

# The Moderation Effect of Officer Gender, Rank and Job Tenure on Community Policing Malaysia Towards Job Satisfaction Among Police Officers in Klang Valley Malaysia

\*Dato' Sik Poh Meng<sup>1</sup>, Pat Kam Seng<sup>2</sup>

<sup>1</sup>School of Business, Management and Technology, Alfa University College, Kuala Lumpur, Malaysia

<sup>2</sup>Community Policing, Crime Prevention and Community Safety Department, Kuala Lumpur, Malaysia

\*Email: [datosik@gmail.com](mailto:datosik@gmail.com)

Received: 7 April 2024

Accepted for publication: 1 June 2024

Published: 30 June 2024

## Abstract

This study set out to investigate the connection between officer work satisfaction and the application of community policing. It also looked at the beneficial effects of the community on the workplace that could raise officer satisfaction. The research overview given in the next chapter presents a range of findings from community and traditional policing with particular reference to positively impacting officer job satisfaction. It is part of the public sector, monitor by the government under Ministry of Home Affairs. As the part of the public sectors in Malaysia, Members of the Royal Malaysian Police (RMP) are urged to continue to improve the quality of their work and provide the best service to the community in line with the government's wishes. Even though community policing has proven successful and effective in many different societies around the world, it is still unclear what factors are universally recognized as being relevant to officer commitment. Accordingly, what are the specific factors that influence officials in Malaysia to accept or reject community policing, and how similar are these factors to those in other parts of the world. Generally, the public were not satisfied with the service delivery by the police force. Therefore, efforts to improve the attitudes of police personnel and reforming them in the job areas should be prolonged and continued by the government in order to achieve public satisfaction. The overall Alpha Cronbach is .950 point. For each construct, the result shows the Job Satisfaction with a .919 point, and Community Policing with a .879 point respectively. This shows that the questionnaires can be administered to see the relationship between officer gender, ranking and tenure to the application of community policing towards officer job satisfaction and the among RMP personnel in Klang Valley, Malaysia.

**Keywords:** Job satisfaction, community policing, officer gender, officer ranking, officer tenure

---

## Introduction

To boost the momentum in attaining optimum job stultification, in officers job satisfaction, the Royal Malaysian Police (RMP) has produced a number of strategic plans, including the Police Strategic Plan (PSPRMP) 2015-2020 and the Police Integrity Plan 2016-2020. This is due to the fact that police work performance guarantees a big impact on both society and their place of employment (Azizah, Zirwatul, & Azlina, 2018). An individual's ability to fulfil their obligations is what determines excellence in an organization (Pushpakumari, 2008). The establishment of the police force is a prerequisite for

preserving wealth through security. Police work is specialized, difficult, and dangerous. Risking their lives is a necessary element of the job description for police officers, who operate in a high-pressure atmosphere (Certo, 2015).

According to Hunnur and Sudarshan's (2014) study, the police force is the most significant and demanding department for social welfare since police officers are needed to work on the fundamental tasks of protecting people and property. Redesigning the responsibilities, functions, and objectives of police officers in this more modern system is necessary to provide them with greater autonomy and the ability to make their own decisions (Pelfrey, 2007).

A crucial component of the community policing paradigm's organizational strategy is participatory management. In addition to enabling officers to experience greater autonomy, decision-making authority, problem-solving skills, and the development of deep and engaging relationships with citizens, participatory management upholds organizational expectations (Lord & Friday, 2008). Through community policing, officers can make decisions about their jobs without having to get quick clearance from their supervisors. The officers can also pool resources, take on a range of responsibilities and assignments, solve problems, and strengthen their relationships with the public. Because of the rigidity of the traditional policing system and the role that police officers play within it, there are no opportunities for the relationship between the police and the citizen to develop into one of mutual trust. On the other hand, a community policing approach's work role and task variety do give officers the chance to engage with the community, exchange ideas for solving problems, and use their own discretion when choosing solutions. According to Jo and Shim (2015), these chances and experiences in the context of community policing are said to clearly reward effort and results, which raises officer work satisfaction.

Crowl (2017) found community policing activities were correlated with higher levels of job satisfaction, which, in turn, were accompanied by positive attitudes towards the community than traditional officers. Moreover, Crowl (2017), asserts that community police officers had higher levels of job satisfaction and feelings of safety among citizens.

In 1967, Tan Sri Salleh Isma'il, the Inspector General of Police (IGP), saw the need for increased interaction between the Royal Malaysian Police (RMP) and the public in order to advance peace and security (Hanina et al., 2021). This was the beginning of the concept of community policing in Malaysia. The Japanese KOBAN system (KO-change and prohibit, meaning guard) is where the Malaysian model of community policing originated. This system involves law enforcement policing the streets so that members of the public can approach them and offer assistance on matters of inquiry and breach of peace that they have to report (Hanina et al., 2021).

Abdul Hadi et al., (2021), emphasize that "System Salleh" was the name given to the process of policing that started Malaysia's journey towards a path of police-person interaction and collaboration. All of this occurred while the program was not officially designated or put on track until 2007, at which point it was referred to as community policing. Many other countries were doing the same, especially in Asia, where Singapore was one among them. Community policing, however, was criticized for having numerous implementation-related issues Abdul Hadi et al., (2021).

## Literature Review

### *Community policing*

Community policing, which differs greatly from the conventional top-down policing methods, is an organizational shift for the majority of law enforcement agencies. Reframing Organizations: Artistry, Choice, and Leadership's description of organizational theory serves as the foundation for the theoretical framework for this investigation. Bolman and Deal (2013) created the following four frameworks for organizational assessment in their work: (i) structural, (ii) human resources, (iii) political, and (iv) symbolic. Every frame act as a separate filter that organizational management uses to carry out its duties and analyze the organization's and its members' overall health and well-being.

The degree of openness that law enforcement personnel will have toward the community-centered approach depends on how these institutions carry out this change. According to certain important theorists' writings, community policing should be viewed as a transformation endeavour when it comes to its implementation and practice (Kotter, 2012). From this angle, the degree to which individuals inside the organization have more positive or more negative experiences during the change initiative depends on the specifics of how the transition is managed.

According to Carlan (2007), community policing is the shift from the old paradigm of policing to a model that is focused on the community. Numerous myths have been created about community policing that deny its value. These myths include the following: (i) community policing is drastically different from traditional policing; (ii) it greatly increases officers' workloads; (iii) it diverts officers' attention from their primary duty of controlling crime; and (iv) it makes officers become social workers (Watson, Stone, & Deluca, 1998). These four frameworks offer different perspectives from which to analyze the community policing model. The structural and human resource frames, however, are the most appropriate with the theoretical framework for the goals of this investigation. According to Bolman and Deal (2013) it is presented as organizational settings, resources, rules, policies, and procedures in the structural frame.

Community policing's symbolic character serves as an external example of how police respect partnerships, external relationships, and cooperative problem-solving experiences. In certain cases, the relationship between the police and the public is improved and both parties feel more satisfaction as a result of mutual trust and transparency (Lawson, 2012).

According to De Guzman and Kim (2017), every community has a different pattern of demands, and these variations must dictate the particulars of the community policing implementation process and its objectives. To validate different policing organizations, community models were evaluated, operationalized, and empirical evidence was retrieved. Variables required the dynamics of community-oriented policing to take root, and they were dependent on implementation indicators. The hierarchy of wants in the community, which was distinct from the officers' own needs, was the independent variable. The net result of the hierarchy of demands for each unique community was estimated by taking into account control variables such as geographic location, crime rates, organizational characteristics, and urbanity.

### *Job Satisfaction*

Job satisfaction can also be defined as "the degrees to which employees are content with the job that they perform," according to Phillips and Connell (2003). They clarified that job happiness is determined by five factors: advancement, compensation, interaction with supervisors and coworkers, and contentment with the work itself. Happy and hence productive workers are those who are satisfied. The contentment of workers has a direct impact on the overall prosperity of the company since contented workers will enhance productivity within the company (Saari & Judge, 2004; Dessler, 2005).

Officers have a more tangible and satisfying involvement in plans and strategies thanks to this increased sense of contribution and decision-making, which may lead to increased job satisfaction through task completion and work-related factors (Jo & Shim, 2015). Pelfrey (2007) lends credence to the notion that a particular policing approach and job satisfaction are related. Research indicates that officers who implement a community policing service style report more job satisfaction, which raises their level of effort at work.

Numerous studies have demonstrated that job happiness and productivity are positively correlated, both directly and indirectly, in the majority of the firms that are dealing with this issue. As said by Marilyn in 2008. The internal organizational environment, in particular the problem of job satisfaction among police personnel, needs to be carefully examined if the RMP is to meet its objectives as outlined in the 5-year Strategic Plan. During the Ministry of Defence Excellent Service Award 2005, the Prime Minister addressed the significance of the job satisfaction issue in RMP. Thus, it is entirely dependent upon RMP. Therefore, RMP is the only thing that can make this condition better (Yahaya, Hashim, & Ismail, 2012).

According to Yuksul and Tosun (2015), police socialization is influenced by policing strategies like community policing, and officers who place a high priority on collaboration, problem-solving, and public relations report higher levels of job satisfaction. The main goal of community policing is to involve police personnel in the community and encourage them to support the community policing idea. After that, it makes sense to assume that if the police support a community policing strategy, officers will be more inclined to accept organizational objectives and their new role, which will ultimately result in higher work satisfaction levels.

### *Officer Gender, Ranking and Officer Tenure*

Employee demographics like sex, age, race, education, and tenure have all shown erratic and weak associations with job satisfaction in research conducted in sectors other than criminal justice (Dunbar & McGill, 1978); (Griffin & McMahan, 1994); (Jayaratne, 1993). Though these studies revealed few differences between male and female officers, some have discovered that female police officers are less satisfied with their work than male officers (Belknap & Shelley, 1992 (Buzawa, Austin, & Bannon, 1994); (Love & Singer, 1988). However, measures of job satisfaction for male and female officers did not differ statistically significantly, according to another research (Dantzker & Kubin, 1998); (Hunt & McCadden, 1985); (Love & Singer, 1988); (Zhao, Thurman, & He, 1999).

As to Pelfrey's (2007) findings, modifications pertaining to an officer's tenure and ranking could potentially result in increased job satisfaction, improved productivity, and feelings of gratitude. Community policing allows officers to participate in their work more significantly. They actively engage in plans and strategies, and it is thought that this form of participation generally results in higher officer satisfaction levels. Increased officer satisfaction may be a direct result of increased public happiness, and maintaining openness and confidence in the citizen-police relationship may depend on it.

Researchers frequently use gender, a significant demographic variable, to look at how it relates to various aspects of job satisfaction. Male members reported higher levels of job satisfaction than female members, mostly in terms of profits and income received, according to studies by (Callister, 2006); (Bilimolia et al., 2006). However, Ward and Sloane, (2000) found no discernible difference in overall job satisfaction between male and female faculty members. These results are in line with the conclusions drawn by Donohue and Heywood, (2004). Rashed (2006) agreed that there is no statistically significant difference in job satisfaction between male and female civil servants.

### *Community Policing and Job Satisfaction*

Job satisfaction amongst employees is critical to all organizations primarily because employees are their greatest asset. Policing organizations which embrace a structure and spirit of community policing may contribute to job satisfaction, which may, at least in part, be a result of officers having the opportunity to contribute towards organizational plans and decisions (Jo & Shim, 2015). In addition, the internal and external collaborative nature of community policing, coupled with a team concept towards transparent decision-making has been reported to contribute towards perceptions of officer job satisfaction (Glaser & Denhart, 2010).

According to Lilley & Hinduja, (2007) cited in (Sulaiman, Hanina, Aliyu, & Jeffrey, 2021) recommendation, officers who are happy with their prospects for promotion may have a positive outlook on community policing because they believe that their efforts will be rewarded with a promotion Pelfrey, (2007, 2004) and Sulaiman et al., (2021), found that officers' opinions of community policing are positively impacted by their level of job satisfaction.

This study by Demirkal and Nalla (2018) is consistent with a large amount of other data which suggests that community policing may contribute to officer satisfaction. The findings once more indicate that goal setting, self-efficacy, and feedback increase the motivation of police officers, which leads to rewards, and officer job satisfaction. This study contributes further to existing research to help determine the extent to which community policing might affect the officers themselves, as well as how they view their roles and the satisfaction therein.

### **Research Hypothesis**

The Research Hypothesis from the research questions are as below:

Hypothesis 1: Community policing has a positive and significant effect on job satisfaction among police officers in Klang Valley Malaysia.

Hypothesis 2: The effect of community policing on job satisfaction among police officers in Klang Valley Malaysia is depending on their gender.

Hypothesis 3: The effect of community policing on job satisfaction among police officers in Klang Valley Malaysia is depending on their office rank.

Hypothesis 4: The effect of community policing on job satisfaction among police officers in Klang Valley Malaysia is depending on their job tenure.

### **Research Methodology**

Quantitative research methods were used based upon the philosophical belief or assumption that we exist in a coherent and stable environment that we are able to understand, measure, and in which we can generalize information. Quantitative designs are used to collect, analyze, and quantify numerical data in order to explain, predict, or describe. This approach suggests our world is somewhat predictable, illustrating opportunities to better understand through scientific research, assessment, and examination (Gay, Mills, & Airasian, 2012).

The sampling method conducted in this study using Convenience Sampling Method procedures. From 126 police stations in Klang Valley Malaysia, the researcher has selected the population from the State Contingent Police Headquarters which consists of 15 district police headquarters. This study comprised 329 officers.

### *Validity of Instruments - Pilot Test*

A pilot test has been conducted on 50 respondents (Royse, Bruce, & Deborah, 2014), from Shah Alam main Police Headquarters, Kelang Valley, Malaysia. The targeted respondents are IPD policer officer in Klang Valley, Malaysia due to utilizing time and effort in the most efficient way possible to achieve success in performing surveys, especially those that require a large number of participants (Sincero, 2012). The respondents in the pilot test are the personnel working in Shah Alam main Police Headquarters, Kelang Valley, Malaysia. The test was done to see the validity and level of confidence in the item. The summary of the respondents in during pilot test described in Table 3, show the Reliability Statistics.

Table 3: Overall Reliability Statistics

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.961	.962	33

**Findings**

*Hypothesis 1: Community policing has a positive and significant effect on job satisfaction among police officers in Klang Valley Malaysia*

All the constructs above were measured using 36 items in a questionnaire. The exogenous construct community policing (CP) with 10 items. The endogenous construct is job satisfaction (JS) with 26 items. Lastly, the moderation constructs that demography consists officer gender, officer ranking and officer tenure. The following figure presented the results of confirmatory factor analysis (CFA) for the model in this study (Figure 1.1)

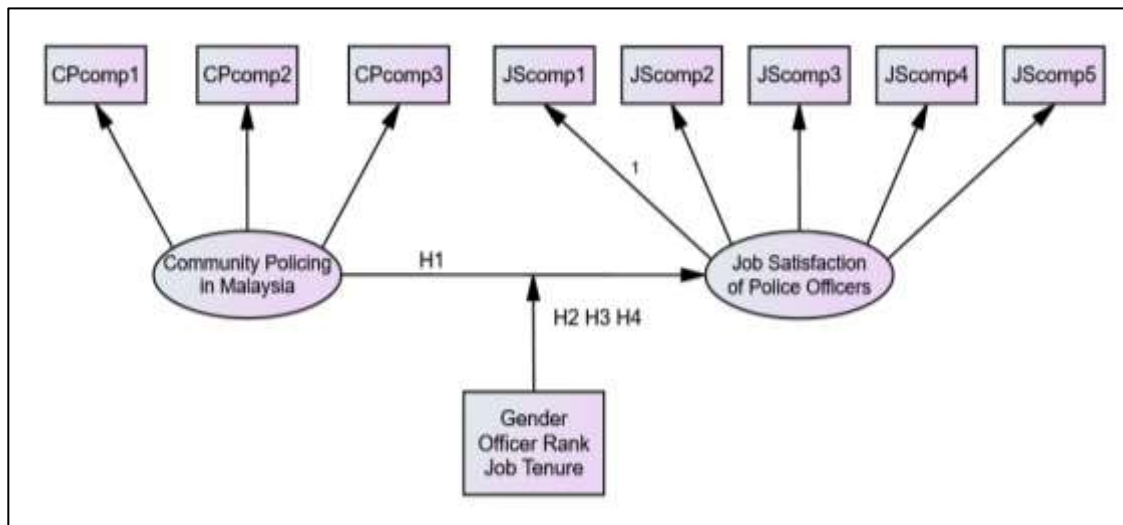


Figure 1.1: The construct and components after EFA

*Hypothesis 1: Community policing has a positive and significant effect on job satisfaction among police officers in Klang Valley Malaysia*

The estimated parameter obtained through structural equation modelling (SEM) procedure is presented in the following figure (Figure 1.2) for standardized regression path coefficient. This show that Community policing has a positive and significant effect on job satisfaction among police officers in Klang Valley Malaysia, with a P-value of 0.001 (<0.005) and it is supported.

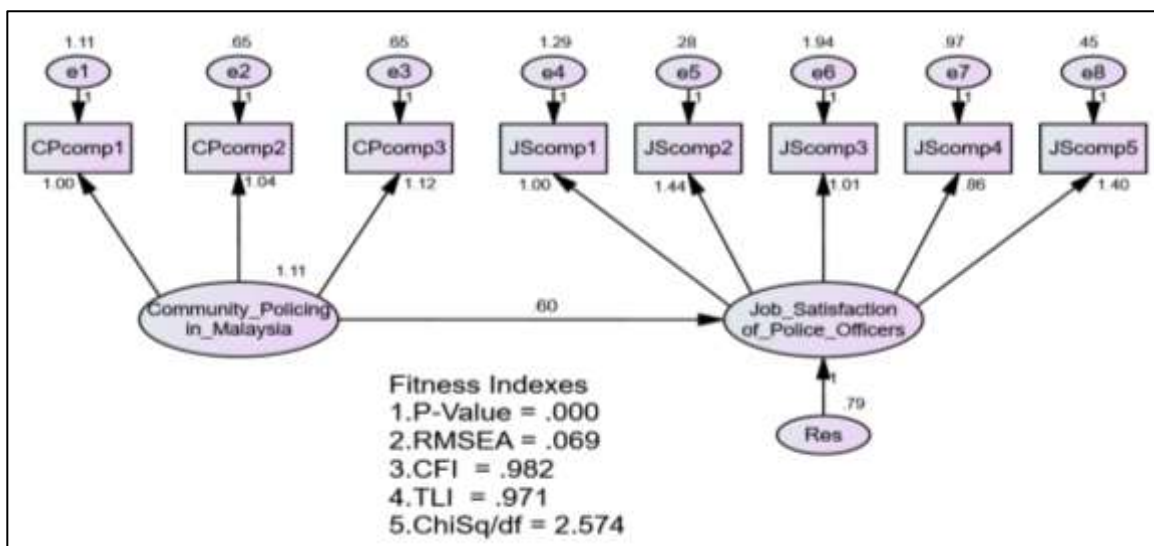


Figure 1.2 Standardized Regression Path Coefficient

Table 4.1: Hypothesis for H<sub>1</sub>

	<b>Hypothesis statement</b>	<b>P-value</b>	<b>Result</b>
H <sub>1</sub>	Community policing has a positive and significant effect on job satisfaction among police officers in Klang Valley Malaysia.	0.001	Supported

### Testing for Moderation Effects

Prior to testing the moderation effect, the study needs to assess the invariance on the path where the moderator is going to be tested (Awang et al., 2018, 2023). The invariance on the path of interest is tested by finding the difference in Chi Square values between the constrained model and unconstrained model. The path of the model is constrained by putting the parameter “1” on the path of interest where the moderator is to be tested (Awang et al., 2012, 2015).

Table 4.2: Constrained and unconstrained findings

	<b>Constrained Model</b>	<b>Unconstrained Model</b>	<b>The difference in Chi-Square</b>	<b>Result on Moderation</b>	<b>Result on Hypothesis</b>
Chi-Square	61.458	43.756	17.702 > 3.84	<b>Significant</b>	Supported
DF	18	17	1		
Ha: The invariance occurs in the path between community policing and job satisfaction.					<b>Supported</b>

### Hypothesis 2: The effect of community policing on job satisfaction among police officers in Klang Valley Malaysia is depending on their gender

The results show the female respondents has higher regression coefficient (1.438) compared to male respondents (0.462). The two coefficients indicate the effect of community policing on job satisfaction depending on the **gender** of police officers. Thus, the moderation occurs. However, since both groups have significant p-values, the type moderation affects that occurred is termed as partial moderation.

Table 4.3: Comparison between male and female

	<b>Gender</b>	<b>Regression Coefficient</b>	<b>P Value</b>	<b>Result</b>
1	Male	0.462	0.001	Significant
2	Female	1.438	0.001	Significant

### Hypothesis 3: To determine the effect of officer ranking on community policing among police officer in Klang Valley Malaysia

The results show the rank 4-6 respondents has higher regression coefficient (0.612) compared to male respondents (0.5982). The two coefficients indicate the effect of community policing on job satisfaction depending on the **Rank** of police officers. Thus, the moderation occurs. However, since both groups have significant p-values, the moderation effects that occurred is termed as partial moderation.

Table 4.4: The comparison between Rank 1-3 and Rank 4-6 respondents

	<b>Rank</b>	<b>Regression Coefficient</b>	<b>P Value</b>	<b>Result</b>
1	1-3	0.598	0.001	Significant
2	4-6	0.612	0.001	Significant

**Hypothesis 4: To determine the effect of job tenure on community policing among police officer in Klang Valley Malaysia**

The results show the more than 10 years respondents has higher regression coefficient (0.653) compared to less than 10 years respondents (0.545). The two coefficients indicate the effect of community policing on job satisfaction depending on the Tenure of police officers. Thus, the moderation occurs. However, since both groups have significant p-values, the moderation effects that occurred is termed as partial moderation.

Table 4.5: The comparison between less than 10 years and more than 10 years respondents

	Tenure (years)	Regression Coefficient	P Value	Result
1	Less than 10	0.545	0.001	Significant
2	More than 10	0.653	0.001	Significant

### Conclusion

In this study, 329 respondent samples were acquired from the 12,775 population of RMP personnel, Selangor, Malaysia. Section A is for the respondent's demography, Section B is related to the Job Satisfaction, and Section C is related to Community Policing. The questions were allocated in the questionnaire to be administrated to the respondents in a survey form consisting of Job Satisfaction, questionnaires were taken from Ramos-Villagrasa, Barrada, Fernández-del-Río, & Koopmans, (2019) and section Community Policing questionnaires were taken from Mohamed Hossam El Din Khalifa & Truong (2010) and Department of Justice, US (2014). Whereas, the rest of the table measures the EFA for each item question to see the reliability of each question in the survey form.

This study aimed to examine the moderating effects of police officers' gender, rank and job tenure on community policing Malaysia towards job satisfaction among police officer in Klang Valley Malaysia. Besides that, this study aimed to understand the constructs involving the item of Job Satisfaction and Community Policing and their relationship among these factors. As an individual, Kuehn, (2019) highly recommended that the characteristics of integrity, courage, respect, fairness, honesty, and compassion are the element of moral values that should be displayed.

In conclusion, these findings emphasized that there is a need to ensure that the police officers will have competency to apply their expertise in community policing method, and perform it to get a better job satisfaction. More courses must be given to police officers to upgrade their competency community policing method and get better job satisfaction. This research is to see the Moderating Effects of Gender, Rank and Job Tenure on Community Policing Malaysia Towards Job Satisfaction Among Police Officer in Klang Valley Malaysia. This shows that the moderator does occur and supports the need of the research. In other words, police officer should have the competency in delivering their expertise in community policing

### References

- Abdul Hadi, S., Hanina, H. H., Aliyu, Y., & Jeffrey, L. (2021). Police Officer's Commitment towards Community Policing in Malaysia: Instruments Development and Validation. *International Journal of Academic Research in Business and Social Sciences*, 11(15). DOI:10.6007/IJARBS/v11-i15/10650, 245–261.
- Azizah, A., Zirwatul, R. A., & Azlina, A. B. (2018). Factors influencing job performance among police personnel: An empirical study in Selangor. *Management Science Letters*, 939–950.
- Awang, Z. (2012). *Research Methodology and Data Analysis 2nd Edition*. Shah. Shah Alam: University Technology MARA Publication Centre (UiTM Press).
- Awang, Z. (2015). *SEM Made Simple: A Gentle Approach to Learning Structural Equation Modelling*. Bandar Baru Bangi: MPWS Rich Resources.
- Bilimolia, O., Perry, S. R., Liang, X. S., Higgins, P., & Taylor, C. (2006). How do female and male faculty members construct job satisfaction? The roles of perceived institutional leadership and mentoring and their mediating processes. *Journal of Technology Transfer*, 31, 355-371.
- Bolman, L. G. & Deal, T.E. (2013). *Reframing organizations: Artistry, choice, and leadership* (5th ed.). San Francisco, CA: Jossey Bass.
- Buzawa, E. S., Austin, T., & Bannon, J. (1994). The role of selected socio-demographic and job-specific variables in predicting patrol officer job satisfaction: A reexamination ten years later. *American Journal of Police*, 13, 51-75.

- Callister, R. R. (2006). The impact of gender and department climate on job satisfaction and intentions to quit for faculty in science and engineering fields. *Journal of Technology Transfer*, 31, 367-375.
- Carlan, P. E. (2007). The search for job satisfaction: A survey of Alabama policing. *American Journal of Criminal Justice*, 32(1-2), 74–86. Doi: 10.1007/s12103-007-9014-y 111
- Certo, S. (2015). *Supervision: Concepts and skill-building: McGraw-Hill Higher Education*. New York City: McGraw-Hill Higher Education.
- Chan, J., Devery, C., & Doran, S. (2003). *Fair Cop: Learning the Art of Policing*. Toronto:: University of Toronto Press.
- Crowl, J. N. (2017). The effect of community policing on fear and crime reduction, police legitimacy and job satisfaction: An empirical review of the evidence. *Police Practice and Research*, 18(5), 449-462. doi:10.1080/15614263.2017.1303771
- Dantzker, M. L., & Kubin, B. (1998). Job satisfaction: The gender perspective among police officers. *American Journal of Criminal Justice*, 23, 19-31.
- Data Unit RMP, H. (2023). *Selangor RMP HQ*. Kuala Lumpur: Data Unit, RMP.
- Demirkol, I. C., & Nalla, M. K. (2018). Enhancing motivation and job satisfaction of police officers: A test of high-performance cycle theory. *Criminal Justice and Behavior*, 45(12), 1903-1917. doi:10.1177/0093854818796873
- Department of Justice, U. S. (2014). Community Survey On Public Safety And Law Enforcement. *Office of Community Oriented Policing Services*, 1-8.
- Donohue, S. M., & Heywood, J. S. (2004). Job satisfaction and gender: an expanded specification from the NLSY. *International Journal of Manpower*, 25(2), 211-, 211-238.
- Dunbar, R. L., & McGill, M. E. (1978). Factors associated with job satisfaction among police personnel. *among police personnel. Journal of Police Science and Administration*, 6, 77-85.
- Durmaz, H. (2007). Officer Attitudes Toward Organizational Change In The Turkish National Police. *Dissertation Prepared For The Degree Of Doctor Of Philosophy*, 1-217.
- Ford, J. K., Weissbein, D. A., & Plamondon, K. E. (2003). Distinguishing organizational from strategy commitment: Linking officers' commitment to community policing to job behaviors and satisfaction. *Justice Quarterly*, 20(1), 159-185. Doi:10.1080/07418820300095491
- Foster, J. (2000). *Introduction to Work and Organizational Psychology*. Blackwell, Oxford: Blackwell, Oxford.
- Griffin, R. W., & McMahan, G. C. (1994). *Motivation through job design*. In J. Greenburg (Ed.) *Organizational behavior: The state of the science* (pp. 23-44). Hillsdale, New Jersey.
- Guzman, M. C., & Kim, M. (2016). Community hierarchy of needs and policing models: Toward a new theory of police organizational behavior. *Police Practice and Research*, 18(4), 352- 365. Doi:10.1080/15614263.2016.1242425 Hackman,
- Halsted, A. J., Bromley, M. L., & Cochran, J. K. (2000). The effects of work orientations on job satisfaction among sheriffs' deputies practicing community oriented policing. *Policing: An International Journal of Police Strategies & Management*, 23(1), 82-104.
- Hassan, M. M., & Abdullah, A. (2018). Communities Awareness Towards Community Oriented Policing (COP) Development and Implementation in Malaysia. *The International Journal of Social Sciences and Humanities Invention* 5(06). Doi: 10.18535/ijsshi/v5i6.06, 4794-4800.
- Huber, M. (2017). Data Analysis & Modeling Techniques. Retrieved from Statistics and Hypothesis Testing: [http://ranger.uta.edu/~huber/cse5301/Notes/Hypothesis\\_Testing.pdf](http://ranger.uta.edu/~huber/cse5301/Notes/Hypothesis_Testing.pdf)
- Hunt, R. G., & McCadden, K. S. (1985). *Police Studies*, 8, 17-25.
- Jayarathne, S. (1993). *The antecedents, consequences, and correlates of job satisfaction*. In R. T. Golembiewski (Ed.). *Handbook of organizational behavior* (pp. 111-140). New York, NY: Dekker.
- Jaccard, J., & Turrisi, R. (2003). Interaction effects in multiple regression (2nd ed.). Thousand Oaks, CA: Sage Publications.
- Jo, Y., & Shim, H. S. (2015). Determinants of police job satisfaction: Does community matter? *International Journal of Law, Crime and Justice*, 43(2), 235–251. Doi: 10.1016/j.ijlcrj.2014.09.002 114
- Julseth, J., Ruiz, J., & Hummer, D. (2011). Municipal police officer job satisfaction in Pennsylvania: A study of organizational development in small police departments. *International Journal of Police Science & Management*, 13(3), 243-254. doi:10.1350/ijps.2011.13.3.228
- Kegan, R. (1994). *In over our heads: The mental demands of modern life*. Cambridge: Harvard U. Press
- Krejcie, R. &. (1970). Determining Sample Size for Research Activities. Educational and Psychological Measurement. USA: Science and Education.
- Kotter, J. P. (2012). *Leading change*. Boston: Harvard Business Review Press.
- Lawson, J. (2012). Sociological Theories of Intimate Partner Violence. *Journal of Human Behavior in the Social Environment*, 22. <https://doi.org/10.1080/10911359.2011.598748>, 572-590.



- Lilley, D., & Hinduja, S. (2007). Police officer performance appraisal and overall satisfaction. *Journal of Criminal Justice*, 35, 137-150.
- Lord, V. B., & Friday, P. C. (2008). What really influences officer attitudes toward COP? *Police Quarterly*, 11(2), 220-238. Doi:10.1177/1098611108314569
- Ludlow, L., & Klein, K. (2014). Suppressor variables: The difference between 'is' versus 'acting as'. *Journal of Statistical Education*, 22(2), 1-28. 115
- Love, K., & Singer, M. (1988). Self-efficacy, psychological well-being, job satisfaction, and job involvement: Comparison of male and female police officers. *Police Studies*, 11, 98-102.
- Lucas, W., Novak, K., & Alarid, L. (2003). Exploring officers' acceptance of community policing: Implications for policy implementation. *Implications for policy implementation. Journal of Criminal Justice*, 31(1), 57-71.
- McLeod, S. (2008). Likert Scale. Retrieved from Simply Psychology: <https://www.simplypsychology.org/likert-scale.html>.
- McMillan, D. W., & Chavis, D. M. (2022). Sense of Community: A Definition and Theory. *George Peabody College of Vanderbilt University*, 12-29.
- Meese, E. (1993). Community policing and the police officer. Harvard Univ., Cambridge, MA Kennedy School of Government: Department of Justice, Washington, DC, National Inst. of Justice.
- Miller, H. A., Mire, S., & Kim, B. (2009). Predictors of job satisfaction among police officers: Does personality matter? *Journal of Criminal Justice*, 37(5), 419-426. Doi: 10.1016/j.jcrimjus.2009.07.001
- Moore, M. (1992). Problem solving, and community policing. *Crime and Justice*, 15, 99- 158.
- Myhill, A., & Bradford, B. (2013). Overcoming cop culture? Organizational justice and police officers' attitudes toward the public. *Policing: An International Journal of Police Strategies & Management*, 36(2), 338-356. doi:10.1108/13639511311329732
- Nalla, M. K., Modic, M., & Meško, G. (2014). Community Policing Reforms and Organizational Changes: An Assessment of Officers' Perceptions of Community-Police Relations in Slovenia. *Journal of Criminology and Criminology*. 65(4), 272-286.
- Nunnally, J. (1978). *Psychometric theory. 2nd Edition*. New York.: McGraw-Hill.
- Patton, M. Q. (2002). Two Decades of Developments in Qualitative Inquiry -a Personal, Experiential Perspective. *Qualitative Social Work. Research and Practice*, 261-283.
- Pelfrey, W. V. (2007). Style of policing adopted by rural police and deputies: An analysis of job satisfaction and community policing. *Policing: An International Journal of Police Strategies & Management*, 30(4), 620-636. doi:10.1108/13639510710833901
- Pushpakumari, M. (2008). The impact of job satisfaction on job performance: An empirical analysis. *Paper presented at the City Forum*, 1-12.
- Rashed, A. (2006). The effect of gender on job satisfaction and organizational commitment. *International Journal of Management*, 23(4), 838-943.
- Rehman, A. A., & Alharthi, K. (2016). An Introduction to Research Paradigms. *International Journal of Educational Investigations*. Vol.3, No.8.ISSN: 2410-3446, 51-59.
- Richard, R. J. (2012). Police Officer Job Satisfaction: A Multidimensional Analysis. *Police Quarterly 2012 15: 157*, 1-21.
- Royse, D., Bruce, A. T., & Deborah, K. (2014). *Program Evaluation: An Introduction to an Evidence-Based Approach*. USA: Cengage Learning.
- Senge, P. M. (2012). *Schools that learn: A fifth discipline field book for educators, parents, and everyone who cares about education*. New York: Crown Business.
- Sincero, S. M. (21 Jan, 2012). *Pilot Survey*. Retrieved from Sarah Mae Sincero (Jan 21, 2012). Pilot Survey. Retrieved Jul 14, 2021 from Explorable.com: <https://explorable.com/pilot-survey>: Explorable.com: <https://explorable.com/pilot-survey>
- Sulaiman, A. H., Hanina, H. H., Aliyu, Y., & Jeffrey, L. (2021). Police Officer's Commitment towards Community Policing in Malaysia: Instruments Development and Validation . *International Journal of Academic Research in Business and Social Sciences. Vol. 11 , No. 15* , 1-17.
- Sulaiman, A. H., Othman, J., B, & D'Silva, J. L., (2014). Determinants of community participation in community policing program in Malaysia. *Journal of Applied Sciences*. 14(20), 2439-2449.
- Taherdoost, H. (2016). Sampling Method in Research Methodology How to Choose a Sampling Technique for Research. *International Journal of Academic Research in Management (IJARM)*. Vol. 5, No. 2, ISSN: 2296-1747, 18-27.
- Thibault, E. A., Lynch, L. M., & McBride, R. B. (2011). *Proactive police management*. Upper Saddle River, NJ: Pearson Education/Prentice Hall.
- Vanek, C. (24 April, 2012). Likert Scale – What is it? When to Use it? How to Analyse. Retrieved from Survey Gizmo: <https://www.surveygizmo.com/survey-blog/likert-scale-what-is-it-how-to-analyze-it-and-when-to-use-it/>

- Ward, M. E., & Sloane, P. J. (2000). Non-pecuniary advantages versus pecuniary disadvantages: Job satisfaction among male and female academics in Scottish universities. *Scottish Journal of Political Economy*, 47(3), 273-303.
- Zhao, J., Thurman, Q., & He, N. (1999). Sources of job satisfaction among police officers: A test of demographic and work environment models. *Justice Quarterly*, 16, 153-174.