nation's collectivist culture.
- ii) There is a significant relationship between job satisfaction and execution of mandates informed by the ability of the company to address public complaints. There is a significant statistical result, p-value < 0.001 (value less than the level of significance) hence we confirm that the relationship between job satisfaction and execution of mandate is significant.
- iii) The results also indicate a positive relationship between job satisfaction and a safe and healthy work environment. There is significant statistical evidence with a p-value = 0.01 which is less than the level of significance.

Conclusion

The present study explored the factors influencing employee satisfaction levels and their effects on productivity and efficiency levels in Dubai’s police traffic department (TD). The relationship between work variables and motivational factors was investigated to assess the effect on productivity. However, the study limitation is that although Dubai shares many cultural factors with other UAE emirates, the Dubai Police Force structure is different. Therefore, significant differences should be expected when applying these study findings. Understanding job satisfaction determinants is very vital in the management of an organization’s psychology and behavior though it had received little attention for several

decades in the Middle East. Therefore, this study took the initiative to explore various determinants of job satisfaction. The study's findings indicate that demographic and environmental factors can be used to describe job satisfaction. Although salary and work directly contribute towards an organization's goals, companies can ensure that job levels are acquired in the right way. This way, the organization can efficiently address public complaints and promote a safe and healthy working environment. Besides, professional development opportunities relating to the career path, age, and marital status strongly define this relationship between an organization and its workforce. In the end, these findings will inform further studies on behavioral management and workplace productivity in organizations.

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